King County Housing Authority

SPECIAL MEETING OF THE BOARD OF COMMISSIONERS

March 23, 2015 at 8:30 a.m.
King County Housing Authority
Snoqualmie Conference Room
700 Andover Park W
Seattle, WA 98188

A G E N D A

I. Call to Order

II. Roll Call

III. Public Comment

IV. Approval of Minutes

Board Meeting Minutes – January 20, 2015 **1**

V. Approval of Agenda

VI. Consent Agenda

A. Voucher Certification Reports for December 2014 & January 2015 (General and Bond Properties) **2**

B. Fourth Quarter 2014 Summary Write-offs **3**

VII. Resolutions for Discussion & Possible Action

A. **Resolution No. 5499:** A Resolution of the Housing Authority of the County of King authorizing an Interagency Agreement with the Washington State Department of Enterprise Services to renew and review possible expansion of an Energy Performance Contract **4**

VIII. Briefings & Reports

A. Section 8 Waitlist Briefing **5**

XI. Executive Session

A. To consider the selection of a site or the acquisition of real estate by lease or purchase when public knowledge regarding such consideration would cause a likelihood of increased price (RCW 42.30.110 (1) (b))

B. To review the performance of a public employee (RCW 42.30.110 (1) (g))

XII. Commissioner Comments

XIII. Adjournment

Members of the public who are disabled and require special accommodations or assistance at the meeting are requested to notify the Board Coordinator, Jessica Olives, in writing at 600 Andover Park West, Seattle, WA 98188 or by calling 206-574-1194 prior to the meeting date.

<u>Next Board Meeting:</u>

Monday, April 20, 2015

TAB NUMBER 1

MINUTES OF THE MEETING OF THE BOARD OF COMMISSIONERS OF THE KING COUNTY HOUSING AUTHORITY

Tuesday, January 20, 2015

I. CALL TO ORDER

The meeting of the Board of Commissioners of the King County Housing Authority was held on Tuesday, January 20, 2015, at the King County Housing Authority Administrative Offices, 700 Andover Park West, Tukwila, WA. There being a quorum, the meeting was called to order by Chair Doug Barnes at 8:30 a.m.

II. ROLL CALL

Present: Commissioner Doug Barnes (Chair), Commissioner TerryLynn Stewart, and Commissioner Michael Brown

Excused: Commissioner Susan Palmer, Commissioner Richard Mitchell

Staff: Stephen Norman, Bill Cook, Claude DaCorsi, Connie Davis, John Eliason, Sean Heron, Dan Landes, Gary Leaf, Jessica Olives, Nikki Parrott, Beth Pearson, Jennifer Ramirez Robson, Rhonda Rosenberg, Mike Reilly, Craig Violante, Tim Walter, Dan Watson, Kristy Johnson, Kristin Winkel, and Wen Xu

Guests: Mark Santos-Johnson (Community Development Project Manager – City of Renton); Mark Gropper (Executive Director of the Renton Housing Authority); and Deborah Gooden (Consultant – City of Renton)

III. PUBLIC COMMENT

Cindy Ference joined the meeting via phone to provide public comments. Ms. Ference commented on Resolution No. 5492, which authorized changes to initial program eligibility, and her concern that there was an inadequate process for seeking input from residents and the general public. Ms. Ference also commented on the opening of the Section 8 wait list and her concern that the requirement to submit applications online might not reach all those in need who do not have the capability to submit their application electronically. In addition, Ms. Ference commented on the recent conversion of resident files to a digital format and the potential impact of this change on residents who want to review or get copies of documents in their file.

IV. APPROVAL OF MINUTES

On motion by Commissioner Brown, seconded by Commissioner Stewart, the Board approved the minutes from the Board of Commissioner's meeting of December 15, 2014.

V. APPROVAL OF AGENDA

On motion by Commissioner Brown, seconded by Commissioner Stewart, the Board approved the January 20, 2015 Board of Commissioners' agenda.

VI. CONSENT AGENDA

A. Voucher Certification Report for October 2014 (General and Bond Properties)

GENERAL PROPERTIES		
Bank Wires / ACH Withdrawals		7,388,790.33
	Subtotal	***7,388,790.33***
Accounts Payable Vouchers		
Checks - #245130-#245643		2,679,539.44
	Subtotal	***2,679,539.44***
Payroll Vouchers		
Checks - #83547-#83596		56,415.02
Direct Deposit		1,197,576.00
	Subtotal	***1,253,991.02***
Section 8 Program Vouchers		
Checks - #606206-#607608		255,513.36
ACH - #292410-#295534		9,225,737.72
	Subtotal	***9,481,251.08***
Purchase Card / ACH Withdrawal		220,797.29
	Subtotal	***22,797.29***
	GRAND TOTAL	***21,024,369.16***

BOND PROPERTIES	
Bond Properties Total (30 different properties)	***5,713,871.40***

On motion by Commissioner Stewart, seconded by Commissioner Brown, the Board approved the Consent items.

VII. RESOLUTIONS FOR DISCUSSION AND POSSIBLE ACTION

A. Resolution No. 5495: Amending Resolution No. 5448 to increase the maximum principal amount of a revolving loan to be made to the Manufactured Housing Community Preservationists to $500,000

Tim Walter, Senior Director of Acquisitions and Asset Management, briefed the Board on Resolution No. 5495 and explained that its purpose is to increase the existing loan, with a principal amount of $300,000, to $500,000. Mr. Walter explained the loan conditions in detail and mentioned that KCHA staff has been working with the Manufactured Housing Community Preservationists (MHCP), an entity dedicated to preserving low income mobile home parks. Mr. Walter explained that, MHCP currently manages Wonderland Estates.

Mr. Walter stated that increasing the loan amount would allow MHCP to keep a pipeline of homes to show to potential buyers.

All questions raised by the Commissioners were satisfactorily addressed by staff.

On motion by Commissioner Brown, seconded by Commissioner Stewart, the Board approved Resolution No. 5495.

B. Resolution No. 5496: Authorizing an amendment to the Purchase and Sales Agreement with BDR Homes, LLC for the disposition of a portion of Greenbridge Bulk Parcel 3

John Eliason, Development Director, HOPE VI, briefed the board on the proposed modification to the Purchase and Sales Agreement with BDR Homes LLC for Greenbridge Bulk Parcel 3. Mr. Eliason referred to the general terms and conditions noted in the board memo and the two contingencies noted in the addendum. Mr. Eliason stated that BDR has agreed to continue to study the remainder of the bulk parcel to explore options to reduce the infrastructure costs.

All questions raised by the Commissioners were satisfactorily addressed by staff.

Chair Barnes recused himself from the discussion because of a potential conflict of interest with the company, BDR Homes, LLC.

On motion by Commissioner Brown, seconded by Commissioner Stewart, the Board approved Resolution No. 5496.

C. Resolution No. 5497: Authorizing the submission of a Choice Neighborhoods Implementation Grant application in cooperation with the

City of Renton and Renton Housing Authority for the Sunset Neighborhood Area of Renton in King County

Dan Watson, Deputy Executive Director, briefed the Board on Resolution No. 5497, stating that the approval of this item would authorize the Executive Director of KCHA to submit a Choice Neighborhoods Implementation Grant application. Mr. Watson explained that KCHA would serve as the Lead Applicant in coordination with the City of Renton and the Renton Housing Authority to obtain HUD funding up to $30 Million for the purpose of redevelopment of the Sunset Neighborhood in Renton.

Mark Santos-Johnson, Community Development Project Manager at the City of Renton, provided background information on the Renton Sunset Area and what is envisioned for the redevelopment and community improvements should the grant application be approved.

Mark Gropper, Executive Director of the Renton Housing Authority, gave a presentation on the financial impact and provided background information on the previous development of the Sunset Area.

All questions raised by the Commissioners were satisfactorily addressed by staff and guest speakers.

On motion by Commissioner Brown, seconded by Commissioner Stewart, the Board approved Resolution No. 5497.

D. Resolution No. 5498: A Resolution of the Housing Authority of the County of King declaring its intention to sell bonds in an amount not to exceed $42,000,000 to provide financing for the Sunset Area Transformation Plan Housing Project within King County, Washington, and determining related matters

Tim Walter, Director of Acquisitions and Asset Management, explained that in connection with Resolution No. 5497 and as part of the Choice Neighborhood Initiative grant submission, Resolution No. 5498 acknowledges KCHA's intention to issue up to $42 million in private activity bonds to provide tax exempt financing for four of the Sunset Neighborhood revitalization housing developments.

Mr. Walter further explained that this process is required to demonstrate project readiness and that approval would put KCHA in the position to issue bonds if the grant is awarded.

All questions raised by the Commissioners were satisfactorily addressed by staff.

On motion by Commissioner Brown, seconded by Commissioner Stewart, the Board approved Resolution No. 5498.

VIII. BRIEFINGS & REPORTS

A. Standard & Poor's Credit Rating
Connie Davis, Deputy Executive Director, stated that Standard & Poors recently conducted and agency-wide analysis of KCHA and awarded the agency a rating of "AA" with a stable outlook. Ms. Davis explained that based on KCHA's analysis, this is the highest possible rating without some taxing authority.

B. Briefing on the Moving to Work Innovations Report, prepared by Abt Associates
Mike Reilly, Senior Director of Housing Management, explained that KCHA was one out of five MTW agencies selected for a detailed case study. Mr. Reilly discussed the history and functions of the MTW program. Furthermore, Mr. Reilly stated that the Abt Report was very complementary on KCHA's innovations particularly on (1) the increased housing stock; (2) the preservation of housing stock and (3) the expansion of the geographical scope for assisted housing.

C. Briefing on Seniors Living in Family Developments
Jenn Ramirez Robson, Director of Resident Services, briefed the board on the number of seniors living in family developments and on some strategies that Resident Services will begin to implement to address the specific needs of this population.

D. Executive Directors Report
Stephen Norman provided an update on the negotiations with HUD to extend the MTW contract and on the status of the Appropriations bill in Congress. A brief progress update on Vantage Point was also provided to the board.

Chair Barnes asked for a detailed briefing of the Vantage Point project to be presented to the Board at the March 2015 Board meeting.

E. KCHA in the News

IX. COMMISSIONER COMMENTS

Chair Barnes recognized Richard Mitchell as an outgoing board member and thanked him for his service on behalf of the board. Commissioners Stewart and Brown also thanked Mr. Mitchell and commended him for his services.

Mr. Norman, Executive Director, also commended Mr. Mitchell on his commitment to KCHA and its board.

Chair Barnes and Executive Director, Stephen Norman presented Mr. Mitchell with an honorary plaque.

X. ADJOURNMENT

On motion by Commissioner Brown, seconded by Commissioner Stewart, the Board adjourned the meeting at 10:33 a.m.

THE HOUSING AUTHORITY OF THE COUNTY OF KING, WASHINGTON

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DOUGLAS J. BARNES, Chair
Board of Commissioners

____
STEPHEN J. NORMAN
Secretary

TAB NUMBER 2

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 DECEMBER 2014

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
Linda Riley
Controller
January 26, 2015

Bank Wires / ACH Withdrawals		3,647,593.84
	Subtotal	***3,647,593.84***
Accounts Payable Vouchers		
Checks - #245644-#246256		4,909,210.03
	Subtotal	***4,909,210.03***
Payroll Vouchers		
Checks - #83597-#83629		40,323.92
Direct Deposit		1,234,161.56
	Subtotal	***1,274,485.48***
Section 8 Program Vouchers		
Checks - #607610-#608010 *		227,557.07
ACH - #295535-#298729		9,377,234.28
	Subtotal	***9,604,791.35***
Purchase Card / ACH Withdrawal		183,181.37
	Subtotal	***183,181.37***
	GRAND TOTAL	***19,619,262.07***
* Check #607609 was not issued		

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 JANUARY 2015

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
Linda Riley
Controller
March 2, 2015

Bank Wires / ACH Withdrawals		2,977,105.28
	Subtotal	***2,977,105.28***
Accounts Payable Vouchers		
Checks - #246257-#246871		4,810,043.59
	Subtotal	***4,810,043.59***
Payroll Vouchers		
Checks - #83630-#83681		63,285.46
Direct Deposit		1,867,602.00
	Subtotal	***1,930,887.46***
Section 8 Program Vouchers		
Checks - #608011-#608409		240,356.28
ACH - #298730-#301846		9,375,163.06
	Subtotal	***9,615,519.34***
Purchase Card / ACH Withdrawal		158,341.95
	Subtotal	***158,341.95***
	GRAND TOTAL	***19,491,897.62***

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

FROM: Wen Xu

SUBJECT: **VOUCHER CERTIFICATION FOR DECEMBER 2014**

I, Wen Xu, do hereby certify under penalty of perjury that the claims represented by the transactions below were just, due, and unpaid obligations against the Housing Authority, and that I, and my designees, are authorized to authenticate and certify said claims.

Wen Xu

Wen Xu
Director, Managed Assets
January 20, 2015

Property	Wires to Operating Account for Expenses of Property				Notes:
Dec-14	Date		$	Details	
Bellepark East	12/4/2014	$	4,208.64	A/P	
	12/10/2014	$	100,000.00	Cash To KCHA	
	12/11/2014	$	10,975.36	A/P	
	12/12/2014	$	6,194.40	Payroll	
	12/18/2014	$	6,800.27	A/P	
	12/23/2014	$	6,138.30	A/P & Payroll	
	12/31/2014	$	1,818.40	A/P	
Colonial Gardens	12/4/2014	$	3,145.55	A/P	
	12/10/2014	$	100,000.00	Cash To KCHA	
	12/11/2014	$	3,185.25	A/P	
	12/12/2014	$	4,117.40	Payroll	
	12/18/2014	$	4,465.71	A/P	
	12/23/2014	$	4,678.67	A/P & Payroll	
	12/31/2014	$	9,103.19	A/P	
Cottonwood	12/4/2014	$	3,506.81	A/P	
	12/11/2014	$	31,025.38	A/P	
	12/12/2014	$	5,307.72	Payroll	
	12/18/2014	$	2,796.47	A/P	
	12/23/2014	$	6,743.04	A/P & Payroll	
	12/31/2014	$	4,634.75	A/P	
Cove East	12/4/2014	$	42,878.02	A/P	
	12/10/2014	$	100,000.00	Cash To KCHA	
	12/11/2014	$	10,570.66	A/P	
	12/12/2014	$	14,479.93	Payroll	
	12/18/2014	$	46,450.63	A/P	
	12/23/2014	$	27,669.81	A/P & Payroll	
	12/31/2014	$	4,808.56	A/P	
Landmark	12/4/2014	$	36,885.76	A/P	
	12/10/2014	$	300,000.00	Cash To KCHA	
	12/11/2014	$	45,627.31	A/P	
	12/12/2014	$	13,680.42	Payroll	
	12/18/2014	$	25,697.43	A/P	
	12/23/2014	$	13,922.12	A/P & Payroll	
	12/31/2014	$	37,418.34	A/P	
Timberwood	12/4/2014	$	58,069.83	A/P	
	12/10/2014	$	200,000.00	Cash To KCHA	
	12/11/2014	$	29,639.88	A/P	
	12/12/2014	$	13,727.32	Payroll	
	12/18/2014	$	5,552.76	A/P	
	12/23/2014	$	18,559.31	A/P & Payroll	
	12/31/2014	$	73,756.96	A/P	
Woodland North	12/4/2014	$	3,680.14	A/P	
	12/11/2014	$	32,317.71	A/P	
	12/12/2014	$	14,372.32	Payroll	
	12/18/2014	$	137,936.90	A/P	
	12/23/2014	$	17,202.75	A/P & Payroll	
	12/31/2014	$	23,568.29	A/P	
Woodside East	12/4/2014	$	8,426.06	A/P	
	12/10/2014	$	300,000.00	Cash To KCHA	
	12/11/2014	$	4,231.81	A/P	
	12/12/2014	$	15,135.05	Payroll	
	12/18/2014	$	141,283.48	A/P	
	12/23/2014	$	15,647.22	A/P & Payroll	
	12/31/2014	$	36,095.00	A/P	
Alpine Ridge	12/4/2014	$	2,515.52	Payroll	
	12/10/2014	$	50,000.00	Cash To KCHA	
	12/11/2014	$	585.12	Payroll	
	12/18/2014	$	28,070.30	A/P & Payroll	
	12/31/2014	$	6,736.90	A/P & Payroll	
Aspen Ridge	12/4/2014	$	4,267.92	Payroll	
	12/10/2014	$	100,000.00	Cash To KCHA	
	12/11/2014	$	1,236.30	Payroll	
	12/18/2014	$	21,903.95	A/P & Payroll	
	12/31/2014	$	18,295.28	A/P & Payroll	
Auburn Square	12/4/2014	$	15,033.54	Payroll	
	12/10/2014	$	200,000.00	Cash To KCHA	
	12/11/2014	$	2,466.24	Payroll	
	12/18/2014	$	77,811.68	A/P & Payroll	
	12/31/2014	$	16,602.80	A/P & Payroll	
Carriage House	12/4/2014	$	11,326.55	Payroll	
	12/10/2014	$	100,000.00	Cash To KCHA	
	12/11/2014	$	3,637.68	Payroll	
	12/18/2014	$	30,638.73	A/P & Payroll	
	12/31/2014	$	16,143.09	A/P & Payroll	
Cascadian	12/4/2014	$	11,305.19	Payroll	
	12/11/2014	$	2,648.51	Payroll	
	12/18/2014	$	159,669.11	A/P & Payroll	
	12/31/2014	$	28,044.86	A/P & Payroll	

Fairwood	12/4/2014	$	8,126.22	Payroll	
	12/10/2014	$	140,000.00	Cash To KCHA	
	12/11/2014	$	2,265.04	Payroll	
	12/18/2014	$	32,473.70	A/P & Payroll	
	12/31/2014	$	44,898.81	A/P & Payroll	
Heritage Park	12/4/2014	$	5,179.54	Payroll	
	12/10/2014	$	60,000.00	Cash To KCHA	
	12/11/2014	$	1,057.91	Payroll	
	12/18/2014	$	62,950.51	A/P & Payroll	
	12/31/2014	$	29,325.84	A/P & Payroll	
Laurelwood	12/4/2014	$	4,719.76	Payroll	
	12/10/2014	$	250,000.00	Cash To KCHA	
	12/11/2014	$	1,309.55	Payroll	
	12/18/2014	$	40,846.44	A/P & Payroll	
	12/31/2014	$	12,954.74	A/P & Payroll	
Meadows	12/4/2014	$	17,055.60	Payroll	
	12/10/2014	$	50,000.00	Cash To KCHA	
	12/11/2014	$	1,109.69	Payroll	
	12/18/2014	$	16,028.74	A/P & Payroll	
	12/31/2014	$	24,128.69	A/P & Payroll	
Newporter	12/4/2014	$	8,128.65	Payroll	
	12/10/2014	$	175,000.00	Cash To KCHA	
	12/11/2014	$	1,620.71	Payroll	
	12/18/2014	$	79,015.73	A/P & Payroll	
	12/31/2014	$	27,701.18	A/P & Payroll	
Parkwood	12/4/2014	$	15,896.76	Payroll	
	12/10/2014	$	50,000.00	Cash To KCHA	
	12/11/2014	$	1,282.42	Payroll	
	12/18/2014	$	11,126.71	A/P & Payroll	
	12/31/2014	$	27,431.80	A/P & Payroll	
Walnut Park	12/4/2014	$	9,821.34	Payroll	
	12/11/2014	$	1,860.50	Payroll	
	12/18/2014	$	28,575.00	A/P & Payroll	
	12/31/2014	$	18,939.26	A/P & Payroll	
Windsor Heights	12/4/2014	$	26,454.28	Payroll	
	12/9/2014	$	60,047.50	Debt Service	
	12/10/2014	$	300,000.00	Cash To KCHA	
	12/10/2014	$	300,000.00	Cash To KCHA	
	12/10/2014	$	300,000.00	Cash To KCHA	
	12/10/2014	$	300,000.00	Cash To KCHA	
	12/10/2014	$	232,122.13	Cash To KCHA	
	12/10/2014	$	90,000.00	Cash To KCHA	
	12/11/2014	$	4,376.52	Payroll	
	12/30/2014	$	106,201.23	A/P & Payroll	
Woodridge Park	12/4/2014	$	9,265.81	Payroll	
	12/10/2014	$	60,000.00	Cash To KCHA	
	12/11/2014	$	2,718.37	Payroll	
	12/18/2014	$	129,372.46	A/P & Payroll	
	12/31/2014	$	47,616.84	A/P & Payroll	
Meadowbrook	12/4/2014	$	25,681.70	A/P	
	12/10/2014	$	200,000.00	Cash To KCHA	
	12/18/2014	$	30,409.58	A/P	
	12/31/2014	$	19,308.34	A/P	
Bellevue Manor	12/4/2014	$	7,391.52	A/P	
	12/18/2014	$	40,908.63	A/P	
	12/31/2014	$	5,150.00	A/P	
Charter House	12/4/2014	$	2,250.49	A/P	
	12/18/2014	$	10,864.48	A/P	
Northwood Square	12/4/2014	$	36,255.83	A/P	
	12/18/2014	$	6,483.41	A/P	
	12/31/2014	$	28,872.63	A/P	
Patricia Harris	12/4/2014	$	9,124.69	A/P	
	12/18/2014	$	41,308.96	A/P	
	12/31/2014	$	5,374.25	A/P	
Vashon Terrace	12/18/2014	$	5,706.34	A/P	
Rainier View I	12/9/2014	$	17,751.79	A/P	
	12/16/2014	$	25,051.36	A/P	
Rainier View II	12/9/2014	$	13,752.62	A/P	
	12/16/2014	$	10,140.11	A/P	
	12/31/2014	$	25,000.00	A/P	
Si View	12/9/2014	$	14,029.50	A/P	
	12/16/2014	$	9,627.09	A/P	
	12/31/2014	$	10,000.00	A/P	
Gilman Square	12/4/2014	$	8,765.20	Payroll	
	12/10/2014	$	200,000.00	Cash To KCHA	
	12/11/2014	$	35,086.18	A/P	
	12/18/2014	$	8,135.80	Payroll	
	12/31/2014	$	39,760.00	Payroll & A/P	
	12/31/2014	$	4,515.68	Deposit Corrections	
	Portfolio Total:	**$7,222,788.52**			

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

FROM: Wen Xu

SUBJECT: **VOUCHER CERTIFICATION FOR JANUARY 2015**

I, Wen Xu, do hereby certify under penalty of perjury that the claims represented by the transactions below were just, due, and unpaid obligations against the Housing Authority, and that I, and my designees, are authorized to authenticate and certify said claims.

Wen Xu

Wen Xu
Director, Managed Assets
February 18, 2015

Property	Wires to Operating Account for Expenses of Property				Notes:
Jan-15	Date	$		Claim	
Bellepark East	1/8/2015	$	12,505.80	A/P	
	1/15/2015	$	11,349.41	A/P & Payroll	
	1/22/2015	$	12,449.80	A/P & Payroll	
	1/29/2015	$	33,911.50	A/P	
Colonial Gardens	1/8/2015	$	5,053.79	A/P	
	1/15/2015	$	6,397.68	A/P & Payroll	
	1/22/2015	$	12,817.23	A/P & Payroll	
	1/29/2015	$	13,926.84	A/P	
Cottonwood	1/8/2015	$	6,950.42	A/P	
	1/15/2015	$	11,008.05	A/P & Payroll	
	1/22/2015	$	19,049.31	A/P & Payroll	
	1/29/2015	$	5,234.07	A/P	
Cove East	1/8/2015	$	16,095.57	A/P	
	1/15/2015	$	19,603.88	A/P & Payroll	
	1/22/2015	$	32,628.10	A/P & Payroll	
	1/29/2015	$	5,771.42	A/P	
Landmark	1/8/2015	$	7,343.16	A/P	
	1/15/2015	$	25,485.25	A/P & Payroll	
	1/22/2015	$	55,429.43	A/P & Payroll	
Timberwood	1/8/2015	$	17,337.41	A/P	
	1/15/2015	$	27,405.57	A/P & Payroll	
	1/22/2015	$	62,453.61	A/P & Payroll	
	1/29/2015	$	7,806.22	A/P	
Woodland North	1/8/2015	$	7,436.53	A/P	
	1/15/2015	$	7,133.20	A/P & Payroll	
	1/22/2015	$	28,401.86	A/P & Payroll	
	1/29/2015	$	41,819.71	A/P	
Woodside East	1/8/2015	$	28,700.83	A/P	
	1/15/2015	$	32,854.53	A/P & Payroll	
	1/22/2015	$	19,767.38	A/P & Payroll	
	1/29/2015	$	44,307.53	A/P	
Alpine Ridge	1/8/2015	$	2,080.00	A/P	
	1/15/2015	$	8,624.64	A/P & Payroll	
	1/22/2015	$	5,672.12	Annual Bank Fees	
	1/29/2015	$	6,898.27	A/P & Payroll	
Aspen Ridge	1/8/2015	$	2,491.00	A/P	
	1/15/2015	$	10,579.65	A/P & Payroll	
	1/22/2015	$	3,483.06	Annual Bank Fees	
	1/29/2015	$	28,497.13	A/P & Payroll	
Auburn Square	1/8/2015	$	4,569.00	A/P	
	1/15/2015	$	36,985.28	A/P & Payroll	
	1/22/2015	$	3,971.00	Annual Bank Fees	
	1/29/2015	$	23,783.46	A/P & Payroll	
Carriage House	1/8/2015	$	4,889.00	A/P	
	1/15/2015	$	24,226.59	A/P & Payroll	
	1/22/2015	$	4,320.37	Annual Bank Fees	
	1/23/2015	$	9,000.00	A/P & Payroll	Dec 31 funding was short
	1/29/2015	$	38,039.51	A/P & Payroll	
Cascadian	1/8/2015	$	7,979.00	A/P	
	1/15/2015	$	194,655.74	A/P & Payroll	
	1/22/2015	$	4,115.82	Annual Bank Fees	
	1/29/2015	$	39,162.71	A/P & Payroll	
Fairwood	1/8/2015	$	5,545.00	A/P	
	1/15/2015	$	28,611.46	A/P & Payroll	
	1/22/2015	$	4,808.57	Annual Bank Fees	
	1/29/2015	$	49,267.49	A/P & Payroll	
Heritage Park	1/8/2015	$	3,374.00	A/P	
	1/15/2015	$	9,449.96	A/P & Payroll	
	1/22/2015	$	4,475.54	Annual Bank Fees	
	1/29/2015	$	32,191.90	A/P & Payroll	
Laurelwood	1/8/2015	$	12,991.70	A/P	
	1/15/2015	$	14,081.37	A/P & Payroll	
	1/22/2015	$	3,877.97	Annual Bank Fees	
	1/29/2015	$	32,703.79	A/P & Payroll	
Meadows	1/8/2015	$	2,999.60	A/P	
	1/15/2015	$	50,984.66	A/P & Payroll	
	1/22/2015	$	2,878.79	Annual Bank Fees	
	1/29/2015	$	16,253.00	A/P & Payroll	
Newporter	1/8/2015	$	4,622.00	A/P	
	1/15/2015	$	45,272.14	A/P & Payroll	
	1/22/2015	$	3,495.47	Annual Bank Fees	
	1/29/2015	$	48,593.02	A/P & Payroll	
Parkwood	1/8/2015	$	3,200.00	A/P	
	1/15/2015	$	16,143.57	A/P & Payroll	
	1/22/2015	$	3,918.66	Annual Bank Fees	
	1/29/2015	$	14,363.82	A/P & Payroll	

Walnut Park	1/8/2015	$	5,930.00	A/P	
	1/15/2015	$	49,605.74	A/P & Payroll	
	1/22/2015	$	3,338.28	Annual Bank Fees	
	1/29/2015	$	44,699.54	A/P & Payroll	
Windsor Heights	1/6/2015	$	60,047.50	Debt Service	
	1/8/2015	$	9,628.00	A/P	
	1/15/2015	$	47,698.01	A/P & Payroll	
	1/22/2015	$	2,434.39	Annual Bank Fees	
	1/29/2015	$	35,935.92	A/P & Payroll	
Woodridge Park	1/8/2015	$	5,779.00	A/P	
	1/15/2015	$	15,402.82	A/P & Payroll	
	1/22/2015	$	4,176.88	Annual Bank Fees	
	1/29/2015	$	50,760.90	A/P & Payroll	
Meadowbrook	1/15/2015	$	40,098.89	A/P	
	1/22/2015	$	1,228.52	Annual Bank Fees	
	1/29/2015	$	23,511.39	A/P	
Bellevue Manor	1/15/2015	$	26,828.69	A/P	
	1/22/2015	$	1,941.86	Annual Bank Fees	
	1/29/2015	$	9,258.32	A/P	
Charter House	1/15/2015	$	16,531.06	A/P	
	1/22/2015	$	2,050.45	Annual Bank Fees	
	1/29/2015	$	8,017.13	A/P	
Northwood Square	1/15/2015	$	7,969.76	A/P	
	1/22/2015	$	2,064.63	Annual Bank Fees	
	1/29/2015	$	5,217.62	A/P	
Patricia Harris	1/15/2015	$	21,965.22	A/P	
	1/22/2015	$	2,271.91	Annual Bank Fees	
	1/29/2015	$	15,974.49	A/P	
Vashon Terrace	1/15/2015	$	6,623.05	A/P	
	1/22/2015	$	2,206.55	Annual Bank Fees	
	1/29/2015	$	4,430.26	A/P	
Rainier View I	1/8/2015	$	18,583.36	A/P	
	1/15/2015	$	12,791.89	A/P	
	1/22/2015	$	2,532.11	Annual Bank Fees	
Rainier View II	1/8/2015	$	12,382.68	A/P	
	1/15/2015	$	7,238.88	A/P	
	1/22/2015	$	2,369.84	Annual Bank Fees	
SI View	1/8/2015	$	4,110.71	A/P	
	1/15/2015	$	8,483.75	A/P	
	1/22/2015	$	2,016.62	Annual Bank Fees	
Gilman Square	1/15/2015	$	19,751.74	A/P	
	1/22/2015	$	1,490.87	Annual Bank Fees	
	1/27/2015	$	4,175.73	Payroll	
	1/29/2015	$	29,418.24	A/P	
	Portfolio Total:	**$2,175,535.12**			

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To: Board of Commissioners

From: Linda Riley, Accounting Manager

Date: March 17, 2015

Re: **Fourth Quarter 2014 Summary Write-Offs**

Although the write-off of accounts receivable in 2014 rose by $21,217 or 26% compared to 2013, the increase is largely attributable to an emphasis by the Housing Management department to clean up and write-off past due accounts of prior tenants. This initiative began in July of 2013 and continued throughout 2014. Write-offs are expected to stabilize in 2015.

A summary of written-off accounts is below. Quarterly receipts remitted from the collection agency are $1,441, compared to $966 last quarter and $1,081 one year ago. Year-to-date collections are $5,597, up from $5,155 the previous year.

	TOTAL WRITE-OFFS	**YTD WRITE-OFFS**
Rent Balance Forward to Vacate Month	$ 1,138.00	$ 34,511.05
VACATE CHARGES:		
Rent Delinquent in Vacate Month	2,368.73	10,393.31
Cleaning & Damages	12,029.10	62,239.76
Paper Service & Court Costs	1,029.49	6,149.45
Miscellaneous Charges	5,191.90	6,259.94
Total Charges	$21,757.22	$119,553.51
CREDITS:		
Security Deposits	(2,650.00)	(10,016.00)
Miscellaneous Payments & Credits	(104.00)	(6,605.06)
Total Credits	$ (2,754.00)	$ (16,621.06)
TOTAL	**$19,003.22**	**$102,932.45**
Public Housing	$ 8,918.81	$ 68,483.14
Asset Management		
Preservation		5,025.76
Harrison House		1,258.87
Green River	8,920.85	24,123.97
Green River II	514.93	812.83
Egis		608.19
Soosette Creek	648.63	2,619.69
	$19,003.22	**$102,932.45**

NET WRITE-OFFS

	2014	**2013**	**2012**
January to March	40,825.34	5,427.11	14,364.63
April to June	23,983.44	11,417.43	23,231.03
July to September	19,120.45	23,457.12	44,645.46
October to December	19,003.22	41,413.64	36,720.43
TOTAL	102,932.45	81,715.30	118,961.55

NET COLLECTIONS

	2014	**2013**	**2012**
January to March	1,175.65	530.51	1,647.38
April to June	2,013.79	1,029.32	699.56
July to September	966.30	1,073.05	297.50
October to December	1441.03	2,522.43	246.84
TOTAL	5,596.77	5,155.31	2,891.28

TAB NUMBER 4

King County Housing Authority

TO: Board of Commissioners

FROM: Connie Davis, Deputy Executive Director

DATE: March 17, 2014

RE: **Resolution No. 5499:** A Resolution of the Housing Authority of the County of King authorizing an Interagency Agreement with the Washington State Department of Enterprise Services to renew and review possible Expansion of an Energy Performance Contract

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In 2005, the King County Housing Authority (KCHA) entered into an Energy Performance Contract (EPC) that allowed it to participate in a Housing and Urban Development (HUD)-designed incentive program. The EPC is an innovative financing technique that uses cost savings from reduced energy consumption to repay the cost of installing energy conservation measures. This technique allows building users to achieve energy savings without upfront capital expenses. The costs of the improvements are borne by the performance contractor and paid back out of the energy savings.

Under the EPC, KCHA installed Energy Conservation Measures (ECMs) in its public housing portfolio and was able to use the savings generated from the ECMs over the contract term of 12 years to cover the installation costs, which were financed by a third party. KCHA used the excess savings to support its public housing operations. Due to dispositions in the public housing portfolio including Park Lake II and the 509 Scattered Sites, the number of properties covered by this project has declined in the last years. However, the project generated over $550,000 in water, sewer, electric and gas savings at the remaining properties in 2013.

HUD will permit KCHA to extend the existing EPC for an additional 8 years, subject to completion of a third party audit, with confirmation that savings continue to be generated. In addition, KCHA wishes to explore opportunities to extend the project both by installing new conservation measures and by adding newly acquired public housing properties as well as some of KCHA's project-based Section 8 developments, such as the 509 Scattered Sites. Non-public housing properties would not be eligible for HUD incentives, but their inclusion would be an important addition to KCHA's Resource Conservation Program.

Although KCHA contracted with Siemens, Inc. for the initial EPC in 2005, staff has been impressed with the qualifications of Johnson Controls, Inc. Johnson Controls has done similar EPC projects for public housing inventories including those of the Atlanta and Tampa Housing Authorities. They have extensive experience and a thorough understanding of how the HUD EPC program works. Staff has contacted several housing authorities regarding their level of satisfaction with Johnson Controls and has received very positive feedback.

By entering into an Interagency Agreement with the Washington State Department of Enterprise Services (Department), KCHA will save significant administrative time in procuring and contracting with an energy services partner. Through a competitively bid process, the Department has pre-qualified the services of Johnson Controls as an energy services partner for use by eligible public agencies such as KCHA.

This Interagency Agreement would be in conformance with KCHA's previously approved Procurement Policy (Section I-B), which allows such cooperative purchasing arrangements.

The Board will be kept apprised of the progress of this work, including any proposed commitment of KCHA-held reserves as a financing tool.

Passage of Resolution No. 5499 is recommended.

HOUSING AUTHORITY OF THE COUNTY OF KING

RESOLUTION NO. 5499

A RESOLUTION OF THE HOUSING AUTHORITY OF THE COUNTY OF KING AUTHORIZING AN INTERAGENCY AGREEMENT TO RENEW AND REVIEW POSSIBLE EXPANSION OF AN ENERGY PERFORMANCE CONTRACT

WHEREAS, in 2003, the Housing Authority of the County of King ("KCHA"), using its Moving to Work authority, commenced an energy conservation project under 24 CFR 990.107 (the "Project"), permitting KCHA to freeze for a period of twelve years its utility consumption statistics for purposes of calculating federal operating subsidy eligibility; and

WHEREAS, the twelve year time period for this Project expires in 2017 and federal law allows KCHA an option to extend the Project for an additional eight years; and

WHEREAS, the Project is generating valuable savings at the properties that are part of the program and KCHA desires to both continue these savings and explore opportunities for expanding the Project by adding properties acquired by KCHA subsequent to 2003 and by installation of new energy conservation measures; and

WHEREAS, the Washington State Department of Enterprise Services (‘the Department”) has pre-qualified the services of Johnson Controls, Inc. as an energy services partner through a competitively bid process; and

WHEREAS, the use of this procurement is available to qualifying public agencies such as KCHA through an Interagency Agreement with the Department; and,

WHEREAS, KCHA now wishes to use the services of Johnson Controls, Inc. in extending the current Program and exploring additional savings as part of a Project expansion, including the performance of an investment grade audit and the installation of new conservation measures, if any, selected by KCHA; and

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

1. KCHA is hereby authorized and directed to enter into the Interagency Agreement with the Department of Enterprise Services in the form attached to this Resolution, and

2. The Executive Director is authorized to take such additional steps and to execute and deliver the Interagency Agreement and any and all related forms, affidavits

and documents related thereto that the Executive Director determines to be necessary or advisable to give effect to this resolution.

ADOPTED AT A SPECIAL MEETING OF THE BOARD OF THE COMMISSIONERS OF THE HOUSING AUTHORITY OF THE COUNTY OF KING THIS 23RD DAY OF MARCH, 2015.

THE HOUSING AUTHORITY OF THE COUNTY OF KING, WASHINGTON

____
DOUGLAS J. BARNES, Chair
Board of Commissioners

____
STEPHEN NORMAN
Secretary

TAB NUMBER 5

King County Housing Authority

TO: Board of Commissioners

FROM: Kristin Winkel, Director of Leased Housing Programs &
Jeb Best, Director of Section 8 Voucher Program

DATE: March 17, 2015

RE: Section 8 Voucher Waitlist Briefing

Between January 28 and February 10, 2015, KCHA opened its Section 8 voucher waitlist for applications. This was the first time since 2011 that KCHA opened its waitlist and, the first time that applications were only accepted online through our website.

During the two week opening, applications were received from 21,991 unduplicated households. From this pool, a lottery was conducted to randomly select 2,500 households that will form our new waitlist. New applicants are expected to be pulled from the new waitlist starting in April.

Thanks to the efforts of the entire Section 8, IT, Communications, HR, and Resident Services staff the waitlist opening was successful and proceeded smoothly. Due to a more detailed application, KCHA was able to capture additional demographic data on the applicant pool.

At the March Board of Commissioners meeting, staff will provide a briefing on the recent Section 8 Voucher waitlist opening, including a summary of the process, data on the applicant households, and lessons learned. Staff will also be available to answer any questions.

TAB NUMBER 6

To: Board of Commissioners

From: Katie Escudero, Moving To Work Policy Analyst

Date: March 17, 2015

Re: **2014 Moving to Work Report**

As a participant in the Department of Housing and Urban Development's Moving to Work (MTW) demonstration program, the King County Housing Authority is required to submit an annual report. Following the format prescribed by HUD, the 2014 MTW Report (attached) outlines the agency's goals, provides an overview of 2014 operational information for the MTW program, and summarizes the status of previously approved MTW initiatives.

At the March Board of Commissioners meeting, staff will provide an overview of the 2014 MTW Report. The Report is provided for informational purposes and no action is required of the Board of Commissioners.

Some highlights and accomplishments are outlined in this memo. For a full picture of 2014, please refer to the attached document. It is recommended that you focus on the '*Year in Review*' introductory section as the rest of the report follows a rigid format set by HUD.

2014 Highlights

KCHA continued to implement creative solutions to address the region's growing and diverse housing needs while improving internal processes and service delivery. In 2014, KCHA:

- **Served More Households:** 15,043 families were housed in KCHA's federally subsidized programs, almost 4,000 more households than in 2003 when KCHA entered into the MTW program. Approximately 530 of the additional families served are directly attributable to KCHA's participation in the MTW program.

- **Preserved King County's Affordable Housing:** KCHA invested nearly $24 million in capital repairs, unit upgrades, construction, and maintenance to improve housing quality and significantly extend the life expectancy of existing units.

- **Served the Most Vulnerable Households:** In 2014, 1 out of every 3 households entering into one of KCHA's federally assisted housing programs was homeless or living in temporary or emergency housing prior to receiving assistance. KCHA continued to partner with local service providers to meet the multi-faceted needs of the region's most vulnerable households: veterans, chronically homelessness individuals, those exiting the criminal justice system, youth who are homeless or transitioning out of foster care, and homeless families with children. One example of this kind of partnership is the Student Family Stability Initiative (SFSI), a locally designed Rapid Re-Housing program. KCHA partnered with Highline School District to identify and house 46 formerly homeless families in 2014.

- **Improved Efficiencies:** KCHA saved and redirected nearly 12,000 hours of staff time in 2014 by streamlining operations, implementing program efficiencies, and piloting new approaches to service delivery.

- **Expanded Geographic Choice:** Nearly 35% of the households served through the federally subsidized housing programs lived in high or very high opportunity neighborhoods in 2014.

These highlights are just a sampling of the activities and accomplishments that occurred this past year. Staff will provide a briefing and will be available to answer any questions at the upcoming meeting.

King County Housing Authority

Moving to Work

FY 2014 ANNUAL REPORT

DRAFT

Moving to Work Annual Report

2014

March 13, 2015

King County Housing Authority

Board of Commissioners

Doug Barnes, Chair

Michael Brown

Richard Mitchell

Susan Palmer

TerryLynn Stewart

Executive Director

Stephen J. Norman

KCHA Senior Management

Bill Cook

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Connie Davis

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Kristy Johnson

Judi Jones

Donna Kimbrough

Gary Leaf

Nikki Parrott

Mike Reilly

Jenn Ramirez Robson

Rhonda Rosenberg

Craig Violante

Tim Walter

Dan Watson

Kristin Winkel

Wen Xu

King County Housing Authority

Moving to Work Annual Report FY 2014

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YEAR IN REVIEW

It benefits us all to ask: *What if?*

What if our nation’s affordable-housing crisis could be solved by changing the way we approach housing solutions?

What if short-term rent subsidy and employment assistance was sufficient to stabilize certain families and allowed them to make ends meet without long-term housing assistance?

What if an augmented Family Self-Sufficiency program supported families to exit subsidized housing faster?

What if making smart investments to advance our students’ education allowed them to grow up more economically secure than their parents?

As a Moving to Work (MTW) agency, King County Housing Authority (KCHA) is uniquely positioned to pose and answer these questions. But make no mistake: These are the queries that we, as an agency, and we, as a nation, must grapple with together.

For more than a decade, Congress has failed to fund significant new housing subsidies. At the same time, housing needs in our communities have compounded. The disconnect between wages and rents is evident: Full-time workers in King County must earn more than $21 per hour in order to afford a modest two-bedroom apartment. That means minimum-wage workers earning the current rate of $9.32 an hour would have to work 93 hours per week to afford housing. Nearly half (46 percent) of all King County renters spend more than 30 percent of their income on rent because they have no other option. For the 191,060 extremely low-income households in King County in 2014, only 50,908 rental units were affordable.

Given the high cost of housing and the large number of rent-burdened households, it is no surprise that the homeless population in King County continues to grow. The Seattle/King County Coalition on Homelessness’ One Night Count (conducted January 23, 2015) found 8,949 people living in shelters, transitional housing or on the streets. The street count of 3,772 represented a 21 percent increase over last year. It is unconscionable to have our community's children, seniors and persons with disabilities sleeping on the streets. Yet this is the reality we face every day as we make policy decisions about how best to administer limited housing assistance resources. When KCHA's Housing Choice Voucher (HCV) waitlist opened in February 2015, more than 22,000 applicant households included children, seniors or people with disabilities. More than 40 percent of all applicants were homeless. By any reasonable measure, these numbers are unacceptable.

The status quo also is not sustainable. Our nation needs new affordable housing resources and new affordable housing policies. Congress took a significant step in the right direction by creating MTW. At its heart, the program allows a limited number of the nation's most innovative, efficient and mission-driven Public Housing Authorities (PHAs) to test new policies and programs aimed at serving more people, more effectively. For more than a decade, KCHA has used the flexibility provided under the MTW program to develop innovative responses to our region's housing crisis. Only 39 housing authorities across the country participate in the program, which Congress adopted to enable PHAs to increase housing choices for low-income families, move more families toward self-sufficiency, and reduce program costs and streamline operations. MTW funding flexibility allows participating PHAs to develop and assess innovative solutions to local issues, enter into partnerships that leverage outside resources, and engage in long-term financial and strategic planning.

This report highlights KCHA's 11th year as an MTW agency, during which time we have continued to innovate and implement creative solutions that address our region's growing housing challenges while simultaneously meeting the diverse needs of our community's low-income families. Our key accomplishments for the year are described below.

Serving More of Our Most Vulnerable Households

In 2014, KCHA served 15,043 households in our federally subsidized programs. This service level is almost 4,000 households above the number we were able to serve in 2003, the year KCHA entered the MTW demonstration. While some of this increase was due to new Section 8 vouchers serving special populations, the remaining can be attributed to the number of new units brought on because of MTW: Approximately 530 units were solely attributable to the MTW program. Of these, 150 units were in our sponsor-based program, 275 units were vouchers above and beyond KCHA's voucher baseline, and the remaining were Section 8 new construction units. Due to MTW, we have been able to increase the number of households served by realizing cost efficiencies, fostering cross-sector partnerships and leveraging additional resources.

Our MTW status has not only allowed us to serve *more* households but also to serve more of King County's *most vulnerable* households, including those earning 50 percent of Area Median Income (AMI) or less. These very low-income families are a priority for KCHA, making up 98 percent of our federally assisted households. KCHA continued to seek ways to meet the varied and often complex needs of those in our community who struggle with mental illness, have past involvement with the criminal justice system, have escaped a domestic violence situation, are transitioning out of foster care, and/or are exiting homelessness. All too often, these families and individuals are shuffled among various systems that lack a coordinated approach to providing assistance. We are bridging this gap by working across systems – foster care, mental health, homelessness, Veterans Affairs, criminal justice and others – to pair housing subsidies with supportive services. For example, our Stepped-down Rent Assistance for homeless youth is the result of a partnership between KCHA and local homeless youth providers who identified the need for a rental subsidy that diminishes over time and emphasizes graduation to independent housing. We believe that time-limited assistance may be a more effective approach to assisting young adults exiting homelessness, and we are monitoring closely the outcomes of this program. In 2014, 13 of the 15 youth participating in this pilot maintained stable housing and engaged in regular support services to move toward self-sufficiency.

Expanding and Preserving King County's Affordable Housing

KCHA's acquisition, preservation and development activities have expanded the supply of housing that is affordable to extremely low-income households, provided greater geographic choice, revitalized low-income communities, and supported equitable regional development within regional transit corridors. In 2014, we employed a variety of strategies to develop, preserve or upgrade 4,800 homes in our portfolio of affordable housing, including our bond and tax credit properties.

KCHA began construction of the Vantage Point Apartments in 2014 to help address the growing regional demand for affordable senior housing. Located near the Valley Medical Center, shopping and other amenities, this new community will serve 77 extremely low-income seniors and people with disabilities.

KCHA will access “banked” federal Public Housing subsidies for these units, leveraging an average of $500,000 annually in new federal rent subsidies.

While new construction is an effective strategy to address regional affordable housing needs, our existing stock of affordable housing also must be maintained. Taxpayers and housing advocates alike should cringe at the fact that our nation is allowing its Public Housing (valued at $162 billion) to disintegrate beyond repair when a comparatively modest capital investment would save these homes for current and future generations. In 2014, KCHA invested more than $18 million in site and building improvements and unit upgrades, helping to ensure the viability of our existing Public Housing stock for years to come. This approach is exemplified in work done at the Island Crest Apartments on Mercer Island – a KCHA Public Housing community located in one of the most sought-after school districts in the nation – which needed fire alarm and electrical service upgrades, sewer line repair, replacement of crumbling and dangerous concrete stairways and walkways, replacement of rotting balconies and decks, and major drainage system upgrades to stop the flooding of first floor units during storms. When completed, this $1 million investment will add an estimated 30 years onto the life of the project. Without our MTW single-fund flexibility, KCHA would not have been able to make such capital investments, and this property and others in our inventory would not have met basic housing quality standards. Due to our investment in such capital improvements, our portfolio has maintained a HUD Real Estate Assessment Center (REAC) score of 94 percent.

Combating Student Homelessness

Across King County, school districts reported a record high total of 6,188 homeless students in the 2012-13 academic year. Highline School District reports that more than 900 students, representing 5 percent of total student enrollment, experience homelessness at some point during the school year. KCHA has partnered with Highline to pilot a Rapid Re-Housing program targeting these students and their families. National studies have found that some families living in homelessness can obtain and sustain unsubsidized housing following time-limited housing assistance and intensive case management. Our local Rapid Re-Housing program, the Student Family Stability Initiative (SFSI), provides short-term rental assistance, initial security deposits and individualized supportive services, which include employment and housing counseling. School liaisons refer the families to a nonprofit partner that provides services to accompany KCHA’s rental subsidy. In 2014, 46 families were rehoused under this initiative. The school district anticipates corollary benefits for students as a result of their family's stable living environment, including improved school attendance and eventual educational advances.

Aligning Housing and Education for Academic Success

More than 20,000 children sleep in KCHA-supported housing each night. Their first language may be English, Ukrainian, Somali or one of at least 20 others. They may have been born in the U.S. or arrived recently as refugees or immigrants. Whatever their background, they live in very low-income households. Many receive little formal early learning support and have parents with low levels of education. As a result of these risk factors, KCHA youth face a significant achievement gap compared to their peers. This gap starts as early as kindergarten, widens through elementary school, and leads to low rates of high school completion and fewer opportunities as adults. KCHA offers these resident families a variety of educational initiatives that seek to eliminate this achievement gap and support long-term success.

For example, KCHA's place-based education initiatives coordinate housing policies and resources with families, community-based service providers and schools. Cross-sector teams analyze the assets and challenges of each community, collectively determine goals and create multi-year action plans. With a focus on family engagement, early learning, and high quality before- and after-school program opportunities, these teams are building cradle-to-career support for educational success in some of King County's poorest communities.

Expanding Geographic Choice

As a regional housing authority, KCHA covers an expansive suburban landscape that includes 39 local jurisdictions. Two-thirds of the region's population and a majority of households living in poverty reside outside Seattle. The region includes significant concentrations of low-income households as well as extremely wealthy neighborhoods. The Tukwila School District reports that 79 percent of all its students are eligible for free or reduced-price meals, while the Mercer Island School District has subsidized meal eligibility rates of less than 4 percent. This geographic segregation by income exacerbates health, employment, educational and racial disparities.

KCHA has pursued policies and program modifications intended to encourage and enable geographic choice. We have expanded our reach into high-opportunity neighborhoods through multiple mechanisms: creating higher payment standards; coordinating the project-basing of Section 8 with a development pipeline of non-profit owned affordable housing; acquiring large, market-rate, multifamily complexes where Section 8 subsidies can be attached to a percentage of the units; purchasing smaller complexes to be added to the Public Housing inventory; and providing mobility counseling to incoming and existing HCV holders. Overall, nearly 35 percent of the households supported through our Section 8 or Public Housing programs live in high- or very high-opportunity neighborhoods.

We have found that project-basing Section 8 units is an effective tool for providing geographic choice, particularly in jurisdictions without Source of Income Discrimination protections. In fact, approximately 42 percent of KCHA's 1,600 subsidized households with children in high- or very high-opportunity areas live in "fixed" units. This complements KCHA's Community Choice Pilot Program, which supports HCV families in moving to high-performing school districts. Started in 2014, this initiative provides "mobility counseling," which informs families about the impacts a neighborhood can have on educational and employment opportunities. Last year, we served 45 households this way.

However, accessing high-opportunity neighborhoods is not simply a matter of mobility counseling, interest in moving or the provision of move support. A family also must be able to afford the rent in these areas. To address this challenge, KCHA is studying the expansion of its two-tiered payment standard to a more finely grained, multi-tiered approach. This would allow subsidies to better align with inexpensive markets and strengthen access to more expensive, high-opportunity neighborhoods. Current estimates show that a multi-tiered payment standard system could provide greater geographic choices for our residents and support a broader range of rents by not overpricing subsidies in lower priced markets.

Maximizing Efficiencies

Over the past decade, KCHA has simplified program rules steadily without sacrificing quality or program integrity. With the efficiencies and cost reductions achieved through our MTW status, we have been able to increase the number of households served, create individualized and targeted services, and launch innovative programs. In 2014, we continued to streamline operations, seek out program efficiencies and identify new approaches for our service delivery. We focused on improving business processes, upgrading our technology systems, eliminating unnecessary procedures, improving the customer experience and reducing energy costs. Through these efforts, we were able to recapture and redirect close to 12,000 hours of staff time. These savings allowed us to individualize our supportive services, develop new housing approaches targeted to special populations, and make long-term financial commitments that have leveraged the development of new affordable housing.

*   *   *

MTW program and policy innovations are beginning to show real results on the national level. A recent study by Abt Associates cataloged more than 300 innovations and pilot initiatives that KCHA and the 38 other MTW PHAs are carrying out. The programs and policies that we and other MTW agencies have designed, tested and evaluated have been included in national legislation and have informed HUD regulations. The MTW demonstration provides housing authorities with the flexibility needed to increase housing opportunities, encourage greater self-sufficiency among residents and realize operational efficiencies while keeping pace with our communities' growing and changing needs. Equally as important, the demonstration program enables housing authorities to work toward these goals in closer partnership with their local communities – reflecting local priorities and leveraging local resources. In 2014, KCHA created innovative policies and programs, added to the region's affordable housing stock and streamlined our operations even as we made inroads into the region's most pressing housing challenges and priorities.

SECTION I: INTRODUCTION

A. Overview of Short-term MTW Goals and Objectives

In 2014, we continued to focus on ensuring that our housing assistance reached those with the greatest need while also dedicating significant resources toward improving educational and economic opportunities for our residents and program participants. This past year, KCHA:

- **Increased the number of extremely low-income households we serve.** KCHA employed multiple strategies to expand our reach: property acquisitions; use of banked Annual Contributions Contract (ACC) authority; lease-up of new incremental vouchers; overleasing of existing Section 8 baseline; "step-down" subsidies for specific populations; and the design and implementation of short-term rental assistance and Rapid Re-Housing programs. In 2014, KCHA provided assistance to 15,043 households, almost 4,000 more households than we were serving upon our entry into the MTW program in 2003. Our Section 8 voucher utilization rate for 2014 averaged at 164 units above the baseline.
- **Continued to develop a pipeline of new projects intended to increase the supply of housing dedicated to extremely low-income households.** KCHA began construction of Vantage Point, a 77-unit affordable housing community for seniors and people with disabilities and started planning for the development of additional senior housing on a vacant parcel adjacent to our Greenbridge development in White Center.
- **Continued to support families in gaining greater economic self-sufficiency**. During 2014, KCHA assisted 60 households under the Resident Opportunity Plan (ROP), a locally designed self-sufficiency program, and 314 Public Housing and Section 8 households in the Family Self-Sufficiency program. These programs advance families toward self-sufficiency through individualized case management, supportive services and program incentives.
- **Expanded partnerships that address the multi-faceted needs of the most vulnerable populations in our region**. In 2014, more than 35 percent of the households entering into one of our federally assisted programs were homeless or living in temporary or emergency housing prior to receiving KCHA assistance. These include: disabled veterans; individuals facing a chronic mental illness and cycling among the street, the criminal justice system and hospital emergency rooms; youth who are homeless or transitioning out of foster care; and high-need, homeless families engaged with the child welfare system. KCHA expanded partnerships to meet the needs of the diverse individuals we serve and

one example of this is the Pacific Court development. Alongside King County Mental Health, Chemical Abuse and Dependency Services Division, KCHA provided permanent supportive housing and intensive services to 48 individuals living in our converted Public "Supported" Housing development, Pacific Court. In 2014, the Corporation for Supportive Housing joined this partnership to provide consultation and program expertise to continually improve service delivery.

- **Expanded assistance to homeless and at-risk households with a short-term rental assistance pilot.** We partnered with the Highline School District and its McKinney-Vento liaisons to pilot a Rapid Re-Housing approach to addressing the growing problem of homeless students in our public schools. This demonstration program, launched in November 2013, provided short-term rental assistance to help as many as 90 homeless families attain housing. By stabilizing families within or near their children's schools, we anticipate that student attendance will improve and school transportation costs will decrease.

- **Provided programs and policies that increase housing choices in high-opportunity neighborhoods.** This multi-pronged initiative includes the use of tiered payment standards, mobility counseling and new property acquisitions combined with placement of project-based Section 8 vouchers in targeted high-opportunity neighborhoods. As a result of these efforts, almost 35 percent of KCHA's federally subsidized residents currently live in high-opportunity neighborhoods.

- **Continued to implement comprehensive rent-reform policies**. KCHA's rental policies – including revised recertification and utility allowance schedules, and the elimination of flat rents – have streamlined operations, resulting in significant savings in staff time and providing families incentives for attaining employment and increasing economic self-sufficiency**.** In 2014, these and other streamlining policies saved close to 12,000 hours in staff time.

- **Deepened partnerships with parents and local school districts with the goal of improving educational outcomes.** KCHA housed 14,000 children in our federally assisted programs. The academic success of these youth is the cornerstone of our efforts to prevent multi-generational cycles of poverty and promote social mobility. KCHA continued to make educational outcomes an integral element of our core mission and actively partnered with local education stakeholders around common outcomes. We focused on multiple approaches for achieving grade-level reading competency by the end of third grade while also supporting improved educational outcomes for older youth through after-school programs, parental engagement and mentoring. In 2014, we partnered with the Road Map Project to support the goal of doubling the number of students in south King County and south Seattle who are on track to graduate from college or earn a career credential by 2020.

- **Committed additional MTW resources to the elimination of accrued capital repair and system replacement needs in our federally subsidized housing inventory.** In 2014, KCHA invested more than $23 million in public and private financing to improve quality, reduce maintenance costs and extend the life expectancy of our federally assisted housing stock. KCHA also maintained its record of excellence in the physical condition of its housing, averaging a score of 94 percent on property inspections performed by HUD's Real Estate Assessment Center (REAC).
- **Made our federal housing programs more cost-effective through streamlining business processes, digitizing client files and implementing a new software platform for core business functions.** In 2014, KCHA completed business process improvement initiatives focused on Section 8 customer service and internal auditing functions. Section 8 participant files were converted to digital records as KCHA shifted to an online paperless office environment. In addition, KCHA began converting to a new housing management software system, Tenmast WinTen 2+, which will provide greater efficiency in our operations and reporting. The system will be fully operational by the last quarter of 2015.
- **Reduced the environmental impact of KCHA's programs and facilities.** Our Five-Year Resource Management Plan completed its third year of implementation in 2014. The plan includes strategies to reduce KCHA's energy and water consumption, divert materials from the waste stream, handle hazardous waste and influence tenant behavior. We continued to analyze "whole building" consumption data from local utility companies and use it as a tool for developing additional green-building strategies. The program has reduced garbage costs by $95,000 annually as a result of improving or adding recycling at our housing sites and through tenant education.
- **Developed our research and evaluation capacity.** KCHA began creating an internal structure that strengthens our ability to oversee and conduct program evaluations, develop a long-term research agenda, and partner effectively in larger regional studies. In 2014, we hired a senior research analyst who is forging relationships with local and national research institutions to measure and assess the impact of MTW initiatives.

B. Overview of Long-term MTW Goals and Objectives

Through participation in the MTW demonstration program, KCHA is able to address a wide range of affordable housing needs in the Puget Sound region. We use the single-fund and regulatory flexibility provided by this initiative in support of our overarching strategic goals:

- **Strategy 1:** Continue to strengthen the physical, operational, financial and environmental sustainability of our portfolio of almost 9,000 affordable housing units.
- **Strategy 2:** Increase the supply of housing in the region that is affordable to extremely low-income households – those earning below 30 percent of Area Median Income (AMI) – through the development of new housing and the preservation of existing housing, as well as expanding the size and reach of our rental subsidy programs.
- **Strategy 3:** Provide greater geographic choice for low-income households, including disabled residents and elderly residents with mobility impairments, so that our clients have the opportunity to live in neighborhoods with high-performing schools and convenient access to services, transit and employment.
- **Strategy 4:** Coordinate closely with behavioral healthcare and other social services organizations to increase the supply of supportive housing for people who have been chronically homeless and/or have special needs, with the goal of ending homelessness.
- **Strategy 5:** Engage in the revitalization of King County's low-income neighborhoods, with a focus on housing and other services, amenities, institutions and partnerships that create strong, healthy communities.
- **Strategy 6:** Work with King County, regional transit agencies and suburban cities to support sustainable and equitable regional development by integrating new affordable housing into regional growth corridors aligned with mass transit.
- **Strategy 7:** Expand and deepen partnerships with school districts, Head Start programs, after-school program providers, public health departments, community colleges, the philanthropic community and our residents, with the goal to eliminate the achievement gap and improve educational and life outcomes for the low-income children and families we serve.
- **Strategy 8:** Promote greater economic self-sufficiency for families and individuals in subsidized housing by addressing barriers to employment and facilitating access to training and education programs, with the goal of enabling moves to market-rate housing at the appropriate time.
- **Strategy 9:** Continue to develop institutional capacity and efficiencies at KCHA to make the most effective use of federal resources.
- **Strategy 10:** Continue to reduce KCHA's environmental footprint through energy conservation, renewable energy generation, waste stream diversion, green procurement policies, water usage

reduction and fleet management practices.

- **Strategy 11:** Develop our capacity as a learning organization that incorporates research and evaluation to drive decisions and form policy.

SECTION II: GENERAL HOUSING AUTHORITY OPERATING INFORMATION

A. Housing Stock Information

New Housing Choice Vouchers that were Project-based During the Fiscal Year

Property Name	Anticipated Number of New Vouchers to be Project-based	Actual Number of New Vouchers that were Project-based	Description of Project
Navos Independence Bridge	24	24	Permanent Supportive Housing
South Kirkland Transit - Velocity Apartments	8	8	HOPE VI Replacement Housing
Friends of Youth - Kirkland	2	2	HOPE VI Replacement Housing
Bellevue Manor	0	65	Local Program
Vashon Terrace	0	16	Local Program
Northwood Square	0	24	Local Program

Anticipated Total Number of New Vouchers to be Project-based		Actual Total Number of New Vouchers that were Project-based	Anticipated Total Number of Project-based Vouchers Committed at the End of the Fiscal Year	Anticipated Total Number of Project-based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year
			2,278	1,925

50		139	**Actual Total Number of Project-based Vouchers Committed at the End of the Fiscal Year**	**Actual Total Number of Project-based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year**[1]
			2,358	1,830

Other Changes to the Housing Stock that Occurred During the Fiscal Year

The project-basing of units at Bellevue Apartments was delayed in 2014 but is now slated to occur in the first quarter of 2015. There also was a delay in adding eight project-based units at Totem Lake Senior Apartments. KCHA nevertheless was able to add 105 unplanned project-based units to its housing inventory in 2014. Also in 2014, Linden Highlands, one of KCHA's transitional housing programs, lost service funding and will reduce and ultimately terminate through attrition its project-based units for homeless families.

General Description of Actual Capital Fund Expenditures During the Plan Year

KCHA continued to improve the quality and long-term viability of our aging affordable housing inventory by investing almost $24 million in capital repairs, unit upgrades, capital construction and maintenance. These investments ensure that our housing stock is available and livable for years to come.

- **509 Initiative Improvements** ($6,609,436). In 2014, additional funds were spent to make capital improvements at 15 properties included in the 2013 conversion of 509 scattered-site Public Housing units to Section 8 subsidies. Major work undertaken in 2014 included: building envelopes (roofing, siding, attic insulation and/or wall insulation) at Campus Court I, Cedarwood, Forest Grove, Juanita Court, Kings Court, Pickering Court, Riverton Terrace, Shoreham and Victorian Woods; utilities improvements (water lines, sewer lines and/or storm drainage) at Glenview Heights, Greenleaf and Riverton Terrace; and ventilation system upgrades to improve indoor air quality at Cedarwood and Glenview Heights.

[1] Bellevue Manor, Northwood and Vashon Terrace currently are occupied by a number of tenant-based housing choice voucher residents. The project-based vouchers are leased up only when a unit experiences a turnover in residence. In 2014, 8.5 percent of the units were leased up at these properties, reflecting the low lease-up number.

- **Capital Projects in the Public Housing Portfolio** ($6,882,196). Roofs were replaced at Burndale Homes, Northridge and Yardley Arms, and the decks at Gustaves Manor received new railings. Site-improvement work, including on-site drainage, walkways, paving and/or lighting, was done at Burndale Homes, Hidden Village, Island Crest Apartments, Newport Apartments, Northlake House and Northridge Apartments. Sewer systems were replaced at Cascade Homes and Valli Kee, a water intrusion issue was eliminated at Burien Park, and the storm water system was improved at Island Crest Apartments. Ventilation and attic insulation work was done at Ballinger Homes, Boulevard Manor, Briarwood, Hidden Village and Northridge Apartments in order to improve indoor air quality. The electrical system was upgraded at Island Crest Apartments. At Valli Kee, a new management office was constructed and the former office was converted to a residential unit.
- **Unit Upgrades** ($5,284,228). Internal KCHA "force account" crews completed $4,484,989 in additional unit upgrades at other public and KCHA-owned housing at Ballinger, Firwood Circle, Wayland Arms, Boulevard Manor, Casa Juanita, Eastside Terrace, College Place, Harbor Villa, Hidden Village, Parkway, Kirkland Place Apartments, Newport Apartments, Yardley Arms, Southridge, Northlake House, Briarwood, Lake House, Northridge, Northridge II, Burien Park, Northwood, Pepper Tree, Valli Kee and Anita Vista. We also performed $717,004 in unit interior upgrades to the inventory upon resident turnover at Avondale, Bellevue 8, Campus Court, Cedarwood, Eastridge House, Evergreen Court, Forest Grove, Glenview Heights, Greenleaf, Juanita Court, Juanita Trace, Juanita Trace II, Kings Court, Kirkwood Terrace, Pickering Court, Riverton Terrace-Family, Shoreham, Victorian Woods, Vista Heights and Wellswood. Additionally, KCHA performed almost $82,235 in non-routine maintenance that was categorized as capital expenditures.
- **Vantage Point** ($5,000,000). We used $5 million in capital funds toward construction of our new development, Vantage Point, which is set to open in late 2015. Vantage Point will provide 77 units targeted to seniors and people with disabilities.

Overview of Other Housing Owned and/or Managed by the PHA at Fiscal Year-end

Housing Program	Total Units	Overview of the Program
Preservation Program[2]	41	This program maintains affordable housing opportunities in highly desirable King County neighborhoods.
Home Ownership Program[3]	431	Offers qualified low-income individuals, families and seniors the opportunity to own a manufactured home located on a leased lot in one of four housing communities.
Bond Financed Program[4]	3,791	Work-force housing (for households earning 80% AMI or below) that does not receive operating subsidy from the federal government. Includes properties formerly in the Low-Income Housing Tax Credit program when the investor has left the partnership. This program is a key strategy for acquiring housing in high-opportunity areas.
Low-Income Housing Tax Credit Program (LIHTC)[5]	707	Owned by separate limited partnerships, these units typically are available to households earning 60% AMI or below. KCHA remains a general partner in the ownership of these units. Like bond-financed properties, LIHTC acquisitions are targeted to low-poverty markets.
Local Programs[6]	173	This inventory is made up of emergency and transitional housing units. Some of the programs offer supportive services to homeless veterans, victims of domestic violence and people with special needs.
Total Other Housing Owned and/or Managed	5,143	

[2] Parkway.
[3] Rainier View Mobile Homes, Tall Cedars, Vantage Glen, Wonderland Estates.
[4] Alpine Ridge, Aspen Ridge, Auburn Square, Bellepark East, Bellevue Manor (Chaussee), Carriage House, Cascadian, Charter House (Chausee Bremerton), Colonial Gardens, Cottonwood, Cove East, Fairwood Apartments, Gilman Square, Heritage Park, Landmark, Laurelwood, Meadowbrook Apartments, Meadows at Lea Hill, Newporter, Northwood Square (Chaussee), Parkwood, Patricia Harris Manor (Chaussee), Rainier View I, Rainier View II, Si View, Timberwood, Vashon Terrace (Chaussee), Walnut Park, Windsor Heights, Woodland NorthWoodridge Park, Woodside East.
[5] Arbor Heights, Overlake, Somerset Gardens East, Somerset Gardens West, Southwood Square.
[6] 301 SW Roxbury, Anita Vista, Avondale House (Pinecrest), Brookside, Burien Vet's House, Campus Green, Echo Cove, Federal Way Duplexes, Harbour Villa, Holt Property, Island Crest Apartments, Nike, Shelcor, Slater Park, Sunnydale.

B. Leasing Information

Actual Number of Households Served at the End of the Fiscal Year

Housing Program:	Number of Households Served		
	Planned		Actual
Number of Units that were Occupied/Leased through Local Non-traditional MTW Funded Property-based Assistance Programs [7]	0		0
Number of Units that were Occupied/Leased through Local Non-traditional MTW Funded Tenant-based Assistance Programs [8]	198		215
Port-in Vouchers (not absorbed) [9]	N/A		2,539
Total Projected and Actual Households Served	198		2,754

Housing Program:	Unit Months Occupied/Leased		
	Planned		Actual
Number of Units that were Occupied/Leased through Local Non-traditional MTW Funded Property-based Assistance Programs	0		0
Number of Units that were Occupied/Leased through Local Non-traditional MTW Funded Tenant-based Assistance Programs	2,376		2,580
Port-in Vouchers (not absorbed) [10]	N/A		30,351
Total Projected and Annual Unit Months Occupied/Leased	2,376		32,931

[7] Pacific Court (32).
[8] SBSH (156), Next Step (13), and RRH (46).
[9] Not projected in the 2014 Plan
[10] Not projected in the 2014 Plan.

	Average Number of Households Served Per Month	Total Number of Households Served During the Year
Households Served through Local Non-traditional Services Only	0	0

Reporting Compliance with Statutory MTW Requirements: 75% of Families Assisted are Very Low-income

Fiscal Year:	2011	2012	2013	2014
Total Number of Local, Non-traditional MTW Households Assisted	160	162	153	247
Number of Local, Non-traditional MTW Households with Incomes Below 50% of AMI[11]	160	162	153	247
Percentage of Local, Non-traditional MTW Households with Incomes Below 50% of AMI	100%	100%	100%	100%

[11] All program admissions are assumed at or below 50% AMI.

Reporting Compliance with Statutory MTW Requirements: Maintain Comparable Mix

Baseline for the Mix of Family Sizes Served

Family Size:	Occupied Number of Public Housing Units by Household Size when PHA Entered MTW	Utilized Number of Section 8 Vouchers by Household Size when PHA Entered MTW	Non-MTW Adjustments to the Distribution of Household Sizes	Baseline Number of Household Sizes to be Maintained	Baseline Percentages of Family Sizes to be Maintained
1 Person	1,201	1,929	2,003	5,133	45.85%
2 Person	674	1,497	X	2,171	19.39%
3 Person	476	1,064	X	1,540	13.76%
4 Person	360	772	X	1,132	10.11%
5 Person	250	379	X	629	5.62%
6+ Person	246	344	X	590	5.27%
Total	3,207	5,985	2,003	11,195	100%

Explanation for Baseline Adjustments to the Distribution of Household Sizes Utilized	Between 2003 and 2014, King County experienced a 64 percent increase of unsheltered single adults. To account for this, we adjusted the baseline for the one-person household to reflect the demographic change [(1,201 + 1,929) x 64% = 2,003].[12]

[12] 2003 One Night Count: http://homelessinfo.org/resources/one_night_count/2004_ONC_Report.pdf; 2014 One Night Count: http://homelessinfo.org/resources/one_night_count/2014_ONC_Street_Count_Summary.pdf.

Mix of Family Sizes Served

	1 Person	2 Person	3 Person	4 Person	5 Person	6+ Person	Totals
Baseline Percentages of Household Sizes to be Maintained	42.85%	19.39%	13.76%	10.11%	5.62%	5.27%	100%
Number of Households Served by Family Size this Fiscal Year	5,061	2,838	1,673	1,245	722	787	12,326
Percentages of Households Served by Household Size this Fiscal Year	41.06%	23.02%	13.57%	10.10%	5.86%	6.38%	100%
Percentage of Percentage Change	-10.4%	18.7%	-1.3%	-0.1%	4.3%	21.2%	0%
Percentage Change	1.79%	-3.63%	.19%	0.01%	-0.24%	-1.11%	0%

Justification and Explanation for Family Size Variations of Over 5% from the Baseline Percentages	KCHA has maintained its mix of family sizes served.

Description of Any Issues Related to Leasing of Public Housing, Housing Choice Vouchers or Local, Non-traditional Units and Solutions at Fiscal Year-end

Housing Program	Description of Leasing Issues and Solutions
Public Housing	The program did not encounter leasing issues in 2014.
Housing Choice Vouchers	In 2014, voucher holders were finding it increasingly difficult to find affordable units in King County due to rapidly rising rents. To address this challenge, KCHA raised its payment standards in December 2014.
Local, Non-traditional	The program did not encounter leasing issues in 2014.

Number of Households Transitioned to Self-sufficiency by Fiscal Year-end

Activity Name/#	Number of Households Transitioned	Agency Definition of Self-sufficiency
Stepped-down Assistance for Homeless Youth (2014-1)	13	Maintain housing
Passage Point Prisoner Re-entry Housing Program (2013-1)	12	Positive move to Public Housing or other independent housing
Short-term Rental Assistance Program (2013-3)	25	Positive move following program graduation
EASY & WIN Rent (2008-10, 2008-11)	242	Positive move from KCHA
Develop a Sponsor-based Housing Program (2007-6)	122	Maintain housing
Resident Opportunity Plan (2007-18)	4	Positive move from KCHA
Households Duplicated Across Activities/Definitions	4	

ANNUAL TOTAL NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF-SUFFICIENCY	**414**

In 2014, 661 households transitioned from KCHA's federally subsidized housing, 242 of which achieved self-sufficiency by moving to non-subsidized housing and 172 of which maintained stable housing after experiencing homelessness or incarceration.

C. Wait List Information

Wait List Information at Fiscal Year-end

Housing Program	Wait List Type	Number of Households on Wait List	Wait List Open, Partially Open or Closed	Was the Wait List Opened During the Fiscal Year?
Section 8 Housing Choice Voucher	Community-wide	100[13]	Closed	Yes
Public Housing	Other: Regional	7,694	Open	Yes
Public Housing	Site-based	6,062	Open	Yes
Project-based	Other: Regional	2,207	Open	Yes
Public Housing - Conditional Housing	Program-specific	17	Open	Yes

Description of Other Wait Lists

Public Housing, Other: Applicants are given the choice among three regions, each with their own wait list. The applicant is able to choose two of the three regions. KCHA uses a rotation system among this

[13] In 2014, KCHA cleaned up its four-year-old wait list by verifying eligibility and status of the households that remained. This effort was in preparation for the opening of the wait list in the first quarter of 2015. KCHA does not maintain a waiting list for special population vouchers (such as VASH and FUP).

applicant pool and those who enter through a specialized program, such as our transitional housing program, when assigning a unit to a household in its region of choice.

Project-based, Other: This wait list mirrors the Public Housing program's regional wait lists. An applicant is given the opportunity to apply for a number of KCHA's project-based properties. KCHA may pre-screen a cluster of applicants prior to receiving notice of available units from an owner in order to ensure eligibility and increase occupancy.

SECTION III: PROPOSED MTW ACTIVITIES

There are no proposed activities in this report.

SECTION IV: APPROVED MTW ACTIVITIES

A. Implemented Activities

The following table provides an overview of KCHA's approved activities, the statutory objectives they aim to meet, and the page number in which more detail can be found. Activities are listed by the year they were proposed, with the most recent first.

Year-Activity #	MTW Activity	Statutory Objective	Page
2014-1	Stepped-down Assistance for Homeless Youth	Self-sufficiency	19
2014-2	Revised Definition of "Family"	Housing Choice	20
2013-1	Passage Point Prisoner Re-entry Housing Program	Housing Choice	21
2013-2	Flexible Rental Assistance Program	Housing Choice	23
2013-3	Short-term Rental Assistance Program	Housing Choice	24
2012-2	Community Choice Program	Housing Choice	25
2009-1	Project-based Section 8 Local Program Contract Term	Housing Choice	26
2008-1	Acquire New Public Housing	Housing Choice	27
2008-10 & 11	EASY & WIN Rent Policies	Cost Effectiveness Self-sufficiency	28
2008-21	Public Housing & Section 8 Utility Allowances	Cost Effectiveness	30
2007-6	Develop a Sponsor-based Housing Program	Housing Choice	31
2007-14	Enhanced Transfer Policy	Cost Effectiveness	33
2007-18	Resident Opportunity Plan (ROP)	Self-sufficiency	34
2005-4	Payment Standard Changes	Cost Effectiveness Housing Choice	36
2004-2	Local Project-based Section 8 Program	Cost Effectiveness Housing Choice	37
2004-3	Develop Site-based Waiting Lists	Cost Effectiveness Housing Choice	40
2004-5	Modified HQS Inspection Protocols	Cost Effectiveness	41
2004-7	Streamline Public Housing & Section 8 Forms & Data Processing	Cost Effectiveness	42
2004-9	Rent Reasonableness Modifications	Cost Effectiveness	44
2004-16	Section 8 Occupancy Requirements	Cost Effectiveness	45

ACTIVITY 2014-1: Stepped-down Assistance for Homeless Youth

MTW Statutory Objective: Increase Self-sufficiency
Approval: 2014
Implemented: 2014
Data Source: Service Provider Partner

Challenge: During the 2014 annual homeless count in King County, 779 youth were homeless or unstably housed.[14] Local service providers have identified the need for a short-term, gradually diminishing rental subsidy structure to meet the unique needs of these youth.

Solution: KCHA has begun to implement a flexible, “stepped-down” rental assistance model in partnership with local youth service providers. Our service provider partners find that a short-term rental subsidy paired with supportive services is the most effective way to serve homeless youth as a majority of these young adults do not require extended tenure in a supportive housing environment. With limited-term rental assistance and by promoting graduation to independent living, more youth can be served effectively with this program model. KCHA currently partners with two local service providers in administering this program. Next Step, operated by the YMCA, offers independent housing opportunities to 15 young adults (ages 18 to 25) who are currently living in service-rich transitional housing. Participants secure their apartment, sign their own lease with a landlord, and work with a resource specialist to assure longer-term housing stability. The second program, Coming Up, administered by Valley Cities Counseling and Consultation, is a sponsor-based rental assistance program that provides supportive services paired with rental subsidy to formerly homeless young adults living in south King County.

Progress and Outcomes: KCHA and the YMCA launched the Next Step program in 2014. Of the 15 participants, 13 maintained stable housing. Our program with Valley Cities Counseling and Consultation (30 participants) began development in 2014 and is scheduled to be fully operational in the first quarter of 2015.

HUD Metrics					
MTW Statutory Objective	**Unit of Measurement**	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Increase self-sufficiency	SS #1: Average earned income of households affected by this policy	$0	$9,000	$9,324	Exceeded

[14] Count Us In 2014, Committee to End Homelessness King County. http://www.cehkc.org/doc_reports/CUI2014FINALReport.pdf.

Increase self-sufficiency	SS #3: Employment status for heads of household	(1) Employed Full-time 0 participants	5 participants	5 participants	Exceeded for employment, training and education. In progress for unemployment metric.
		(2) Employed Part-time 0 participants	10 participants	10 participants	
		(3) Enrolled in an Educational Program 0 participants	5 participants	6 participants	
		(4) Enrolled in Job-training Program 0 participants	2 participants	4 participants	
		(5) Unemployed 0 participants	0 participants	2 participants	
		(6) Other 0 participants	0 participants	0 participants	
Increase self-sufficiency	SS #5: Number of households receiving services	0 households	45 households	15 households	In progress
Increase self-sufficiency	SS #7: Tenant rent share	0%	4 households at 30% of contract rent	4 households at 30% of contract rent	Achieved
Increase self-sufficiency	SS #8: Households transition to self-sufficiency[15]	0 households	45 households	13 households	In progress

ACTIVITY 2014-2: Revised Definition of "Family"

MTW Statutory Objective: Increase Housing Choice
Approval: 2014
Implemented: 2014
Data Source: Wait List and KCHA Resident Database (MST)

Challenge: On Jan. 24, 2014, there were 3,264 families with children living in emergency or temporary housing in King County.[16] Thousands more elderly and disabled people, many with severe rent burdens, are on our waiting lists. To make the best use of our limited resources, we seek to target the most vulnerable populations, including families with children, the elderly and people with disabilities. As of

[15] Self-sufficiency for this activity is defined as maintaining housing.
[16] HUD's 2014 Continuum of Care Homeless Assistance Programs Homeless Populations and Subpopulations (WA-500). https://www.hudexchange.info/reports/CoC_PopSub_CoC_WA-500-2014_WA_2014.pdf.

September 2014, KCHA was serving about 475 households that do not include a minor, elderly or disabled family member.

Solution: This policy directs KCHA's limited resources to populations facing the greatest need: elderly, near-elderly and disabled households; and families with children. We modified the eligibility standards outlined in the Public Housing Admissions and Continued Occupancy Policy (ACOP) and Section 8 Administrative Plans to limit eligible households to those that include one elderly or disabled individual or a minor/dependent child. The policy does not affect the eligibility of households currently receiving assistance, only new admissions. Exceptions will be made for participants in programs that target specialized populations such as domestic violence victims or formerly chronically homeless individuals.

Progress and Outcomes: KCHA applied this policy to new applicants in December 2014. As the eligibility standards become established, we anticipate wait times to decrease even more so for the vulnerable households we target with this policy.

HUD Metrics					
MTW Statutory Objective	**Unit of Measurement**	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Increase housing choices	HC #3: Average applicant time on wait list (in months)	29 months	25 months	20 months	Exceeded
Increase housing choices	HC #4: Number of households at or below 80% AMI that would lose assistance or need to move	0 households	0 households	0 households	Achieved

ACTIVITY 2013-1: Passage Point Prisoner Re-entry Housing Program

MTW Statutory Objective: Increase Housing Choice
Approval: 2013
Implemented: 2013
Data Source: Service Provider Partner and KCHA Resident Database (MST)

Challenge: In King County in 2013, 1,422 individuals returned to the community after a period of incarceration.[17] Nationally, more than half of all inmates are parents who will face barriers to securing housing and employment upon release due to their criminal record or lack of job skills.[18] Without a place to live or a job, these parents are unable to reunite with their children.

[17] Washington State Department of Corrections. Number of Prison Releases by County of Release. http://www.doc.wa.gov/aboutdoc/docs/msPrisonReleases.pdf
[18] Glaze, L E and Maruschak, M M (2008). Parents in Prison and Their Minor Childern. http://www.bjs.gov/index.cfm?ty=pbdetail&iid=823

Solution: Passage Point is a unique supportive housing program that serves parents trying to reunify with their children following incarceration. KCHA provides 46 project-based Section 8 vouchers while the YWCA provides property management and supportive services, along with outreach to prisons and correctional facilities to identify eligible individuals. In contrast to typical transitional housing programs that have strict 24-month occupancy limits, participants in the Passage Point program may remain in place until they have completed the reunification process, are successfully stabilized and can demonstrate their ability to succeed in traditional subsidized housing. Passage Point participants who complete the service program and regain custody of their children may apply to KCHA's Public Housing program and they receive priority placement on the wait list.

Progress and Outcomes: This program served 19 more households in 2014 than in 2013 for a total of 62 households served. Of those being served, 12 program participants reunited with their children and graduated to KCHA subsidized housing.

HUD Metrics					
MTW Statutory Objective	**Unit of Measurement**	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Reduce costs and achieve greater cost effectiveness	CE #4: Amount of funds leveraged in dollars	$0	$500,000	$772,000	Exceeded
Increase housing choices	HC #5: Number of households able to move to a better unit[19]	0 households	40 households	62 households	Exceeded
Increase housing choices	HC #7: Number of households receiving services aimed to increase housing choice	0 households	40 households	62 households	Exceeded
Increase self-sufficiency	SS #1: Average earned income of households affected by this policy	$0	$3,584	$3,584	In Progress
Increase self-sufficiency	SS #3: Employment status for heads of household	(1) Employed Full-time TBD	TBD	TBD	TBD
		(2) Employed Part-time TBD	TBD	TBD	
		(3) Enrolled in an Educational Program TBD	TBD	TBD	

[19] Better unit is defined as stable housing.

		(4) Enrolled in Job Training Program TBD	TBD	TBD	
		(5) Unemployed TBD	TBD	TBD	
		(6) Other TBD	TBD	TBD	
Increase self-sufficiency	SS #8: Number of households transitioned to self-sufficiency[20]	0 households	5 households	12 households	Exceeded

ACTIVITY 2013-2: Flexible Rental Assistance

MTW Statutory Objective: Increase Housing Choice
Approval: 2013
Implemented: 2013
Data Source: Service Provider Partner

Challenge: Each day in the U.S., more than 37,000 domestic violence survivors and their children rely on emergency shelters for housing.[21] Traditional housing programs, such as Section 8 vouchers, do not always meet their needs. In some situations, rapidly re-keying a door lock at one's current residence is a higher priority than securing an ongoing rent subsidy.

Solution: This program, developed with local domestic violence service providers, pairs case management with a flexible rental subsidy. The purpose is to offer housing assistance, sometimes beyond just rent, so that families in crisis can find and secure housing quickly and effectively. KCHA provides flexible rental assistance, including time-limited rental subsidy, security deposits and funds to cover move-in costs, while our partners provide supportive services. Participants will secure their own housing and work with a resource specialist to maintain housing stability during the program and beyond.

Progress and Outcomes: Throughout 2014, KCHA was developing this program with our service provider partners, with program operations scheduled to begin in early 2015.

In previous reports and plans, this activity included all time-limited rental assistance programs targeted to special populations. In this report, we share outcomes for all stepped homeless youth activities in

[20] Self-sufficiency in this activity is defined as graduating to Public Housing or other independent housing.
[21] National Alliance to End Homelessness (2011). Homelessness Prevention and Rapid Re-Housing for Survivors of Domestic Violence. http://www.endhomelessness.org/library/entry/homelessness-prevention-and-rapid-re-housing-for-survivors-of-domestic-viol

Activity 2014-1 and reserve 2013-2 for other flexible rental assistance programs that target other special populations.

HUD Metrics					
MTW Statutory Objective	**Unit of Measurement**	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Increase housing choices	HC #5: Number of households able to move to a better unit	0 households	20 households	0 households	In Progress
Increase housing choices	HC #7: Number of households receiving services aimed to increase housing choice	0 households	20 households	0 households	In Progress

ACTIVITY 2013-3: Short-term Rental Assistance Program

MTW Statutory Objective: Increase Housing Choice
Approval: 2013
Implemented: 2013
Data Source: Service Provider Partner and Exit Survey

Challenge: The number of students reported as homeless by school districts in King County has been increasing. During the 2012-13 school year, 6,188 students were homeless for some portion of the academic term.[22] KCHA does not have sufficient resources to respond to this crisis with additional Section 8 vouchers and new Public Housing units. Some of these families may be adequately served through the use of short-term rental assistance coupled with security deposits, applicant fees and utility payments.

Solution: In partnership with the Highline School District, KCHA began a pilot called the Student and Family Stability Initiative (SFSI), a Rapid Re-Housing demonstration program. Using this evidence-based approach, our program pairs short-term rental assistance with housing stability and employment connection services for families experiencing or on the verge of homelessness. School-based McKinney-Vento liaisons identify and connect these families with community-based service providers. The service provider screens referrals, administers short-term rental assistance and provides appropriate supportive and employment services. Caseworkers have the flexibility to determine the most effective approach to stabilizing participants quickly, including rental subsidies, move-in assistance, security deposits, application fees, rent arrears and utility assistance payments. An evaluation of the program's outcomes is currently underway.

[22] Columbia Legal Services, Student Homelessness in Washington. http://columbialegal.org/student-homelessness-WA.

Progress and Outcomes: In 2014, we served 90 formerly homeless families in need of housing assistance and supportive services. Of these 90 families, 46 had been stably housed by the end of 2014.

HUD Metrics					
MTW Statutory Objective	**Unit of Measurement**	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Increase housing choices	HC #5: Number of households able to move to a better unit	0 households	40 households	46 households	Exceeded
Increase housing choices	HC #7: Number of households receiving services aimed to increase housing choice	0 households	40 households	90 households	Exceeded
Increase self-sufficiency	SS#1: Average earned income of households affected by this policy	$0	$1,500/month	$1,725/month	Exceeded
Increase self-sufficiency	SS #3: Employment status for heads of household	(1) Employed Full-Time 0 participants	40 participants	40 participants	In Progress
		(2) Employed Part-Time 0 participants	10 participants	12 participants	
		(3) Enrolled in an Educational Program 0 participants	N/A	N/A	
		(4) Enrolled in Job Training Program 0 participants	5 participants	5 participants	
		(5) Unemployed 0 participants	0 participants	25 participants	
		(6) Other 0 participants	0 participants	0 participants	
Increase self-sufficiency	SS #8: Number of households transitioned to self-sufficiency[23]	0 households	15 households	25 households	Exceeded

ACTIVITY 2012-2: Community Choice Program

MTW Statutory Objective: Increase Housing Choice
Approval: 2012
Implemented: 2013
Data Source: CCP Master Spreadsheet

[23] Self-sufficiency in this activity is defined as graduating to Public Housing or other independent housing.

Challenge: Research increasingly demonstrates that where people live matters enormously in terms of their health, employment status and educational success. Only 31 percent of KCHA's tenant- based Housing Choice Voucher holders live in the high-opportunity neighborhoods of King County that help promote these outcomes. High-opportunity neighborhoods are characterized by their lower poverty rates, better educational and employment opportunities, and proximity to major transportation hubs. These neighborhoods also have higher rents and a more limited supply of rental housing. For a wide variety of reasons, low-income families are more likely to live in familiar communities with higher poverty rates and less access to these location-based benefits.

Solution: This initiative aims to encourage and enable Housing Choice Voucher households with young children to relocate to higher educational achievement areas of the county. In addition to formidable barriers to entry, many households are not aware of the link between location and educational and employment opportunities. Through collaboration with local nonprofits and landlords, KCHA educates families about the link between location, educational opportunities and life outcomes. The program offers one-on-one counseling to households making the decision of where to live, along with ongoing support once a family moves to a new neighborhood.

Progress and Outcomes: By the end of 2014, the program's first full year of implementation, 45 households had participated in the Community Choice program with six having successfully moved to a high-opportunity neighborhood. As the program becomes more established, we anticipate seeing more positive gains for the program's participating households.

HUD Metrics					
MTW Statutory Objective	**Unit of Measurement**	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Increase housing choices	HC #5: Number of households able to move to a better unit and/or neighborhood of opportunity	0 households move	20 households move	6 households move	In Progress
Increase housing choices	HC #7: Number of households receiving services aimed to increase housing choice	0 households	35 households	45 households	Exceeded

ACTIVITY 2009-1: Project-based Section 8 Local Program Contract Term

MTW Statutory Objective: Increase Housing Choice
Approval: 2009
Implemented: 2009
Data Source: Leased Housing Department

Challenge: Prior to 2009, our non-profit development partners faced difficulties in securing private financing for development and acquisition projects. By banking and private equity standards, the Housing Assistance Payments (HAP) contract term set by HUD is too short and hinders underwriting debt on affordable housing projects.

Solution: This activity extends the length of the allowable term for Section 8 project-based contracts up to 15 years. This change in term assists our partners in underwriting and leveraging private financing for development and acquisition projects. The longer term commitment from KCHA signals to lenders and underwriters that these partner agencies have sufficient resources to take on debt acquired by new development of affordable housing units.

Progress and Outcomes: KCHA actively saves 20 hours per each 15-year contract.

HUD Metrics					
MTW Statutory Objective	**Unit of Measurement**	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Reduce costs and achieve greater cost effectiveness	CE #1: Total cost of task in dollars	$0 saved	$0 saved	$880 saved[24]	Achieved
Reduce costs and achieve greater cost effectiveness	CE #2: Total time to complete task in staff hours	0 hours saved per contract	20 hours saved per 15-year contract	20 hours saved per 15-year contract	Achieved

ACTIVITY 2008-1: Acquire New Public Housing

MTW Statutory Objective: Increase Housing Choice
Approval: 2008
Implemented: 2008
Data Source: Housing Management Department

Challenge: In King County, nearly half of all renter households spend more than 30 percent of their income on rent.[25] Countywide, fewer than five percent of all apartments are actually affordable to households earning less than 30 percent AMI.[26] In the context of these challenges, KCHA's Public Housing waiting lists continue to grow. Given this gap between available affordable housing and the number of low-income renters, KCHA must continue to increase the inventory of units affordable to extremely low-income households.

[24] This figure was calculated by multiplying the median hourly wage and benefits ($44) of the staff member who oversees this activity by the number of hours saved. This number represents a hypothetical estimate of the dollar amount that could be saved in staff hours by implementing this activity. It is a monetization of the hours saved through the implementation of this program.

[25] Committee to End Homelessness. Homelessness Facts for King County. http://www.cehkc.org/scope/cost.aspx.

[26] Committee to End Homelessness. Homelessness Facts for King County. http://www.cehkc.org/scope/cost.aspx.

Solution: KCHA's Public Housing Annual Contribution Contract (ACC) is currently below the Faircloth limit in the number of allowable units. These "banked" Public Housing subsidies allow us to add to the affordable housing supply in the region by acquiring new units. However, this approach is challenging because Public Housing units cannot support debt. We continue our innovative use of MTW working capital, with a particular focus on the creation or preservation of units in high-opportunity neighborhoods.

Progress and Outcomes: In 2014, KCHA converted 25 units at the Westminster development into Public Housing and has added 119 units since 2004.

HUD Metrics					
MTW Statutory Objective	**Unit of Measurement**	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Increase housing choices	HC # 1: Number of new housing units made available for households at or below 80% AMI	0 units (2004)	700 units (cumulative through 2018)	25 units (119 cumulative)	In Progress
Increase housing choices	HC #2: Number of housing units at or below 80% AMI that would not otherwise be available	0 units	700 units (cumulative through 2018)	25 units (119 cumulative)	In Progress
Increase housing choices	HC #5: Number of households able to move to an opportunity neighborhood	0% of new units	50% of new units	100% of new units	Exceeded

ACTIVITY 2008-10 and 2008-11: EASY and WIN Rent Policies

MTW Statutory Objective: Increase Cost Effectiveness
Approval: 2008
Implemented: 2008
Data Source: KCHA Resident Database, Leased Housing Department, KCHA MTW Rent Reform Final Impact Analysis Report (Seasholtz)

Challenge: The administration of rental subsidy under existing HUD rules can be complex and confusing to the households we serve. Significant staff time is spent complying with federal requirements that do not promote better outcomes for residents, safeguard program integrity or save taxpayer money. The rules regarding deductions, annual reviews and recertifications, and income calculations are cumbersome and often hard to understand, especially for the elderly and disabled people we serve. These households live on fixed incomes that change only when there is a Cost of Living Adjustment (COLA), making annual reviews superfluous. For working households, the existing rent rules include complicated earned-income disregards that can manifest as disincentives to income progression and advances in employment.

Solution: KCHA has two rent reform policies. The first, **EASY Rent**, simplifies rent calculations and recertifications for elderly and disabled households that derive 90 percent of their income from a fixed source (such as Social Security, Supplemental Security Income (SSI) or pension benefits) and are enrolled in our Public Housing, Housing Choice Voucher or project-based Section 8 programs. Rents are calculated at 28 percent of adjusted income with deductions for medical- and disability-related expenses in $2,500 bands and a cap on deductions over $10,000. EASY Rent streamlines KCHA operations and simplifies the burden placed on residents by reducing recertification reviews to a three-year cycle and rent adjustments based on COLA increases in Social Security and SSI payments to an annual cycle.

The second policy, **WIN Rent**, was introduced in FY 2010 to encourage increased economic self-sufficiency among households able to work. WIN Rent is calculated on a series of income bands and the tenant's share of the rent is calculated at 28.3 percent of the lower end of each income band. This tiered system – in contrast to existing rent protocols – does not punish increases in earnings, as the tenant's rent does not change until household income increases to the next band level. Additionally, recertifications are conducted biennially instead of annually, allowing households to retain all increases in earnings during that time period without an accompanying increase to the tenant's share of rent. The WIN Rent structure also eliminates flat rents, income disregards and deductions (other than childcare for eligible households), and excludes the employment income of household members under age 21. Households with little or no income are given a six-month window at which time they are able to pay a lower rent or, in some cases, receive a credit payment. Following this window, the household pays a minimum rent of $25 regardless of income calculation.

In addition to the changes to the recertification cycle, we also have streamlined processing and reviews. For example, we limit the number of tenant-requested reviews to reduce rent to two occurrences in a two-year period. We estimate that these policy and operational modifications have reduced the relevant administrative workloads in the Section 8 and Public Housing programs by 20 percent.

Progress and Outcomes: KCHA continued to realize significant savings in staff time and resources through the simplified rent calculation protocol, saving close to 6,000 hours in 2014.

HUD Metrics					
MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce costs and achieve greater cost effectiveness	CE #1: Total cost of task in dollars	$0 saved	$113,248 saved[27]	$181,952 saved	Achieved
Reduce costs and achieve greater cost effectiveness	CE #2: Total time to complete task in staff hours	0 hours saved	3,087 HCV staff hours saved; 452 PH staff hours saved	4,523 HCV staff hours saved; 1,163 PH staff hours saved	Achieved
Increase self-sufficiency	SS #1: Average earned income of household (EASY)[28]	HCV: $9,143 PH: $7,237	2% increase[29]	HCV: $9,141 PH: $7,221	In Progress
Increase self-sufficiency	SS #1: Average earned income of household (WIN)[30]	HCV: $11,873 PH: $15,780	3% increase	HCV: $12,062 PH: $14,448	In Progress
Increase self-sufficiency	SS #8: Households transition to self-sufficiency[31]	0 households	25 households	242 households	Exceeded

ACTIVITY 2008-21: Public Housing and Section 8 Utility Allowances

MTW Statutory Objective: Increase Cost Effectiveness
Approval: 2008
Implemented: 2010
Data Source: Housing Management Department

Challenge: KCHA would spend an estimated $21,825 in additional staff time (291 additional staff hours) annually administering utility allowances under HUD's one-size-fits-all national guidelines. HUD's national approach fails to capture average consumption levels in the Puget Sound area.

Solution: This activity simplifies the HUD rules on Public Housing and Section 8 Utility Allowances by applying a universal methodology that reflects local consumption patterns and costs. Before this policy change, allowances were calculated for each individual unit and household type with varied rules under the Section 8 and Public Housing programs. Additionally, HUD required an immediate update of the allowances with each cumulative 10 percent rate increase made by utility companies. Now, KCHA provides allowance increases annually rather than each time an adjustment is made to the equation. Additionally, we worked with data from a Seattle City Light study completed in late 2009, allowing us to

[27] This figure was calculated by multiplying the median hourly wage and benefits ($32) of the staff members who oversees this activity by the number of hours saved. This number represents an estimate of the dollar amount that could be saved in staff hours by implementing this activity. It is a monetization of the hours saved through the implementation of this program.
[28] Baseline set in 2013 using total household income.
[29] These households do not experience changes in income so their household income should increase to reflect the cost of living.
[30] Baseline set in 2013 using income from earnings.
[31] Self-sufficiency is defined as a positive move from subsidized housing.

identify key factors in household energy use and therefore project average consumption levels for various types of units in the Puget Sound region. We used this information to set a new utility schedule that considers various factors: type of unit (single vs. multi-family), size of unit, high-rise vs. low-rise units, and the utility provider. We also modified allowances for units where the resident pays water and/or sewer charges. KCHA's Hardship Policy, adopted in July 2010, allows KCHA to respond to unique household or property circumstances and documented cases of financial hardship, including utility rate issues.

Progress and Outcomes: KCHA continued to set utility allowances with the streamlined regional utility schedule, allowing us to save close to 300 hours of staff time each year.

HUD Metrics					
MTW Statutory Objective	**Unit of Measurement**	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Reduce costs and achieve greater cost effectiveness	CE #1: Total cost of task in dollars	$0 saved	$21,825 saved[32]	$21,825 saved	Achieved
Reduce costs and achieve greater cost effectiveness	CE #2: Total time to complete task in staff hours	0 hours saved	291 hours saved	291 hours saved	Achieved
Reduce costs and achieve greater cost effectiveness	CE #2: Total time to complete task in staff hours	0 minutes saved per HCV file and 0 minutes saved per PH file	2.5 minutes saved per HCV file and 5 minutes saved per PH file	2.5 minutes saved per HCV file and 0 minutes saved per PH file	Exceeded

ACTIVITY 2007-6: Develop a Sponsor-based Housing Program

MTW Statutory Objective: Increase Housing Choice
Approval: 2007
Implemented: 2007
Data Source: Homeless Housing Initiatives Department

Challenge: According to a 2013 point-in-time count in King County, 854 people were chronically homeless, 660 homeless persons reported suffering from a mental illness and 683 struggled with chronic substance abuse.[33] Even with dependable rent through Section 8, some landlords still are hesitant to sign a lease with people who have been chronically homeless due to their rental, employment or

[32] This figure was calculated by multiplying the median hourly wage and benefits ($75) of the staff member who oversees this activity by the number of hours saved. This number represents a hypothetical estimate of the dollar amount that could be saved in staff hours by implementing this activity. It is a monetization of the hours saved through the implementation of this program.
[33] CoC Dashboard Report (WA-500). 2013 Point in Time Count Summarized by Sub-Population. https://www.hudexchange.info/reports/CoC_Dash_CoC_WA-500-2013_WA_2013.pdf

criminal history. Many of these households require additional support, beyond rental subsidy, to secure and maintain a safe, stable place to live.

Solution: In the sponsor-based housing program, KCHA provides housing funds directly to service provider partners, including Sound Mental Health, Navos Mental Health Solutions and Valley Cities Counseling and Consultation. In turn, these service providers use the funds to secure private market rentals that are then subleased to program participants. The programs operate under the "Housing First" model of supportive housing, which couples quick placement in permanent, scattered-site housing with intensive, individualized services that help a resident maintain long-term housing stability. Recipients of this type of support are referred from the mental health and criminal justice systems, street outreach teams, and youth providers serving homeless young adults referred through King County's Coordinated Entry and Assessment system. Once a resident is stabilized and ready for a more independent living environment, KCHA may offer transition to a tenant-based Section 8 subsidy.

Progress and Outcomes: KCHA continued to serve hard-to-house populations through our Housing First model that facilitates coordination among the housing, mental health and criminal justice systems. This program provided safe and stable housing to 156 households that were exiting years of homelessness.

HUD Metrics					
MTW Statutory Objective	**Unit of Measurement**	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Increase housing choices	HC #1: Number of new units made available for households at or below 80% AMI	0 units	137 units	137 units	Achieved
Increase housing choices	HC #5: Number of households able to move to a better unit	0 households	124 households	156 households	Exceeded
Increase self-sufficiency	SS #5: Number of households receiving services aimed to increase self-sufficiency	0 households	124 households	156 households	Exceeded
Increase self-sufficiency	SS #8: Number of households transitioned to self-sufficiency[34]	0 households	100 households	122 households	Exceeded

[34] Self-sufficiency is defined as stabilizing in housing.

ACTIVITY 2007-14: Enhanced Transfer Policy

MTW Statutory Objective: Increase Cost Effectiveness
Approval: 2007
Implemented: 2007
Data Source: Housing Management Department

Challenge: KCHA estimates that 19 percent of our households are either over-housed or under-housed. HUD rules restrict a resident from moving from Public Housing to Section 8 or from Section 8 to Public Housing, which hamper our ability to meet the needs and preferences of our residents.

Solution: Under existing HUD guidelines, a resident cannot transfer between the Section 8 and Public Housing programs, regardless of whether a more appropriate unit for the resident is available in the other program. This policy eliminates the HUD rule and now allows a resident to transfer among KCHA's various subsidized programs. A resident may need to move, for example, if a current project-based walk-up unit is no longer physically accessible. This policy also allows expedited access to Uniform Federal Accessibility Standards (UFAS)-rated units for mobility-impaired households. In addition to mobility needs, a household might grow in size and require a larger unit with more bedrooms. This policy allows a household to transfer to a larger unit when one becomes available in either program. In 2009, KCHA took this one step further by actively encouraging over-housed or under-housed residents to transfer when an appropriately sized unit becomes available. The flexibility provided through this policy allows us to swiftly meet the needs and preferences of our residents by housing them in a unit that suits their situation best, regardless of what subsidy they receive.

Progress and Outcomes: In 2014, 13 households who would not have been eligible for a unit change were able to move to a better, more fitting unit.

HUD Metrics					
MTW Statutory Objective	**Unit of Measurement**	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Increase housing choices	HC # 5: Number of households able to move to a better unit and/or opportunity neighborhood	0 households	10 households	13 households[35]	Achieved

[35] Six households received an incentive payment, four households transferred from project-based Section 8, two households transferred from Public Housing to Section 8, and one transferred from Section 8 to Public Housing.

ACTIVITY 2007-18: Resident Opportunity Plan (ROP)

MTW Statutory Objective: Increase Self-sufficiency
Approval: 2007
Implemented: 2010
Data Source: ROP Master Spreadsheet, DSHS, TAAG; compiled and analyzed by Resident Services Department

Challenge: For every household receiving housing subsidy, another two are estimated to be in need of assistance.[36] To serve more households with limited resources, households receiving subsidies need to be supported in their efforts to achieve economic self-sufficiency and cycle out of the program. HUD's Family Self-Sufficiency (FSS) program may not offer the full range of services to support greater self-sufficiency and graduation from assisted housing.

Solution: As an expanded and locally-designed version of FSS, ROP's mission is to advance families toward self-sufficiency through the provision of case management, supportive services and program incentives, with the goal of positive transition from Public Housing or Section 8 into private market rental housing or home ownership. KCHA is implementing the five-year pilot program in collaboration with community partners, including Bellevue College and the YWCA. These partners provide education and employment-focused case management, such as individualized career planning, a focus on wage progression and asset-building assistance. In lieu of a standard FSS escrow account, each household receives a monthly deposit into a savings account, which continues throughout program participation. Deposits to the household savings account are made available to residents upon graduation from Public Housing or Section 8 subsidy.

Progress and Outcomes: Since the program's implementation, 16 families have graduated and successfully transitioned to non-subsidized housing. After evaluating the program's mixed outcomes, KCHA has decided to halt the pilot program and re-evaluate the best way to assist the families we serve in achieving self-sufficiency.

[36] Worst Case Housing Needs 2011: Report to Congress, page ix. http://www.huduser.org/portal//Publications/pdf/HUD-506_WorstCase2011_reportv3.pdf

HUD Metrics					
MTW Statutory Objective	**Unit of Measurement**	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Increase self-sufficiency	SS #1: Average earned income of households in dollars	$0	$19,678[37]	$19,678	Achieved
Increase self-sufficiency	SS #2: Average amount of savings/escrow in dollars	$0	$5,000	$5,947	Exceeded
Increase self-sufficiency	SS #3: Employment status for heads of household	(1) Employed Full-Time 23 participants	35 participants	24 participants	In Progress
		(2) Employed Part-Time 25 participants	10 participants	6 participants	
		(3) Enrolled in an Educational Program 13 participants	35 participants	36 participants	
		(4) Enrolled in Job-training Program 2 participants	5 participants	21 participants	
		(5) Unemployed 5 participants	0 participants	5[38] participants	
		(6) Other 1 participant	0 participants	0 participants	
Increase self-sufficiency	SS #5: Households assisted by services that increase self-sufficiency	0 households	50 households	60 households	Exceeded
Increase self-sufficiency	SS #6: Average amount of Section 8 subsidy per household	$0	$774	$820	No
Increase self-sufficiency	SS #7: Tenant rent share, in dollars	$0	$417	$477	Exceeded
Increase self-sufficiency	SS #8: Households transitioned to self-sufficiency[39]	0 households	5 households	4 households	No

[37] KCHA has revised the benchmark as the previous had been set using household income not solely income from earnings.
[38] Participant marked unemployed or N/A in “Current Employment Status” field.
[39] Self-sufficiency is defined as successful transition to unsubsidized housing.

ACTIVITY 2005-4: Payment Standard Changes

MTW Statutory Objective: Increase Housing Choice
Approval: 2005
Implemented: 2005
Data Source: Leased Housing Department

Challenge: KCHA has mapped high-opportunity areas in King County using a set of metrics developed by the Kirwan Institute. Only one-quarter of our voucher households live in low-poverty areas of King County and therefore are able to access benefits that come with living in such a neighborhood, such as improved educational opportunities, increased access to public transportation and greater economic opportunities.[40] By extension, three in four of our voucher holders do *not* have access to these neighborhood benefits. Not surprisingly, high-opportunity neighborhoods have more expensive rents. According to the most recent market data, a two-bedroom rental unit at the 40th percentile in east King County – typically a high-opportunity area – costs $515 more than the same unit in south King County.[41] To move to high-opportunity areas, voucher holders need sufficient resources, which are not available under current payment standards. Conversely, broadly applied payment standards that encompass multiple housing markets – low and high – result in Section 8 rents "leading the market" in lower priced areas, an inefficient allocation of HAP funds.

Solution: This initiative develops local criteria for the determination and assignment of payment standards to better match the local rental market and increase affordability in high-opportunity neighborhoods while also ensuring the best use of limited financial resources. We develop our payment standards through an annual analysis of local submarket conditions, trends and projections. This approach means that we can provide subsidy levels sufficient for families to afford the rents in low-poverty, high-opportunity areas of the county, without paying market-leading rents in less expensive neighborhoods. As a result, our residents in low-poverty neighborhoods are not squeezed out by tighter rental markets, and we can increase the number of voucher tenants living in high-opportunity neighborhoods. In 2005, KCHA began applying new payment standards at the time of a resident's next annual review. In 2007, we expanded this initiative and allowed approval of payment standards of up to 120 percent of the fair market rent (FMR) without HUD approval. In early 2008, we decoupled the payment standards from HUD's FMR calculations entirely so that we could be responsive to the range of

[40] Neighborhood opportunity designations are from the Puget Sound Regional Council and Kirwan Institutes' Opportunity Mapping index (http://www.psrc.org/growth/growing-transit-communities/regional-equity/opportunity-mapping/).
[41] Dupree & Scott, 2014 Rental Data to Analyze the Effectiveness of KCHA's Payment Standard

rents in Puget Sound's submarkets. Recent federal funding cutbacks have forced KCHA to suspend the annual recalibration of its payment standards, jeopardizing the long-term success of this program.

Progress and Outcomes: In late 2014, KCHA increased the Payment Standard within its two tiered system. We also started necessary planning for a multi-tiered payment standard system, to be implemented in 2015, that ensures households have access to high-opportunity economic centers while assuring that we do not lead the market in more affordable areas of the region.

HUD Metrics					
MTW Statutory Objective	**Unit of Measurement**	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Reduce costs and achieve greater cost effectiveness	CE #1: Total cost of task in dollars	$0	$0	$0	Achieved
Reduce costs and achieve greater cost effectiveness	CE #2: Total time to complete the task in staff hours	0 hours	0 hours	0 hours[42]	Achieved
Increase housing choices	HC # 5: Number of households able to move to an opportunity neighborhood	21% of tenant-based Section 8 households live in high-opportunity neighborhoods	30% of tenant-based Section 8 households live in high-opportunity neighborhoods	32% of tenant-based Section 8 households live in high-opportunity neighborhoods	Exceeded

ACTIVITY 2004-2: Local Project-based Section 8 Program

MTW Statutory Objective: Increase Cost Effectiveness
Approval: 2004
Implemented: 2004
Data Source: Project-based Assistance Spreadsheet, Internal Time Audit; compiled and analyzed by Leased Housing and Housing Management

Challenge: Current project-basing regulations are cumbersome and present multiple obstacles to partnering effectively and efficiently with non-profit developers, serving high-need households, and promoting housing options in high-opportunity areas. Some private-market landlords refuse to rent to tenants with imperfect credit or rental history, especially in tight rental markets such as ours. In many suburban jurisdictions in King County, it is legal to refuse to rent to Section 8 voucher holders, as these jurisdictions have not enacted legislation prohibiting discrimination based on source of income.

Meanwhile, non-profit housing acquisition and development projects that would serve extremely low-income households require reliable sources of rental subsidies. The reliability of these sources is critical

[42] This activity is net neutral in terms of hours or dollars saved. Workload remained the same, however the staff changed the timing of when they were applying payment standards.

for the financial underwriting of these projects and successful engagement with banks and tax-credit equity investors.

Solution: The ability to streamline the process of project-basing Section 8 subsidies provides a unique tool for addressing the distribution of affordable housing in King County while effectively facilitating coordination with local initiatives. KCHA places project-based Section 8 subsidies in high-opportunity areas of the county in order to increase access to these desirable neighborhoods for low-income households. We also partner with non-profit community service providers to create housing targeted to special needs populations, opening new housing opportunities for chronically homeless, mentally ill or disabled individuals, and homeless families with children who traditionally have not been served through our mainstream Public Housing and Section 8 programs. Finally, we are coordinating with county government and suburban jurisdictions to underwrite a pipeline of new affordable housing developed by local non-profit housing providers. MTW flexibility granted by this activity has helped us implement the following policies:

Create Housing Targeted to Special Needs Populations by:

- Assigning project-based Section 8 (PBS8) subsidy to a limited number of demonstration projects not qualifying under standard policy in order to serve important public purposes. (FY 2004)
- Modifying the definition of “homeless” to include overcrowded households entering transitional housing to align with entry criteria for nonprofit-operated transitional housing. (FY 2004)

Support a Pipeline of New Affordable Housing by:

- Prioritizing assignment of PBS8 assistance to units located in high-opportunity census tracts, including those with poverty rates below 20 percent. (FY 2004)
- Waiving the 25 percent cap on the number of units that can be project-based on a single site for transitional, supportive or elderly housing, and for sites with fewer than 20 units. (FY 2004)
- Allocating PBS8 subsidy non-competitively to KCHA-controlled sites and transitional units, or use an existing local government procurement process for project-basing Section 8 assistance. (FY 2004)
- Allowing owners and agents to conduct their own construction and/or rehab inspections and the management entity to complete the initial inspection rather than KCHA, with inspection sampling at annual review. (FY 2004)

- Modifying eligible unit and housing types to include shared housing, cooperative housing, transitional housing and high-rise buildings. (FY 2004)
- Allowing PBS8 rules to defer to Public Housing rules when used in conjunction with a mixed finance approach to housing preservation or when assigned to a redeveloped former Public Housing property. (FY 2008)

Improve Program Administration by:

- Allowing project sponsors to manage project waiting lists as determined by KCHA (FY 2004).
- Using KCHA's standard HCV process for determining Rent Reasonableness for units in lieu of requiring third-party appraisals. (FY 2004)
- Allowing participants in "wrong-sized" units to remain in place and pay the higher rent, if needed. (FY 2004)
- Assigning standard HCV payment standards to PBS8 units, allowing modification with approval of the KCHA Executive Director where deemed appropriate. (FY 2004)
- Offering moves to Public Housing in lieu of a Section 8 HCV exit voucher. (FY 2004)
    - Exception: Tenant-based HCV could be provided for a limited period as determined by KCHA in conjunction with internal Public Housing disposition activity. (FY 2012)
- Allowing KCHA to modify the HAP contract to ensure consistency with MTW changes. (FY 2004)
- Using Public Housing preferences for PBS8 units in place of HCV preferences. (FY 2008)
- Allowing KCHA to inspect units at contract execution rather than contract proposal. (FY 2009)
- Modifying the definition of "existing housing" to include housing that could meet Housing Quality Standards within 180 days. (FY 2009)
- Allowing direct owner referral to a PBS8 vacancy when the unit has remained vacant for more than 30 days. (FY 2010)
- Waiving the 20 percent cap on the amount of HCV budget authority that can be project-based, allowing KCHA to determine the size of our PBS8 program. (FY 2010)

Progress and Outcomes: KCHA continued to see efficiencies through streamlined program administration and modified business processes, saving and redirecting an estimated 45 hours per contract for each issued RFP.

HUD Metrics					
MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce costs and achieve greater cost effectiveness	CE #1: Total cost of task in dollars	$0 saved	$1,980 saved[43]	$1,980 saved	Achieved
Reduce costs and achieve greater cost effectiveness	CE #2: Total time to complete task in staff hours	0 hours saved per contract for RFP	45 hours saved per contract for RFP	45 hours saved per contract for RFP	Achieved
Increase housing choices	HC #3: Average applicant time on wait list in months (decrease)	0 months	29 months	20 months	Exceeded
Increase housing choices	HC #5: Number of households able to move to a better unit and/or neighborhood of opportunity	0 households	45% of project-based units in high opportunity neighborhoods	47% of project-based units in high opportunity neighborhoods	Exceeded

ACTIVITY 2004-3: Develop Site-based Waiting Lists

MTW Statutory Objective: Increase Cost Effectiveness and Housing Choice
Approval: 2004
Implemented: 2004
Data Source: Wait List Data, Internal Time Audit

Challenge: Under traditional HUD waiting list guidelines, an individual can wait more than two-and-a-half years for a Public Housing unit. For homeless families, this wait is too long. For other families, once a unit becomes available, it might not meet the family's needs or preferences, such as proximity to a child's school or access to local service providers.

Solution: Under this initiative, we have implemented a streamlined waiting list system for our Public Housing program that provides applicants additional options for choosing the location they want to live. In addition to offering site-based waiting lists, we also maintain regional waiting lists and have established a waiting list to accommodate the needs of graduates from the region's network of transitional housing facilities for homeless families. In general, applicants are selected for occupancy using a rotation between the site-based, regional and Sound Families (transitional housing) applicant pool, based on an equal ratio. Units are not held vacant if a particular waiting list does not have an eligible applicant waiting for assistance. Instead, a qualified applicant is pulled from the next waiting list in the rotation.

[43] This figure was calculated by multiplying the median hourly wage and benefits ($44) of the staff member who oversees this activity by the number of hours saved. This number represents a hypothetical estimate of the dollar amount that could be saved in staff hours by implementing this activity. It is a monetization of the hours saved through the implementation of this program.

Progress and Outcomes: This activity continued to provide increased housing choice to new applicants with 48 percent housed through the regional waiting lists. In addition to the gains in improved choice, the streamlined process saved an estimated 162 hours.

HUD Metrics					
MTW Statutory Objective	**Unit of Measurement**	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Reduce costs and achieve greater cost effectiveness	CE #1: Total cost of task in dollars	$0 saved	$4,176 saved[44]	$4,698 saved	Exceeded
Reduce costs and achieve greater cost effectiveness	CE#2: Total time to complete task in staff hours	0 hours saved	144 hours saved	162 hours saved	Exceeded
Increase housing choices	HC #3: Average applicant time on wait list in months	0 months	28 months	24 months	Exceeded
Increase housing choices	HC #5: Number of households able to move to a better unit and/or opportunity neighborhood	0% of applicants	33% of applicants housed from site-based waiting lists	48% of applicants housed from site-base waiting lists	Exceeded

ACTIVITY 2004-5: Modified HQS Inspection Protocols

MTW Statutory Objective: Increase Cost Effectiveness
Approval: 2004
Implemented: 2004
Data Source: Internal Audit; Compiled and Analyzed by the Leased Housing Department

Challenge: HUD's HQS inspection protocols often require multiple trips to the same neighborhood, the use of third-party inspectors, and blanket treatment of diverse housing types, adding an estimated $61,413 in annual administrative costs (equivalent to 1,861 staff hours). Follow-up inspections for minor "fail" items impose additional burdens on landlords, who may become resistant to renting to families with Section 8 vouchers.

Solution: Through a series of Section 8 program modifications, we have streamlined the HQS inspection process to simplify program administration, improve stakeholder satisfaction and reduce administrative costs. Specific policy changes include: (1) allowing the release of HAP payments when a unit fails an HQS inspection due to minor deficiencies (applies to both annual inspections and initial move-in inspections); (2) geographically clustering inspections to reduce repeat trips to the same neighborhood or building by

[44] This figure was calculated by multiplying the median hourly wage and benefits ($29) of the staff member who oversees this activity by the number of hours saved. This number represents a hypothetical estimate of the dollar amount that could be saved in staff hours by implementing this activity. It is a monetization of the hours saved through the implementation of this program.

accepting annual inspections completed from eight to 20 months after initial inspection, allowing us to align inspection of multiple units in the same geographic location; and (3) self-inspecting KCHA-owned units rather than requiring inspection by a third party.

Progress and Outcomes: Our streamlined inspection process continued to save significant resources and staff time, allowing the HQS inspection staff to dedicate additional time to landlord relations and new move-ins. In 2014, KCHA saved and redirected an estimated 1,861 hours.

HUD Metrics					
MTW Statutory Objective	**Unit of Measurement**	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Reduce costs and achieve greater cost effectiveness	CE #1: Total cost of task in dollars	$0	$58,000 saved[45]	$61,413 saved	Achieved
Reduce costs and achieve greater cost effectiveness	CE #2: Total time to complete task in staff hours	0 hours saved	1,810 hours saved	1,861 saved	Exceeded

ACTIVITY 2004-7: Streamlining Public Housing and Section 8 Forms and Data Processing

MTW Statutory Objective: Increase Cost Effectiveness
Approval: 2004
Implemented: 2004
Data Source: Internal Time Audit; Compiled and Analyzed by the Housing Management Department

Challenge: We estimate that processing the forms and data required by the Public Housing and Section 8 programs annually wastes 2,000 staff hours (equivalent to $58,000). Recertifications, income calculations and strict timing rules cause unnecessary intrusions into the lives of the people we serve and expend limited resources for little purpose.

Solution: KCHA has analyzed our business processes, forms and verification requirements, and eliminated or replaced those with little or no value. Through the use of lean engineering techniques, KCHA continues to review office workflow and identify ways tasks could be accomplished more efficiently, while assuring program integrity and quality control, and intruding less into the lives of program participants. Under this initiative, we have made a number of changes to our business practices and processes for verifying and calculating tenant income and rent.

[45] This figure was calculated by multiplying the median inspector hourly wage and benefits ($33) by the number of hours saved. These positions are not eliminated so this is a hypothetical estimate of the dollar amount that could be saved in staff hours by implementing this activity. Inspectors will instead undertake more auditing and monitoring inspections, assist the fraud investigator, provide landlord trainings, and speed up the timeline for new move-in inspections. It is a monetization of the hours saved through the implementation of this program.

Changes to Business Processes:

- Modify Section 8 policy to require notice to move prior to the 20th of the month in order to have paperwork processed during the month. (FY 2004)
- Allow applicant households to self-certify membership in the family at the time of admission. (FY 2004)
- Modify HQS inspection requirements for units converted to project-based subsidy from another KCHA subsidy, and allow the most recent inspection completed within the prior 12 months to substitute for the initial HQS inspection required before entering the HAP contract. (FY 2012)
- Modify standard PBS8 requirements to allow use of the most recent recertification (within last 12 months) to substitute for the full recertification required when tenant's unit is converted to a PBS8 subsidy. (FY 2012)
- Allow Public Housing applicant households to qualify for a preference when household income is below 30 percent of AMI. (FY 2004)
- Streamline procedures for processing interim rent changes resulting from wholesale reductions in state entitlement program. (FY 2011)
- Modify the HQS inspection process to allow streamlined processing of inspection data. (FY 2010)

Changes to Verification and Income Calculation Processes:

- Exclude payments made to a landlord by the state Department of Social and Health Services (DSHS) on behalf of a tenant from the income and rent calculation under the Section 8 program. (FY 2004)
- Allow Section 8 residents to self-certify income of $50 or less received as a pass-through DSHS childcare subsidy. (FY 2004)
- Extend to 180 days the term over which verifications are considered valid. (FY 2008)
- Modify the definition of "income" to exclude income from assets with a value less than $50,000, and income from Resident Service Stipends that are less than $500 per month. (FY 2008)
- Apply any decrease in Payment Standard at the time of the next annual review or update, rather than using HUD's two-year phase-in approach. (FY 2004)
- Allow Section 8 residents who are at $0 HAP to self-certify income at the time of review. (FY 2004)

Progress and Outcomes: In 2014, we further streamlined by eliminating our annual update process, saving staff time and resources while also benefitting the client by reducing their paperwork requirements.

HUD Metrics					
MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce costs and achieve greater cost effectiveness	CE #1: Total cost of task in dollars	$0	$58,000 saved[46]	$58,000 saved	Achieved
Reduce costs and achieve greater cost effectiveness	CE #2: Total time to complete the task in staff hours	0 hours saved	2,000 hours saved[47]	2,000 hours saved	Achieved

ACTIVITY 2004-9: Rent Reasonableness Modifications

MTW Statutory Objective: Increase Cost Effectiveness
Approval: 2004
Implemented: 2004
Data Source: Leased Housing Department

Challenge: Rent Reasonableness modifications under current HUD regulations waste some 1,000 hours of KCHA staff time annually. Typically, if a property owner does not request a rent increase, the rent does not fall outside of federal guidelines, making this annual modification unnecessary.

Solution: KCHA now performs Rent Reasonableness determinations only when a landlord requests an increase in rent. Under standard HUD regulations, a Rent Reasonableness review is required annually in conjunction with each recertification completed under the program. After reviewing this policy, we found that if an owner had not requested a rent increase, it was unlikely the current rent fell outside of established guidelines. In response to this analysis, KCHA eliminated an annual review of rent levels. Additionally, with MTW flexibility, KCHA can perform Rent Reasonableness inspections at our own properties, rather than contracting with a third party, and save additional resources.

Progress and Outcomes: With the elimination of this unessential HUD regulation, KCHA has been able to impose a policy that is less disruptive to residents while saving over 1,000 staff hours each year.

[46] This figure was calculated by multiplying the median Property Management Specialist hourly wage and benefits ($29) by the number of hours saved. This position was not eliminated so this is a hypothetical estimate of the dollar amount that could be saved in staff hours by implementing this activity. It is a monetization of the hours saved through the implementation of this program.
[47] From every 15 months to every 40 months for authorizations

HUD Metrics					
MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce costs and achieve greater cost effectiveness	CE #1: Total cost of task in dollars	$0 saved	$33,000 saved[48]	$35,013 saved	Achieved
Reduce costs and achieve greater cost effectiveness	CE #2: Total time to complete task in staff hours	0 staff hours saved	1,000 staff hours saved	1,061 staff hours saved	Exceeded

ACTIVITY 2004-16: Section 8 Occupancy Requirements

MTW Statutory Objective: Increase Cost Effectiveness
Approval: 2004
Implemented: 2004
Data Source: Leased Housing Department

Challenge: More than 28 percent of tenant-based voucher households move two or more times while on subsidy. Moves can be beneficial if they lead to gains in neighborhood or housing quality for the household. But moves also can be burdensome to residents because they incur costs finding a new unit, through application and credit check fees and in physical moving expenses. KCHA also incurs extraneous costs processing a move and working with the family to find a new unit.

Solution: Households may continue to live in their current unit when their family size exceeds the standard occupancy requirements by just one member. For example, under standard guidelines, a seven-person household living in a three-bedroom unit would be considered overcrowded and thus be required to move to a larger unit. Under this modified policy, the family may remain voluntarily in their current unit, avoiding the costs and disruption of moving. This initiative reduces the number of processed annual moves, increases housing choice among these families, and reduces our administrative and HAP expenses.

Progress and Outcomes: By eliminating this burdensome federal rule, KCHA has saved an estimated 579 hours while helping families avoid the disruption of moving.

[48] This figure was calculated by multiplying the median Inspector hourly wage and benefits ($33) by the number of hours saved. These positions are not eliminated so this is a hypothetical estimate of the amount that could be saved in staff hours by implementing this activity. Inspectors will instead undertake more auditing and monitoring inspections, assist the fraud investigator, provide landlord trainings, and perform new move-in inspections. It is a monetization of the hours saved through the implementation of this program.

HUD Metrics					
MTW Statutory Objective	**Unit of Measurement**	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Reduce costs and achieve greater cost effectiveness	CE #1: Total cost of task in dollars	$0	$8,613 saved[49]	$19,107 saved	Achieved
Reduce costs and achieve greater cost effectiveness	CE #2: Total time to complete task in staff hours	0 hours saved per file	87 hours saved	579 hours saved[50]	Exceeded
Number of households at or below 80% AMI that would lose assistance or need to move	193 households	0 households	0 households	0 households	Achieved

[49] This dollar figure was calculated by multiplying the median Property Management Specialist hourly wage and benefits ($33) by the number of hours saved.
[50] According to current program data, 193 families currently exceed the occupancy standard. At three hours saved per file, we estimate that KCHA continues to save 579 hours annually.

B. Not Yet Implemented Activities

Activities listed in this section are approved but have not yet been implemented.

ACTIVITY 2010-1: Supportive Housing for High-need Homeless Families

Approval: 2010

Develop a demonstration program for up to 20 households in a project-based Family Unification Program (FUP)-like environment. This activity currently is deferred, as our program partners opted for a tenant-based model this upcoming fiscal year. It might return in a future program year, however.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark
Increase self-sufficiency	SS #8: Number of households transitioned to self-sufficiency[51]	0 households	75% have maintained housing for one year or longer
Increase housing choices	HC #5: Number of households able to move to a better unit and/or neighborhood	0 households	20 households

ACTIVITY 2010-9: Limit Number of Moves for a Section 8 Participant

Approval: 2010

Increase family and student classroom stability and reduce program administrative costs by limiting the number of times an HCV participant can move per year or over a set time. Reducing household and classroom relocations during the school year is currently being addressed through a counseling pilot. This activity is currently deferred for consideration in a future year, if the need arises.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark
Reduce costs and achieve greater cost effectiveness	CE #1: Total cost of task in dollars	$0 saved	TBD
Reduce costs and achieve greater cost effectiveness	CE #2: Total time to complete the task in staff hours	0 hours saved	TBD

ACTIVITY 2010-10: Implement a Maximum Asset Threshold for Program Eligibility

Approval: 2010

Limit the value of assets that can be held by a family in order to obtain (or retain) program eligibility. We are deferring for consideration in a future year, if the need arises.

[51] Self-sufficiency is defined as maintaining housing for a significant period of time.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark
Increase self-sufficiency	SS #8: Number of households transitioned to self-sufficiency	0 households	24 households

ACTIVITY 2010-11: Incentive Payments to Section 8 Participants to Leave the Program
Approval: 2010

Offer incentive payments to families receiving less than $100 per month in Housing Assistance Payments (HAP)to voluntarily withdraw from the program. This activity is not currently needed in our program model but may be considered in a future fiscal year.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark
Increase self-sufficiency	SS #8: Number of households transitioned to self-sufficiency[52]	0 households	TBD

ACTIVITY 2008-5: Allow Limited Double Subsidy between Programs (Project-based Section 8/Public Housing/Housing Choice Vouchers)
Approval: 2008

Facilitate program transfers in limited circumstances, increase landlord participation and reduce the impact on the Public Housing program when tenants transfer. Following the initial review, this activity was placed on hold for future consideration.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark
Increase housing choices	HC #4: Number of households at or below 80% AMI that would lose assistance or need to move	0 households	TBD

ACTIVITY 2008-3: FSS Program Modifications
Approval: 2008

Explore possible changes to increase incentives for resident participation and income growth, and decrease costs of program management. This activity is temporarily placed on hold but changes to eligibility and escrow rules might be considered in the near term.

[52] Self-sufficiency is defined as successful transition to unsubsidized housing.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark
Reduce costs and achieve greater cost effectiveness	CE #1: Total cost of task in dollars	TBD	TBD

ACTIVITY 2008-17: Income Eligibility and Maximum Income Limits

Approval: 2008

Consider a policy that would cap the income that residents may have to still be eligible for KCHA programs. This activity might be considered in future years if the WIN Rent policy does not efficiently address client needs.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark
Increase housing choices	HC #5: Number of households able to move to a better unit and/or neighborhood	0 households	TBD

C. Activities on Hold

None

D. Closed-out Activities

Activities listed in this section are closed out, meaning they never have been implemented, that we do not plan to implement them in the future, or that they are completed or obsolete.

ACTIVITY 2012-4: Supplemental Support for the Highline Community Healthy Homes Project

Approval: 2012
Closeout Year: 2012

Provided supplemental financial support to low-income families not otherwise qualified for the Healthy Homes project but who required assistance to avoid loss of affordable housing. This activity is completed. An evaluation of the program by Breysse *et al* was included in KCHA's 2013 Annual MTW Report.

ACTIVITY 2011-2: Redesign the Sound Families Program

Approval: 2011
Closeout Year: 2014

Developed an alternative model to the Sound Families program through the combination of HCV funds with DSHS funds. The goal was to continue the support of at-risk, homeless households in a FUP-like model after the completion of the Sound Families demonstration. This activity is completed as the services have been incorporated into our existing conditional housing program.

ACTIVITY 2011-1: Transfer of Public Housing Units to Project-based Subsidy

Approval: 2011
Closeout Year: 2012

Preserved the long-term viability of 509 units of Public Housing with disposition to a KCHA-controlled entity, leveraged funds to accelerate capital repairs and increased tenant mobility through the provision of tenant-based voucher options to existing Public Housing residents. This activity is completed.

ACTIVITY 2010-2: Resident Satisfaction Survey

Approval: 2010
Closeout Year: 2010

Developed an internal Satisfaction Survey in lieu of a requirement to comply with the Resident Assessment Subsystem portion of HUD's Public Housing Assessment System. *Note: KCHA continues to survey Public Housing households, Section 8 households and Section 8 landlords on an ongoing basis.*

ACTIVITY 2009-2: Definition of Live-in Attendant

Approval: 2009
Closeout Year: 2014

Considered a policy change that would redefine who is considered a "Live-in Attendant." This policy is no longer under consideration.

ACTIVITY 2008-4: Combined Program Management

Approval: 2008
Closeout Year: 2009

Streamlined program administration through a series of policy changes that ease operations of units converted from Public Housing to project-based Section 8 subsidy or those located in sites supported by mixed funding streams. *Note: KCHA may further modify our combined program management to streamline administration and increase tenant choice.*

ACTIVITY 2008-6: Performance Standards

Approval: 2008
Closeout Year: 2014

Investigated developing performance standards and benchmarks to evaluate the MTW program. We worked with other MTW agencies in the development of the performance standards now being field-tested across the country. This activity is closed out as KCHA continues to collaborate with other MTW agencies on industry metrics and standards.

ACTIVITY 2007-4: Section 8 Applicant Eligibility

Approval: 2007
Closeout Year: 2007

Increased program efficiency by removing eligibility for those currently on a federal subsidy program.

ACTIVITY 2007-9: Develop a Local Asset Management Funding Model

Approval: 2007
Closeout Year: 2007

Streamlined current HUD requirements to track budget expenses and income down to the Asset Management Project level. This activity is completed.

ACTIVITY 2007-8: Remove Cap on Voucher Utilization

Approval: 2007
Closeout Year: 2014

This initiative allows us to award Section 8 assistance to more households than permissible under the HUD-established baseline. Our savings from a two-tiered payment standard, operational efficiencies, and other policy changes have been critical in helping us respond to the growing housing needs of the region's extremely low-income households. Despite ongoing uncertainties around federal funding levels, we intend to continue to use MTW program flexibility to support housing voucher issuance levels above HUD's established baseline. This activity is no longer active as agencies are now permitted to lease above their ACC limit.

ACTIVITY 2006-1: Block Grant Non-mainstream Vouchers

Approval: 2006
Closeout Year: 2006

Expanded KCHA's MTW Block Grant to include all non-mainstream program vouchers. This activity is completed.

ACTIVITY 2005-18: Modified Rent Cap for Section 8 Participants

Approval: 2005
Closeout Year: 2005

Allowed tenants' portion of rent to be capped at up to 40 percent of gross income upon initial lease-up rather than 40 percent of adjusted income. *Note: KCHA may implement a rent cap modification in the future to increase mobility.*

ACTIVITY 2004-8: Resident Opportunities and Self-Sufficiency (ROSS) Grant Homeownership

Approval: 2004
Closeout Year: 2006

Funded financial assistance through MTW reserves with rules modified to fit local circumstances, modified eligibility to include Public Housing residents with HCV, required minimum income and minimum savings prior to entry, and expanded eligibility to include more than first-time homebuyers. This activity is completed.

ACTIVITY 2004-12: Energy Service Companies (ESCo) Development

Plan Year: 2004
Closeout Year: 2004

Used MTW program and single-fund flexibility to develop and operate our own ESCo. This activity is completed. KCHA will be looking to extend its existing ESCo agreement in 2015.

SECTION V: SOURCES AND USES OF MTW FUNDS

A. Sources and Uses of MTW Funds

Actual Sources and Uses of MTW Funding for the Fiscal Year

In accordance with the requirements of this report, KCHA has submitted our unaudited information in the prescribed FDS file format through the Financial Assessment System – PHA (FASPHA). The audited FDS will be submitted in September 2015.

Activities that Used Only MTW Single-fund Flexibility

KCHA strived to make the very best and most creative use of our single-fund flexibility under MTW, while adhering to the statutory requirements of the program. Our ability to blend funding sources gave us the freedom to implement new approaches to program delivery in response to the varied and challenging housing needs of low-income people in the Puget Sound region. MTW enabled us to become a leaner, more nimble and financially stronger agency. With MTW flexibility, we assisted more of our county's households – and, among those, more of the most vulnerable and poorest households – than would have been possible under HUD's traditional funding and program constraints.

KCHA's MTW initiatives, described below, demonstrate the value and effectiveness of single-fund flexibility in practice:

- **KCHA's Sponsor-based Program.** Formerly known as provider-based, this program was implemented in 2007 and gives the county's most vulnerable households access to safe, secure housing with wraparound supportive services. This population includes people with chronic mental illness, people with criminal justice involvement and homeless young adults. These households likely would not find success under traditional subsidized program structures and rules or, in all likelihood, landlord acceptance. In 2014, KCHA invested $1,334,556 of MTW funds in this program.
- **Resident Opportunity Plan (ROP).** Approved for implementation by the KCHA Board of Commissioners in 2009, ROP helps residents gain the tools to move up and out of subsidized housing. KCHA provided $404,961 in support of the pilot in 2014. To date, 16 households have graduated from the five-year ROP program. KCHA is conducting side-by-side evaluations of participant outcomes under the ROP and FSS programs to determine optimal program design under a scaled-up approach.
- **Client Assistance Fund.** This fund provides emergency financial assistance to qualified residents to cover unexpected costs, such as medical or educational needs, utility or car repairs, and eviction

prevention. Under the program design, a designated agency partner disburses funding to qualified program participants, screening for eligibility according to established guidelines. We assisted 98 households and awarded emergency grants totaling $51,000 through the Client Assistance Fund in 2014. As result of this assistance, all 98 families were able to maintain their housing, avoiding the far greater safety net costs that would have occurred if they became homeless.

- **Redevelopment of Distressed Public Housing.** With MTW's single-fund flexibility, KCHA continues to undertake the repairs necessary to preserve more than 1,500 units of Public Housing over the long-term.[53] This flexibility enables effective use of the initial and second five-year increments of Replacement Housing Factor (RHF) funds from the former Springwood and Park Lake I and II developments, and the disposition of 509 scattered site Public Housing units for the redevelopment of Birch Creek and Green River. Following HUD disposition approval in 2012, KCHA is addressing successfully the substantial deferred maintenance needs of 509 former Public Housing units in 22 different communities. Utilizing MTW flexibility, we have transitioned these properties to the Project-based Section 8 program and utilize cash flow to leverage $18 million from the Federal Home Loan Bank (FHLB) on extremely favorable terms. As the FHLB requires such loans be fully collateralized by cash, investments and/or the underlying mortgage on the properties, we continue to use a portion of our MTW working capital as collateral for this loan. As of the end of 2014, $12 million in capital activities have been completed at these developments.
- **Acquisition and Preservation of Affordable Housing.** We have used MTW resources to preserve affordable housing that is at risk of loss to for-profit redevelopment and to acquire additional housing in proximity to existing KCHA properties in opportunity neighborhoods where banked Public Housing subsidies can be utilized.
- **Support of Family Unification Program (FUP) and Veterans Affairs Supportive Housing (VASH) Vouchers.** Due to inadequate federal funding, the FUP and VASH programs continued to operate at a loss. In 2014, KCHA provided $106,351 in MTW funds to support the shortfall. KCHA is also providing deposit assistance to VASH households leasing their first unit under our voucher assistance program. The goal of providing this one-time assistance is to increase a household's success in securing housing.
- **Development of Vantage Point.** In 2014, KCHA seeded approximately $5 million in development funds for the construction of Vantage Point, a 77-unit property for seniors and people living with disabilities in Renton.

[53] Sites with significant revitalization activity: Park Lake I and II, Springwood, the Egis senior developments, 509 scattered sites, and Green River.

- **Rapid Re-housing.** We began a Rapid Re-Housing program in collaboration with the Highline School District in November 2013. In 2014, we assisted 46 families by providing short-term rental subsidy and employment services. KCHA has engaged a third-party evaluator who will assist in determining the effectiveness of this program.
- **Ensuring Long-term Viability of Our Portfolio.** KCHA used our single-fund flexibility to reduce outstanding financial liabilities and protect the long-term viability of our inventory. In prior report years, we had short-term lines of credit at both HOPE VI sites that were scheduled to be retired with the proceeds from land sales. The loan at Seola Gardens was retired in 2014. Currently, KCHA has used MTW funds to finance approximately $15 million at Greenbridge as bank loans were required to be repaid; the loan had been outstanding for longer than originally planned due to the slow rebound in the local market for new homes. MTW working capital provided a backstop for these liabilities, addressing risk concerns of lenders and enabling KCHA continued access to private capital markets.
- **Remove Cap on Voucher Utilization.** This initiative allows us to award Section 8 assistance to more households than permissible under the HUD-established baseline. Our savings from a two-tiered payment standard, operational efficiencies and other policy changes have been critical in helping us respond to the growing housing needs of the region's extremely low-income households. Despite ongoing uncertainties around federal funding levels, we intend to continue to use MTW program flexibility to support housing voucher issuance levels above HUD's established baseline.

B. Local Asset Management Plan

Has the PHA allocated costs within statute during the plan year?	No
Has the PHA implemented a Local Asset Management Plan (LAMP)?	Yes
Has the PHA provided a LAMP in the appendix?	Yes

In FY 2008, as detailed in the MTW Annual Plan for that year and adopted by our Board of Commissioners under Resolution No. 5116, KCHA developed and implemented our own local funding model for Public Housing and Section 8 using our MTW block grant authority. Under our current agreement, KCHA's Public Housing Operating, Capital and Section 8 Housing Choice Voucher funds are considered fungible and may be used interchangeably. In contrast to 990.280 regulations, which require transfers between projects only after all project expenses are met, KCHA's model allows budget-based funding at the start of the fiscal year from a central ledger, not other projects. We maintain a budgeting and accounting system that gives each property sufficient funds to support annual operations, including allowable fees. Actual revenues include those provided by HUD and allocated by KCHA based on annual property-based budgets. As envisioned, all block grants are deposited into a single general ledger fund.

SECTION VI: ADMINISTRATIVE

A. HUD Reviews, Audits or Physical Inspection Issues

The results of HUD's monitoring visits, physical inspections and other oversight activities have not identified any deficiencies.

B. Results of Latest KCHA-directed Evaluations

In the attached appendix, three evaluations are shared.

The first evaluation shares outcomes from the first year of implementation of the SFSI Rapid Re-Housing program (Activity 2013-3). The evaluators found: the program was implemented with a very high level of fidelity to the proposed model; the number of families housed exceeded projections; the families rapidly found housing; and the program generated significant potential costs of more than $30,000.

The second evaluation provides an impact analysis of KCHA's rent reform policies, EASY and WIN. The evaluators found: earned income has increased in work-able households; staff time has been saved through recertification efficiencies; and the average HAP has remained stable for HCV and Public Housing tenants.

The third evaluation is composed of three separate studies, each focusing on an area where KCHA has implemented a place-based initiative: White Center, Bellevue, and Kent East Hill. These studies provide the baseline analysis of the academic performance of children living in KCHA-supported housing. An impact evaluation will follow, once the initiatives have been fully implemented.

Certification of Statutory Compliance

On behalf of the King County Housing Authority (KCHA), I certify that the Agency has met the three statutory requirements of the Restated and Amended Moving to Work Agreement entered into between the Department of Housing and Urban Development (HUD) and KCHA on March 13, 2009. Specifically, KCHA has adhered to the following requirements of the MTW demonstration during FY 2014:

- At least 75 percent of the families assisted by KCHA are very low-income families, as defined in section 3(b)(2) of the 1937 Act;
- KCHA has continued to assist substantially the same total number of eligible low-income families as would have been served absent participation in the MTW demonstration; and
- KCHA has continued to serve a comparable mix of families (by family size) as would have been served without MTW participation.

______________________________ March 23, 2015

STEPHEN J. NORMAN DATE

Executive Director

APPENDIX A. KCHA's LOCAL ASSET MANAGEMENT PLAN

As detailed in KCHA's FY 2008 MTW Annual Plan and adopted by the Board of Commissioners under Resolution No. 5116, KCHA has implemented a Local Asset Management Plan that considers the following:

- KCHA will develop its own local funding model for Public Housing and Section 8 using its block grant authority. Under its current agreement, KCHA can treat these funds and CFP dollars as fungible. In contrast to 990.280 regulations, which require transfers between projects after all project expenses are met, KCHA's model allows budget-based funding at the start of the fiscal year from a central ledger, not other projects. KCHA will maintain a budgeting and accounting system that gives each property sufficient funds to support annual operations, including allowable fees. Actual revenues will include those provided by HUD and allocated by KCHA based on annual property-based budgets. As envisioned, all block grants will be deposited into a single general ledger fund. This will have multiple benefits.

  - KCHA gets to decide subsidy amounts for each public housing project. It's estimated that HUD's new funding model has up to a 40% error rate for individual sites. This means some properties get too much, some too little. Although funds can be transferred between sites, it's simpler to determine the proper subsidy amount at the start of the fiscal year rather than when shortfalls develop. Resident services costs will be accounted for in a centralized fund that is a sub-fund of the single general ledger, not assigned to individual programs or properties.

  - KCHA will establish a restricted public housing operating reserve equivalent to two months' expenses. KCHA will estimate subsidies and allow sites to use them in their budgets. If the estimate exceeds the actual subsidy, the difference will come from the operating reserve. Properties may be asked to replenish this central reserve in the following year by reducing expenses, or KCHA may choose to make the funding permanent by reducing the unrestricted block grant reserve.

- Using this approach will improve budgeting. Within a reasonable limit, properties will know what they have to spend each year, allowing them autonomy to spend excess on “wish list” items and carefully watch their budgets. The private sector doesn’t wait until well into its fiscal year to know how much revenue is available to support its sites.

o Reporting site-based results is an important component of property management and KCHA will continue accounting for each site separately; however, KCHA, as owner of the properties will determine how much revenue will be included as each project’s subsidy. All subsidies will be properly accounted for under the MTW rubric.

o Allowable fees to the central office cost center (COCC) will be reflected on the property reports, as required. The MTW ledger won’t pay fees directly to the COCC. As allowable under the asset management model, however, any subsidy needed to pay legacy costs, such as pension or terminal leave payments and excess energy savings from the Authority’s ESCO, may be transferred from the MTW ledger or the projects to the COCC.

o Actual Section 8 amounts needed for housing assistance payments and administrative costs will be allotted to the Housing Choice Voucher program, including sufficient funds to pay asset management fees. Block grant reserves and their interest earnings will not be commingled with Section 8 operations, enhancing budget transparency. Section 8 program managers will become more responsible for their budgets in the same manner as public housing site managers.

o Block grant ledger expenses, other than transfers out to sites and Section 8, will be those that support MTW initiatives, such as the South County Pilot or resident self-sufficiency programs. Isolating these funds and activities will help KCHA’s Board of Commissioners and its management keeps track of available funding for incremental initiatives and enhances KCHA’s ability to compare current to pre-MTW historical results with other housing authorities that do not have this designation.

o In lieu of multiple submissions of Operating Subsidy for individual Asset Management Projects, KCHA may submit a single subsidy request using a weighted average project expense level (WAPEL) with aggregated utility and add-on amounts.

Student Family Stability Initiative Year One Evaluation Report

Prepared for the King County Housing Authority & Highline Public Schools

March 3, 2015

By: Grant Blume
Bill Leon, Ph.D.

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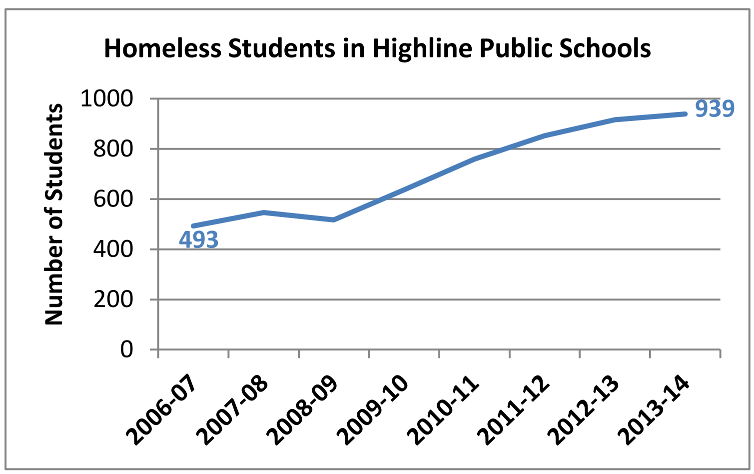
Background

Rapid re-housing: an emerging and evolving approach to homelessness. The essence of a rapid re-housing approach is to move homeless individuals and families into housing as quickly as possible (typically 30-60 days from when the family becomes homeless) by providing short-term rental assistance for housing plus wraparound support services and case management for clients. The quickness with which individuals and families are housed is often a result of removing barriers and conventional eligibility restrictions, which may otherwise impede the swift delivery of assistance.

In 2013, the King County Housing Authority (KCHA) launched the Student Family Stability Initiative (SFSI) rapid re-housing program. SFSI represents a collaborative effort between KCHA, Highline Public Schools (HPS), Neighborhood House (NH), and several additional implementing partners.

Need for SFSI



Over the past five years, the number of homeless students in HPS has increased nearly 13% per year. This has negative impact on students and schools alike. Homeless students in HPS are more likely to miss or be tardy for school. They also experience instability in their lives that can impede academic and emotional growth. Homelessness is costly to schools, as well. The McKinney-Vento Homeless Assistance Act of 1987 (MV) requires school districts to provide, among other services, free transportation to and from school for homeless students.[1] These transportation costs are substantial for HPS, reaching $846,157 in the 2013-2014 school year and $787,600 in the 2012-13 school year. The potential savings to be realized through reducing these transportation costs were one primary driver behind creating SFSI.

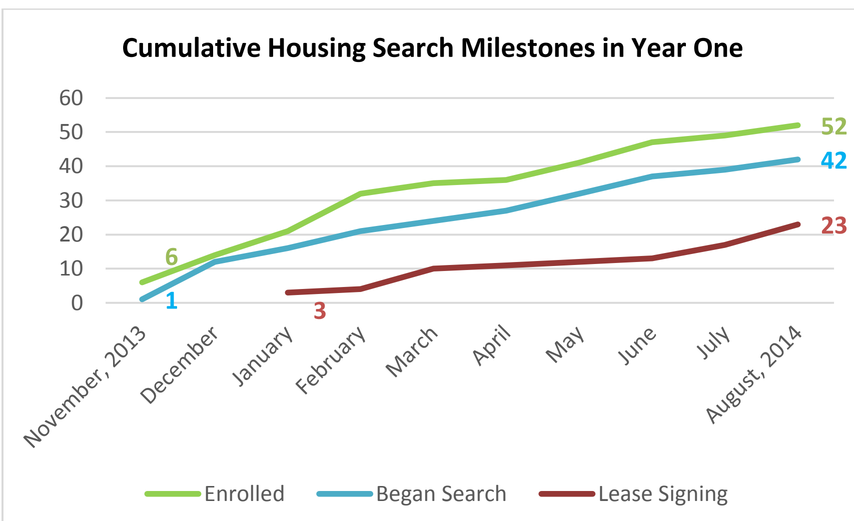
[1] McKinney-Vento is a federal law that dictates the services that school districts must to provide to homeless students, assuming that the state in which the district is located accepts federal funds

Student Family Stability Initiative Highlights

SFSI is designed to:

- Work with HPS to identify and refer homeless families in need of housing to SFSI;
- Move homeless families in the HPS district into housing as quickly as possible by providing short-term rental assistance;
- Provide wrap-around services and case management;
- Provide Employment Navigation services that assist adult family members to find employment opportunities. and
- Empower families toward self-sufficiency so that they can sustain housing at the conclusion of funding provided by SFSI.

Fifteen of the district's 18 elementary schools had at least one family enrolled in SFSI by the end of Year One (September 1, 2013 to August 31, 2014). During Year One 52 families enrolled in SFSI, 42 began a housing search, and 23 signed leases.



Student Family Stability Initiative Description

Intake and screening for SFSI consists of multiple steps. First, a school-based counselor refers families to the HPS McKinney Vento Designee.[2] Upon referral, families are screened by the McKinney-Vento Designee and referred to KCHA for baseline Federal Section 8 eligibility screening. Clients are then NH, which conducts two rounds of screening (first by phone and second in-person) and enrolls eligible families. **The multiple phases of screening carried about by HPS, KCHA, and NH maximize the prospect that enrolled families are able to continue for rent beyond the family's receipt of rental support.**

Upon enrollment, families are eligible for housing-related support that includes move-in assistance (housing search, landlord negotiations, financial assistance with application fees, security deposits, and moving expenses), support to address issues with past rental/credit history that present current barriers to housing (past due rent, evictions, overdue utility bills, etc.), and three months of rental and utility payment assistance with potential extensions of assistance up to six months.

During the screening and enrollment process, adult family members also complete an employability assessment form. Using these questions as diagnostic tools, NH case managers create step-by-step action plans specifically tailored to the family to help SFSI clients move toward achieving steady employment. Parents who needed training and/or employment assistance received it and many found new jobs. Quarterly follow-up calls to parents will assess both job and housing stability for up to one year after the completion of SFSI.

Evaluation Questions and Results from September 1, 2013 to August 31, 2014

This report examines the process and outcomes of SFSI from September 1, 2013 to August 31, 2014 (Year One). This evaluation answers five central questions:

1. ***During Year One, how closely did the Program's implementation align with the rapid re-housing component and other services initially proposed by KCHA?***

   SFSI was implemented with a very high level of fidelity to its proposed model in Year One. KCHA successfully engaged many partners and stakeholders in SFSI to identify all facets of needs and provided the expertise and resources required to address them. KCHA staff kept all partners informed, engaged and working collaboratively. When challenges arose, the partners were able

[2] The federal McKinney-Vento law dictates that school districts dedicate a "McKinney-Vento designee" to serve homeless students. HPS has a McKinney-Vento Designee at each elementary school, and these staff members were pro-active in encouraging eligible families to apply. In many cases, MV staff members were already familiar with potentially eligible families. In other cases, school-based counselors referred families to the MV Designee for initial screening.

to address them quickly and effectively in order to keep the process working smoothly and to deal with unforeseen events.

2. ***To what extent did SFSI achieve its objective to provide homeless families with safe, stable housing, and how "rapidly" was this housing situation achieved?***

   The number of families housed through SFSI exceeded KCHA's projections for the first year (20 families projected versus 23 families actually housed); on average, families were enrolled in SFSI within 30 days of referral and typically secured housing within 99 days of enrollment.

   Student Family Stability Initiative Primary Outcomes of Interest in Year One

Outcome	#
Families referred to NH after preliminary screen by MV Designee	86
Families screened out after NH screening	34
Families ultimately enrolled in SFSI	52
Families that began a housing search	42
Families housed during the pilot year	23
Families successfully exiting SFSI during the pilot year	7

   Rapidity of Student Family Stability Initiative Milestones during Year One

Milestone	Median	Mean	Standard Deviation
Number of days from referral to enrollment (n=52)	26	28	15
Number of days from enrollment to housing (n=23)	64	99	69
Number of days from referral to housing (n=23)	105	131	73

3. ***What impact did SFSI have on elementary students, as measured by school attendance and tardiness, whose families were housed through SFSI?***

   Based on the number of students housed (n=30) and in the absence of district-wide student achievement tests administered to student pre- and post-housing, **no school-related impacts for SFSI were identified in Year One**. In the future we hope to review more (and more detailed) data from the district and to have more students in the cohort so that we can at least see impacts on attendance.

4. ***To what magnitude did SFSI decrease HPS' transportation costs for students housed through SFSI, and how did this decrease in transportation costs compare to SFSI costs for housing homeless families?***

The program allowed HPS to avoid MV-related taxi cab transportation costs to the magnitude of up to $81,000 for the five families housed who used taxi cabs. These avoided transportation costs, compared to program costs, translate to nearly $30,000 in net savings for the five families housed due to reduced taxi costs by housing students closer to school and eliminating the need to travel to and from school using district funds for taxi service.

5. ***What recommendations emerge from Year One that can inform and improve processes and outcomes in SFSI's second year?***

Expanded and closer coordination between NH case managers and school counselors can potentially connect harder-to-reach populations (e.g., families that are literally homeless or fleeing domestic violence situations) with SFSI resources.

If SFSI is scaled up (i.e., the number of schools and families served is increased significantly), the client load for NH case managers may limit the number of families that can be served unless more staff are hired. Scaling up without more case managers or without staggering the work of case managers (e.g., focusing on assessment during one time period and on leasing during another) may impact the rapidity with which case managers are able to serve clients and interact with school counselors.

Monthly stakeholder meetings were critical to SFSI's success throughout Year One. Ensuring that a broader range of stakeholders is occasionally invited to these meetings promises to generate even more buy-in from SFSI partners.

Recommendations

In order to strengthen evaluation methods, Geo recommends the following recommendations in September 1, 2014 to August 31, 2015 (Year Two):

- **Continue working with HPS to measure SFSI's impact on student outcomes.** Both student achievement data and micro-level attendance and tardiness data have the potential to reveal meaningful program impacts over time.

- **Encourage HPS to develop a system for collecting and analyzing taxi cab cost data** so these data can be leveraged for evaluation purposes and as a diagnostic tool to identify families with high transportation costs for potential SFSI enrollment.

- **Partner with HPS to develop a strategy and system to estimate bus-related transportation costs as another potential cost avoidance tactic.** At this time HPS does not have the means to measure student's cost in time spent on a bus or the monetary cost of routing buses throughout the district to transport McKinney-Vento students.

INTRODUCTION

Rapid Re-Housing: an Emerging and Evolving Approach to Homelessness

King County Housing Authority's (KCHA) Student Family Stability Initiative (SFSI) represents an innovative addition to the growing number of housing programs based on a rapid re-housing theory of action. The essence of a rapid re-housing approach is to move homeless individuals and families into permanent housing as quickly as possible (typically 30-60 days from when the family becomes homeless) by providing short-term rental assistance for housing plus wraparound support services and case management for clients. The quickness with which individuals and families are housed is often a result of removing barriers and conventional eligibility restrictions which may otherwise impede the swift delivery of assistance. Rapid re-housing programs are designed to empower clients toward self-sufficiency and housing stability by the end of rental subsidies.

The U.S. Department of Housing and Urban Development (HUD) launched a rapid re-housing demonstration project in 2008 through which $25 million was distributed to 23 communities in the United States; the following year, Congress earmarked $1.5 billion in the American Recovery and Reinvestment Act of 2009 for the Homelessness Prevention and Rapid Re-housing Program (HPRP). One of the projects partly funded through HPRP was Chicago's Student Family Support Services Initiative, an intensive case management and housing assistance rapid re-housing program developed by the City of Chicago Department of Family and Support Services in partnership with Chicago Public Schools. **Chicago's rapid re-housing model of leveraging program service in partnership with public schools provided a blueprint and valuable lessons for the creation and implementation of King County Housing Authority's SFSI's rapid re-housing program.**

In 2009 the City of Seattle and King County also received federal HPRP funds to pilot a rapid re-housing program. The pilot program, Rapid Re-Housing for Families, was designed around the conventional rapid re-housing model of providing short-term financial assistance and support services to move homeless families toward housing stability. The pilot's collaborative effort between the City of Seattle and King County also included partnerships with United Way of King County, Building Changes (a Seattle-based nonprofit organization), the Seattle Housing Authority, KCHA, and six local agencies spanning a wide range of client services.

King County Housing Authority Initiates the Student Family Stability Initiative to Respond to Local Needs

SFSI traces its genesis to King County Housing Authority's (KCHA) partnership with the Puget Sound Educational Service District (Puget Sound ESD) to propose a rapid re-housing pilot as part of a 2012 Race to the Top[3] award. KCHA's longstanding commitment to developing housing programs around educational initiatives made collaboration with Puget Sound ESD an intuitive partnership. This collaboration between KCHA and the Puget Sound ESD was made possible through KCHA's designation as a high performance, Moving to Work (MTW) Housing Authority by HUD. This high performance designation allows KCHA to support local innovations and allows KCHA greater flexibility and discretion over how federal funds are allocated, including the use of federal funds to test the efficacy of rapid rehousing as an intervention for homeless and housing unstable families.[4] SFSI's development and implementation by KCHA is thus a direct result of the agency's ability to innovate through their MTW designation.

KCHA selected Highline Public Schools (HPS) as the educational partner for SFSI based on its successful partnership with HPS on previous programs in the school district and an identified need for additional services in the area. Through a competitive Request for Qualifications (RFQ) process to implement the program, KCHA selected Neighborhood House (NH), a Seattle-based non-profit organization, to be the sole administrator of the pilot. An external evaluator, Geo Education & Research (Geo), was selected prior to SFSI's implementation to facilitate evaluation throughout the pilot.

King County Housing Authority's mission is to provide quality affordable housing opportunities and build community through partnerships. KCHA's service area includes 1.2 million King County's residents and spans more than 2,000 square miles. The agency provides a range of rental housing and rental assistance to more than 18,000 households throughout 33 cities (not including Seattle and Renton) in the county. Through partnerships with communities and nonprofits, KCHA's reach extends to more than 48,000 people who earn less than the county median income.

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[3] Race to the Top is a federal education reform initiative funded as part of the American Recovery and Reinvestment Act of 2009; see http://www2.ed.gov/programs/racetothetop/executive-summary.pdf for more information.

[4] KCHA has been consistently recognized by HUD as a high performing housing authority. With HUD's designation of KCHA as a "Moving to Work" (MTW) agency in 2003, KCHA was afforded a high level of flexibility to redesign its federally-funded programs to respond to local circumstances. The MTW designation also allows KCHA to pilot innovative housing programs and test ways to increase the cost effectiveness of federal housing programs, increase housing choices for low-income families, and encourage greater economic self-sufficiency of assisted housing residents.

The McKinney-Vento Homeless Assistance Act and Defining "Homelessness"

The McKinney-Vento Homeless Assistance Act of 1987 (MV) requires school districts to provide transportation to homeless students at no cost to the student. This Act, also often known as "McKinney-Vento," is a federal law, among many other homeless assistance provisions, that provides federal guidelines for services that school districts are required to provide to homeless students (assuming the state in which the district is located accepts federal funds). The law dictates, among other guidelines, that school districts dedicate a "McKinney-Vento designee" to serve homeless students. The Act also requires districts to pay for taxi, bus or other transit services so that students with a McKinney-Vento status can continue going to their same school if they move outside the district. These costs are not reimbursed and can be quite substantial.

The innovative collaboration between KCHA and HPS presented a partnership with two definitions of what it means to be homeless. These two definitions result from KCHA's use of the U.S. Department of Housing and Urban Development's (HUD) definition for "homeless" and Highline Public School's definition of "homeless" being based on guidelines from the U.S. Department of Education.[5] HUD's definition of homeless is organized around four categories: literally homeless; at imminent risk of homelessness (within 14 days); youth or families with youth who meet the definition of homelessness under another federal statute; and individuals fleeing domestic violence. The Department of Education's definition of homeless captures these categories plus three additional categories: shared housing (often called "doubling-up") due to economic hardship; residing in a motel, campground, or other dwelling that is inherently transitory; and residing in substandard housing. For the purposes of program referral and enrollment, SFSI adopted the definitions of homeless from both agencies, meaning that families may be in any of the situations recognized by either agency.[6]

King County's Challenging Rental Market

In 2013 rental prices in Seattle, the seat of King County, were in the top ten highest rents nationwide. Between 2010 and 2013, the gross median rent for Seattle increased 11% to reach $1,172. This 11% increase was steeper than any other city in the United States.[7] These dramatic increases in rental prices,

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[5] The way these agencies define "homeless" is based on federal statute: The Department of Education's definition of homeless is established by Subtitle VII-B of the McKinney-Vento Homeless Assistance Act, while HUD's definition is based on the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act of 2009 (National Center for Homeless Education. *Housing and Education Collaborations to Serve Homeless Children, Youth, and Families.* 2013. http://center.serve.org/nche/downloads/briefs/hud.pdf)

[6] KCHA had the flexibility to design and implement SFSI with a broad definition of homeless because of the agency's designation as a Move to Work (MTW) housing authority.

[7] Gene Balk, "Census: Seattle saw steeper rent hike among major U.S. cities," *Seattle Times*, Sept. 18, 2014; http://blogs.seattletimes.com/fyi-guy/2014/09/18/census-seattle-saw-steepest-rent-hike-among-major-u-s-cities/

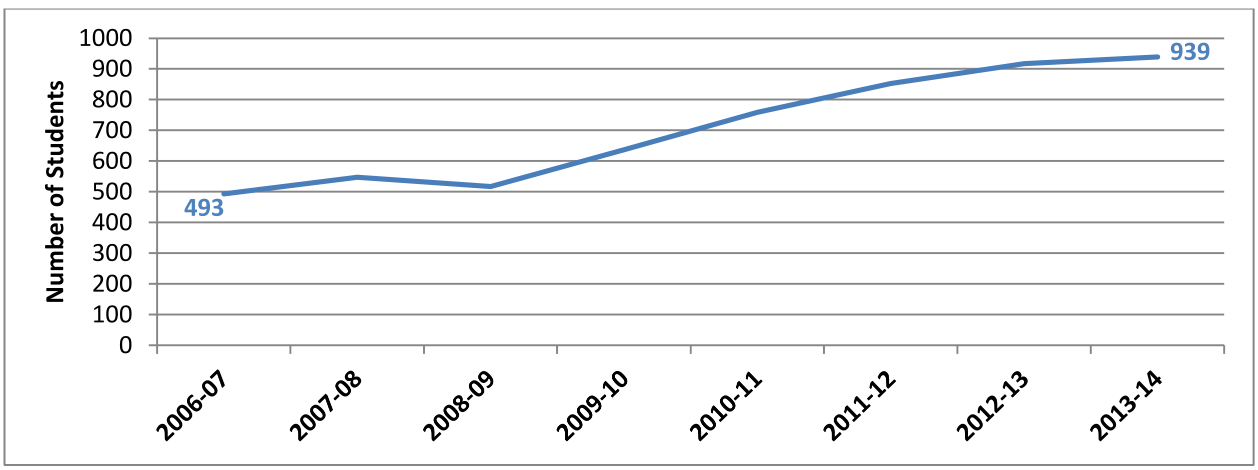
driven in part by Seattle's thriving technology-based economy and a corresponding influx of new residents, have significant repercussions throughout King County as individuals leave Seattle in search of more affordable housing. The movement of families from Seattle to surrounding areas, such as the communities in HPS, drives up the demand for rental property. Increased demand, in turn, decreases the supply of units and drives up rental prices.

The decreasing supply of rental units and increasing rental prices present major barriers for low-income families in search of safe, stable housing. The case management approach, with dedicated housing support for each family enrolled in SFSI, was designed to help families navigate the area's challenging rental market. As discussed later in the report, these rental market barriers affect the timeline by which families enrolled in SFSI were able to find suitable housing.

Highline Public Schools has a Growing Homeless Population

Over the past five years, from the 2009 school year to the 2014 school year, the number of homeless students in the district has increased on average nearly 13% each year (see Figure 1). Following nationwide homelessness trends, HPS has experienced an increased enrollment of homeless children in recent years.

FIGURE 1: HOMELESS STUDENTS IN HIGHLINE PUBLIC SCHOOLS



HPS serves nearly 19,000 students in Burien, Des Moines, Normandy Park, Sea Tac, Boulevard Park, and White Center. The school district has 18 elementary schools, 4 middle schools, and 12 high schools[8]. In the 2013-2014 academic year, 69.3% of students in HPS qualified for free or reduced-price meals.[9]

[8] HPS also has 2 schools for students in grades 7-12.

DESCRIPTION OF SFSI

Primary Partners

The program was developed in an active partnership under KCHA leadership with HPS, NH, and Geo all engaged in early discussions about the program to help shape its character and processes. During the early stages of development and throughout the first year of SFSI, KCHA also worked with the Corporation for Supportive Housing (CSH), a national organization dedicated to innovative housing strategy. KCHA facilitated frequent partner meetings (at least monthly) that allow free-flowing discussions of ideas and ongoing review of processes and results. Two HPS staff were regularly engaged in these meetings, and school-based counselors also attend meetings to give first-hand perspectives on client needs and on how SFSI addressed them. Parents in SFSI have also attended a few meetings and presentations. NH staff who manage SFSI and who work directly with clients attended all meetings and report on implementation successes and challenges so that the group can provide input and collectively find solutions. Geo attended most meetings to gather insights for its process evaluation and to ensure that SFSI processes and data collection efforts are aligned with SFSI goals and outcomes. The partners meet and discuss issues as needed outside of the monthly meetings. Geo's discussions with HPS and NH data managers have helped ensure the availability of data needed to evaluate the program.

SFSI's Objectives

SFSI's objectives are twofold:

1. Provide rapid re-housing support for families who are experiencing homelessness or at imminent risk of homelessness[10] safe and stable rental housing and

2. Work with adults in each family to help them gain employment so that they can sustain housing at the conclusion of funding provided by SFSI.

SFSI was implemented with three goals:

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[9] Office of Superintendent of Public Instruction. (2014). Washington State Report Card. Highline School District. http://reportcard.ospi.k12.wa.us/.

[10] This objective was initially designed to provide rapid re-housing support within a student's school catchment area; over the course of Year One the program guidelines were modified to provide rapid re-housing support for MV students to live anywhere within the HPS district boundaries.

1. Provide short-term rent subsidies and services to assist homeless families find and maintain affordable and decent housing within the catchment areas of their children's current school assignments;

2. Keep the children in SFSI-assisted families at their school of origin, thus supporting student stability, reducing classroom turnover, and providing consistency in student education; and

3. Reduce McKinney-Vento transportation costs incurred by HPS, allowing the District to return these funds back to the classroom through the general education fund.

Eligibility for SFSI during Year One was based on the following family characteristics:

- At least one child enrolled at a targeted elementary school (later expanded to all elementary schools in the district); and

- Elementary school child's enrollment in McKinney-Vento Homeless services; and

- At least one parent's ability to work and earn a wage that covers rental payments once SFSI subsidies end; and

- Legal documentation status of at least one adult in the household to be eligible for federally-funded short-term rental assistance.

Neighborhood House Provides Direct Support to Participants

NH is a well-established human services organization providing services throughout King County related to housing, employment, and children and youth development. NH's mission is to help diverse communities of people with limited resources attain their goals for self-sufficiency, financial independence, health, and community building.

Prior to implementation of SFSI, NH had existing partnerships with both HPS and KCHA. Additionally, the organization was an administrator of the HPRP funded through the American Reinvestment and Recovery Act, which provided them with experience and expertise in the provision of rapid re-housing programming in contexts that preceded SFSI.

SFSI Enrollment Process Identifies Families In Need Who are Likely to Succeed

Designated McKinney-Vento staff, at each HPS elementary school, were pro-active in encouraging eligible families to apply to SFSI and were the major sources of information for SFSI in their schools. In most cases, these staff were already familiar with potentially-eligible families, which supported faster and smoother initiation of SFSI enrollment.

The multiple phases of screening administered by HPS, KCHA, and NH that precede SFSI enrollment maximized the prospect that enrolled families achieved self-sustained housing. The screening process for SFSI was designed to simultaneously determine eligibility and to enroll eligible families as quickly as possible. Intake and screening was made up of multiple steps including being:

1. Referred by a school-based counselor to HPS McKinney Vento liaison;

2. Screened and referred by HPS McKinney-Vento Designee to KCHA for baseline federal Section 8 eligibility screening; and,

3. Screened first by phone and second in-person by NH staff.

Sequencing the enrollment process so that screening, by having NH staff followed the screening by HPS staff eliminated the need for HPS staff to repeat the collection of private and/or confidential information from families. For example, adult family members must report any past criminal convictions which may prevent a successful housing or employment placement; this type of sensitive information is collected once need not be collect again so HPS can focus on the educational circumstances of students.

SFSI Helped Families with Housing and Employment Needs Simultaneously

Through housing assistance and employment navigation services, SFSI provided homeless families with safe, stable housing *and* the means to earn an income to sustain such housing. KCHA's Initiative presents an innovation in the rapid re-housing model with the provision of employment navigation services as a central program component. These services are funded and supported by a Seattle-based nonprofit, Building Changes, with expertise in employment navigation. Providing practical, goal-oriented employment navigation services for families experiencing homelessness, coupled with the short-term rental assistant that is central to the rapid re-housing model, maximizes a family's opportunities to achieve self-sufficiency at the conclusion of program participation.

Upon enrollment in SFSI, families are eligible for housing-related assistance which included:

- Move in assistance covering housing search assistance, landlord negotiations, financial assistance with application fees, security deposits, and moving expenses.

- Support to address issues with past rental/credit history that present current barriers to housing (past due rent, evictions, overdue utility bills, etc.).

- Rental assistance and utility payment assistance for three months (with potential extensions of assistance up to six months).

During the screening and enrollment process adult family members completed an employability assessment form which allows NH case managers to assess the extent to which at least one adult in the household is willing and able to find employment. The employability assessment included questions related to education level, past employment, and access to reliable transportation and childcare. Using these questions as diagnostic tools to identify barriers to employment, NH case managers created step-by-step action plans to help clients overcome barriers and move toward achieving steady employment.

Employment navigation services were also offered to all enrolled families. A wide range of employment navigation services were provided to adults in SFSI, including:

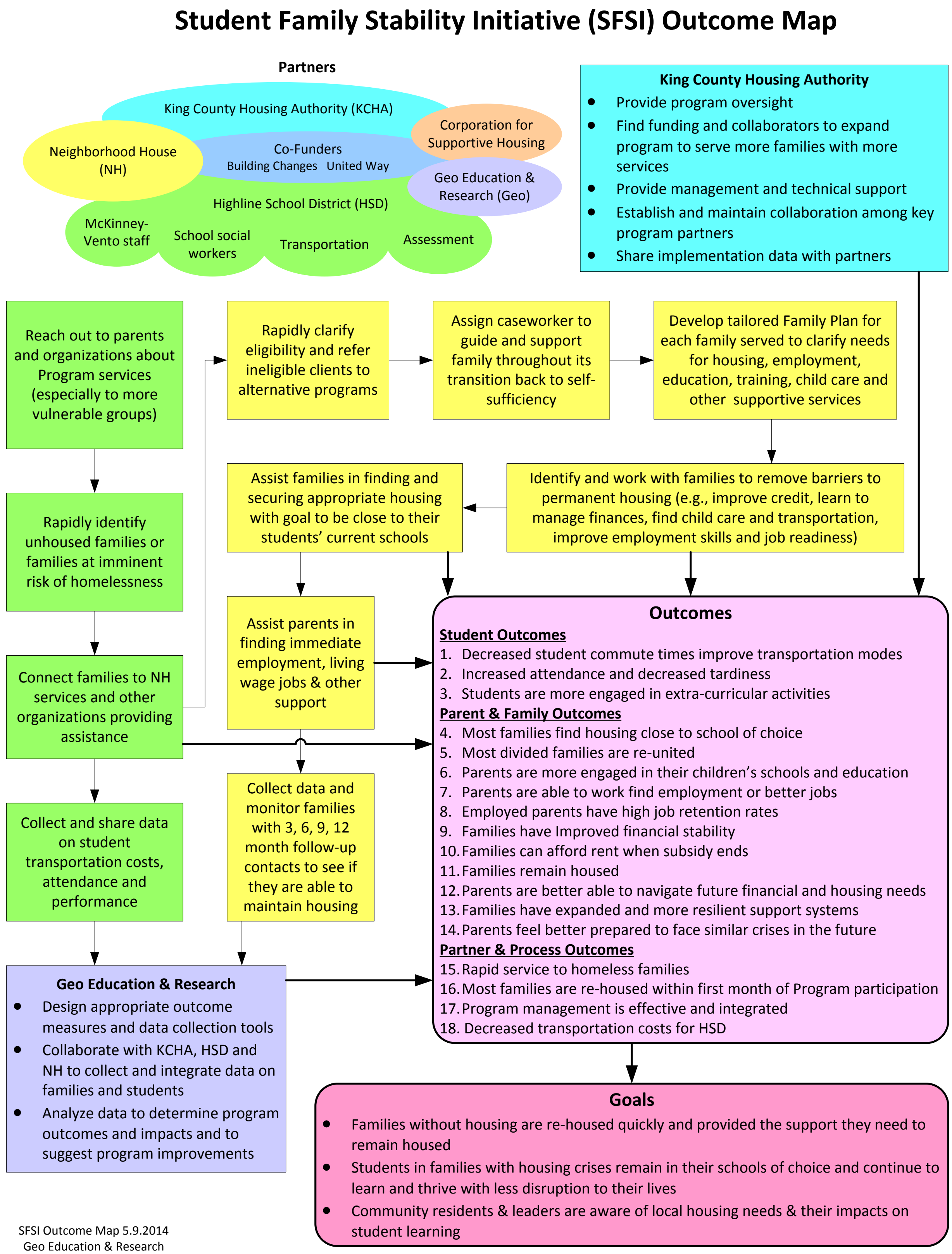
- Helping clients utilize workforce systems (WorkFirst, WorkSource, and local community/technical colleges) to obtain job placement services and employment;
- Providing flexible funds for job training and employment-focused support services; and
- Supporting clients throughout each stage of the employment search process (help creating a resume, searching job postings, interview coaching, etc.).

> "[Prior to enrollment in SFSI], I just felt this overwhelming judgment being passed on me . . . a judgment that would not help me succeed. Push me down."
>
> --SFSI client

An Individual Employment Plan was a key component to the employment navigation services provided to adults in families in SFSI. The plan helps adults enrolled in in SFSI to gauge the extent to which their attainment of short-term goals, such as following up on job postings and checking voicemails daily, can lead to achieving long-terms goals such as securing employment resulting in financial self-sufficiency. NH case managers also worked with families to decide whether the family would like to prioritize housing, employment, or both. This individually-tailored approach affords adults enrolled in SFSI the flexibility to determine how best to achieve sustainable housing based upon their individual circumstances.

SFSI Outcome Map illustrates this entire process and the roles of the various partners (see Figure 2).

FIGURE 2: STUDENT FAMILY STABILITY INITIATIVE OUTCOME MAP



EVALUATION APPROACH

Geo partnered with KCHA, NH, and HPS throughout Year One to provide ongoing feedback about SFSI's evaluation and its outcomes. Geo's continuous involvement throughout Year One provided valuable access to program information about processes and outcomes. Including an evaluation team throughout the program's first year also allowed Geo to be an active partner in suggesting alternative ways to measure outcomes and access data as SFSI was developed and implemented.

During Year One, Geo focused on evaluating three categories of outcomes. The outcome categories correspond to SFSI's three goals related to:

1. Housing outcomes;
2. Academic stability; and
3. Transportation costs for McKinney Vento students.

The evaluation of these outcomes thus served two purposes:

1. To assess SFSI's outcomes in Year One, and
2. To provide perspective on how processes and services may be improved in future years.

The outcomes examined in this report were for SFSI's Year One which is defined as the period from September 1, 2013, to August 31, 2014. An implication of the Year One analysis means that in some circumstances families referred and enrolled in SFSI during the summer of 2014 were not counted as having attained stable housing in Year One even though these families were housed in the early months (e.g., September and October) from September 1, 2014, to August 31, 2015 (Year Two).

Evaluation Questions

The analysis in this report was conducted around five central evaluation questions:

1. *During Year One, how closely did SFSI's implementation align with the rapid re-housing component and other services initially proposed by KCHA?*
2. *To what extent did SFSI achieve its objective to provide homeless families with safe, stable housing, and how "rapidly" was this housing situation achieved?*
3. *What impact did SFSI have on elementary students, as measured by school attendance and tardiness, whose families were housed through SFSI?*

4. *To what magnitude did SFSI decrease HPS' transportation costs for students housed through SFSI, and how did this decrease in transportation costs compare to SFSI costs for housing homeless families?*

5. *What recommendations emerge from Year One that can inform and improve processes and outcomes in SFSI's second year?*

Questions one and five provided valuable insight related to the nature of SFSI in Year One and how SFSI may need to be scaled or revised in subsequent years. Questions two, three, and four were based on SFSI's stated objectives in addition to other outcomes of interest to various stakeholders (e.g. KCHA's reporting to HUD's MTW program and reducing some of the costs to HPS of transporting homeless children).

The outcomes for the program along with other key elements are outlined in SFSI's Logic Model (see Figure 3). The outputs are targets based on a complete year. Since the implementation did not start as early as planned, the program did not meet these output estimates.

FIGURE 3: SFSI LOGIC MODEL

RESOURCES →	ACTIVITIES →	OUTPUTS →	OUTCOMES →	GOALS
♦ King County Housing Authority (KCHA) staff with management experience ♦ Highline Public Schools (HPS) McKinney-Vento designees, school counselors, data & transportation managers ♦ Neighborhood House (NH) staff, processes and experience with rapid re-housing programs and with serving diverse clientele ♦ Funding from KCHA, Building Changes, United Way	♦ Establish and maintain collaboration among key program partners ♦ Develop agreements on roles, responsibilities, eligibility requirements, needs, data sharing and reporting tasks HPS Activities ♦ Reach out to parents and organizations about Program services (especially to more vulnerable groups) ♦ Rapidly identify unhoused families or families at imminent risk of homelessness ♦ Connect families to HPS, NH services and other organizations ♦ Collect and share data on student attendance and performance Neighborhood House Activities	Anticipated Year 1 ♦ 100 families with 300 students screened for program eligibility by HPS ♦ 40 families accepted for services ♦ Parent – caseworker contacts once per week prior to re-housing ♦ HPS – NH staff meet at least monthly ♦ 40 families rehoused ♦ 30-35 parents trained in job search or employment skills ♦ 35-40 parents are re-employed or obtain higher paying jobs	Student Outcomes 1. Decreased student commute times and improve transportation modes 2. Increased attendance and decreased tardiness 3. Students are more engaged in after school activities Parent & Family Outcomes 4. Most families find housing close to school of choice 5. Most divided families are re-united 6. Parents are more engaged in their children's schools and education 7. Parents are able to work find employment or better jobs 8. Employed parents have high job retention rates 9. Families have Improved financial stability	♦ Families without housing are re-housed quickly and provided the support to remain housed ♦ Students in families with housing crises remain in their schools of choice and continue to learn and thrive with less disruption ♦ Community residents & leaders are aware of local housing needs & their impacts on students

RESOURCES →	ACTIVITIES →	OUTPUTS →	OUTCOMES →	GOALS
♦ Technical assistance from Corporation for Supportive Housing (CSH) ♦ Other re-housing programs (King County RRH, 211 Helpline)	♦ Rapidly clarify eligibility and refer ineligible clients to alternative programs ♦ Assign caseworkers to guide and support families throughout its transition ♦ Provide interpreters as needed ♦ Develop tailored Family Plan for each family to clarify needs and track services		10. Families can afford rent when subsidy ends 11. Families remain housed 12. Parents have more knowledge and skills to navigate future financial and housing needs 13. Families have expanded and more resilient support systems 14. Parents feel better prepared to face similar crises in the future	
♦ Network of other NGO's to provide additional services to clients ♦ Networks of landlords and employers ♦ Program evaluation services from Geo Education & Research	♦ Identify and work with families to remove barriers to permanent housing (e.g., improve credit, learn to manage finances) ♦ Assist families in finding and securing appropriate housing with goal to be close to their students' current schools ♦ Interact with landlords to resolve past and present barriers to housing ♦ Inspect housing (with KCHA assistance) to ensure adequacy of accommodations	♦ \$4,000 - \$5,000 provided per household for family housing and related needs ♦ Average of \$500 provided per worker for retraining and support needs (e.g., short-term training, work clothes, transportation)	Partner & Process Outcomes 15. Rapid service to homeless families (e.g., identification of families in need by HPS; eligibility decision by NH; referral of ineligible families to other services) 16. Most families are rehoused within first month of Program participation 17. Program management is effective and integrated (clarity on partner roles and responsibilities and program	

RESOURCES →	ACTIVITIES →	OUTPUTS →	OUTCOMES →	GOALS
	♦ Provide direct financial assistance to clients for housing, deposits, utilities, and other needs ♦ Identify and help families resolve employment barriers (e.g., transportation, child care) ♦ Assist parents in improving employment skills and job readiness ♦ Assist parents in finding immediate employment, living wage jobs & other support KCHA Activities ♦ Provide program oversight ♦ Find funding and collaborators to expand program to serve more families with more services ♦ Provide management and technical support as needed		protocols; data sharing agreements are in place and followed); increased data sharing to speed and improve service delivery with appropriate safeguards; increased collaboration among system partners; strategy to continue Program) 18. Decreased transportation costs for HPS	

PROCESS EVALUATION SHOWS IMPLEMENTATION FOLLOWS MODEL

Geo collected qualitative data from SFSI partners and analyzed SFSI documents over the course of the first year to explore the extent to which SFSI's implementation aligned with the rapid re-housing component and other services proposed by KCHA. The goals of this process evaluation were:

1. Provide a summary of how the program unfolded to contextualize the outcomes achieved in SFSI's Years One and Two, and

2. Identify any program processes and practices during Year One which likely contributed to SFSI's positive outcomes.

Year One Activities Met Anticipated Timeline and Adjustments were Made

Planning for SFSI began in August, 2013. Stakeholders were assembled beginning in September with ongoing meetings in October. The first meeting, facilitated by CSH[11], helped clarify many of the elements, processes and intended outcomes illustrated in Figures 2 and 3. During these early months KCHA, NH, and HPS developed screening protocols and tools along with a range of program policies and procedures. The culmination of these programmatic developments took place on October 23, 2013, when Highline school-based counselors and NH staff participated in SFSI's preliminary implementation training. Referrals to SFSI began in late October, with enrollments beginning in November, 2013. Families began to secure housing through SFSI in January, 2014. Twenty-three families had been housed through SFSI by the end of the pilot year (August 31, 2014). Year one SFSI milestones are explored in greater depth in the next section of this report.

Program partners from Highline Public Schools, KCHA, NH and Geo met monthly during the pilot year. These meetings served two purposes. First, they provided an opportunity for "case reviews" where elementary school counselors, KCHA staff, and NH case managers discussed particular families and how SFSI could best serve families with special or particularly challenging circumstances. The second purpose of these meetings was to evaluate program processes and determine if SFSI policies and procedures could be adjusted to better serve Highline families experiencing homelessness. Examples of such adjustments during Year One include:

- Pausing temporarily program referrals and enrollments so NH case managers could focus on serving families already enrolled in SFSI;

- Allowing Section 8 voucher holders to be screened into the program;

[11] CSH is a technical assistance organization dedicated to expanding supportive housing programs.

- Expanding the geographic area (within the boundaries of HSD) in which homeless families could obtain housing through SFSI;[12]

- Expanding SFSI from an initially-targeted eight elementary schools to all elementary schools in the district; and

- Prioritizing the referral and enrollment of homeless families whose children used taxi cabs for travel to and from school in order to decrease MV transportation expenses.

The monthly meetings ultimately provided SFSI with a high degree of flexibility in effectively delivering services and a shared sense of decision-making across program partners.

Collaboration and Flexibility Led to High Implementation Fidelity

Implementation fidelity is an aspect of program evaluation which seeks to explore the extent to which a program was implemented as proposed. A high level of fidelity means the program and its elements were implemented as proposed; a low level of fidelity means that over the course of its implementation, the program developed in a manner inconsistent with how it was proposed.

Geo found clear evidence that SFSI was implemented with a very high level of fidelity. Evidence of the high level of fidelity is based on documents obtained prior to SFSI's implementation (requests for proposals, grant applications, etc.), meeting minutes and notes from throughout Year One, and an analysis of programmatic outcomes (presented in the following sections of this report). This high level of fidelity was attributed to the three following factors:

- The model around which SFSI was designed;

- The degree of collaboration among SFSI partners; and

- The flexibility that allowed partners to make programmatic adjustments throughout Year One in an effort to more effectively achieve SFSI goals (e.g., expanding to more schools and expanding housing search areas).

SFSI's design meets and exceeds the three elements of a rapid re-housing program which the United States Interagency Council on Homelessness (USICH), the Department of HUD, and the Department of Veterans Affairs (VA) have collaboratively identified as "core elements"[13]. These elements are:

[12] This adjustment was implemented because of the scarcity of rental units in some elementary school catchment areas; by expanding the geographic area in which families could reside, families remained in HPS but also had more options for housing.

1. Housing Identification;

2. Financial Assistance with Rent and Move-In Costs; and

3. Housing Case Management and Services.

Employment navigation services, add a fourth element to these three core elements, ultimately increasing the odds that a family will be able to afford their housing costs once SFSI subsidies end. Employment navigation services therefore leveraged the three evidence-based core elements by adding another set of services that maximize families' potential for successfully attaining stable, safe housing.

Two additional drivers behind SFSI's high implementation fidelity surfaced from qualitative data collected from NH case managers. Geo conducted semi-structured interviews with each of three NH case managers[14] toward the end (in July and August 2014) of Year One to explore, firsthand from the case managers' vantage point, what characteristics made SFSI a success.

Flexibility

NH case managers identify flexibility and collaboration as the key to the fidelity of SFSI. NH case managers gave multiple examples SFSI's flexibility.

> *"The program's design really guarantees that we can do everything we can to help clients succeed," explained one NH case manager, "but at the same time the program's design is flexible so that we can usually change something if we need to do something different to get a family in housing."*

Examples of SFSI's flexibility included both financial and nonfinancial aspects of the program. For example, financial flexibility included the ability of NH case managers to use program funds to overcome a range of barriers (e.g. past-due utility bills, no cash on hand to pay a rental deposit) which may keep families from obtaining housing.

In describing nonfinancial flexibility, NH case managers praised a programmatic decision midway through the pilot to expand the area in which families could find housing (from the McKinney-Vento student's elementary school attendance area to a larger geographic area within the school district).

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[13] National Alliance to End Homelessness. Core Components of Rapid Re-Housing. 2014. Accessed: http://www.endhomelessness.org/page/-/files/RRH.pdf.

[14] During the pilot year the NH team comprised two case managers and one employment navigator; we refer to all three as "case managers" in this section to keep confidential each individual's remarks and identity.

"When everyone agreed to this change [to expand the boundaries of where families could find housing] that was so huge for a few families that were having a hard time finding an apartment in their child's elementary school area," explained one case manager, "and the fact that we could change our policy was proof to me that we really cared about getting these families housed and doing what was best for them."

Collaboration

Collaboration across partners was the second theme to emerge as being critical to SFSI's high level of fidelity. Collaboration across partners was crucial to effective implementation because the nature of SFSI's design depended on a coordinated delivery of services among HPS, NH, and KCHA.

"It's so important to have everyone [program partners] at the table," said a NH case manager, "because we are all working on the same goals. Everyone being on the same page, talking about the challenges these families face, and figuring out how best to serve these families means we all move forward together."

Monthly stakeholder meetings were an important element to effective collaboration across partners and, subsequently, the successful implementation of SFSI.

"Meeting each month is a huge help to us because we get so much information and we're also able to provide so much information to other [SFSI] people who need it," remarked a NH case manager. Said another case manager, "The amount of communication we have in this program is really impressive, and that's something that I think makes SFSI unique. Getting together every month to talk things through and problem solve has really made navigating this first year of the program much, much smoother."

With an aggressive and productive timeline over the course of its first year, coupled with intentional efforts across all partners to roll out SFSI as it was proposed, Geo finds strong evidence that SFSI was implemented through effective and efficient processes. These effective and efficient processes thus produced a high level of implementation fidelity in SFSI's first year, and leave the program well positioned for continued and expanded success in the second year.

Family Profile

When Karen and her family enrolled in SFSI, the four of them (attending Midway Elementary) were living doubled up (sharing one room) with Karen's sister in a very temporary situation. Her sister didn't have enough room for her own family, so she needed Karen and her family to leave as quickly as possible. Karen was working as a part-time health care aid but knew the hours she worked would not be enough to stabilize her family. Karen and a Neighborhood House case manager therefore began to work on finding Karen full-time work. Working with her employment specialist, Karen was first able to obtain a second part-time job and then a short time later she was offered a full-time schedule at the first job.

Karen found an apartment that was perfect for her and her family after working with a Neighborhood House case manager for two months. A barrier that prevented Karen and her family from moving into this apartment, however, was Karen's poor rental history. The Neighborhood House case manager persuaded the landlord to approve Karen's rental application and accept from Karen a larger security deposit (provided by SFSI).

After receiving 3.5 months of rental assistance, Karen has been able to pay her own rent, is still in her same apartment, and is working full-time. Karen is also taking classes to update her skills and increase her income. Her children are both very happy where they live and very engaged in school.

HOUSING OUTCOMES

A summary of housing outcomes in Year One shows that **23 out of the 86 families referred to SFSI by HPS secured housing program**[15] (see Table 1). Placing 23 families in safe housing in SFSI's first year represented a significant achievement for SFSI's partners when one considers SFSI was implemented simultaneously with service delivery to clients. The rigorous referral and screening process, plus the wraparound housing search and employment navigation services, represent a significant amount of programmatic effort invested not only in the 23 housed families but in all families that came into contact with SFSI during its first year.

Table 1 captures a summary of SFSI's milestones achieved for Year One which are reviewed in greater detail throughout this section. Of 86 families screened by NH, 52 families were ultimately enrolled in SFSI. At the cut-off date for this report (8/31/2014), 23 of these families had found housing and seven families had already successfully completed SFSI. Others families were still in the search process.

TABLE 1: SFSI PRIMARY OUTCOMES OF INTEREST IN YEAR ONE

Outcome	#
Families referred to NH after preliminary screen by MV Designee	86
Families screened out after NH screening	34
Families ultimately enrolled in SFSI	52
Families that began a housing search	42
Families housed during Year One	23
Families successfully completing SFSI during Year One	7

Eligible families may have been screened out of the enrollment process at two junctures. At the first juncture, a Highline McKinney-Vento Designee determines preliminary eligibility of homeless families referred by school counselors. Thirteen families referred by school counselors during the Year One were not referred forward in the enrollment process. The reasons why these families did not move forward included that: they were already participating in a transitional housing program (61.5%); they did not want to enroll in SFSI upon learning about SFSI requirements (15.4%); they were unwilling to live within HPS district (15.4%); or they had other reasons not captured in SFSI records (7.7%).

The second juncture where families may be screened out of the enrollment process is during phone and in-person eligibility assessments carried out by NH case managers. Thirty-four families screened out during this process in Year One for reasons including: they lacked of contact with NH staff for more than

[15] There were 13 other families referred by HPS school counselors who did not meet the criteria for referral to NH.

30 days[16] (26.5%); they were not eligible for SFSI based on requirements (24.5%); they were not employable or not willing to find employment (17.6%); they had a general disinterest in pursuing SFSI (17.6%); or they had another reason not captured in SFSI records (17.6%).

Table 2 presents program referrals, screening, and enrollment milestones by month during SFSI's first year.

TABLE 2: MONTHLY REFERRAL, SCREENING, AND ENROLLMENT (OCTOBER 2013 TO AUGUST 2014)

Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	TOTAL
Referrals to NH	1	24	12	18	3	0	4	12	4	0	8	86
By Phone		12	12	9	16	2	6	11	3	2	4	77
In-person		7	10	6	17	3	2	8	7	4	3	67
Enrolled		6	8	7	11	3	1	5	6	2	3	52

The trends in Table 2 reflect the "pause" that SFSI stakeholders put on referrals and enrollments in the spring of 2014 to allowed NH case managers an opportunity to work with those families already referred and enrolled in prior months. This pause was lifted in May, leading to an increase in referrals and enrollments from that month on for the remainder of Year One. Cumulative totals for referrals, screening, and program enrollments (see Figure 4) illustrate month-to-month growth in these milestones.

> "I found I could have the support of a team to give me a hand up. Not a hand out, but a hand up."
>
> --SFSI client

[16] A lack of contact between a family and NH case managers for 30 or more days meant a family was given an inactive status in SFSI records; "inactive" families were always welcome to re-engage with NH case managers and resume their housing and/or employment searches.

FIGURE 4: CUMULATIVE REFERRALS, SCREENING, AND ENROLLMENT IN YEAR ONE

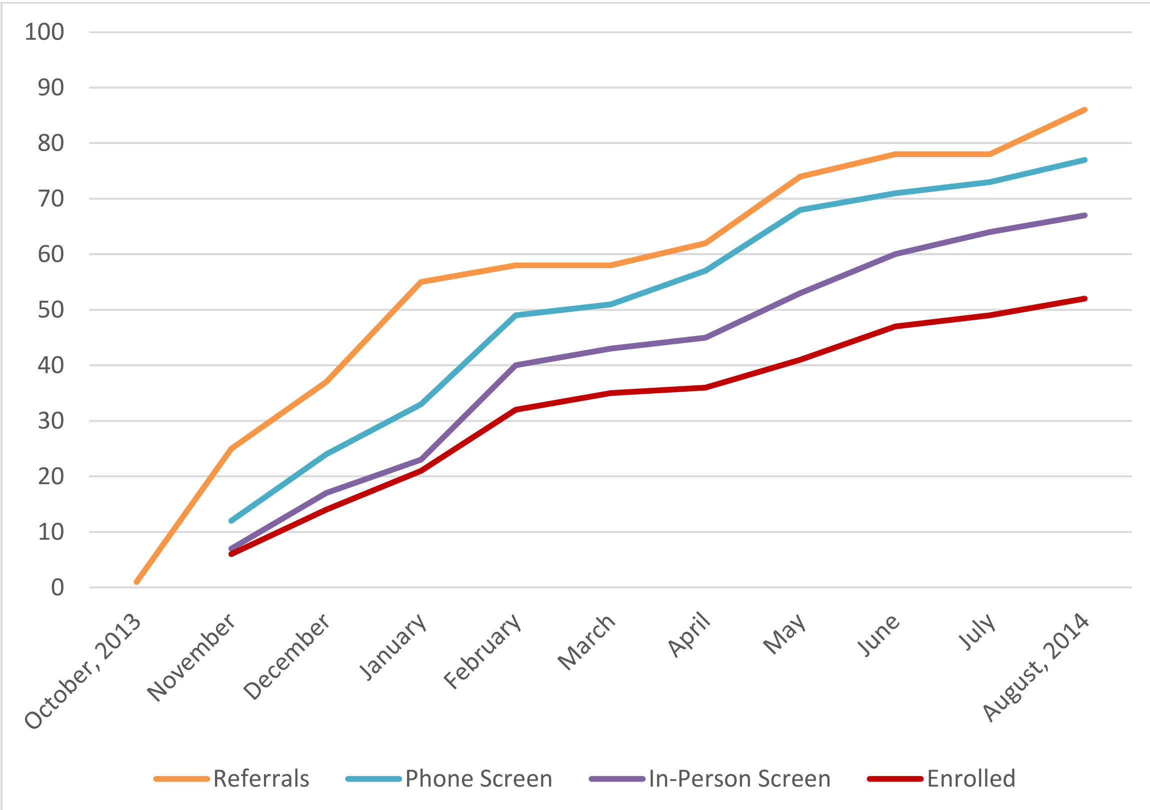


Table 3 contains the month-to-month counts of housing milestones reached by the 52 families that enrolled in SFSI during Year One. It is worthwhile to note here the singular lease signings occurring in April, May, and June were largely a lagged response to the pause in referrals and enrollments during March and April. The upward trend in the enrollment, search, and lease signing milestones in June, July, and August (see Figure 4) are likely to continue into the first months of SFSI's second year.[17]

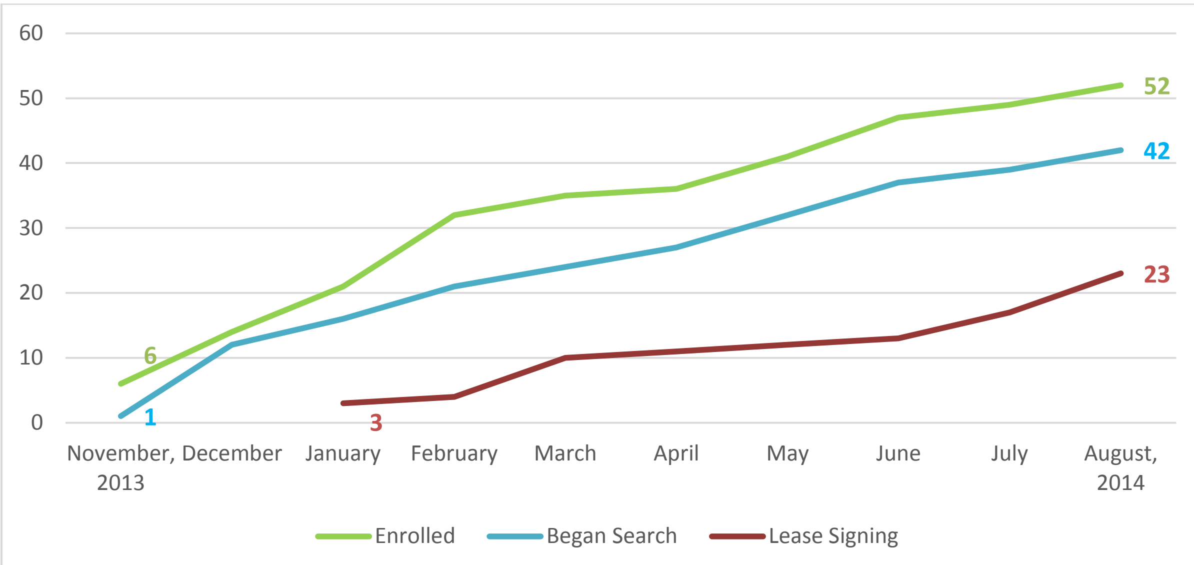
TABLE 3: HOUSING SEARCH MILESTONES BY MONTH (NOVEMBER 2013 TO AUGUST 2014)

	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	TOTAL
Enrolled	6	8	7	11	3	1	5	6	2	3	52
Began Search	1	11	4	5	3	3	5	5	2	3	42
Lease Signing			3	1	6	1	1	1	4	6	23
Successful Completion						3		4			7

[17] Due to the sporadic nature of program participants' successful completion of SFSI (that is, three in April and four in June) we do not include this outcome as a trend line in Figure 4.

There were two processes through which homeless families were served through SFSI: 1) referrals, screening, enrollments (see Figure 4), and 2) housing searches and leases (see Figure 5). A consistent trend in Year One shows more families were served as the program was implemented and increased its capacity. All evidence suggests this trend will increase in Year Two.

FIGURE 5: CUMULATIVE HOUSING SEARCH MILESTONES IN YEAR ONE



Seven families successfully completed SFSI by attaining self-sustained housing during Year One (see Table 3). Although follow-up data on housing stability are limited to seven families at this early juncture, NH case managers will follow-up with all program those who have completed SFSI at three, six, and nine-month intervals to collect data on post-program housing stability. Significant, however, is that of the three families that successfully completed SFSI in April, all three families were still housed at the time of the three-month follow-up.[18] At three months after program completion, two of the three families were still housed in the same unit into which they initially moved while the other family had moved to a different unit.

Rapidity of SFSI Milestones is Consistent with Model Programs

Although rapid re-housing programs are a relatively new approach to serving homeless families, a general consensus is that stable housing is achieved "ideally within 30 days of a client becoming

[18] The families completing the program in June, 2014, would have had their three-month follow up in September, 2014; since for reporting and evaluation purposes the Year One data collection period ended August 31, therefore, the three-month follow-up data for June completions will be reported in the Year Two Evaluation report.

homeless and entering a program."[19] Two time frames were analyzed to explore the rate at which SFSI participants moved through the program on their way to stable housing. The first time frame, **from when a family was referred to when the family enrolled, was a median of 26 days**; the second time frame, **from when the family enrolled to when the family signed a lease and moved into a unit, was a median of 64 days** (see Table 4). **The overall median time frame during Year One from referral to housing was 105 days.** The longer times needed by some families made the means for these time periods longer.

TABLE 4: RAPIDITY OF PROGRAM MILESTONES DURING YEAR ONE

Milestone	Median	Mean	Standard Deviation
Number of days from referral to enrollment (n=52)	26	28	15
Number of days from enrollment to housing (n=23)	64	99[20]	69
Number of days from referral to housing (n=23)	105	131	73

Two characteristics of the figures reported in Table 4 deserve context: the spread (i.e., the standard deviation) of the data and the housing market which SFSI housing searches took place. The standard deviations for the number of days from enrollment to housing and the number of days from referral to housing are large and thus reflect a wide range of values exist for this measure of rapidity. The first quartile (which cuts the data at the bottom 25% when the data are sorted in ascending order) for the number of days from enrollment to housing has a value of 45 days while the top quartile (a cut of the data at the top 25%) has a value of 139 days. This wide spread is likely a result of many factors such as the local housing market, the size of unit for which a family is searching, the area in Highline Public Schools where the family hopes to live, or time of the year.

[19] National Alliance to End Homelessness. Rapid Re-Housing: A History and Core Components. 2014. Accessed: http://www.endhomelessness.org/library/entry/rapid-re-housing2

[20] For context, consider that 88.3 days is the five-year average number of days from enrollment to lease signing for KCHA's Section 8 recipients.

The second contextual factor which ought to be considered relative to these rapidity measures is the nature of the rental market in communities comprising Highline Public Schools. As noted earlier in this report, market trends and an improving economy in recent years have driven up rental prices and driven down the supply of available units, two factors which put pressure on a SFSI family's housing search. These challenges with the housing market conditions are often confounded by the fact that housing families requires units with two or more bedrooms, further reducing the potential rental inventory from which SFSI families could choose. SFSI's objective to provide housing to families thus differentiates the program from other rapid rehousing models that assist single adults with housing assistance.

Family Profile

Mary is a single mother of four children, including a baby. Before enrolling in SFSI and finding an apartment with the support of her Neighborhood House case manager, Mary and her children had been homeless for seven months. She has no family in the area so they often relied upon help from friends. During that seven-month period, Mary worked almost full time at a minimum-wage job but spent about 80% of her income on fuel for her vehicle. The family's often-changing living locations ranged from as far north as Mukilteo to as far south as Puyallup, while her job and the children's schools remained in Burien. She worked hard to ensure that her children stayed in the same school, in an effort to provide them with some continuity while they were without stable housing.

Mary and her children moved into an apartment in Burien in July 2014. Since moving in, she and her children have been able to do more activities together, including the children's favorite activity of swimming. They also live closer to her work and the children's school. Three days after moving into the apartment, Mary started working at a more highly-paid job in a warehouse. With her new position, she can afford to stay in the apartment and is also contributing monthly to a savings account.

Housing Retention Milestones in Year Two

The seven families which exited the program in Year 1 demonstrated that SFSI successfully moved homeless families through the referral and enrollment process into the housing search process, which in turn yield families completing the program and successfully exiting SFSI. In Year Two, evaluation efforts will increasingly focus on housing stability with an eye toward families' post-program experiences. Specifically, NH case managers will conduct follow-up phone surveys with clients at regular intervals (3, 6, 9, and 12 months after exit). The survey will allow program partners to answer such questions as:

- Do families continue to receive services from NH after short-term housing assistance ends (and if so, what kind)?

- Do families stay in their new rental units or move to other units?
- If families move, where do they go; what types of housing do they find; do they move closer to or farther from their children's schools; why do they move?
- Do their children change schools (and if so to which schools)?
- What are families' current rents, incomes, income sources and rent burdens?
- Are families receiving other types of housing assistance?
- Have families experienced certain problems paying rent or utilities?
- Have families experienced other changes in their housing situations (e.g., household members moving in or out)?

Housing Circumstances of SFSI Participants

Families enrolled in SFSI during Year One experienced a range of housing circumstances prior to their referral to SFSI. Even though McKinney-Vento and SFSI enrollment require that families are homeless, the term "homeless" can represent a variety of meanings (see Table 5).

TABLE 5: POSSIBLE CIRCUMSTANCES OF FAMILIES PRIOR TO OBTAINING HOUSING

Circumstance	Description
Literally Homeless*	The family has no shelter of any kind
Shelter, Time-Limited*	The family is temporarily located in a homeless shelter
Motel†	The family is living in a motel
Doubled-Up, Overcrowded†	The family is living with other family or friends but the living situation is overcrowded
Doubled-Up, Unstable*	The family is living with other family or friends but the living situation is unstable
Doubled-Up, Stable†	The family is living with other family or friends and the situation is stable but the family still lacks housing of their own
Already Received Subsidy†	The family is homeless and currently receives a public subsidy but does not have stable housing
Transitional Housing*	The family is currently involved with a transitional housing program but does not have stable housing

* Denotes HUD homeless criteria † Denotes U.S. Department of Education homeless criteria

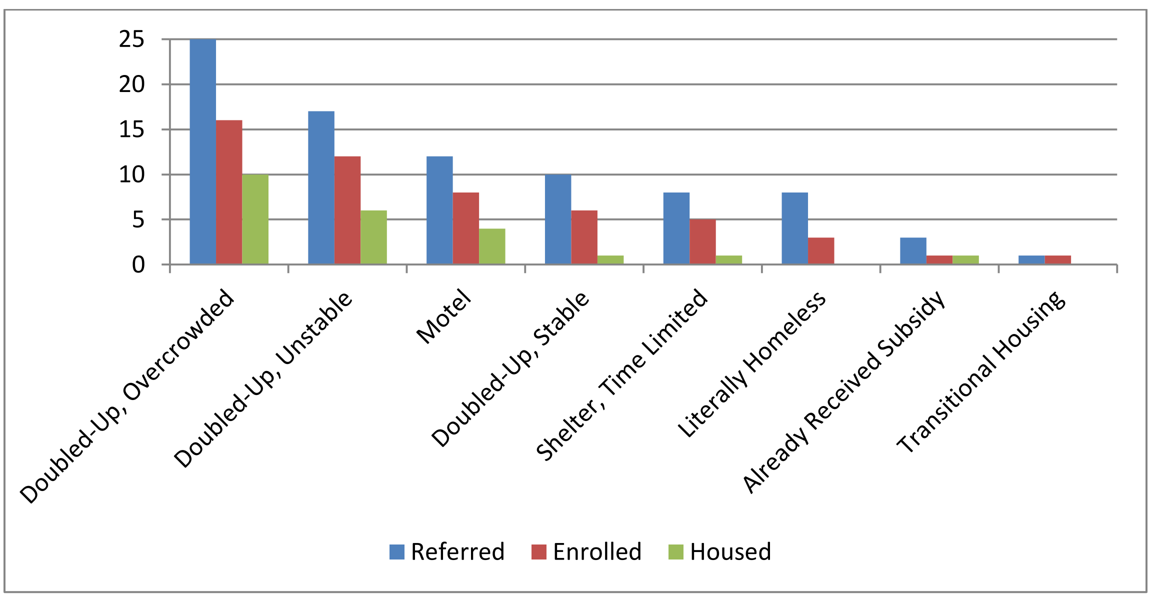
These circumstances were captured at the time of referral, which affords an opportunity to evaluate families' progression through SFSI milestones based on their circumstances (see Table 6 and Figure 6).

TABLE 6: CIRCUMSTANCES AT TIME OF REFERRAL OF FAMILIES REFERRED, ENROLLED, AND HOUSED DURING YEAR ONE

	No. of Referred Families	Percent of Referred Families	No. of Enrolled Families	Percent of Enrolled Families	No. of Housed Families	Percent of Housed Families
Doubled-Up, Overcrowded†	25	28.7%	16	30.8%	10	43.5%
Doubled-Up, Unstable*	17	19.5%	12	23.1%	6	26.1%
Motel†	12	13.9%	8	15.4%	4	17.4%
Doubled-Up, Stable†	10	11.5%	6	11.5%	1	4.3%
Literally Homeless*	8	9.2%	3	5.8%	0	0%
Shelter, Time-Limited*	8	9.2%	5	9.6%	1	4.3%
Already Received Subsidy†	3	3.4%	5	9.6%	1	4.3%
Field Blank	2	2.3%	0	0%	0	0%
Transitional Housing*	1	1.1%	1	1.9%	0	0%
Total	**86**	**100.0%**	**52**	**100.0%**	**23**	**100%**

* Denotes HUD homeless criteria † Denotes U.S. Department of Education homeless criteria

FIGURE 6: PROGRAM MILESTONES IN THE CONTEXT OF FAMILIES HOUSING CIRCUMSTANCES



Circumstances related to “doubled-up” (see Table 5 for descriptions) situations (crowded, stable, and unstable) represent a significant proportion of the families that reached each SFSI milestone. In addition to “doubled-up” situations, families in motels also represent a meaningful proportion of the families that progress through SFSI milestones (see Table 7).

TABLE 7: PERCENT OF THOSE FAMILIES ENROLLED IN THE PROGRAM DURING THE PILOT WHO WERE HOUSED

Housing Circumstance	Enrolled	Housed	Percent Housed
Already received subsidy	1	1	100.0%
Doubled-Up Overcrowded	16	10	62.5%
Doubled-Up Unstable	12	6	50.0%
Motel	8	4	50.0%
Shelter-Time Limited	5	1	20.0%
Doubled Up Stable	6	1	16.7%
Literally Homeless	3	0	0.0%
Transitional Housing	1	0	0.0%

The “doubled-up” categories and families living in motels comprise a significant portion of families housed through SFSI. This suggests that homeless families that are doubled-up or in motels face circumstances that are undoubtedly challenging but at the same time responsive to SFSI’s design that seeks to provide short-term support so families can attain long-term housing and academic stability.

EMPLOYMENT OUTCOMES

Employment navigation services were a critical element to SFSI's goal of helping families achieve housing stability. During Year One, a total of 59 adults (comprising 38 families) enrolled in SFSI and used the employment navigation services provided by NH case managers. Of those 59 adults, 16 individuals (in 15 families) obtained employment during the first year.[21] A total of ten families obtained *both* employment and housing in the first year.

Adults who obtained employment (n=16) through SFSI employment navigation services typically found opportunities in food service or entry-level service positions in healthcare. Most adults secured full-time jobs (working an average of 35 hours/week) at an average hourly wage of $11.25, although one adult was hired into a 40-hour week position earning $18.50/hour. The average hourly wage of $11.25 is nearly two dollars above the state's minimum wage ($9.32/hour in 2015).

SFSI's employment navigators take a broad approach to supporting families to find employment that will enable the family to sustain stable housing. To this end employment navigators also encourage families to pursue education and training that can expand employment opportunities. In Year One, three adults took advantage of career education and training. The training programs included a three-week certified nurse assistant (CNA) training program, an eight-week bank teller training program, and a twelve-week pre-apprenticeship training that helps women enter non-traditional careers in construction trades and manufacturing.

> "[My case manager] came up beside me, and helped me to stay strong. It was vital. Absolutely vital"
>
> --SFSI client

Evaluation efforts will continue to focus on SFSI participants' employment outcomes in SFSI's second year with an added focus on the continuity of employment. Follow-up phone surveys conducted with SFSI participants that successfully completed the program will gauge the extent to which adults remain employed and able to cover housing expenses. Survey data will also contain wage information to identify growth in families' income post-SFSI participation.

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[21] Worthwhile to note in the context of this number of families obtaining employment is that 22 families reported at least once source of employment income at the time of SFSI enrollment. In other words, 22 families enrolled families fit one of the program's definitions of homeless ***and*** also had at least one adult employed when the family enrolled in SFSI.

Family Profile

Andrea and her 4 children were living doubled-up with her brother and his family. Andrea faced two challenges in finding stable housing; in addition to the size of her family requiring a multi-room rental unit, she had an erroneous eviction on her rental history. Her Neighborhood House case manager was in the process of helping Andrea correct this erroneous eviction but the process was stalling. Thinking creatively, the Neighborhood House case manager advocated for the client through the past property manager (that had erroneously reported the eviction) to facilitate a discussion between the past property manager and the potential landlord to explain the mistake that was made. This collaborative effort between landlords and the Neighborhood House case manager ultimately empowered Andrea to find a three bedroom apartment for her family, which she moved into in March, 2014. With additional financial assistance, Andrea was able to go to a local nonprofit organization, Sharehouse, which provides furniture to recently-homeless families to obtain beds and other essential items.

Prior to enrolling in SFSI, Andrea was in the process of finishing the pre-apprenticeship construction training at the South Seattle Community College Georgetown Campus. She was also participating in WorkFirst. To meet SFSI's job search expectations, Andrea went to the union hall from 6 AM until 9 AM every day for a month hoping to be called for an assignment. At the beginning of her third month of rental assistance, Neighborhood House amended her employment plan because her rental subsidy was almost up. She expanded her job search to include more local jobs. The next day, she was placed in a laborer position through the union, working full-time for $19/hour on a project that would last six months. Although the position is a very labor-intensive and demanding job, Andrea is very happy with her job and very thankful for the opportunity to work.

SFSI paid the family's rent for 4.5 months (into July 2014). By August, Andrea was paying her own rent.

STUDENT OUTCOMES

While rapid re-housing programs are emerging around the United States as an innovative way to serve homeless populations, SFSI represents a further innovation by leveraging schools as the gateway through which homeless families are identified and referred into SFSI. The central role of schools in SFSI's design, and the intentional targeting of homeless families with elementary school children, means that SFSI has the potential to positively transform homeless students' educational experiences by providing stable housing.

Eight elementary schools were initially selected as target schools at SFSI's inception (see Table 8). The preliminary focus on eight schools was intended to provide a manageable number of families for SFSI in Year One. By spring of 2014, however, SFSI partners authorized and prioritized the enrollment of MV families using taxi cab transportation from any HPS elementary school. By the end of Year One, at least one MV family from 15 of HPS's 18 elementary schools was enrolled in SFSI.

TABLE 8: SCHOOL CHARACTERISTICS, 2013 - 2014 ACADEMIC YEAR

School	Total Enrollment	Number of MV Students	MV Percentage
Midway*	638	51	7.99%
Hazel Valley*	621	62	9.98%
Seahurst*	578	47	8.13%
McMicken Heights*	534	57	10.67%
Shorewood*	466	30	6.44%
Beverly Park*	496	37	7.46%
Parkside	567	43	7.58%
White Center Heights*	580	22	3.79%
Bow Lake*	661	30	4.54%
Des Moines	415	20	4.82%
Madrona	636	42	6.60%
Cedarhurst	708	30	4.24%
Gregory Heights	637	16	2.51%
Hilltop	621	27	4.35%
North Hill	572	12	2.10%
Total	**10,316**	**572**	**5.54%**

* Denotes school was in original cohort of schools targeted by SFSI

Since schools represent a centerpiece of SFSI's service delivery model, SFSI milestones (referrals, enrollments, and housing) are delineated by Highline elementary schools (see Table 9).

TABLE 9: PROGRAM MILESTONES BY SCHOOL

School	Number of Families Referred	Number of Families Enrolled	Percent Enrolled of those Referred	Number of Families Housed	Percent Housed of those Enrolled
Midway*	21	15	71.4%	8	53.3%
Hazel Valley*	18	11	61.1%	5	45.5%
Seahurst*	11	6	54.5%	2	33.3%
McMicken Heights*	7	3	42.9%	1	33.3%
Shorewood*	6	5	83.3%	1	20.0%
Beverly Park*	4	1	25.0%	1	100.0%
Parkside	4	2	50.0%	0	0.0%
White Center Heights*	4	3	75.0%	0	0.0%
Bow Lake*	3	3	100.0%	3	100.0%
Des Moines	2	1	50.0%	0	0.0%
Madrona	2	0	0.0%	0	N/A
Cedarhurst	1	1	100.0%	1	100.0%
Gregory Heights	1	0	0.0%	0	N/A
Hilltop	1	1	100.0%	1	100.0%
North Hill	1	0	0.0%	0	N/A
Total	**86**	**52**	**60%**	**23**	**44%**

* Denotes school was in original cohort of schools targeted by SFSI

A number of characteristics observed in Table 9 are noteworthy. For example, **15 of Highline's 18 elementary schools referred at least one McKinney-Vento family to SFSI**, a figure which suggests a broad programmatic reach that can be capitalized upon in SFSI's second year. Further, **75% of the schools that had at least one family enrolled in SFSI had a family who obtained housing through SFSI during the first year**. Given this large proportion of Highline elementary schools that already have at least one previously-homeless family now in stable housing obtained through SFSI, SFSI appears well poised to leverage these existing connections to many of Highline's elementary schools and continue to expand its reach in the second year.

Demographics of Students

Table 10 contains the demographic characteristics of the 30 students whose families were housed through SFSI during Year One (For comparison purposes the demographic characteristics HPS's McKinney-Vento population are also included.) The demographic factors of SFSI's student population are important to consider as evaluations of SFSI's impact on academic achievement are carried out in subsequent years; if a large proportion of students served by SFSI are from traditionally underrepresented racial and ethnic backgrounds, plus the fact that a third of SFSI students are English Language Learners, housing will be one critical element - but not necessarily a stand-alone solution - in efforts to boost these students' academic achievement.[22]

TABLE 10: Demographic Characteristics of Students in Homeless Families Obtaining Housing through Participation in SFSI (n=30)

Characteristic	SFSI	All MV students in HPS
Average age of student (years)	7.3	
Average age of primary adult (years)	34	
Single parent families	42.9%	
English Language Learners	30.6%	11.8%
With a special education designation	13.3%	16.3%
Race/Ethnicity		
Hispanic/Latino	73.3%	28.2%
Asian/Native Hawaiian/Pacific Islander	16.6%	13.4%
African American/Black	3.3%	20.3%
American Indian/Alaska Native	3.3%	7.3%
Two or more races/Other	3.3%	5.7%
Caucasian/White	0%	25.1%

[22] The relationships between academic achievement and a student's race, as well as a student's designation as an English Language Learner (ELL), are pervasive and extensively documented in American elementary and secondary education. The U.S. Department of Education finds that African American and Hispanic 4th grade students in Washington State consistently perform at academic levels in reading and mathematics that are lower than their White peers; English Language Learners (ELL) in Washington State similarly perform at academic levels lower than their White counterparts. For more context see *Achievement Gaps: How Black and White Students in Public Schools Perform in Mathematics and Reading on the National Assessment of Educational Progress (2009)* and *Achievement Gaps: How Hispanic and White Students in Public Schools Perform in Mathematics and Reading on the National Assessment of Educational Progress (2009)*, both publications of the U.S. Department of Education's Institute of Education Sciences National Center for Education Statistics.

Student Transportation

A homeless student's enrollment in the McKinney-Vento program requires that a school district provide transportation for that student to and from her school regardless of where she may temporarily reside. Table 11 shows that students referred to, enrolled in, and housed through SFSI use a range of transportation options to travel to and from school.

TABLE 11: TRANSPORTATION TYPE BY REFERRALS, ENROLLMENTS, AND HOUSED FAMILIES AT TIME OF REFERRAL[23]

Transport Type	Referred	Enrolled	Housed	Percent Housed
School Bus	35	24	12	50.0%
Taxi	24	15	5	33.3%
Parent	15	10	5	50.0%
Unknown	7	0	0	N/A
Walk	3	2	1	50.0%
Metro Bus	2	1	0	0.0%
Total	**86**	**52**	**23**	**44.2%**

Although students who travel by taxi cabs are a primary focus of SFSI as a target for potential cost savings, the monetary and nonmonetary costs associated with other types of transportation are important to consider when evaluating how stable, safe housing benefits homeless families. For example, consider a McKinney-Vento student who may travel the length of the district to attend school each day, i.e. a student may have temporary access to shelter in White Center but need daily transportation to Midway Elementary, a distance of more than 12 miles which in traffic can take upwards of 30 minutes one-way to travel. This student and her family incur high daily costs getting to school, either in time the student spends on a school bus or in time and fuel costs the parent must incur driving the student to and from school. This report attempts to monetize the savings to Highline Public Schools in decreased taxi cab costs generated by SFSI, but that figure understates the nonmonetary benefit many families likely experience upon securing stable housing nearby their student's school. In Year Two of the evaluation an effort will be made to evaluate transportation costs beyond taxi cab costs and quantify/monetize the multiple dimensions of transportation costs experienced by participants.

[23] These data were collected by NH case managers when the families were preliminarily screened into SFSI.

Attendance and Tardiness

Education outcomes are a key aspect of evaluating SFSI's effectiveness since the program draws a direct link between stable housing and improvements in students' educational experiences. Conventional measures of academic achievement however, such as reading comprehension assessments and statewide tests, are typically collected on an annual basis and are therefore not well suited to capture the immediate changes in a student's academic experience that occur pre- and post-housing during SFSI's first year.

As an alternative to conventional measures of academic achievement, Geo analyzed attendance and tardy data for students at the eight program schools where SFSI was provided to McKinney-Vento students during the pilot year (2013-2014 academic year). Highline Public Schools provided to Geo student-level data for all students at SFSI's eight program schools along with a percent of days absent and a percent of days tardy for each student24. For SFSI participants, Highline Public Schools also provided a percent of days absent and a percent of days tardy for the period before the student received stable housing and for the period after the student received stable housing. These percentages were assumed to provide a means to evaluate differences in absences and tardiness related to stable housing.

Before examining the relationships between days absent, days tardy, and SFSI participation, homeless students' attendance and tardiness were compared to non-homeless students. Since there are only 30 students in the program cohort, it limits how meaningful the analysis can be. Nevertheless, we offer some observations from Geo's analysis here and some tables on the details in the appendix.

Homeless students are absent more often and tardy more often compared to non-homeless students at the eight program schools selected SFSI's first year.

Grouping together all SFSI students who were housed during the pilot year and examining attendance and tardy data based on pre-housing and post-housing shows that rates of absences and tardiness increased in the post-housing period but at levels which were not statistically significant.

Comparing absences and tardiness for housed students pre-housing compared to all other homeless students at the program schools reveals non-significant differences. Before SFSI students received housing their rates of absences and tardiness were no different from those of other homeless students.

Absences and tardiness for housed students post-housing were compared to homeless students at the program schools. Comparing post-housing attendance and tardiness rates for SFSI students yields a non-

[24] HSP redacted all student names and other identifiers.

significant difference for absences but a significant difference in tardiness. In other words, SFSI program students had a significantly higher rate of tardiness after being housed compared to other homeless students at the program schools.25 This increase in tardiness for housed students is not necessarily problematic and could be, in fact, a result of new housing for a student requiring new habits of getting ready for school in the morning plus new methods and routes for transportation to school from the student's new home.

Overall, this analysis shows no meaningful impact, either negative or positive, on rates of attendance and tardiness for students housed through SFSI's first year. Geo believes that in SFSI's second year a number of factors will increase the likelihood of successfully identifying gains in academic-related outcomes based on participation.

- Highline Public Schools will provide academic achievement data to facilitate the analysis of SFSI students and appropriate comparison groups of other Highline students.
- As SFSI grows and more students families' obtain housing through the program, the sample size of students housed (the "n") will increase and become more sensitive to analyses attempting to identify statistically-significant differences between program students and students in comparison groups.
- Geo will collaborate with evaluators working on other KCHA housing/education initiatives to explore how SFSI's academic outcomes can align with and inform findings from KCHA's programs throughout King County.

"I think that [my children] could probably conquer anything now [that they have seen me conquer this hurdle]."

--SFSI client

[25] Actual figures appear in the Appendix.

TRANSPORTATION AND PROGRAM COST OUTCOMES

Comparing two cost categories – estimated transportation cost *savings* per family and program costs per family – allow for a high-level approximation of the extent to which program benefits potentially exceed costs. The goal of this analysis is illustrative of future potential; an analysis of SFSI's net benefits generated in its first year provides insight into the value of scaling the program in Year 2 and beyond.

Five families with eleven students using taxi cabs as their primary mode of transportation to and from school were housed through SFSI during Year One (September 1, 2013 to August 31, 2014). The cost of taxi cab transportation for these eleven students was $2,250 a week. The cost to HPS for each family's taxi cab transportation averaged $450 a week although one family with children transported to a Highline elementary school from Puyallup (30 miles away) had a weekly taxi cab cost of $950. The weekly cost for taxi cab transportation per-student was $204 but since siblings often take taxi cab rides together considering these costs on a per-family basis is more appropriate than a per-student basis.[26]

Assuming an average taxi cab cost of $450/week for each McKinney-Vento family needing this type of transportation assistance means **HPS spends approximately $16,200 per McKinney-Vento family over the course of a school year. Housing just five homeless families with children who used taxi cab transportation for an entire year would allow the district to avoid $81,000 in potential annual costs**[27]. SFSI was able to help these five (and many other) families find housing during Year One. Since the costs avoided were only for part of the year, the actual savings were lower. However, **if these families are able to retain their housing (and this will be tracked for 12 months) the longer-term costs avoided could be much greater than $16,200 per family.**

This $81,000 estimate assumes average taxi cab costs of $450/week. Yet for families incurring higher-than-average transportation costs, such as the family with children transported from Puyallup to a HPS elementary school, potential cost savings are significantly greater. Housing the family with children being transported by taxi cab from Puyallup, for example, saved the Highline Public Schools an estimated $32,400 over the course of a school year.

[26] We express our thanks to the Highline Public Schools Transportation Office for providing the taxi cab cost data that make possible these estimates of transportation cost savings attributed to SFSI. To calculate the average weekly taxi cab costs for each family housed through SFSI, we worked with the HPS Transportation Office to collect the taxi cab receipts for SFSI students for a randomly-chosen 2-4 week period during the academic year; we then used the average weekly taxi cab cost over that 2-4 week period to estimate an average weekly taxi cab cost per family. This provides a coarse estimate but we believe this estimate is the best approximation of weekly costs given the limited taxi cab cost data maintained by HPS.

[27] Assuming the five families needed taxi rides for an entire school year—an estimate of the maximum cost to the district.

Highline Public Schools dedicates a significant amount of resources to transporting McKinney-Vento students; the district spent $846,157 in 2013-2014 and $787,600 in 2012-13 on McKinney-Vento transportation (of which $560,693 and $520,000 was spent on taxi cabs, respectively). Additionally, some neighboring school districts share the cost with Highline of transporting McKinney-Vento students from neighboring districts to and from Highline Public Schools. In these circumstances the transportation costs savings generated by SFSI have the potential to impact neighboring districts, too. **In its pilot year SFSI has clearly demonstrated significant cost savings. With a continued focus on enrolling homeless families who depend on taxi cab transportation, SFSI has the potential in Year Two of the program to save Highline Public Schools hundreds of thousands of dollars in McKinney-Vento transportation costs.**

Comparing Program Costs to Avoided Transportation Costs

The five families that were housed who relied on taxi cabs for transportation provide an opportunity to compare program costs to the taxi cab transportation costs that HPS avoided. Distributing Year One fixed program costs across all enrolled families that began a housing search in Year 1 (n=42) yields per family costs of $1,131 for employment navigation services and $2,619 for housing search and related administrative services. The unique per family housing expenses (security deposits, monthly rental assistance, etc.) tracked by KCHA and NH for the five housed taxi cab families equal $24,868; added to this amount is $3,363 in support provided by Building Changes (an SFSI funding partner) to the five families for various types of assistance that fell outside the scope of housing assistance (e.g. help with costs related to car repair, personal hygiene items, bus passes). Thus $24,868 in housing assistance costs, $3,363 in other support costs, and $18,750 for the five families' share of distributed program costs (i.e. $3,750 per family multiplied across five families) equals an estimate of $46,981 in total costs to house the five families using taxi cabs as their mode of transportation to and from school. **The $46,981 annual cost to house the five families compared to the annual $81,000 in taxi costs potentially avoided by HPS demonstrates a potential annual cost savings of more than $30,000 for these five families.[28]**

[28] SFSI's net benefits projected here should be viewed as a relatively conservative estimate considering other program benefits, both monetary (such as wages from employment gained by adult family members) and non-monetary (including potential increases in a family's safety and stability) are unaccounted for in this analysis. Other transportation costs for the use of special buses that transport students are also avoided but data are not available to estimate these costs.

CONCLUSIONS

The analysis in this report answered five evaluation questions central to SFSI in Year One:

1. ***During Year One, how closely did SFSI's implementation align with the rapid re-housing component and other services initially proposed by KCHA?***

   Geo finds strong evidence that SFSI was implemented with a very high level of fidelity to its proposed model in Year One. In particular, KCHA successfully engaged many partners and stakeholders in SFSI to identify all facets of needs and provided the expertise and assets required to address them. KCHA staff kept all partners informed, engaged and working collaboratively. When challenges arose, the partners were able to address them quickly and effectively in order to keep the process working smoothly and to deal with unforeseen events. The monthly meetings, frequent other communications, and online tracking of progress kept all participants informed of the process and results. The attendance of building level staff and parents at some of the meetings provided important grassroots insights that helped all partners understand the nuances they needed to address.

1. ***To what extent did SFSI achieve its objective to provide homeless families with safe, stable housing, and how "rapidly" was this housing situation achieved?***

   The number of families housed through SFSI exceeded KCHA's projections for the first year (20 families projected versus 23 families actually housed); on average families were enrolled in SFSI within 30 days of referral and typically secured housing within 99 days of enrollment. SFSI exceeded its goal for housed families despite normal program initiation efforts and the need to educate many people about SFSI during implementation. NH worked through many staffing and startup challenges and worked with diligence to address the individual needs of applicants as fast as possible. All partners recognized the urgent needs facing families in crisis and worked with all speed possible to serve families as fast as possible while meeting the participation requirements established to encourage long-term success for families.

2. ***What impact did SFSI have on elementary students, as measured by school attendance and tardiness, whose families were housed through SFSI?***

   Based on the number of students housed (n=30) and in the absence of district-wide student achievement tests administered to student pre- and post-housing, **no school-related impacts for SFSI were identified in Year One**. In the future we hope to review more (and more detailed) data from the district and to have more students in the cohort so that we can at least see impacts on attendance.

3. ***To what magnitude did SFSI decrease HPS' transportation costs for students housed through SFSI, and how did this decrease in transportation costs compare to SFSI costs for housing homeless families?***

   The program allowed HPS to avoid MV-related taxi cab transportation costs to the magnitude of up to $81,000 for the five families housed who used taxi cabs. These avoided transportation costs, compared to program costs, translate to nearly $30,000 in net savings for the five families housed due to reduced taxi costs by housing students closer to school and eliminating the need to travel to and from school using district funds for taxi service. If SFSI can be scaled up and serve even more of the families using taxi service, HPS can save even more money in future years.

4. **What recommendations emerge from Year One that can inform and improve processes and outcomes in SFSI's second year?**

   SFSI's expanded definition of homelessness – incorporating both HUD's and the Department of Education's definitions – **allowed the program to demonstrate its broad reach by serving vulnerable families living in doubled-up situations**. These families were identified and referred to SFSI because of the strong partnership between SFSI and school-based counselors throughout HPS. Even closer coordination between NH case managers and school counselors can potentially connect harder-to-reach populations (e.g., families that are literally homeless or fleeing domestic violence situations) with SFSI resources.

   If SFSI is scaled up (i.e., the number of schools and families served), the client load for NH case managers may limit the number who can be served or the time it will take to serve them unless more staff are hired. Scaling up without more case managers or without staggering the work of case managers (e.g., focusing on assessment during one time period and on leasing during another) might impact the rapidity with which case managers are able to serve clients and interact with school counselors, which is a key elements of the program. The program needs a strategic plan for scaling up.

   Monthly stakeholder meetings were critical to SFSI's success throughout Year One. The meetings provided opportunities to evaluate program policies and procedures, to discuss and remedy challenging client cases, and to share program successes and challenges. Ensuring that a broader range of stakeholders is occasionally invited to these meetings promises to generate even more buy-in from SFSI partners.

   NH case managers mentioned the following areas to be further explored in Year Two:

Make available hotel vouchers for homeless families so that NH case managers can provide temporary stability to families who are at imminent risk of homelessness or already in motels. The temporary stability provided by the hotel vouchers can allow NH case managers to work closely with families and expedite their progress through house search milestones (e.g. apartment searches, submitting applications, lease signing, moving into a unit, etc.).

Conduct a focus group with McKinney-Vento parents in HPS to understand what they need and want from a program like SFSI. There may also be value in having a focus group with SFSI parents to explore what they liked and did not like about their experience using SFSI.

> "No matter what is going on, no matter how much you think you are going to fail and you don't see the light at the end of the tunnel, you can conquer it. You can be triumphant. You just have to always get up after you fall. Just keep on rising up."
>
> --SFSI client

GEO EDUCATION AND RESEARCH'S RECOMMENDATIONS

In order to strengthen evaluation methods, Geo recommends the following recommendations in Year Two:

- **Continue working with HPS to measure SFSI's impact on student outcomes.** Both student achievement data and micro-level attendance and tardiness data have the potential to reveal meaningful program impacts over time.

- **Encourage HPS to develop a system for collecting and analyzing taxi cab cost data** so these data can be leveraged for evaluation purposes and as a diagnostic tool to identify families with high transportation costs for potential SFSI enrollment. A clear channel of communication between the HPS Transportation Office, the McKinney Vento Designees, and the NH case managers would also allow for better identification of MV students being transported by taxi cabs and how MV students' transportation circumstances change over time.

- **Partner with HPS to develop a strategy and system to estimate bus-related transportation costs as another potential cost avoidance tactic.** At this time HPS does not have the means to measure student's cost in time spent on a bus or the monetary cost of routing buses throughout the district to transport McKinney-Vento students.

- **Develop a way to track student transportation change and to find the most economical way to transport students to school when transportation needs change.**

APPENDIX

Attendance and Tardiness Data Analysis

These figures, discussed in the Student Outcomes section of the report, illustrate the differences between SFSI students and comparable (McKinney-Vento Homeless Assistance Act of 1987 (MV) students and Non-MV students) for the Highline Public School (HPS) populations. As noted, this analysis shows no meaningful impact, either negative or positive, on rates of attendance and tardiness for students housed through SFSI during Year One.

Table 12: Comparison of Attendance and Tardiness of MV Students (n=371) to Non-MV Students (n=4,219)

	Average Percent of Days	
	Absent	Tardy
Non-MV students	5.3 %	4.4 %
MV students	8.8 %	6.7 %
Statistically significant difference?	Yes	Yes

Table 13: Attendance and Tardiness of SFSI Students Housed during Year One (n=30)

	Average Percent of Days	
	Absent	Tardy
Pre-housing	8.2 %	8.8 %
Post-housing	9.3 %	10.3 %
Statistically significant difference?	No	No

Table 14: Attendance and Tardiness of Housed SFSI MV Students (n=30) Compared to Other MV Students (n=371), Pre-Housing

	Average Percent of Days	
	Absent	Tardy
SFSI MV students	8.2 %	8.8 %
Other MV students	8.8 %	6.7 %
Statistically significant difference?	No	No

Table 15: Attendance and Tardiness of Housed SFSI MV Students (n=30) Compared to Other MV Students (n=371), Post-Housing

	Average Percent of Days	
	Absent	**Tardy**
SFSI MV students	9.3 %	10.3 %
Other MV students	8.8 %	6.7 %
Statistically significant difference?	No	**Yes**

King County Housing Authority
MTW Rent Reform
Final Impact Analysis Report

March 18, 2014

Report Structure

- **Introduction and executive summary**
- Income analysis for work-able population
- Staff time analysis related to recertifications
- Household subsidy and rent analysis for work-able households
- Recommendations
- Appendix

Introduction

- KCHA implemented its WIN Rent policy for work-able families effective November 2011 and its EASY Rent policy for elderly/disabled families in 2008.
- Work-able (WIN Rent) households started to have their rent calculated based on a tiered rent system whereby rents are determined based on income bands (28.5% of the lower edge of each tiered rent band).
- WIN families were placed on a biennial recertification cycle starting in 2011 whereby they receive full recertifications every two years instead of once per year.
- Combining the tiered rent model with biennial recertifications provides an incentive to work-able families to earn more between recertifications, since their rent doesn't change as a result of increases in income in that time period.
- Elderly/disabled (EASY Rent) families simply had their rent calculated on 28.5% of their adjusted income.
- Elderly disabled families were placed on a triennial recertification cycle whereby they receive full recertifications every three years.
- Additional changes included bands for medical and childcare deductions and streamlining of utility allowances.

Executive Summary

- When comparing unique households (those who have continued with HCV or PH from 2010 to 2013), earned income has increased 4.6% annually for HCV work-able households and 7.1% for PH work-able households. These increases far exceed the annual inflation rate of approximately 2% over that timeframe.
- Although a drop in TANF benefits may have been a contributing factor to increased earnings (working to fill income gap), it is difficult to confirm this hypothesis. Other contributing factors could have included WIN rent policy, a general improvement in the local economy, KCHA self-sufficiency activities, etc.
- Earnings are higher (compared to all unique households) for WIN households who have had their second full MTW recertification in which income was verified (November recertification months). Additional analysis should be performed over time to see if this represents a trend.
- Staff time savings related to the recertification process are highest in the HCV program, with roughly 3,000 hours saved annually (equivalent of roughly 1.7 FTEs*) when comparing 2010 to 2013. Efficiencies in income verification and follow-up related to missing items drive much of the time savings.
- KCHA can realize additional staff time savings if off-year adjustments are eliminated. These adjustments nearly mimic the full recertification process with the exception of income and expense verification.
- Average HAP (housing assistance payment) for unique HCV WIN households has remained relatively stable between 2010 and 2013. Average PH rents have also remained relatively stable over that period.

**assuming 1,800 annual working hours per FTE*

- Introduction and executive summary
- **Income analysis for work-able population**
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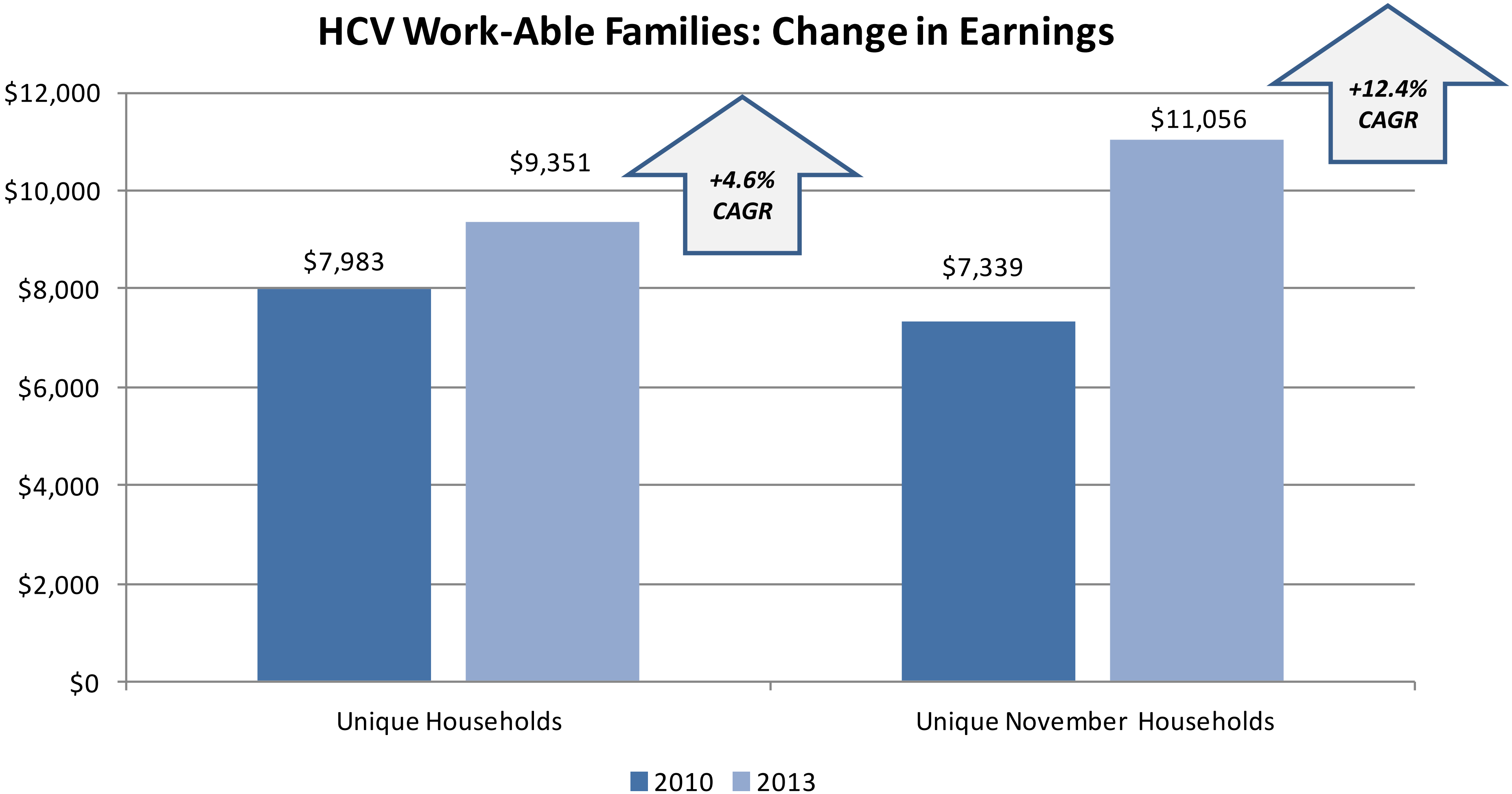
Income Analysis Approach

- Household data from MST downloads was run through a model to identify work-able and elderly/disabled populations for both the HCV and PH programs.
- Baseline MST downloads used in the analysis were from 5/27/2010 (HCV) and 6/24/2010 (PH). “Future-state” MST downloads were from 12/12/2013 (HCV & PH).
- Different categories of income including earnings (wages and self-employment), unearned income, and TANF) were identified for work-able families. Total household income was also indentified for elderly/disabled families.
- A comparison was made in earnings increases and TANF decreases to understand whether the two may have been correlated.
- In order to “annualize” the changes in income, a compound annual growth rate (CAGR) formula was used. Because the time difference in the MST data downloads was roughly 3.5 years, that was the timeframe used in the CAGR formula.

HCV Income Analysis

- Earnings for unique HCV Work-Able HHs increased 4.6% annually. This increase exceeds the annual inflation rate (which was about 2%) by over 100%.
- However, overall HH income for HCV unique Work-Able HHs increased only .2% annually; the increase in earnings was nearly offset by a 5% annual drop in unearned income.
- A drop in TANF benefits was largely responsible for the drop in unearned income (average annual HCV HH TANF dropped from $2,106 to $967 over the 3.5 year period).
- Although the drop in TANF benefits may have been a contributing factor to increased earnings in HCV households, it is difficult to confirm this hypothesis. Other contributing factors could have included a general improvement in the local economy, KCHA self-sufficiency activities, etc.
- Income for unique HCV Elderly/Disabled HHs rose 1.8% annually, roughly in-line with annual COLA adjustments over the same period.

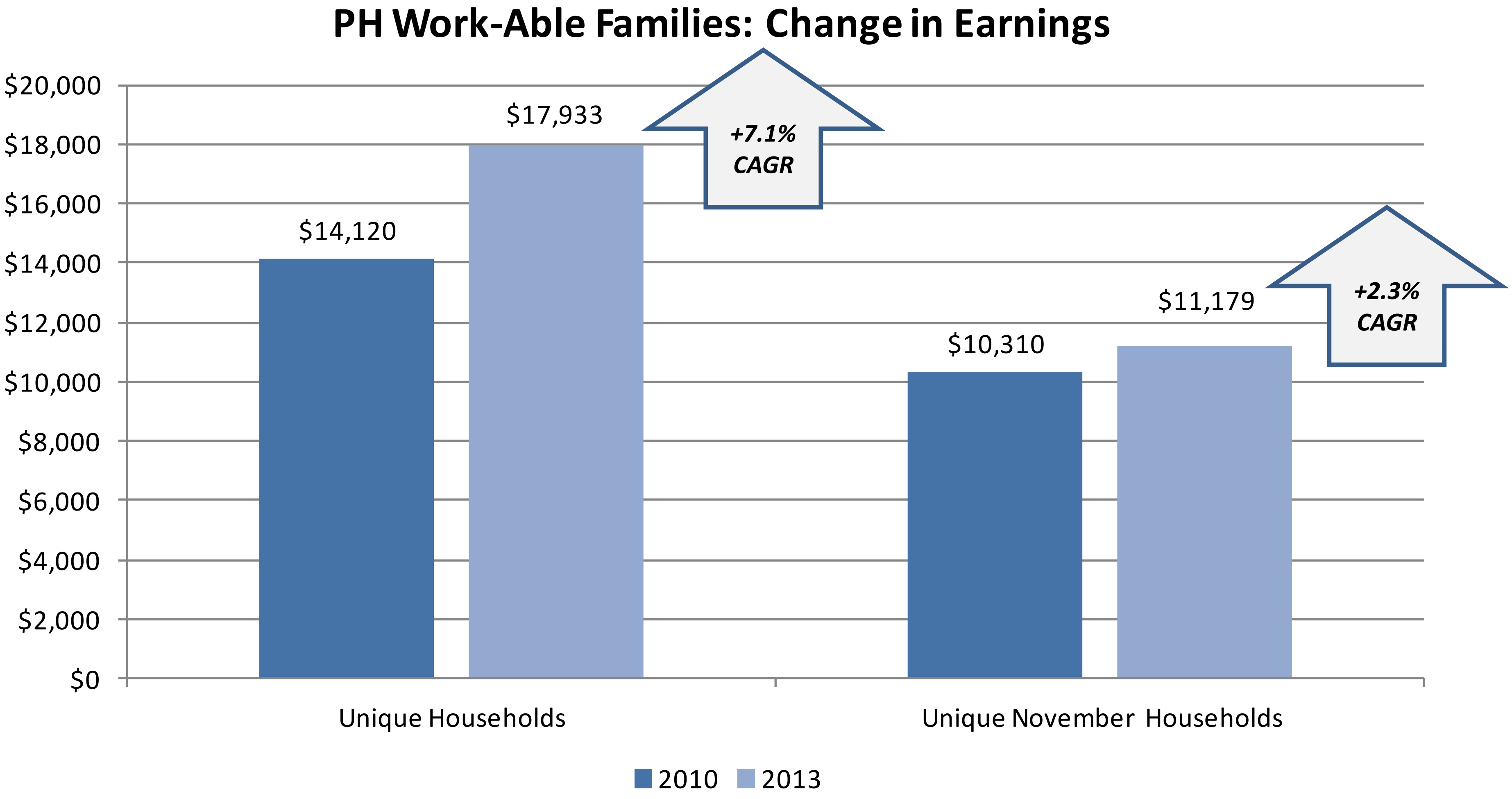
Comparing all unique HCV work-able households yields a 4.6% change; whereas comparing only the unique households with November recert months yields a 12.4% change.



Public Housing Income Analysis

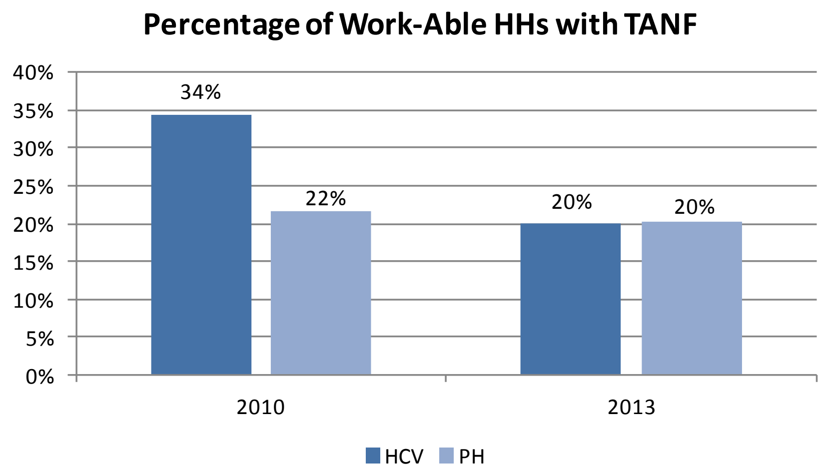
- Earnings for unique PH Work-Able HHs increased 7.1% annually. This increase exceeds the annual inflation rate (which was about 2%) by 300%.
- Earnings for All PH Work-Able HH decreased 5.5% annually. This decrease (compared to the increase for unique HHs) was anticipated as a result of the removal of Flat and Ceiling rents. Many higher income residents (those who had previously benefited by the HA's Flat and Ceiling rents) moved as a result of the increased rents faced with KCHA's new policies.
- Overall HH income for PH unique Work-Able HHs increased 3.3% annually; the increase in earnings was offset by a 6.6% annual drop in unearned income. A drop in TANF was largely responsible for the drop in unearned income.
- Although the drop in TANF benefits may have been a contributing factor to increased earnings in PH households, it is difficult to confirm this hypothesis. Other contributing factors could have included a general improvement in the local economy, KCHA self-sufficiency activities, etc.
- Income for unique PH Elderly/Disabled HHs rose 1.9% annually, roughly in-line with annual COLA adjustments over the same period.

Comparing all unique PH work-able households yields a 7.1% change; whereas comparing only the unique households with November recert months yields a 2.3% change.

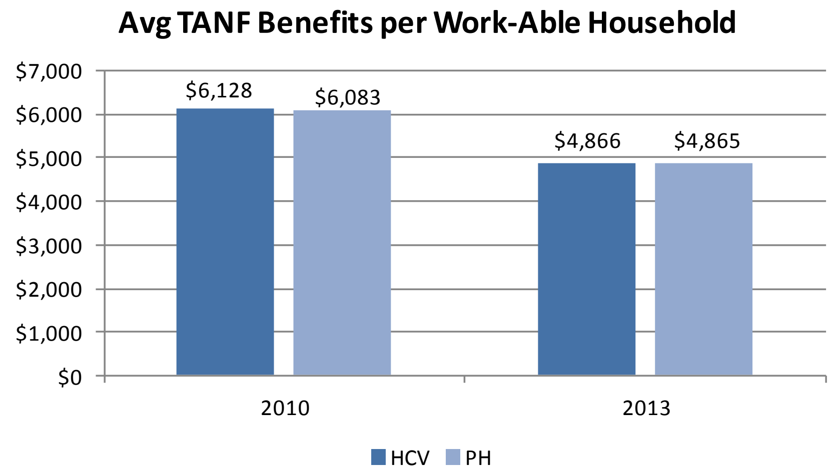


Assessing the Impact of TANF Reductions

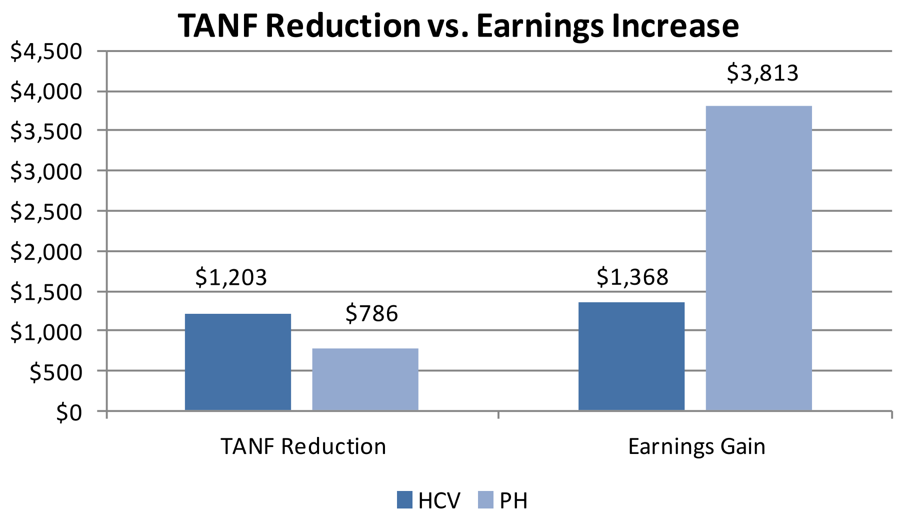
The % of work-able households receiving TANF has decreased since rent reform was implemented…



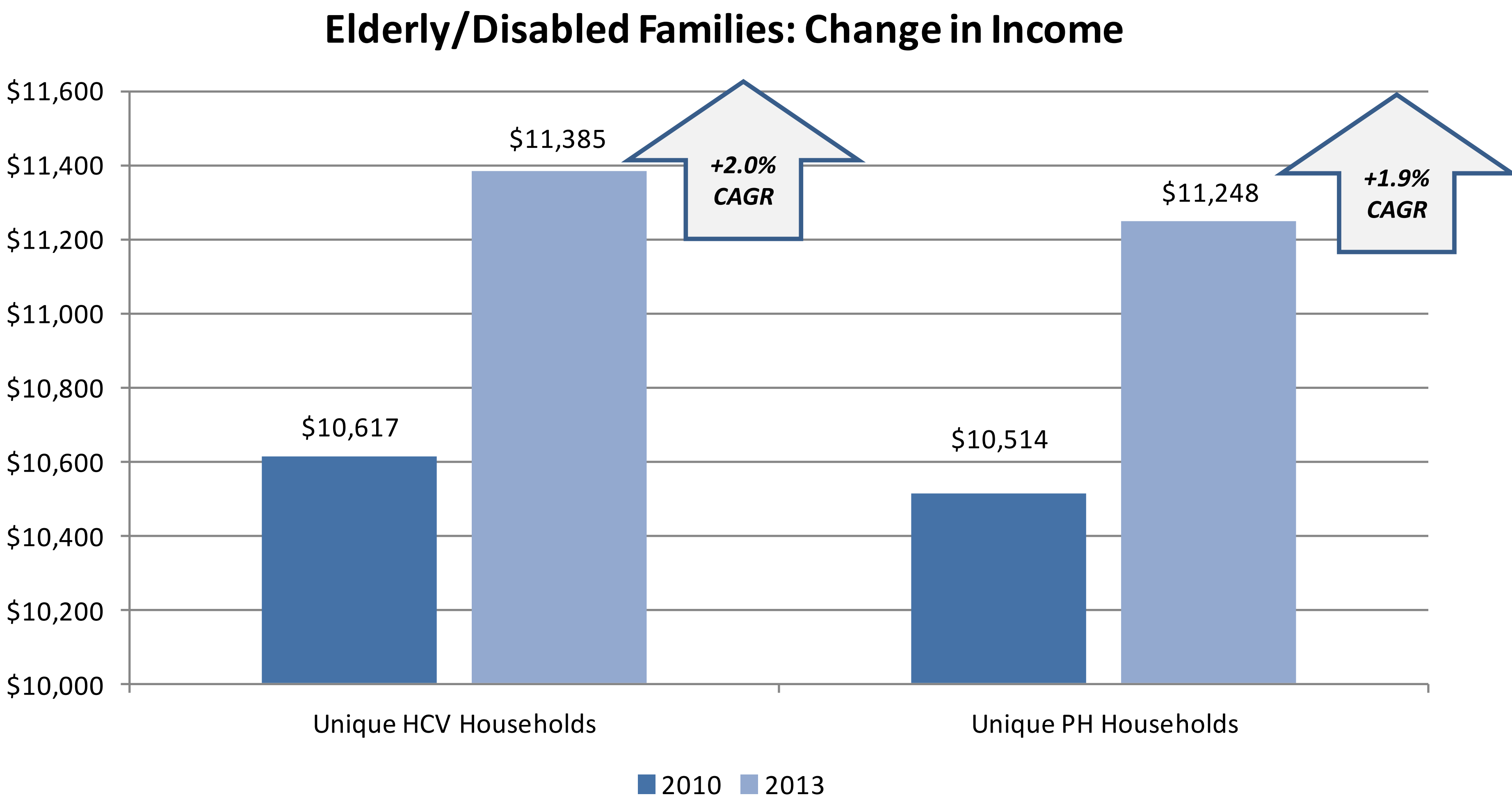
….and the average amount of TANF per receiving household has decreased.



In HCV, the average TANF reduction is similar to the increase in earnings while the earnings increase in PH far outpaces TANF reductions (unique households).



Elderly/Disabled households experienced income changes consistent with federal COLAs (approximately 2% annually).



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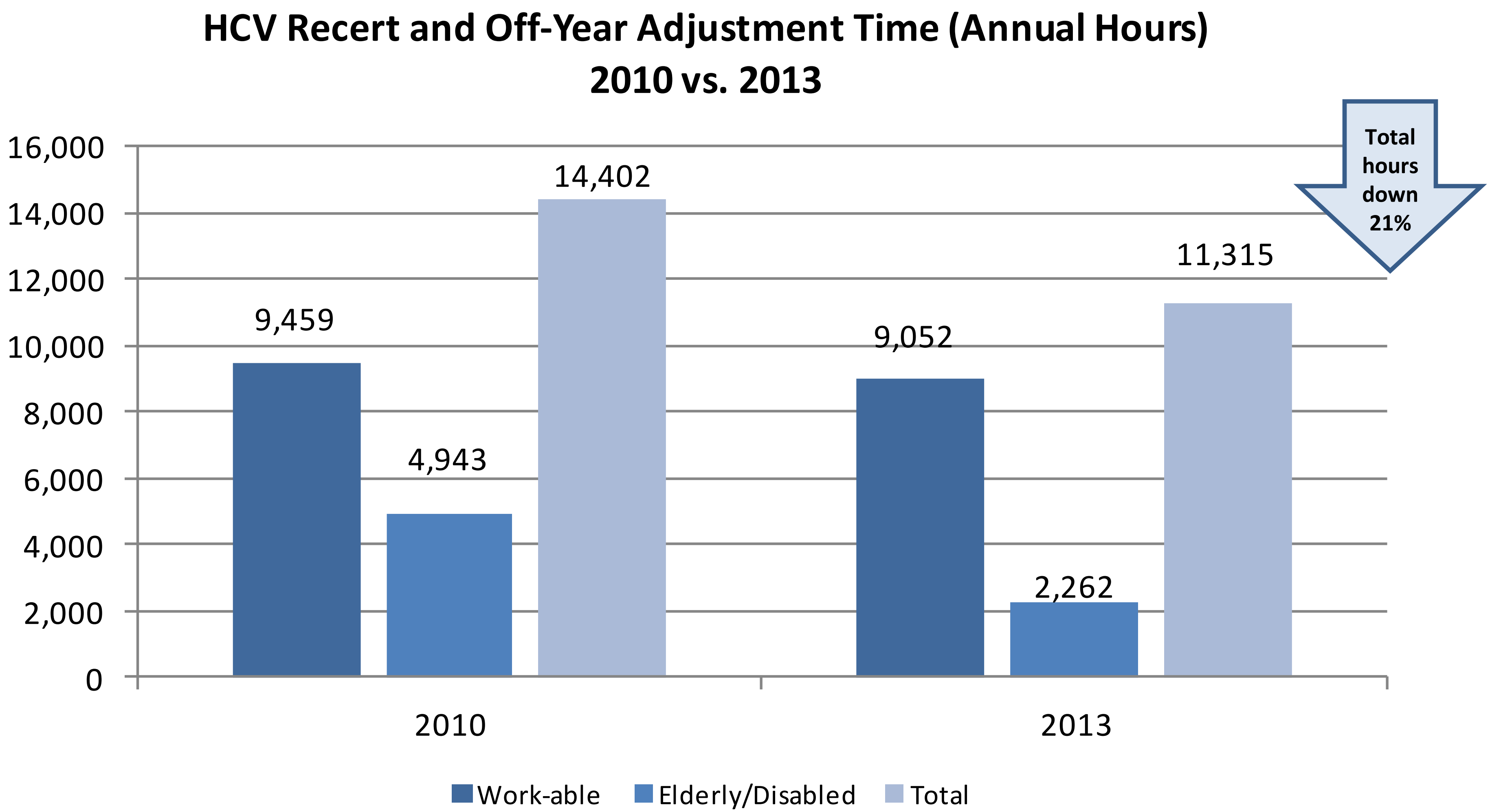
Recert Staff Time Analysis Approach

- Interviews to understand HCV staff time spent on recerts and off-year adjustments were conducted on 12/11/13 and again on 2/19/14 to review the preliminary findings.
- Interviews to understand PH staff time spent on recerts and off-year adjustments were conducted on 12/10/13 with PH staff at the following properties: Ballinger, Birch Creek, Boulevard Manor, and Seola Gardens.
- An estimate of the number of recerts and adjustments was made based on the number of vouchers and the MTW implementation schedule. Modeling assumed that EASY Rent households received a full recert in 2010 and an adjustment in 2013; and WIN Rent households received a full recert in both 2010 and 2013.
- Baseline MST downloads used in the analysis were from 5/27/2010 (HCV) and 6/24/2010 (PH). “Future-state” MST downloads were from 12/12/2013 (HCV & PH).
- Populations (work-able and elderly/disabled) were designated by running the aforementioned downloads through a model that used KCHA’s current MTW population definitions.
- A previous recert staff time analysis conducted in 2008 was used as a baseline to calculate any changes that may have resulted from MTW rent reforms.
- This analysis also considers time spent conducting off-year rent adjustments since these have effected the actual time savings.

HCV Recert Time Analysis

- HCV staff time spent processing work-able recerts is down 16% (15 minutes) in 2013 (compared to 2008). Most of the savings is driven by more efficient income verification (8 minutes) and calculation of energy assistance/utility allowance (3 minutes).
- HCV staff time spent processing elderly/disabled recerts is down 49% (41 minutes) in 2013 (compared to 2008). The savings are driven by a reduction in time spent following-up with tenants for missing information (13 minutes), income verification (7 minutes), packet preparation/pull file (5 minutes), medical expense verification (3 minutes), and
- Staff time spent on off-year adjustments (rent adjustments processed for years without a full recertification) processed in 2013 for work-able and elderly/disabled populations nearly mimic the full recert process with the exception of income and expense verification which saves 7 minutes for elderly/disabled recerts and 32 minutes for work-able recerts (including 15 minutes less time for work-able follow-up).
- Note that the total number of HCV families increased by roughly 1,200 between 2013 and 2010 which contributes to total staff time spent on recerts and off-year adjustments.
- Overall HCV staff time spent on recerts and off-year adjustments is down 21% between 2013 and 2010 (approximately 4,800 hours saved).

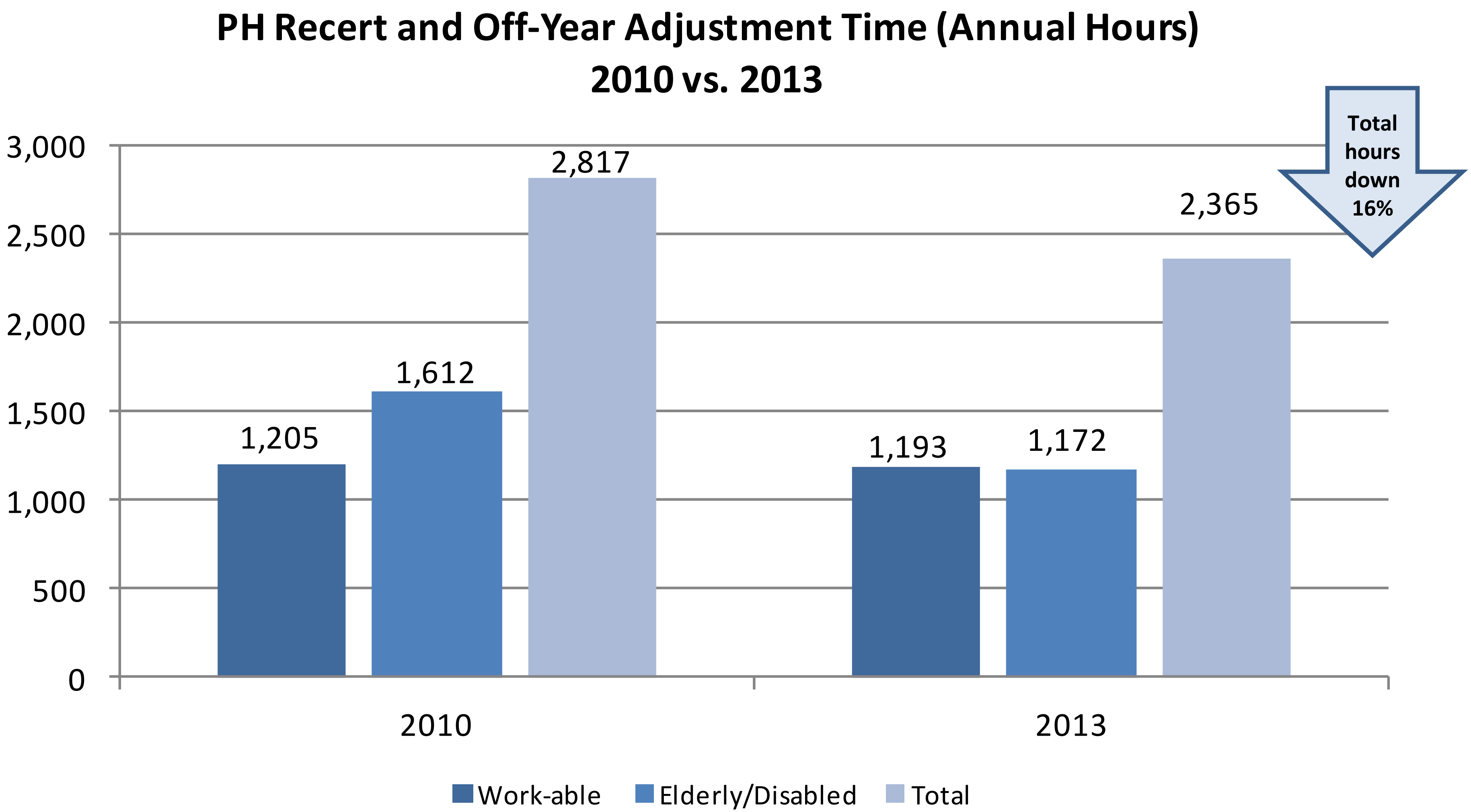
Including off-year adjustments, total staff time spent on HCV recerts has decreased 21% between 2010 and 2013.



Public Housing Recert Time Analysis

- PH staff time spent processing work-able recerts is down 10% (7 minutes) in 2013 (compared to 2008). Most of the savings is driven by more efficient income verification.
- PH staff time spent processing elderly/disabled recerts is down 18% (13 minutes) in 2013 (compared to 2008). Most of the savings is driven by more efficient income and medical expense verification.
- Staff time spent on off-year adjustments (rent adjustments processed for years without a full recertification) processed in 2013 for work-able and elderly/disabled populations nearly mimic the full recert process with the exception of income and expense verification which saves roughly 10 minutes for both elderly/disabled and work-able recerts.
- Note that the total number of PH families increased by 200 between 2013 and 2010 which contributes to total staff time spent on recerts and off-year adjustments.
- Overall PH staff time spent on recerts and off-year adjustments is down 16% between 2013 and 2010 (approximately 450 hours saved).

Including off-year adjustments, total staff time spent on PH recerts has decreased 16% between 2010 and 2013.



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Summary of Rent and HAP Analysis

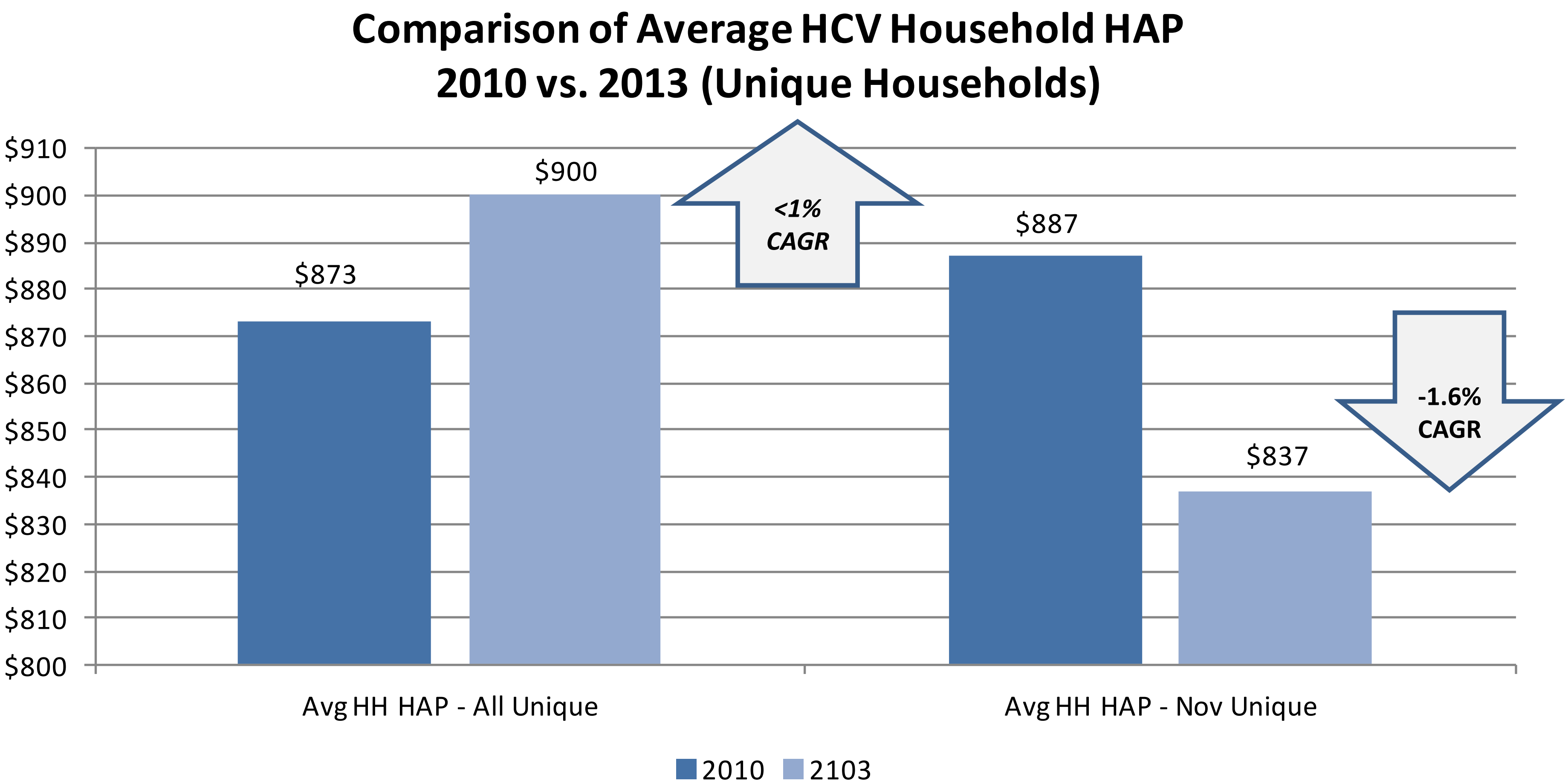
<u>HCV</u>

- Average HAP (housing assistance payment) for unique HCV WIN households increased from $873 to $900 between 2010 and 2013 (annual change of <1%).
- Average HAP (housing assistance payment) for unique HCV WIN households who have received their second MTW full recertification (November recert months) decreased from $887 in 2010 to $837 in 2013 (annual change of -1.6%).
- Average tenant rents for unique HCV WIN households increased from $266 to $306 between 2010 and 2013 (annual change of 4.1%).
- Average tenant rents for unique HCV WIN households who have received their second MTW full recertification (November recert months) decreased from $283 in 2010 to $363 in 2013 (annual change of 7.4%).

<u>Public Housing</u>

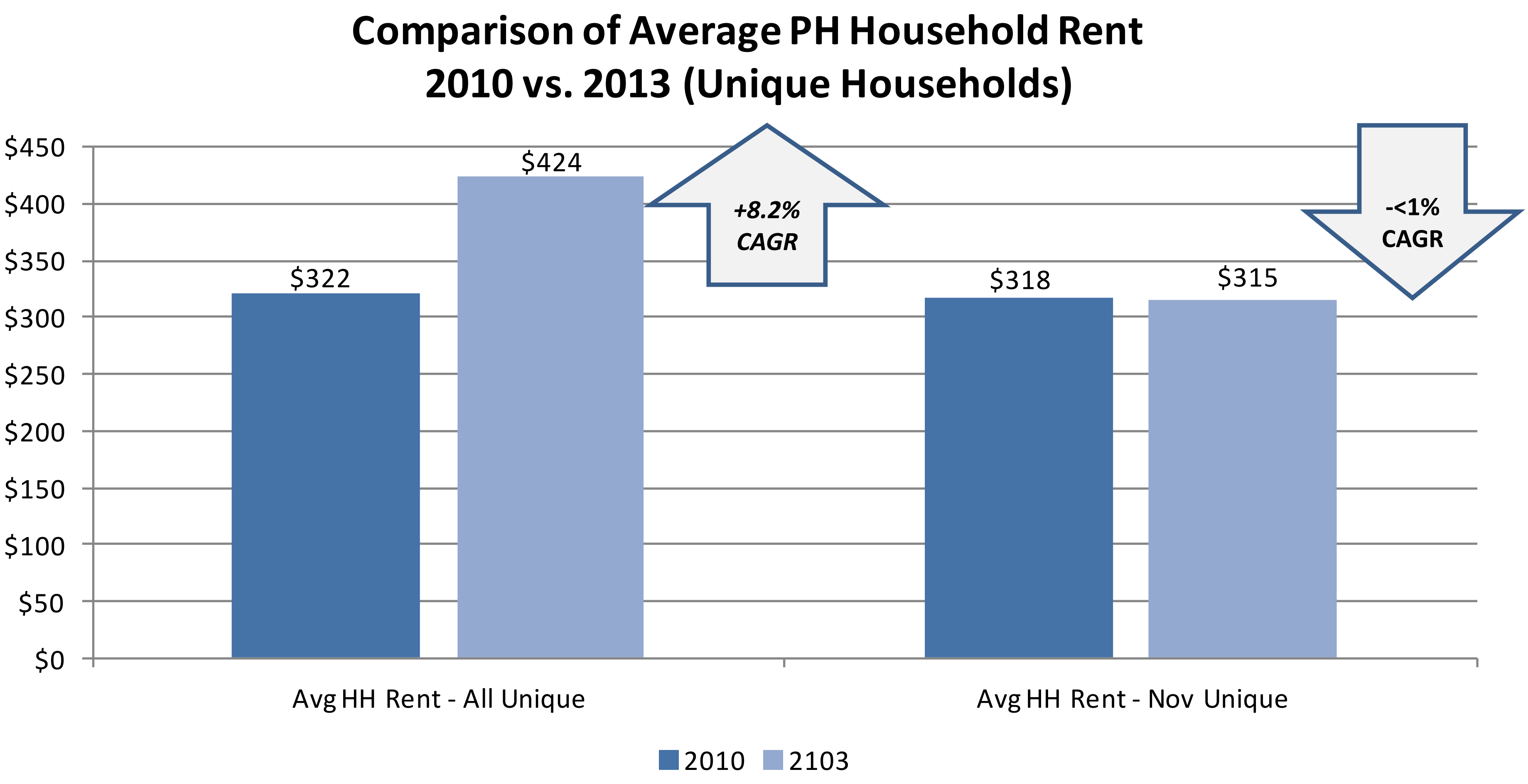
- Average tenant rents for unique PH WIN households increased from $322 to $424 between 2010 and 2013 (annual change of 8.2%).
- Average tenant rents for unique PH WIN households who have received their second MTW full recertification (November recert months) decreased from $318 in 2010 to $315 in 2013 (annual change of <1%).

HCV Household HAP Analysis



**Shelter Burden = (Rent+UA)/Gross Income*

PH Household Rent Analysis



*Shelter Burden = (Rent+UA)/Gross Income

HAP and Rent Change Details

All S8 Work-Able HHs	2010	2013	Change	CAGR
Avg HH HAP	$856	$879	$23	0.8%
Avg HH Rent	$287	$298	$11	1.1%

S8 Work-Able Unique HHs	2010	2013	Change	CAGR
Avg HH HAP	$873	$900	$27	0.9%
Avg HH Rent	$266	$306	$40	4.1%

S8 Work-Able Nov Recerts Unique HHs	2010	2013	Change	CAGR
Avg HH HAP	$887	$837	-$50	-1.6%
Avg HH Rent	$283	$363	$80	7.4%

All PH Work-Able HHs	2010	2013	Change	CAGR
Avg HH Rent	$320	$324	$4	0.4%

PH Work-Able Unique HHs	2010	2013	Change	CAGR
Avg HH Rent	$322	$424	$102	8.2%

PH Work-Able Nov Recerts Unique HHs	2010	2013	Change	CAGR
Avg HH Rent	$318	$315	-$3	-0.3%

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Recommendations

Recommendation #1

- **Re-run earned income analysis this May 2014 when 50% of work-able households will have completed their second full recertification under MTW rent reform. This will allow KCHA to assess whether the November increase is the start of a trend or a data anomaly.**
- Justification: Earned income per household is 18% higher (compared to all unique households) for WIN households who have had their second full MTW recertification.

Recommendation #2

- **Begin more rigorous tracking of full recerts and off-year adjustments to fully understand annual variation in work and benefits of reducing adjustments with improved operations and new software application.**
- Justification: It is difficult to differentiate full recerts from off-year adjustments in the current system (MST).

Recommendation #3

- **Eliminate off-year adjustments for the work-able population and automate off-year COLA adjustments for elderly/disabled population with new software.**
- Justification: In 2013, KCHA staff spent approximately 2,300 hours processing off-year adjustments in HCV and 1,200 hours in PH.

Recommendations (Cont.)

<u>Recommendation #4</u>

- **Implement "waves" for biennial and triennial recertifications that will allow for even distribution of work by month and year. *Note: this work is currently underway for HCV as part of the caseload optimization project.***
- Justification: KCHA is not realizing the full benefits of biennial and triennial recerts. Actual implementation was done so that all households received full recerts in the same year which leads to spikes in work during the full recert year and lulls in work during off-years.

<u>Recommendation #5</u>

- **Streamline recert packet preparation process in PH.**
- Justification: PH staff currently spend 15 minutes per recert and adjustment (approximately 650 hours in 2013) preparing packets. HCV staff prepare packets on a batch basis and only spend 2-5 minutes preparing packets for each recert or adjustment.

<u>Recommendation #6</u>

- **Execute a survey with work-able households that have realized large increased in earned income to understand the biggest drivers for success.**
- Justification: KCHA can use information related to working success stories in the evolution of its MTW and self-sufficiency policies.

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November Unique HCV Household Income Analysis

Section 8: Unique Households (contained in 2010 and 2013 downloads) November Recerts Only

Population and Income Categories	2010 Avg HH*	2013 Avg HH*	Total % Change	% CAGR
Work-Able: All Income	$15,195	$17,711	16.6%	4.5%
Work-Able: Earnings + Self-Employment	$7,339	$11,056	50.6%	12.4%
Work-Able: Income Excl. Earnings & Self-Employment	$7,855	$6,656	-15.3%	-4.6%
Elderly/Disabled: All Income	$10,079	$10,941	8.5%	2.4%

Public Housing: Unique Households (contained in 2010 and 2013 downloads) November Recerts Only

Population and Income Categories	2010 Avg HH*	2013 Avg HH*	Total % Change	% CAGR
Work-Able: All Income	$18,590	$17,367	-6.6%	-1.9%
Work-Able: Earnings + Self-Employment	$10,310	$11,179	8.4%	2.3%
Work-Able: Income Excl. Earnings & Self-Employment	$8,280	$6,188	-25.3%	-8.0%
Elderly/Disabled: All Income	$11,209	$12,164	8.5%	2.4%

ALL and All Unique HCV Household Income Analysis

Section 8: All Households

Population and Income Categories	2010 Avg HH*	2013 Avg HH*	Total % Change	% CAGR
Work-Able: All Income	$15,428	$15,190	-1.5%	-0.4%
Work-Able: Earnings + Self-Employment	$7,700	$8,945	16.2%	4.4%
Work-Able: Income Excl. Earnings & Self-Employment	$7,728	$6,246	-19.2%	-5.9%
Elderly/Disabled: All Income	$10,579	$11,273	6.6%	1.8%

Section 8: Unique Households (contained in 2010 and 2013 downloads)

Population and Income Categories	2010 Avg HH*	2013 Avg HH*	Total % Change	% CAGR
Work-Able: All Income	$15,528	$15,658	0.8%	0.2%
Work-Able: Earnings + Self-Employment	$7,983	$9,351	17.1%	4.6%
Work-Able: Income Excl. Earnings & Self-Employment	$7,544	$6,307	-16.4%	-5.0%
Elderly/Disabled: All Income	$10,617	$11,385	7.2%	2.0%

ALL and All Unique PH Household Income Analysis

Public Housing: All Households

Population and Income Categories	2010 Avg HH*	2013 Avg HH*	Total % Change	% CAGR
Work-Able: All Income	$21,998	$17,985	-18.2%	-5.6%
Work-Able: Earnings + Self-Employment	$15,790	$12,971	-17.9%	-5.5%
Work-Able: Income Excl. Earnings & Self-Employment	$6,208	$5,014	-19.2%	-5.9%
Elderly/Disabled: All Income	$10,463	$10,895	4.1%	1.2%

Public Housing: Unique Households (contained in 2010 and 2013 downloads)

Population and Income Categories	2010 Avg HH*	2013 Avg HH*	Total % Change	% CAGR
Work-Able: All Income	$20,372	$22,847	12.1%	3.3%
Work-Able: Earnings + Self-Employment	$14,120	$17,933	27.0%	7.1%
Work-Able: Income Excl. Earnings & Self-Employment	$6,252	$4,914	-21.4%	-6.6%
Elderly/Disabled: All Income	$10,514	$11,248	7.0%	1.9%

TANF Analysis

Section 8: All Households

	2010 TANF Units	2010 Avg TANF	2013 TANF Units	2013 Avg TANF	*ALL UNITS* 2010 Avg TANF	*ALL UNITS* 2013 Avg TANF
Work-Able	2,161	$6,128	1,427	$4,866	$2,107	$968
Elderly/Disabled	347	$692	319	$671	$67	$55

Section 8: Unique Households (contained in 2010 and 2013 downloads)

Population and Income	2010 TANF Units	2010 Avg TANF	2013 TANF Units	2013 Avg TANF	*ALL UNITS* 2010 Avg TANF	*ALL UNITS* 2013 Avg TANF
Work-Able	1,672	$6,221	959	$4,811	$2,162	$959
Elderly/Disabled	276	$706	277	$672	$75	$72

Public Housing: All Households

Population and Income	2010 TANF Units	2010 Avg TANF	2013 TANF Units	2013 Avg TANF	*ALL UNITS* 2010 Avg TANF	*ALL UNITS* 2013 Avg TANF
Work-Able	218	$6,083	225	$4,865	$1,314	$983
Elderly/Disabled	49	$1,398	38	$885	$50	$23

Public Housing: Unique Households (contained in 2010 and 2013 downloads)

Population and Income	2010 TANF Units	2010 Avg TANF	2013 TANF Units	2013 Avg TANF	*ALL UNITS* 2010 Avg TANF	*ALL UNITS* 2013 Avg TANF
Work-Able	89	$6,250	47	$4,746	$1,312	$526
Elderly/Disabled	26	$1,541	21	$710	$47	$18

Assumed HCV Number of Recerts by Population

HCV Number of Full Recerts & Off-Year Adjustments Performed	2010	2013	Change	% Change
Work-able	6,285	7,174	889	14.1%
Elderly/Disabled	3,592	3,926	334	9.3%
Total	**9,877**	**11,100**	**1,223**	**12.4%**

HCV Recert Assumptions	2010	2013
WIN	**6,285**	**7,174**
WIN Full Recerts	6,285	7,174
WIN Off-Year Adj	n/a	0
Eld/Dis	**3,592**	**3,926**
Eld/Dis Full Recerts	3,592	0
Eld/Dis Off-Year Adj	n/a	3,926
All HCV	**9,877**	**11,100**
ALL Full Recerts	9,877	7,174
ALL Off-Year Adj	n/a	3,926

Analysis of HCV Staff Time for Recerts and Off-Year Adjustments

HCV Full Recert Time (mins)

	2010	2013	Change	% Change
Work-able	90.3	75.7	-14.6	-16.2%
Elderly/Disabled	82.6	41.8	-40.8	-49.4%

HCV Number of Full Recerts Performed

	2010	2013	Change	% Change
Work-able	6,285	7,174	889	14.1%
Elderly/Disabled	3,592	0	-3,592	-100.0%
Total	**9,877**	**7,174**	**-2,703**	**-27.4%**

HCV Staff Time (Hours) for Full Recerts Performed

	2010	2013	Change	% Change
Work-able	9,459	9,052	-407	-4.3%
Elderly/Disabled	4,943	0	-4,943	-100.0%
Total	**14,402**	**9,052**	**-5,350**	**-37.1%**

HCV Off-Year Adjustment Time (mins)

	2010	2013	Change	% Change
Work-able	n/a	43.8	43.8	n/a
Elderly/Disabled	n/a	34.6	34.6	n/a

HCV Number of Off-Year Adjustments Performed

	2010	2013	Change	% Change
Work-able	n/a	0	0	n/a
Elderly/Disabled	n/a	3,926	3,926	n/a

HCV Staff Time (Hours) for Off-Year Adjustments Performed

	2010	2013	Change	% Change
Work-able	n/a	0	0	n/a
Elderly/Disabled	n/a	2,262	2,262	n/a
Total	**0**	**2,262**	**2,262**	**n/a**

Assumed PH Number of Recerts by Population

PH Number of Full Recerts & Off-Year Adjustments Performed

	2010	2013	Change	% Change
Work-able	1,009	1,114	105	10.4%
Elderly/Disabled	1,370	1,465	95	6.9%
Total	**2,379**	**2,579**	**200**	**8.4%**

PH Recert Assumptions

	2010	2013
WIN	**1,009**	**1,114**
WIN Full Recerts	1,009	1,114
WIN Off-Year Adj	n/a	0
Eld/Dis	**1,370**	**1,465**
Eld/Dis Full Recerts	1,370	0
Eld/Dis Off-Year Adj	n/a	1,465
All PH	**2,379**	**2,579**
ALL Full Recerts	2,379	1,114
ALL Off-Year Adj	n/a	1,465

Analysis of PH Staff Time for Recerts and Off-Year Adjustments

PH Full Recert Time (mins)	2010	2013	Change	% Change
Work-able	71.6	64.3	-7.4	-10.3%
Elderly/Disabled	70.6	58.1	-12.5	-17.8%

PH Number of Full Recerts Performed	2010	2013	Change	% Change
Work-able	1,009	1,114	105	10.4%
Elderly/Disabled	1,370	0	-1,370	-100.0%
Total	**2,379**	**1,114**	**-1,265**	**-53.2%**

PH Staff Time (Hours) for Full Recerts Performed	2010	2013	Change	% Change
Work-able	1,205	1,193	-12	-1.0%
Elderly/Disabled	1,612	0	-1,612	-100.0%
Total	**2,817**	**1,193**	**-1,624**	**-57.6%**

PH Off-Year Adjustment Time (mins)	2010	2013	Change	% Change
Work-able	n/a	54.5	54.5	n/a
Elderly/Disabled	n/a	48.0	48.0	n/a

PH Number of Off-Year Adjustments Performed	2010	2013	Change	% Change
Work-able	n/a	0	0	n/a
Elderly/Disabled	n/a	1,465	1,465	n/a

PH Staff Time (Hours) for Off-Year Adjustments Performed	2010	2013	Change	% Change
Work-able	n/a	0	0	n/a
Elderly/Disabled	n/a	1,172	1,172	n/a
Total	**0**	**1,172**	**1,172**	**n/a**

2013 HCV Recert Process: Work-Able Families

	Process Steps	Relevant % Units	Mins per HH	Pro-rated mins per HH	Responsibility
1	Pulling annual review data from MST	100%	1.0	1.0	Sr HS
2	Prepare packets, run mail merge, and send to tenant and LL	100%	5.0	5.0	HA
3	Pull paper files from file room	100%	1.0	1.0	HA
4	Prepare list of missing items and mail to tenant	75%	25.0	18.8	HA
5	Run EIV and income discrpancy report if relevant	100%	5.0	5.0	HA
6	Run DSHS (TANF, wages, SS/SSI, zero income)	100%	2.0	2.0	HA
7	Verify child support	22%	5.0	1.1	HA
8	Verify wages	42%	15.0	6.3	HA
9	Verify self-employment income	3%	15.0	0.4	HA
10	Verify asset income*	0%	20.0	0.0	HA
11	Verify pension income	1%	0.0	0.0	HA
12	Verifying medical expenses	2%	30.0	0.6	HA
13	Verifying childcare expenses	8%	10.0	0.8	HA
14	Calculate energy assistance	100%	2.0	2.0	HA
15	Calculate effect of pro-rations	1%	15.0	0.2	HA
16	Rent reasonableness check	25%	7.5	1.9	HA
17	Complete rent calculation worksheet	100%	7.5	7.5	Sr HS
18	Enter rent calculation data into MST	100%	7.5	7.5	Sr HS
19	Mail rent change letter to tenant and landlord	100%	7.5	7.5	Sr HS
20	Enter into log, file, return to file room	100%	2.0	2.0	Sr HS
21	Audit files	10%	17.5	1.8	Sr HS
22	Post review Q&A with tenant	18%	20.0	3.5	Sr HS

**Only $5K threshold for tax credit properties*

TOTAL PRO-RATED RECERT TIME (MINS)	75.7
HA MINS	**46.0**
SR HS MINS	**29.8**
Off-year adjustment mins	**43.8**

shading indicates n/a or reduced for adjustments

2013 HCV Recert Process: Elderly/Disabled Families

	Process Steps	Relevant % Units	Mins per HH	Pro-rated mins per HH	Responsibility
1	Pulling annual review data from MST	100%	1.0	1.0	Sr HS
2	Prepare packets, run mail merge, and send to tenant and LL	100%	2.0	2.0	HA
3	Pull paper files from file room	100%	1.0	1.0	HA
4	Prepare list of missing items and mail to tenant	20%	10.0	2.0	HA
5	Run EIV	100%	3.0	3.0	HA
6	Run DSHS	100%	2.0	2.0	HA
7	Verify child support	0%	5.0	0.0	HA
8	Verify wages	1%	15.0	0.2	HA
9	Verify self-employment income	0%	5.0	0.0	HA
10	Verify asset income*	0%	20.0	0.0	HA
11	Verify pension income	6%	5.0	0.3	HA
12	Verifying medical expenses	2%	30.0	0.7	HA
13	Verifying childcare expenses	0%	15.0	0.0	HA
14	Calculate energy assistance	100%	2.0	2.0	HA
15	Calculate effect of pro-rations	0%	15.0	0.0	HA
16	Rent reasonableness check	15%	7.5	1.1	HA
17	Complete rent calculation worksheet	100%	7.5	7.5	Sr HS
18	Enter rent calculation data into MST	100%	7.5	7.5	Sr HS
19	Mail rent change letter to tenant and landlord	100%	7.5	7.5	Sr HS
20	Enter into log, file, return to file room	100%	2.0	2.0	Sr HS
21	Audit files	10%	17.5	1.8	Sr HS
22	Post review Q&A with tenant	2%	10.0	0.2	Sr HS

**Only $5K threshold for tax credit properties*

TOTAL PRO-RATED RECERT TIME (MINS) 41.8

shading indicates n/a or reduced for adjustments

HA MINS	**15.4**
SR HS MINS	**26.5**

Off-year adjustment mins 34.6

2013 PH Recert Process: Work-Able Families

PH WIN Rent Families

	Process Steps	Relevant % Units	Mins per HH	Pro-rated mins per HH	Responsibility
1	Pulling annual review data from MST	100%	2	2.0	PMS
2	Assembling annual review packets and mail/post; verify family comp; schedule inspection	100%	15	15.0	PMS
3	Sending reminder letters (and packets); and follow-up	25%	10	2.5	PMS
4	Make sure forms completed; check sex offender site; parking, send back if incomplete	100%	10	10.0	PMS
5	Run EIV	100%	3	3.0	PMS
6	Run DSHS (if TANF, child support, SSPS); currently running for all HHs	100%	2	2.0	PMS
7	Verify child support	11%	1	0.1	PMS
8	Verify wages with employers	47%	5	2.3	PMS
9	Verify self-employment income	3%	2	0.1	PMS
10	Verify pension income	0%	5	0.0	PMS
11	Verifying asset income	0%	5	0.0	PMS
12	Verifying medical expenses	0%	29	0.0	PMS
13	Verifying childcare expenses	0%	2	0.0	PMS
14	Verifying community service (those who are not exempt)	2%	2	0.0	PMS
15	Verify energy assistance	100%	0	0.0	PMS
16	Completing rent calculation worksheet/enter into MST	100%	8	7.5	PMS
17	Preparing final rent package (lease rider and letter)	100%	5	5.0	PMS
18	Rent change reviewed during inspection (excl. inspection time)	33%	5	1.7	PM
19	Follow-up to get lease rider signed	10%	5	0.5	PMS
20	Certify the file (QA checking numbers match forms/MST, all forms included); sign the 58	100%	10	10.0	PM
21	File away hard copy	100%	2	2.0	PMS
22	Post review Q&A with resident	10%	5	0.5	PM

TOTAL PRO-RATED RECERT TIME (MINS 64.3

shading indicates n/a or reduced for adjustments

PMS MINS 57.4
PM MINS 12.2

Off-year adjustment mins 54.5

Inspection time 10.0

Incremental Activities	Relevant % Units	Mins per HH	Pro-rated mins per HH	Responsibility
Verifying parking, registration and insurance	75%	5	3.8	PMS
Scan, index (OnBase) and file	100%	3	3.0	PMS

2013 PH Recert Process: Elderly/Disabled Families

PH EASY Rent Families

	Process Steps	Relevant % Units	Mins per HH	Pro-rated mins per HH	Responsibility
1	Pulling annual review data from MST	100%	1	1.0	PMS
2	Assembling annual review packets and mail/post; verify family comp; schedule inspection	100%	15	15.0	PMS
3	Sending reminder letters (and packets); and follow-up	15%	10	1.5	PMS
4	Make sure everything is there; check sex offender site; send back if incomplete	100%	5	5.0	PMS
5	Run EIV	100%	5	5.0	PMS
6	Run DSHS (if GAU or SS Supplement)	50%	5	2.5	PMS
7	Verify child support	0%	5	0.0	PMS
8	Verify wages with employers (1/2 of working families)	4%	5	0.2	PMS
9	Verify self-employment income	0%	5	0.0	PMS
10	Verify pension income	23%	6	1.4	PMS
11	Verifying asset income	1%	15	0.1	PMS
12	Verifying medical expenses	4%	20	0.8	PMS
13	Verifying childcare expenses	0%	0	0.0	PMS
14	Verifying community service (nearly all are exempt)	0%	0	0.0	PMS
15	Verify energy assistance	100%	0	0.0	PMS
16	Completing rent calculation worksheet/enter into MST	100%	5	5.0	PMS
17	Preparing final rent package (lease rider and letter)	100%	5	5.0	PMS
18	Rent change reviewed during inspection (excl. inspection time)	100%	5	5.0	PM
19	Follow-up to get lease rider signed	15%	15	2.3	PM
20	Certify the file (QA checking numbers match forms/MST, all forms included); sign the 58	100%	6	6.0	PM
21	File away hard copy	100%	2	2.0	PMS
22	Post review Q&A with resident	5%	5	0.3	PM

TOTAL PRO-RATED RECERT TIME (MINS) 58.1

shading indicates n/a or reduced for adjustments

PMS MINS 46.8
PM MINS 11.3

Off-year adjustment mins 48.0

Inspection time 5.0

Incremental Activities	Relevant % Units	Mins per HH	Pro-rated mins per HH	Responsibility
Verifying parking, registration and insurance	0%	5	0.0	PMS
Scan, index (OnBase) and file	100%	5	5.0	PMS

2008 HCV Recert Time Analysis*

HCV Elderly/Disabled				
Process Steps	**Relevant % Units**	**Time**	**Weighted Mins**	**Responsibility**
Pull data from MST	100%	3.0	3.0	HA
Prepare and mail annual review packets	100%	5.0	5.0	HA
Find files for annual reviews	100%	5.0	5.0	HA
Fax letters to inspectors if landlord has indicated rent increase	50%	10.0	5.0	HA
Sending reminders and follow-ups: wave 1	50%	10.0	5.0	HA
Sending reminders and follow-ups: wave 2	25%	30.0	7.5	HA
Sending reminders and follow-ups: wave 3	10%	30.0	3.0	HA
Verify income in systems and via communications	100%	10.0	10.0	HA
Send follow-up letters for income verification	25%	10.0	2.5	HA
Verify reported assets	1%	2.0	0.0	HA
Verify reported medical expenses	17%	15.0	2.6	HS
Determine new utility allowance	100%	5.0	5.0	HS
Check/fix completed packet for errors and calculate rent	50%	30.0	15.0	HS
Prepare final package	100%	10.0	10.0	HS
File final forms	100%	3.0	3.0	HS
Answer questions from residents	20%	5.0	1.0	HS
		Total Minutes	82.6	

HCV Work-Able				
Process Steps	**Relevant % Units**	**Time**	**Weighted Mins**	**Responsibility**
Pull data from MST	100%	3.0	3.0	HA
Prepare and mail annual review packets	100%	5.0	5.0	HA
Find files for annual reviews	100%	5.0	5.0	HA
Fax letters to inspectors if landlord has indicated rent increase	50%	10.0	5.0	HA
Sending reminders and follow-ups: wave 1	50%	10.0	5.0	HA
Sending reminders and follow-ups: wave 2	25%	30.0	7.5	HA
Sending reminders and follow-ups: wave 3	10%	30.0	3.0	HA
Verify income in systems and via communications	100%	20.0	20.0	HA
Send follow-up letters for income verification	25%	10.0	2.5	HA
Verify reported assets	1%	2.0	0.0	HA
Verify reported medical expenses	2%	15.0	0.3	HS
Determine new utility allowance	100%	5.0	5.0	HS
Check/fix completed packet for errors and calculate rent	50%	30.0	15.0	HS
Prepare final package	100%	10.0	10.0	HS
File final forms	100%	3.0	3.0	HS
Answer questions from residents	20%	5.0	1.0	HS
		Total Minutes	90.3	

**low time estimates per task used from 2008 low/high analysis since high estimates were more likely outlier situations*

2008 PH Recert Time Analysis*

PH Elderly/Disabled				
Process Steps	**Relevant % Units**	**Time**	**Weighted Mins**	**Responsibility**
Pulling annual review data from MST	100%	3.00	3.0	PM/HA
Checking MST data against cards	100%	1.00	1.0	PM/HA
Assembling annual review packets	100%	15.00	15.0	PM/HA
Sending reminders and follow-ups	15%	5.00	0.8	PM/HA
Verifying SS, SSI, other income	100%	10.00	10.0	PM/HA
Verifying asset income	15%	5.00	0.8	PM/HA
Verifying medical expenses	17%	30.00	5.1	PM/HA
Completing rent calculation form/enter into MST	100%	15.00	15.0	PM/HA
Preparing final rent package	100%	10.00	10.0	PM/HA
Reviewing new rental agreement with tenant	100%	5.00	5.0	PM/HA
Filing final signed forms	100%	5.00	5.0	PM/HA
		Total	**70.6**	

PH Work-Able				
Process Steps	**Relevant % Units**	**Time**	**Weighted Mins**	**Responsibility**
Pulling annual review data from MST	100%	3.00	3.0	PM/HA
Checking MST data against cards	100%	1.00	1.0	PM/HA
Assembling annual review packets	100%	15.00	15.0	PM/HA
Sending reminders and follow-ups	20%	10.00	2.0	PM/HA
Verifying SS, SSI, other income	100%	15.00	15.0	PM/HA
Verifying asset income	5%	5.00	0.2	PM/HA
Verifying medical expenses	1%	30.00	0.4	PM/HA
Completing rent calculation form/enter into MST	100%	15.00	15.0	PM/HA
Preparing final rent package	100%	10.00	10.0	PM/HA
Reviewing new rental agreement with tenant	100%	5.00	5.0	PM/HA
Filing final signed forms	100%	5.00	5.0	PM/HA
		Total	**71.6**	

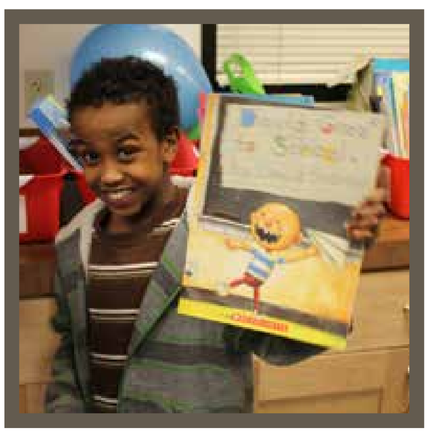
**low time estimates per task used from 2008 low/high analysis since high estimates were more likely outlier situations*

King County Housing Authority

WHITE CENTER EDUCATION INITIATIVE

BASELINE ANALYSIS

MARCH 2014



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CONTENTS

WHITE CENTER EDUCATION INITIATIVE

The White Center Education Initiative is a placed-based effort to increase the academic and life outcomes of children and youth living in federally subsidized housing in White Center, an unincorporated area of King County. Ultimately, the Initiative aims to support children and families for academic success so they can have the same opportunities and choices available to their classmates, breaking the cycle of poverty that can otherwise persist for generations.

The Initiative brings together Highline Public Schools and service providers to coordinate housing, education, and services to meet common goals and outcomes. These partners are committed to the Vision that all children meet reading standard at the end of third grade, seeing this as a critical foundation for success throughout the remaining school years. In its first year, the partners have identified the following goals to achieve this Vision:

- Improve connections and coordination among providers and the school district.
- Create a community focus on reading.
- Implement targeted reading supports for children kindergarten through third grade.
- Reduce the percentage of children who are chronically absent.

About this Report

This report provides a baseline picture of the academic performance of children living in KCHA-supported housing to answer the question: How are KCHA students performing relative to their peers in school? The analysis uses data from the 2010-11 and 2011-12 school years, the two school years prior to the establishment of the Initiative's goals and workplan. While preliminary pilot programs were being conducted during this time, the analysis is considered a baseline assessment of how students were doing prior to the full implementation of the Initiative. Future analysis will assess the impact of the Initiative and inform on-going refinement of strategies to better support KCHA students' success in school.

BACKGROUND & CONTEXT

White Center

The White Center neighborhood is located in unincorporated King County between Seattle and Burien. White Center has a strong neighborhood feel, defined by a "main street" with original historical buildings constructed between 1912 and 1933. It is a small, inner-ring suburban community that has grown much poorer and more diverse over the last few decades. Today, the community is highly diverse and is home to many refugee and immigrant families who have set up businesses and established relationships with their friends, neighbors, customers, and classmates within the community.

KCHA supports the housing needs of some of White Center's most vulnerable families through the development of affordable housing communities and the provision of voucher-based supports such as Section 8 vouchers, which subsidize the rental of privately owned housing.

The recently developed community known as Greenbridge is a comprehensive redevelopment of an old public housing site. Since the early 2000s, more than $250 million in public and private funding has been invested to create a vibrant, diverse, and environmentally sustainable mixed-income community. In addition

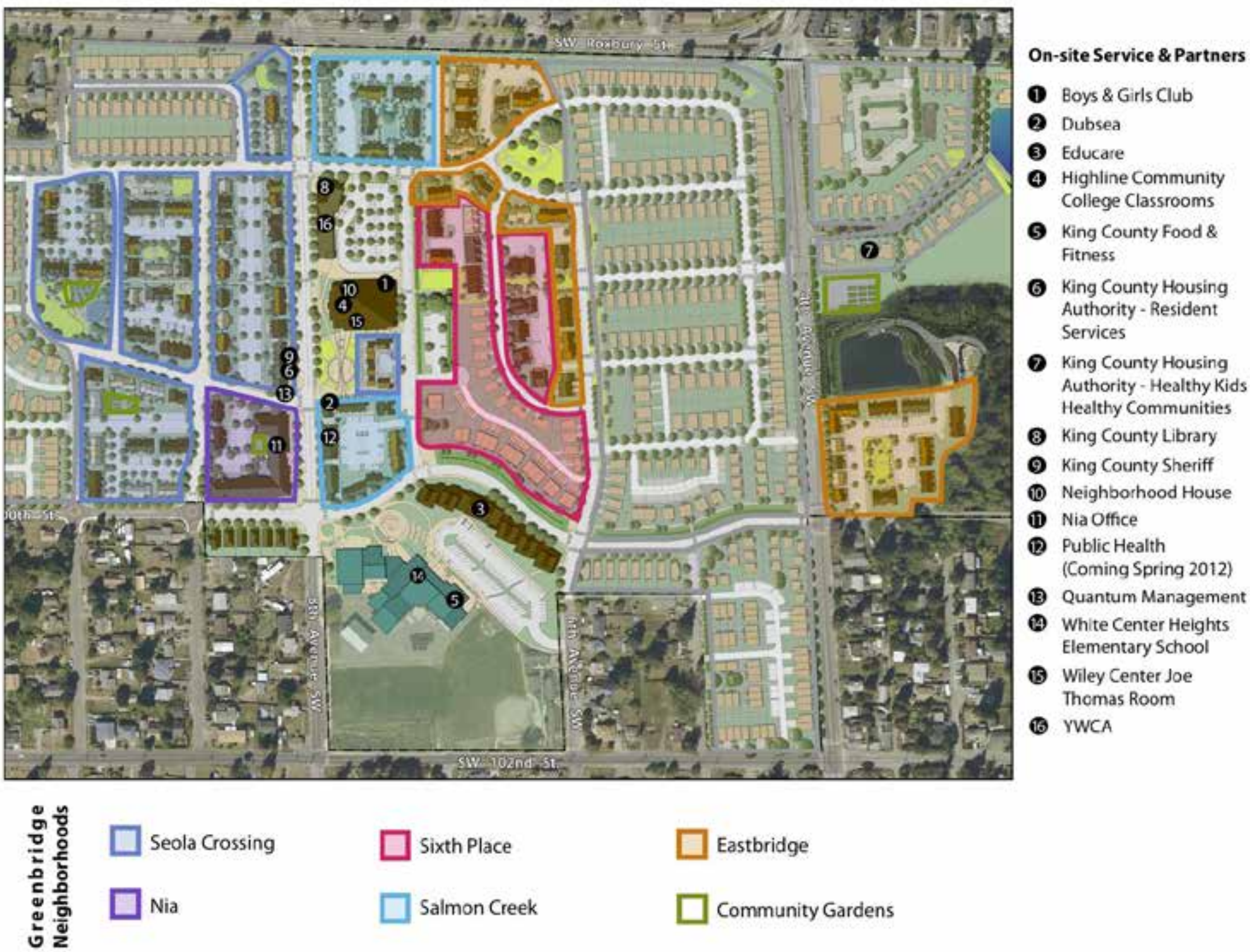
YWCA Learning Center

Educare Early Learning Facility

to improved and diversified housing options, the Greenbridge Vision includes an emphasis on education and long-term economic prosperity for residents. The physical redevelopment includes a new elementary school building, the redevelopment of a community center, the addition of an early education facility, and a new public library branch. Together these facilities provide the necessary infrastructure to support education and advancement opportunities for all residents.

The White Center Education Initiative supplements these infrastructure investments with a powerful vision and strategies to improve the academic achievement of all children residing in the Greenbridge community, as well as nearby Seola Gardens and Arbor Heights. The Initiative brings together King County Housing Authority, Highline Public Schools, and on-site services providers to align goals and coordinate efforts to support the academic success of KCHA children and families.

Greenbridge Site Plan



Source: King County Housing Authority, 2012

KCHA Students Attending Highline Public Schools

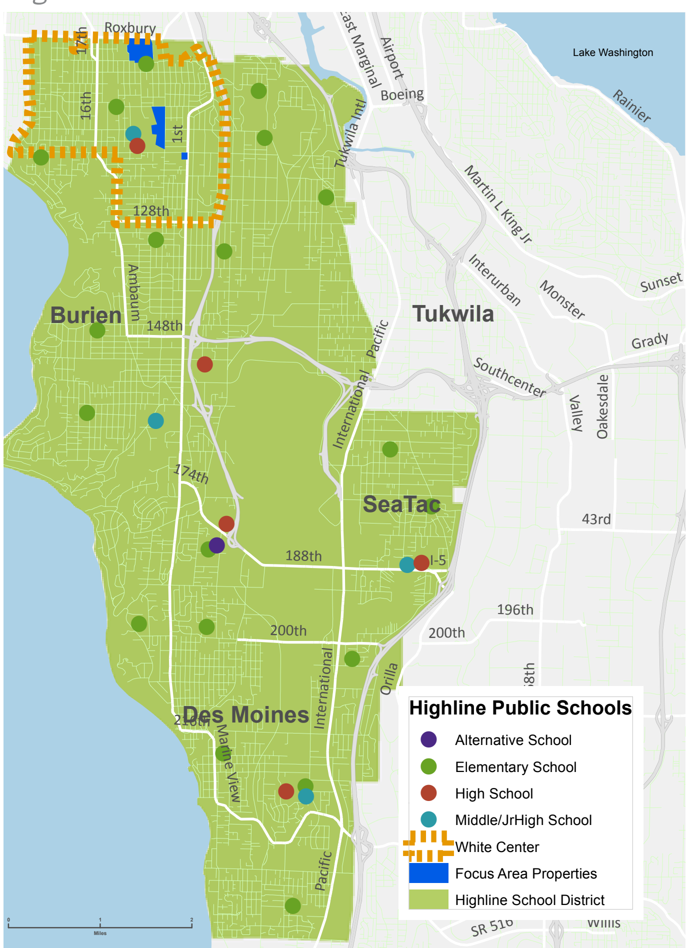
This document distinguishes between two groups of children and youth who live in federally subsidized housing in White Center: Focus Area and Section 8 students.

Focus Area Students

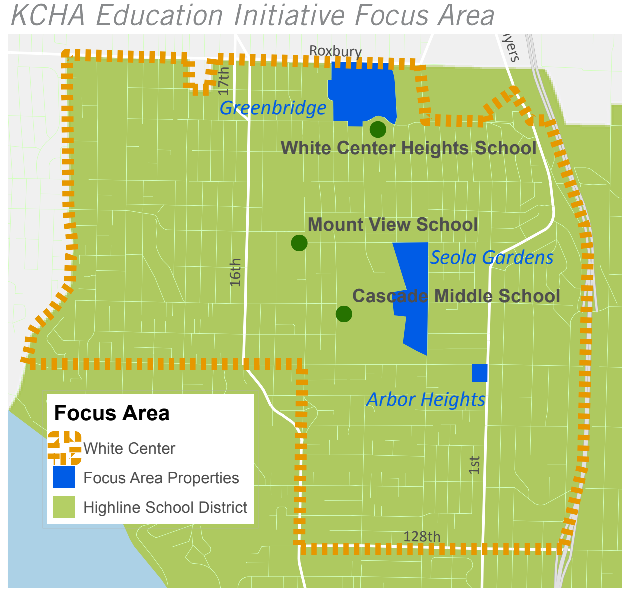
Nearly 500 children and youth live in the Initiative's Focus Area: three housing communities located in White Center, the northernmost area of Highline Public Schools' service area.

- **Greenbridge.** A new mixed-income community with rent-subsidized and workforce rental units with plans for market-rate housing. Greenbridge includes multiple housing developments with additional services for residents including youth programs, parks, trails, an elementary school, early learning centers, a browsing library, and adult education services.
- **Arbor Heights.** Includes 96 apartments renovated in 2003. Southwest Youth and Family Services is the on-site service provider for after-school and youth programs.
- **Seola Gardens.** The housing complex is being redeveloped to include rental housing as well as units designed for elderly and disabled households. When completely built in 2018, Seola Gardens will feature 177 units of subsidized rental housing and up to 107 for-sale homes.

Highline Public Schools Service Area



KCHA Education Initiative Focus Area



Section 8 Students

The second subset of students include children and youth living in housing that is subsidized by federal Housing Choice Vouchers, also known as Section 8 vouchers. Section 8 vouchers provide purchasing power for families to rent private housing dispersed throughout Highline Public Schools' service area.

Data Sharing and Analysis

The Education Initiative is supported by a data-sharing agreement among King County Housing Authority, Southwest Youth and Family Services, Southwest Boys & Girls Club, and Highline Public Schools. The agreement is compliant with the Family Educational Rights and Privacy Act (FERPA) and allows demographic and housing data to be linked to academic and pre- and after-school participation records. This agreement helps Education Initiative partners understand how students living in KCHA-supported housing are performing, where help is needed, and what targeted strategies will advance their shared goals.

KCHA collects information on residents' family composition, income, race, country of origin, and language spoken at home to support the administration of housing subsidies.

KCHA administrative data identified 2,536 children and youth ages birth to 19 years living in KCHA-supported housing within Highline Public Schools service boundaries. Of these, 496 live in the Focus Area and 2,040 live in market-rate housing subsidized via Section 8 vouchers.

To understand the academic performance of youth living in KCHA-supported housing, it is necessary match the students' KCHA records with Highline Public Schools records. This report is based on data matched for the 2011-12 school year. This is the second time the analysis has been done, with improved matching techniques contributing to higher match rates. The overall match rate for all school-aged children (ages 5 – 19) was 78% and the match rate for the Focus Area was 81%. There are no identified patterns among unmatched students to suggest that the matched sample is biased. We believe variations in data-entry protocols between KCHA and Highline Public Schools are the primary reason that some student records could not be matched.

Educare Facility

The White Center Education Initiative Work Team

The Greenbridge Foundation identified a need for better coordination between housing, education, and community services in early 2012. A core group of people spanning the partner organizations convened shortly thereafter to develop a common plan for addressing the academic achievement gap faced by children living in KCHA-supported communities. The Work Team partners include:

- Childcare Resources
- Highline Public Schools
- King County Housing Authority
- Neighborhood House
- Southwest Youth and Family Services
- Puget Sound Educational Services District
- Southwest Boys & Girls Club
- White Center Community Development Association
- White Center Promise

Over the course of the 18-month planning period, the Work Team established common goals, identified and began testing strategies, and with support of the Road Map Project Region's Race to the Top Grant, developed a three year action plan. The team focused on evidence-based, high-leverage strategies that have the best, demonstrated potential to meet the needs of KCHA students. The Partners worked largely within their current budgets to align and supplement their programming to better coordinate across the community. In January 2014, the Work Team submitted a three-year Action Plan featuring the following four goals:

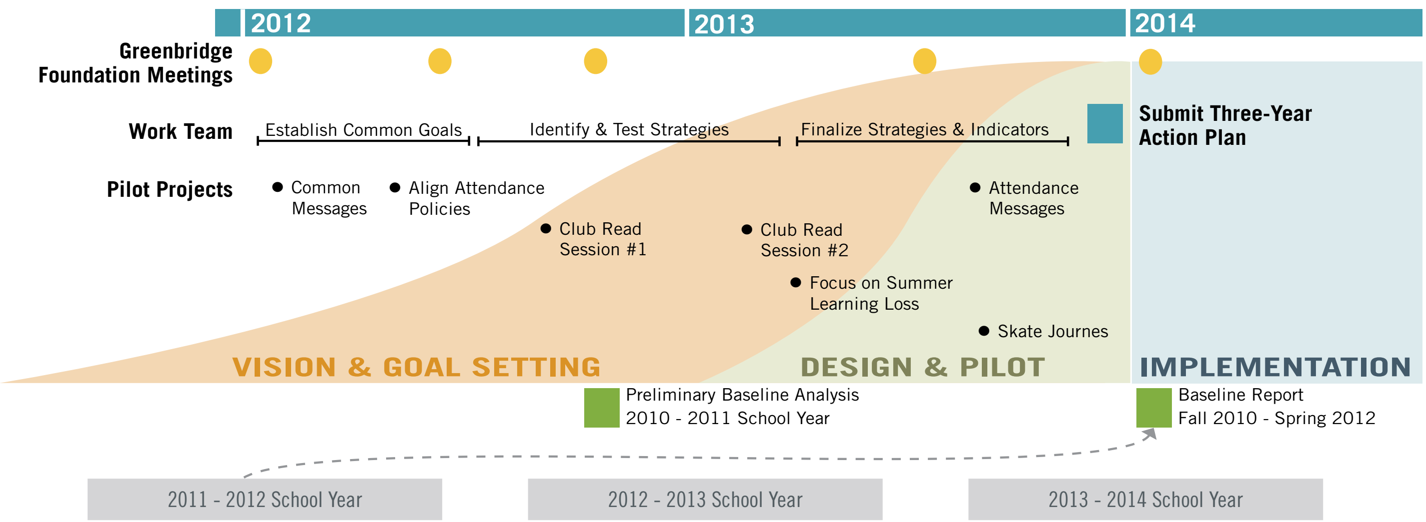
- Improve connections and coordination among providers and the School District.
- Create a community focus on reading.
- Implement targeted reading supports for children kindergarten through third grade.
- Reduce the percentage of children who are chronically absent.

Mount View Elementary School

This report covers the academic achievement of KCHA students in the two school years prior to the establishment of the Work Team (school year 2010-11 and 2011-12). Future analysis, beginning with academic data for the 2012-13 school year, will provide formative evaluation of the Initiative's success and inform ongoing strategy and program development. The timeline below depicts the initial phases of the Initiative including some of the pilot strategies implemented in the Design & Pilot phase. Over the next three years the Partners will implement the strategies and commitments described in the Three-Year Action Plan.

The first goal of the Initiative speaks to the importance of coordination among schools, after-school providers, and the community to support students and families. Through shared goals and coordinated programming, the effect of each individual program can be expanded and enhanced. Like cogs in a gear, each program supports the outcomes in other spheres of a child's life. Throughout the report we will identify relevant goals, strategies, and pilot programs the Initiative is working towards.

White Center Education Initiative Timeline



SUMMARY OF FINDINGS

This report demonstrates that KCHA students face a significant educational achievement gap that — if left unaddressed — will preclude future academic achievement and severely reduce opportunities and choices in these students' lives. Key findings include:

- **Students face many risk factors associated with academic under performance.** All the Initiative's children face risk factors associated with academic under performance, with many facing multiple risk factors. Students live in very low-income households. In the face of a persistent and destructive disproportionality between the academic success of White students and students of color, the community as a whole is minority-majority. Many families speak languages other than English at home. Finally, while we know that participation in quality early learning programs is an effective way for children who face academic risk to begin school with similar skills as their classmates, only half of 3- and 4-year olds are participating in formal early learning programs.
- **As a group, KCHA children trail their peers in meeting timely benchmarks for early literacy skills and tend to need continued supplementary literacy support.** Early literacy skills are fundamental building blocks for later success in school. Not meeting early literacy benchmarks in a timely way contributes to later academic struggles and puts children on a path of under performance.
- **KCHA students trail their peers in reading.** While students attending Highline Public Schools face severe reading deficiencies in third grade, KCHA students lag behind the District as a whole by 14 percentage points. This reading achievement gap persists over time with students tending to remain below grade level in their reading ability.

- **Fewer than half of KCHA students are meeting grade-level expectations in math.** Students perform on par with state trends in fourth grade, but lose ground by seventh grade and continue to struggle.
- **KCHA students perform behind their peers in science.** KCHA students face an achievement gap of 19 percentage points in fifth grade science, with the gap increasing in eighth grade to 22 percentage points. While scores for Washington State and Highline Public Schools have increased over the past three years, the scores of KCHA students show more mixed results.
- **Suspension rates of students follow national patterns.** KCHA student suspensions follow national patterns, with low rates of suspension in elementary school, and higher rates in middle and high school. The rate of suspension in ninth grade, however, exceeds Road Map Project Region rates.
- **School attendance patterns reflect regional patterns.** While KCHA student attendance patterns are similar to other students in the region, they tend to miss more school than their peers, especially in later grades.

The findings summarized on this page highlight the challenges faced by KCHA students and the importance of the Educational Initiative. The strategies developed and implemented by Initiative partners are designed to support academic performance in early literacy, reading, math, and science, as well as addressing student behavior and attendance. The in-depth data presentations on the following pages also describe these strategic interventions in more detail.

KCHA STUDENTS IN WHITE CENTER

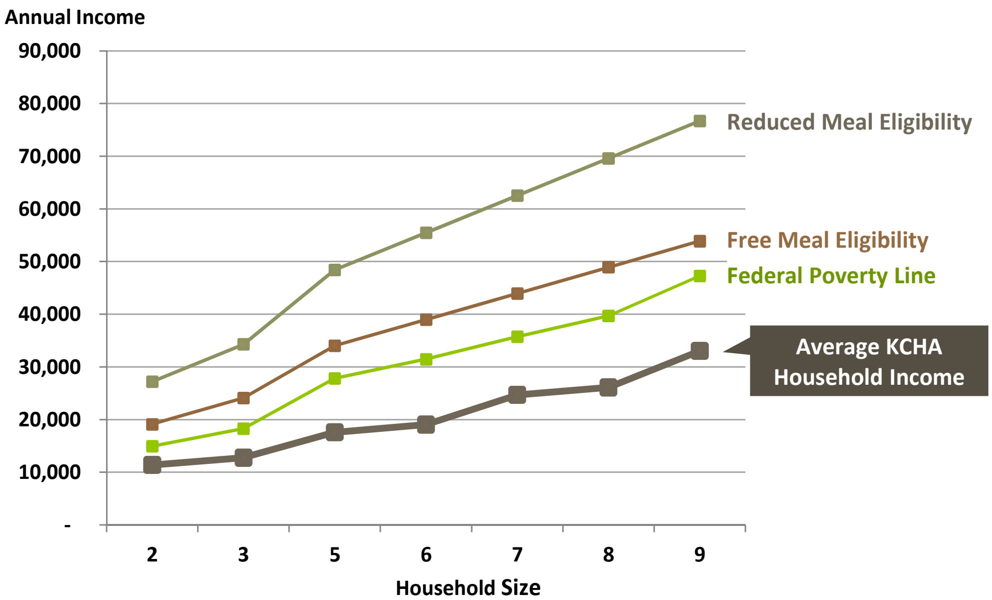
Most children living in KCHA-supported housing communities face many conditions, or risk factors, associated with academic under performance. The risk factors contribute to lower performance on standardized assessments, higher drop out rates, and, ultimately, fewer life opportunities.

Students face many risk factors associated with academic under performance.

All the Initiative's children face risk factors associated with academic under performance, with many facing multiple risk factors. Without changes in the learning environment, many of these children will struggle in or drop out of school and face diminished future opportunities such as college enrollment or access to better-paying jobs. The Education Initiative is focused on meeting the specific needs of KCHA children and families to keep students on track for success in school and career to end the cycle of poverty

This section outlines some of the demographic characteristics of these children and their families that are predictive of academic underachievement.

Exhibit 1
Income Categories of KCHA Families



Students live in very low-income households.

Living in a low-income household is a risk factor associated with lacking basic academic skills and poor school performance. There are many contributing factors including being at higher risk for poor health and nutrition and having few household resources available to students. The children and youth living in KCHA-supported housing and attending Highline Public Schools live in very low-income households, often far below other common measures of poverty.

- 77% of Focus Area children and 81% of children in Section 8 housing live below the federal poverty line.
- 79% of Focus Area children and 82% of Section 8 students live in households earning less than 30% of King County's median family income.
- Highline Public Schools serves populations with very limited resources, the majority of students qualify for federal school-nutrition assistance programs.

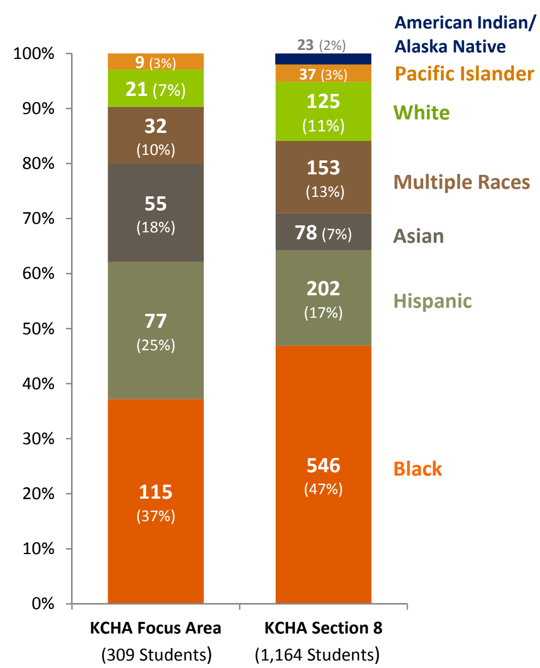
The community is minority-majority.

Today, in King County and across the nation, there is a persistent and destructive disproportionality between the academic success of White students and students of color. This achievement gap profoundly impacts the future opportunities of individual students, as well as whole families, communities, and generations.

Both King County Housing Authority and Highline Public Schools serve highly diverse communities in the Road Map Project Region, a region of national significance in terms of growing suburban diversity and increasing poverty. The Road Map Project is a concentrated effort to improve student achievement in South Seattle and South King County. Within the Road Map Project Region, more than 160 languages are spoken, 66% of K-12 students are not White, and 16% qualify for services for English language support.

The White Center Education Initiative focuses on students living in a particularly racially and ethnically diverse area of Highline Public Schools, a school district in which 75% of K-12 students are a minority race (2011-12 school year). As groups, both the Focus Area and Section 8 students are minority-majority, with White students comprising 7% and 11%, respectively, of the population. The dominant racial and ethnic categories for both groups are Black, followed by ethnically Hispanic and then Asian.

Exhibit 2
Race of KCHA Students, 2012



Communities are complex, with high linguistic and cultural diversity.

Home Language Diversity

In addition to being minority-majority, the complex racial and linguistic diversity of the families living in White Center makes addressing community needs more complex. Rather than adapting information for one ethnic or cultural group, the diversity requires multiple approaches, with sensitivities to multiple linguistic and cultural differences.

Across the Initiative area, the racial and ethnic composition varies by housing community. We determined ethnic and national identities by examining the racial and language characteristics of individual children.

While Seola Gardens and Arbor Heights have majority racial and ethnic groups, Somali and Hispanic respectively, Greenbridge has a non-majority racial mix. Greenbridge also has the greatest number of residents and greatest variation in housing stock and subsidy patterns.

Exhibit 3
Focus Area Linguistic and Ethnic Groups, 2012

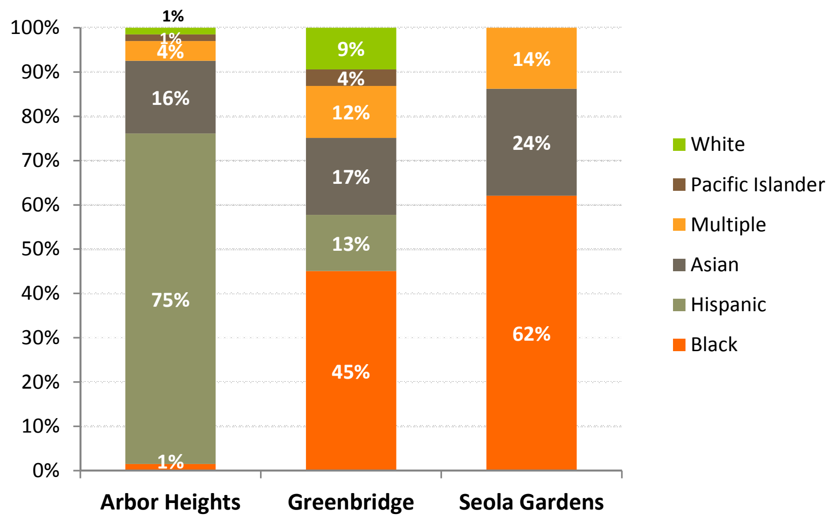
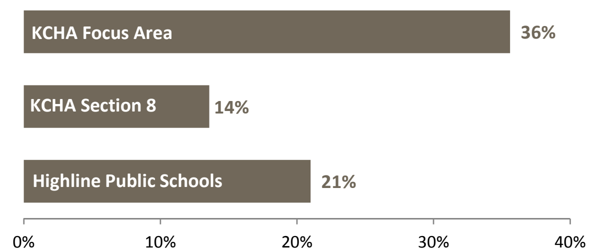


Exhibit 4
Students Qualifying for English Language Development Services



English Language Competence

Exhibit 3 shows the racial and ethnic characteristics of the families living in the Focus Area.

Students who are learning English face challenges in the classroom in keeping pace with the standard curriculum for their grade. Poor English language skills create obstacles to fully participating in school, and may make students hesitant to speak up in class and request assistance.

As shown in **Exhibit 4**, 33% of Focus Area students and 14% of Section 8 students qualify for English Language Development services, compared with just over 20% of the overall Highline Public Schools population.

Only half of 3 and 4 year olds participate in formal early learning programs.

Participation in quality early learning programs is an effective way for children who face academic risk to begin school with similar skills as their classmates. Many of the Initiative's families qualify for programs that target low income children, including Head Start, which has proven to create gains for children as they enter kindergarten.

However, relatively few children ages 3 and 4 participate in any formal early learning programs. In 2011, the White Center Promise Neighborhood survey found that only about one quarter of students participated in formal early learning. In the Fall of 2013, we confirmed that only 14 of 30 (47%) of Focus Area 3 and 4 years olds participate in formal early learning programs:

- Educare – 3 Focus Area students
- Highline Public Schools programs – 8 Focus Area Students
- Head Start at Seola Gardens – 3 Focus Area Students

EDUCATION & ACADEMIC ACHIEVEMENT

Highline Public Schools

Highline Public Schools (HPS) serves more than 18,000 students (October 2012) in portions of Burien, Highline, West Seattle, and White Center. About three-quarters of HPS students are non-White and 22% of students qualify for English Language Learner services.

The majority of KCHA students from the Focus Area attend the schools listed below and summarized in **Exhibit 5**:

- White Center Heights Elementary, K-6: 121 KCHA Focus Area students (representing 20% of students at this school)
- Mount View Elementary, K-6: 52 (8%)
- Cascade Middle 7-8 grades: 50 (9%)
- Health Sciences & Human Services High, 9-12 grades: 28 (7%)
- Technology, Engineering & Communications High, 9-12 grades: 15 (5%)
- Arts & Academics Academy, 9-12 grades: 12 (4%)

Most students from Arbor Heights and Seola Gardens attend Mount View Elementary, while students from Greenbridge attend White Center Heights Elementary.

Exhibit 5
Highline Public Schools Serving KCHA Focus Area Students

		School Enrollment	% FARM Eligible*	Focus Area Students	KCHA % School Enrollment
ELEMENTARY					
	White Center Heights Elementary	620	87%	121	20%
	Mount View Elementary	612	87%	52	8%
	Other schools	-		20	
MIDDLE					
	Cascade Middle	551	82%	50	9%
	Other schools	-		1	
HIGH					
	Health Sciences & Human Services	396	83%	28	7%
	Technology, Engineering & Communications	324	78%	15	5%
	Arts & Academics Academy	311	78%	12	4%
	Other schools	-		8	
	Total			**307**	

*FARM represents the students qualifying for the Federal School Nutrition program Free and Reduced Meals.

Early Literacy

Early literacy is what children know about verbal and nonverbal communication, language, print and letters, and vocabulary before they can actually read and write. Young learners build their reading skills and learn other subjects based on their foundational early literacy skills. We know that children who enter school without the necessary early literacy skills are at a disadvantage in learning to read, and will struggle even further as reading becomes the means to learning other subjects in later grades.

Highline Public Schools administers DIBELS (Dynamic Indicators of Basic Early Literacy Skills) in kindergarten through second grade to assess students' progress on the big ideas of early literacy development. DIBELS is a diagnostic tool that teachers administer three times per year (fall, winter, and spring) to identify children who are "on track" for learning to read, and those who may need additional instructional support to meet reading benchmarks.

DIBELS is not a formal assessment and results may vary between teachers across classrooms and schools. As a result, comparisons across groups must be made with caution.

Despite these limitations, DIBELS data is useful to identify the percent of students who are on track, the percent of students who are making adequate progress, and the percent of students who need additional instructional supports.

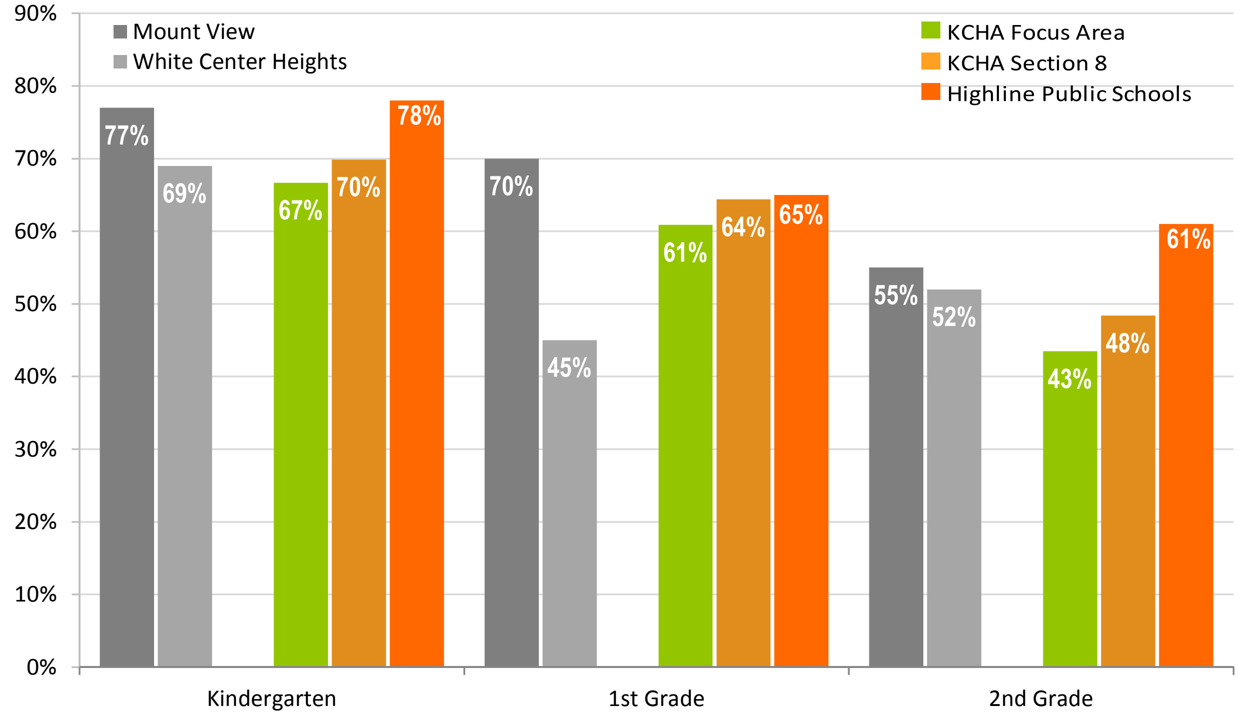
As a group, KCHA children trail their peers in meeting timely benchmarks for early literacy skills.

On the early literacy skills assessment, a smaller proportion of Focus Area students meet reading benchmarks than both Section 8 students and Highline Public Schools students in general. Data from the Spring 2012 assessment finds that kindergarten Focus Area students trail the School District by 11 percentage points. The gap is less for first graders (4 percentage points) and increases again for second graders (18 percentage points). Section 8 students also trail the School District as a whole, but with smaller gaps than the Focus Area.

Exhibit 6 presents the percent of all students who meet grade-level early literacy benchmarks for the two schools that serve Focus Area students, Mount View Elementary and White Center Heights Elementary, as well as KCHA Focus Area, KCHA Section 8, and Highline Public Schools students.

- **Mount View Elementary** students show varying performance relative to the School District as a whole. The proportion of students meeting benchmark was similar to the district rate for kindergarten, exceeded the District for first grade and lagged behind the District for second grade.
- **White Center Heights Elementary** students exhibited a lag compared to the District in all three grades. In kindergarten, White Center Heights Elementary lags the District-wide performance by 9 percentage points; the lag is greater for first graders (20 percentage points) and narrower for second graders (18 percentage points).
- **KCHA Focus Area** students lag both KCHA Section 8 students as well as the District as a whole for all three grades. In kindergarten 67% of KCHA Focus Area students meet grade-level literacy benchmarks. The percent meeting benchmark drops consistently year over year, with less than half (43%) of Focus Area students meeting second grade literacy benchmarks.
- **KCHA Section 8** students exhibit a similar pattern. At the end of kindergarten 70% of KCHA Section 8 students meet grade-level literacy benchmarks. The percentage drops each year, with 48% of second grade Focus Area students meeting benchmark.

Exhibit 6
DIBELS Spring 2012



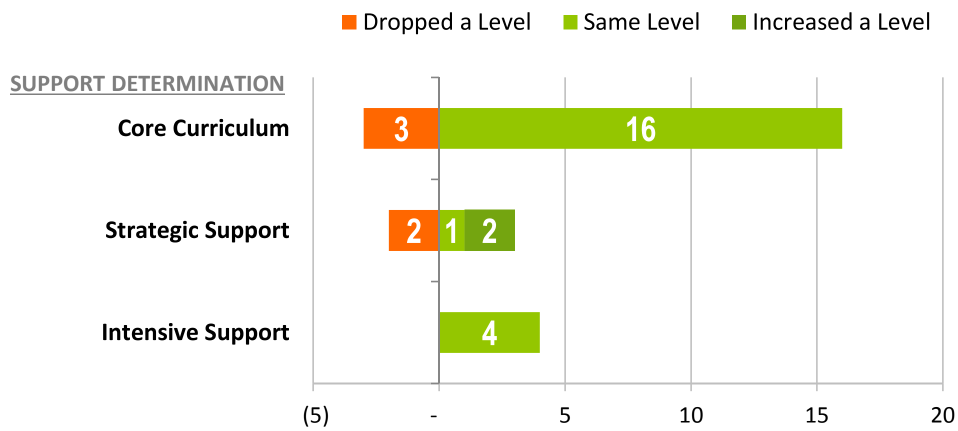
Students tend to continue to need the same or increased levels of literacy support.

To assess the degree to which children are catching up, maintaining progress, or slipping further behind, the analysis looks at the progress made by individual students over two school years on the spring DIBELS assessments. This information is critical to designing individualized strategies to help each student make timely progress in developing literacy skills.

Students who make timely progress and meet grade-level benchmarks are considered "on track" and do not require additional literacy support. For these children, the need for support determination is "core curriculum." Students who are keeping pace with most basic literacy skills but need targeted support around specific skills are determined to need "strategic support." Students who are struggling across many of the early literacy skills categories are determined to need "intensive support" to get them back on track for grade-level literacy benchmarks.

Exhibit 7 shows the change in individual students' needs for literacy support between Spring 2011 and Spring 2012. These data represent the progression from kindergarten to first grade and first grade to second grade (28 children). In general, students who did not need additional literacy support outside the core curriculum in 2011 tended to continue to keep pace with grade-level literacy benchmarks in 2012. Students who needed additional literacy support — either strategic or intensive support — tended to continue to need additional support one year later.

Exhibit 7
Change in Student Need for Literacy Support, Spring 2011 - Spring 2012



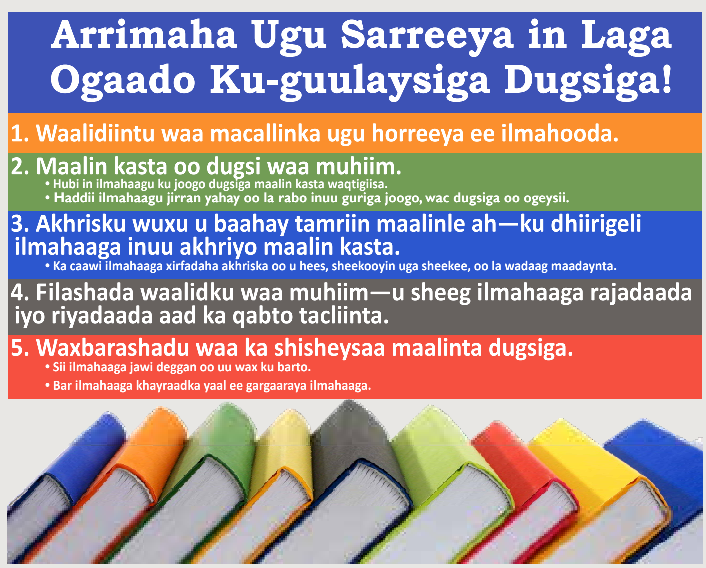
The good news is that the majority of students that met early literacy benchmarks in Spring 2011 continued to meet the benchmark in Spring 2012. Of the 19 students who met the benchmark in Spring 2011, only three needed additional support in Spring 2012. Those who did not meet the early literacy benchmarks and were identified as needing strategic or intensive literacy skills support in Spring

2011 had more mixed results. More than half who needed strategic support in Spring 2011 advanced to the core curriculum in Spring 2012, suggesting they benefited from effective classroom interventions and support. However, all students who needed intensive support in Spring 2011 continued to need intensive support in Spring 2012. These students are experiencing a pattern of under performance and are struggling in basic literacy skills. These students will need targeted, intensive supports to get back on track and be prepared for success in later grades.

IMPROVING AWARENESS OF EARLY LITERACY SKILLS

The development of literacy skills begins at birth and these abilities are shaped by the quality of the language and reading environments in which children grow, play, and learn. For this reason, one of the goals of the White Center Education Initiative is to create a community focus on reading.

To ensure KCHA students arrive in kindergarten with the preliteracy skills necessary for success, the Initiative is working to build partnerships within the community to expand and strengthen the ability of everyone to support the language development of children. This includes addressing summer learning loss through coordinated summer-literacy programming, broadening the King County Library System's Story Time to include languages other than English, creating multimedia collateral pieces emphasizing the importance of reading for young students, and incorporating a focus on books and reading into community events and celebrations.



SUBJECT AREA PROGRESS

As part of the White Center Education Initiative, we track the progress of students living in KCHA-supported housing according to the Road Map Project Region's indicators of on-track academic performance, as well as additional indicators associated with the Initiative's goals. The Road Map Project is a collaborative effort across seven school districts in South King County to address the achievement gap faced by low-income students of color. The Road Map Project established on-track indicators to assess students' progress from cradle to college and career.

The on-track targets are tested measures that predict future student performance, and taken together can demonstrate whether students are on their way to obtaining a degree beyond high school. For example, research by the Annie E. Casey Foundation has demonstrated the link between not meeting third grade reading proficiency standards and ongoing academic difficulties in school, failure to graduate from high school on time, and chances of succeeding economically later in life.[1] Without sufficient progress in the early years of life and school, students are likely to experience academic struggles that lead to economic struggles later in life.

The indicators aligned to the Road Map Project presented here include the percent of students proficient in:

- 3rd grade reading
- 6th grade reading
- 4th grade math
- 7th grade math
- 5th grade science
- 8th grade science

By following these indicators, we can assess the success of KCHA children relative to their peers in South King County. These indicators also support the White Center Education Initiative's goal for school and life success for each child. Over time, these indicators, along with others, will act as the Education Initiative's outcome measures to inform program design and ongoing evaluation.

Reading

Reading is the foundation for learning across all subjects including math, science, and social studies. Beyond deciphering text, literacy is the ability to access, evaluate, and synthesize information — a critical skill for life in the 21st century. Reading ability is necessary for whatever academic or vocational goals one may have.

1 Annie E. Casey Foundation. 2013. *Early Warning Confirmed: A Research Update on Third-Grade Reading.*

In elementary school, students must transition from learning to read to reading to learn roughly around third grade. In fact third grade reading proficiency is highly predictive of future academic success including high school graduation. Regional and national programs that focus on building better futures for low-income students track third grade reading proficiency as a indicator of performance.

Students across the District face severe reading deficiencies in third grade — a key indicator of future success.

Exhibit 8 presents the results for third and sixth grade reading in Spring 2012. In most cases, more than half of all students, including KCHA students and their peers in Highline Public Schools, do not meet the third grade reading standard. Performance is better in sixth grade, however, even then a full one-third of students do not meet the reading standard.

This is a significant deficiency that left unaddressed will lead to further academic under performance for a generation of students. Highline Public Schools and its partners are working together to improve reading supports and the performance of elementary students. As part of its 2013-17 Strategic Plan, HPS has set a target of having 95% of third grade students meet grade-level standards. The White Center Education Initiative is an active participant in this process, and works to ensure that KCHA children and families receive the support they need for academic success.

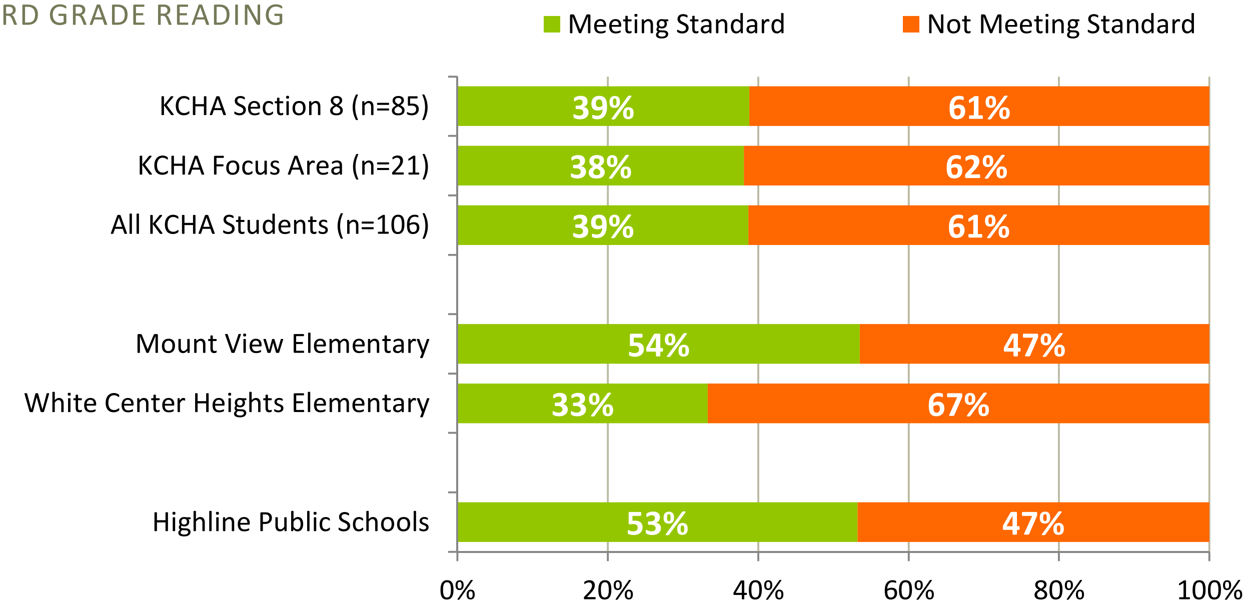
KCHA students trail their peers in reading.

On Washington's standardized test for grade level proficiency, the Measurement of Student Progress (MSP), KCHA students perform behind the District in general. As shown in **Exhibit 8**, in third grade, KCHA students lag behind the District as a whole by 14 percentage points, with only 39% of students reading at standard in the third grade.

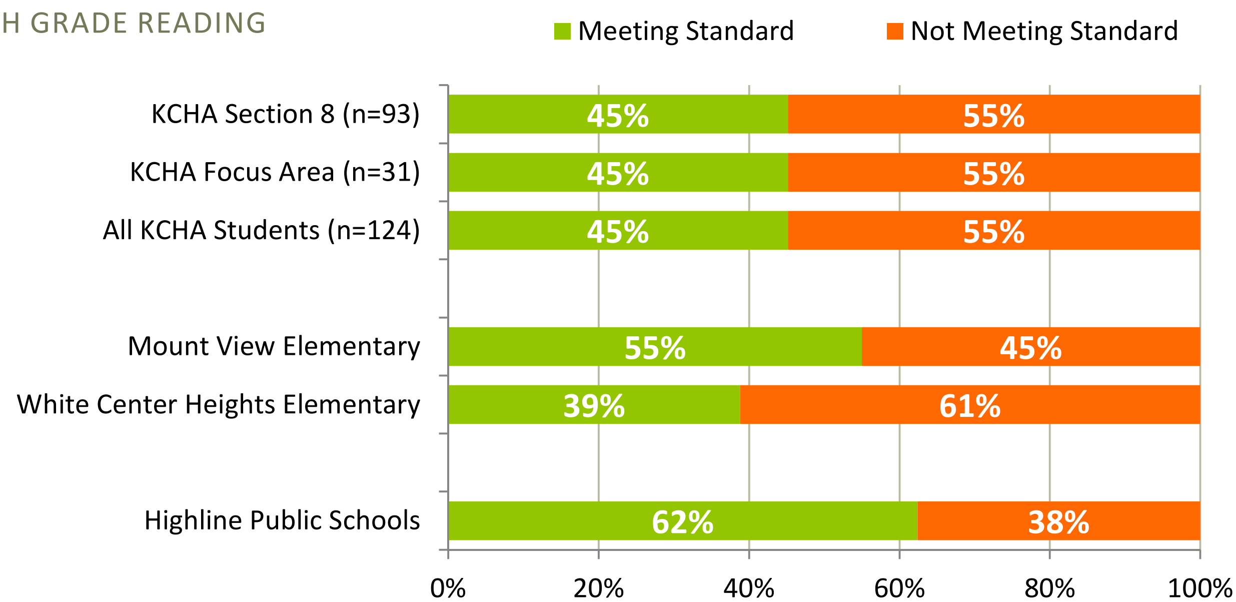
A greater proportion of sixth graders met the reading standard (45%); but, when compared to the District rate, the gap is slightly larger at 18 percentage points.

Exhibit 8
Reading Proficiency, MSP 2012

THIRD GRADE READING



SIXTH GRADE READING



The reading achievement gap persists over time.

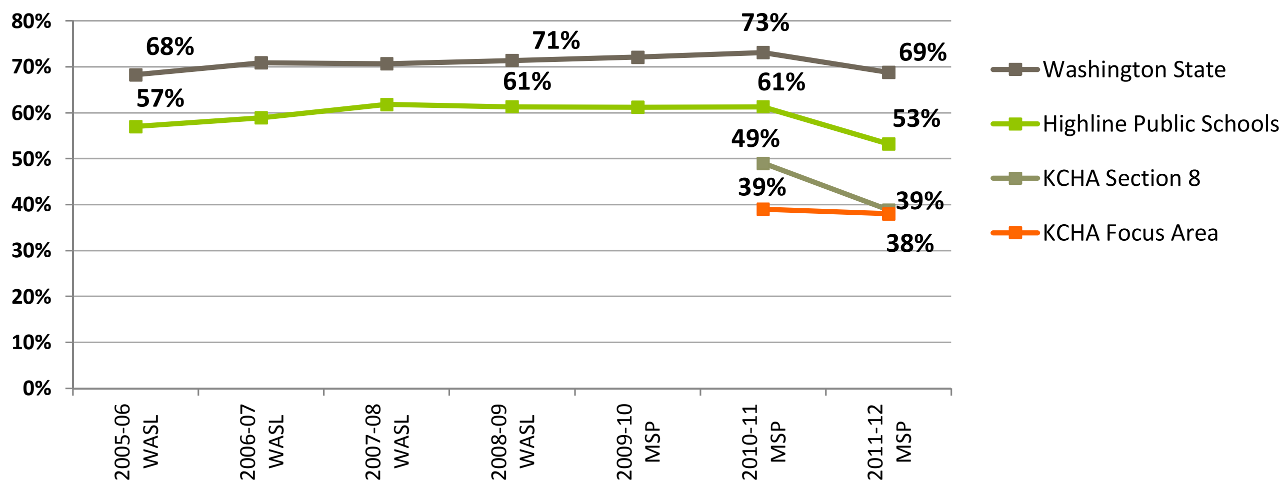
Exhibit 8 examines snap shot data from Spring 2012, while **Exhibit 9** shows trends in reading performance for 2005-06 to 2011-12. While we expect the percentage of KCHA children meeting third grade reading standard to vary from year to year as students move through the system, trends in third and sixth grade reading demonstrate the reading achievement gap persists over time.

Highline Public Schools consistently has a smaller proportion of students meeting grade-level standard than Washington State as a whole in both third and sixth grades. Both groups of KCHA students lag behind their Highline Public Schools peers for the two years for which we have data. In Spring 2011, Focus Area students trailed Highline Public Schools in third grade reading by 22 percentage points and sixth grade reading by 27 percentage points. Section 8 students also trailed their Highline Public School peers, but by a smaller margin.

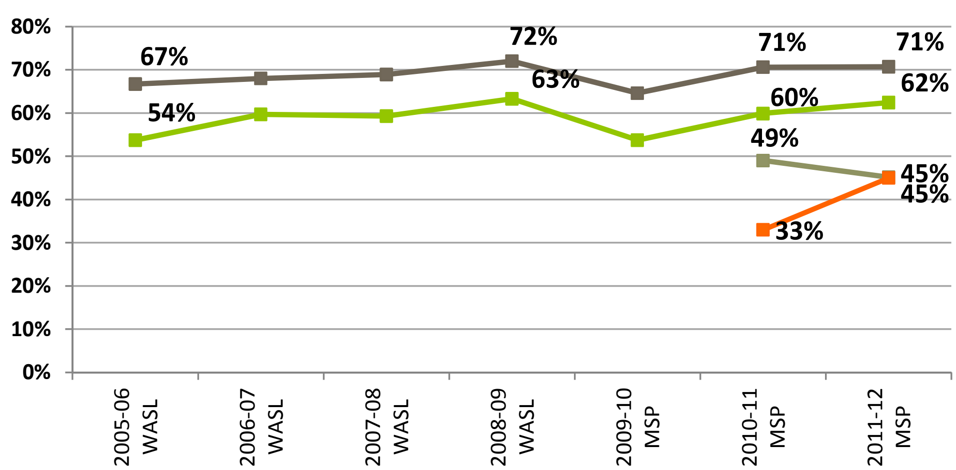
Between 2011 and 2012 all groups saw a drop in the proportion of third grade students meeting standard, with more mixed progress in sixth grade.

Exhibit 9
Trends in Reading

THIRD GRADE READING



SIXTH GRADE READING

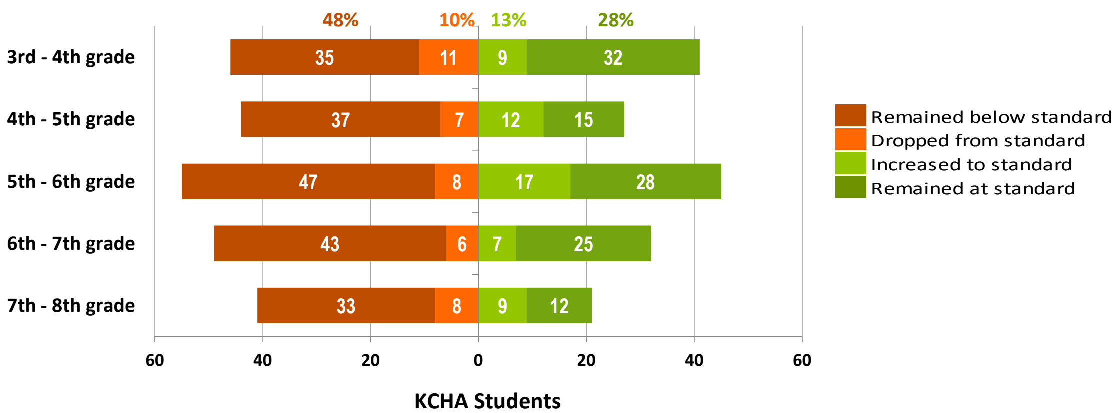


Students not reading at grade level tend to remain below grade level.

Exhibit 10 compares reading performance for individual students over two years. Almost half (48%) of the 403 KCHA students for which we have two years of MSP test data did not meet grade-level standard in both consecutive years. An additional 10% met grade-level standard in the first year, but did not in the second year. Comparatively, a smaller proportion (28%) of students met grade-level expectations in both years and 13% increased to standard in the second year.

This data demonstrates that student performance tends to be consistent over time and that a large proportion of KCHA students are chronically under performing on reading assessments.

Exhibit 10
KCHA Student Reading Performance Change, MSP 2011 - MSP 2012



MEETING INDIVIDUAL STUDENT NEED WITH TARGETED SUPPORT

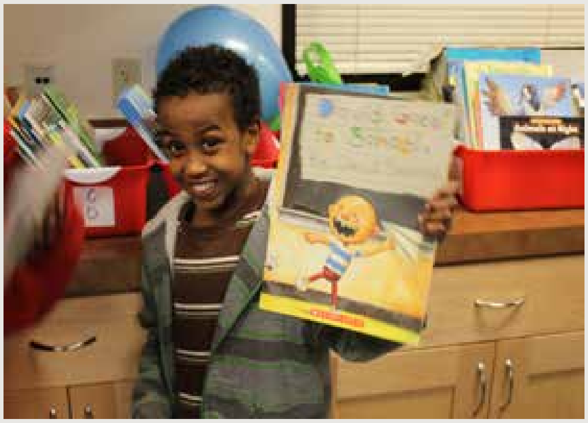
Not only are many KCHA students not meeting grade-level expectations in reading, some students are as much as two years behind in reading skills. Without quality, targeted interventions, these students have little chance of catching up and will face increasing hardships in school. To address this crisis, a top goal of the White Center Education Initiative is to implement targeted reading supports for children in kindergarten through third grade.

In January 2013, Highline Public Schools, Southwest Boys & Girls Club, and King County Housing Authority partnered to provide an individualized tutoring program for third grade students with reading skills below standard at White Center Heights Elementary. The program serves students who are not meeting grade-level reading expectations and is based on the successful Seattle Team Read model that provides individualized reading support by dedicated teen tutors.

The program is called Club Read and is designed to provide students the assistance they need in the moment, while they are reading. Teen "coaches" volunteer their time to read with elementary students twice a week for ten weeks. Prior to working with their partners, the coaches receive training in reading strategies aligned to classroom instruction and best practices. Working with a coach in a one on one setting, students get a chance to learn new vocabulary, practice their reading skills and strategies with just-right books, and talk about their reading in a low stakes, fun environment.

> "When these young students see teens helping them and committing personal time it shows them that reading is valued, that it is important, and raises a level of commitment to a culture of reading in the community."
>
> ***– Anne Reece, Principal, White Center Heights Elementary***

The partners have conducted two pilot sessions of Club Read. In the first pilot, all KCHA student participants increased their reading with an overall growth of 6 months to 1 year. In the second pilot session, 80% of KCHA students experienced increased reading growth of 1.5 to 2 years.



The partners are committed to extending this successful pilot and have set a White Center Education Initiative goal of having 90% of all KCHA students meeting third grade reading targets.

> "I see a lot of improvement because he does more reading...the reading was one on one. It is a good program, we will keep going."
>
> ***– A Club Read Parent***

Math

Science, Technology, Engineering, and Mathematics (STEM) skills are a critical component of the next generation workforce. STEM education is being embraced as a priority for communities across the country as both a social and economic imperative. Unfortunately, the achievement gap in mathematics between students from low-income and middle-income households is similar to reading—low-income students face an achievement gap that starts early, widens in later grades, and is persistent over time.

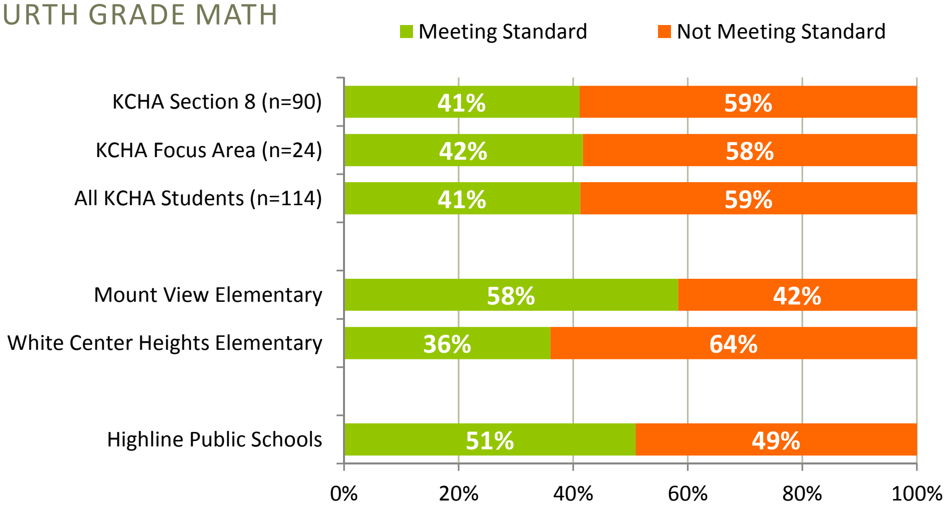
Like reading, early math knowledge and skills is predictive of later achievement in math, as well as in other content areas and in overall grade retention.

Fewer than half of students are meeting grade-level expectations in math.

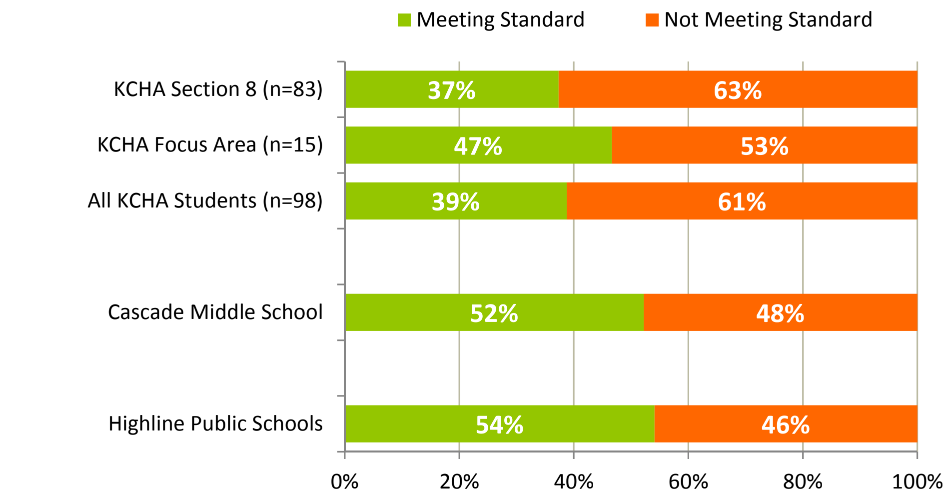
In 2012, only 41% of KCHA fourth graders met standard on the fourth grade math proficiency exam, as shown in **Exhibit 11**. The percentage was similar for both Focus Area and Section 8 students, with students in both groups nearly 10 percentage points behind the general Highline Public Schools population. In seventh grade, the gap is slightly larger, with 13 percentage points separating KCHA students (39% meeting standard) and Highline Public Schools students overall (52% meeting standard).

Exhibit 11
Math Proficiency, MSP 2012

FOURTH GRADE MATH



SEVENTH GRADE MATH



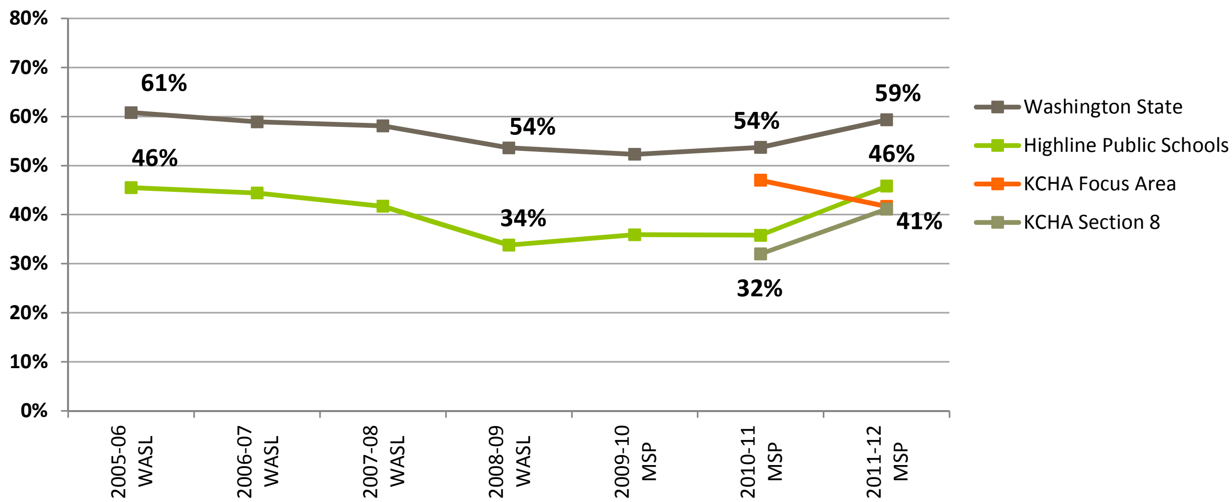
Students perform on par with state trends in fourth grade, but lose ground by seventh grade.

About the same percent of KCHA students meet fourth grade math standards as the overall Highline Public Schools population, but both groups trail the statewide performance rate per **Exhibit 12**. In seventh grade, there is a demonstrated gap between the rate of KCHA Section 8 students meeting standard and Highline Public Schools, with Focus Area students generally performing better than Section 8 students.

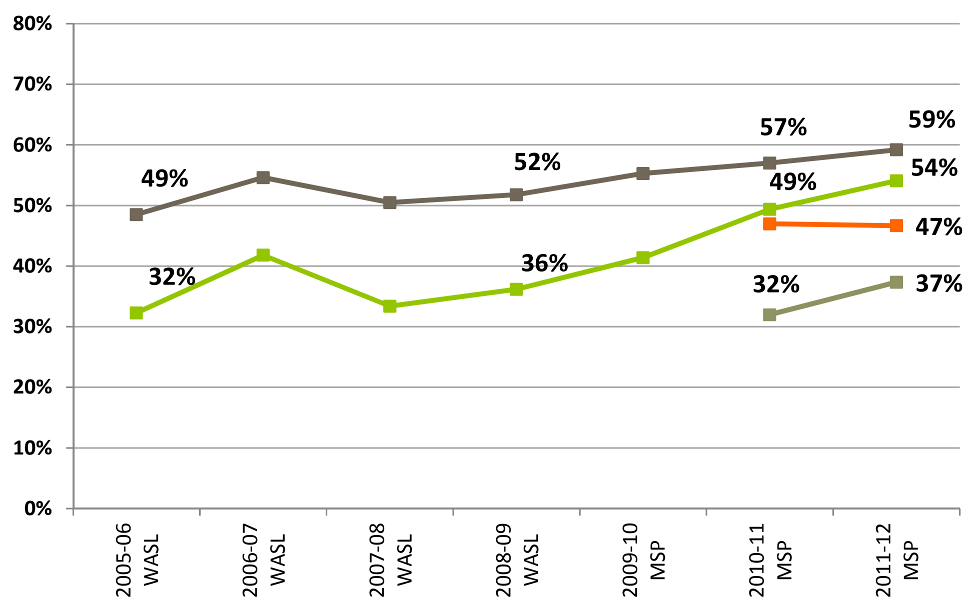
From fourth grade on, the increased emphasis on math in context and word problems means that all math tests are also reading tests, so it is likely that poor reading skills is a contributing factor to this group's poor math scores. Increased literacy support in early grades will be necessary for low-income students to maintain pace in math skills with their middle-income counterparts so that they may have equal access to opportunities in science and technology related fields.

Exhibit 12
Trends in Math

FOURTH GRADE MATH



SEVENTH GRADE MATH

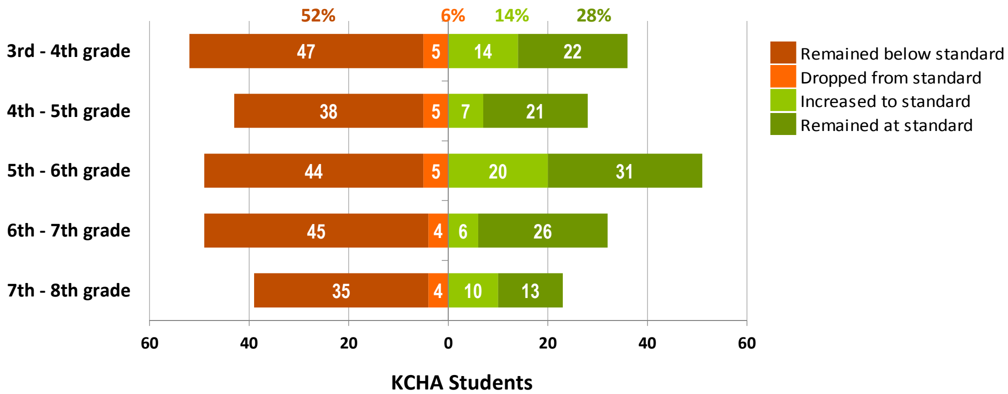


Students not meeting grade-level standard in math tend to continue to struggle in math.

We examined two years of MSP data to better understand the path of individual children over time. As shown in **Exhibit 13**, the pattern is similar to reading: students who met grade-level standard in 2011 tended to remain at standard in 2012 and those who did not meet standard in 2011 did not catch up.

While the majority of students (52%) did not meet standard in math in both 2011 and 2012, more students increased to standard (14%) than dropped from standard (6%) between the two school years.

Exhibit 13
Student Math Performance Change, MSP 2011 - MSP 2012



BUILDING CONFIDENCE FOR ACADEMIC ACHEIVEMENT

A child's whole academic career can be determined by early academic successes or failures reinforced by feedback in the student's environment that either build or undermine confidence. The National STEM Education Center reports that by the time students reach fourth grade, a third of boys and girls have lost an interest in science. By eighth grade, almost 50 percent have lost interest or deemed it irrelevant to their education or future plans. As a result, more than half of students arrive to high school believing they lack the ability to be good at science.

Many students lack confidence in themselves as learners and lack the ability to take risks and fully apply themselves to their studies. This is often more pronounced for girls, students of color, those for whom English is their second language, and children from low-income families.

Partners from the White Center Education Initiative are piloting a program that directly addresses this confidence factor around science, technology, and math for elementary school girls. The project is called ESTEAM: Exercise, Science, Technology, Engineering, and Math and involves 16 sixth grade girls and inline skating. The program increased the personal confidence and self-esteem of participants and had positive social benefits including the development of strong and supportive peer relationships, evidence of increased risk-taking such as participating in a talent show, and increased participation in reading groups.

Science

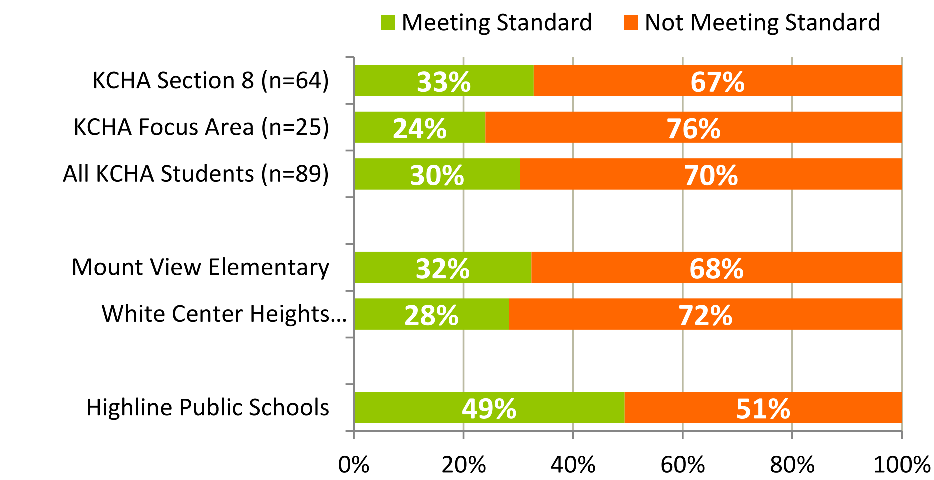
Washington State students take the Measurement of Student Performance (MSP) science test in fifth and eighth grades.

KCHA students trail their peers' performance in science.

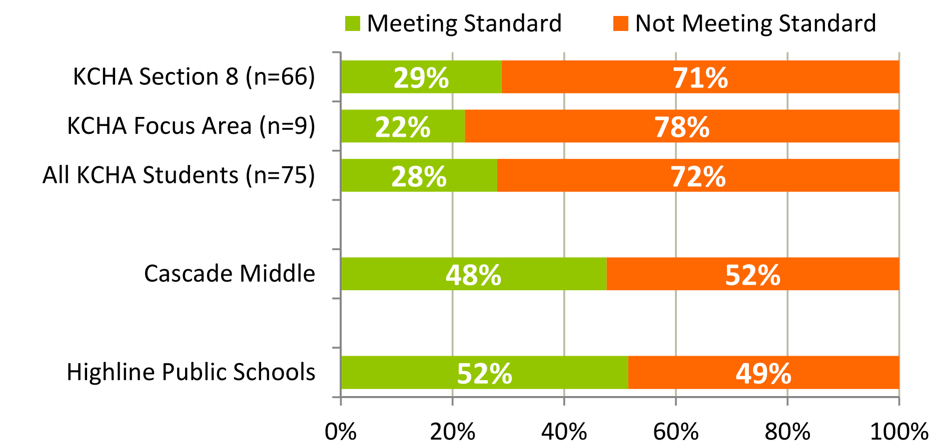
As with reading and math, a smaller proportion of Focus Area students meet grade-level standard than KCHA's Section 8 students and Highline Public Schools in general. Per **Exhibit 14**, KCHA students face an achievement gap of 19 percentage points in fifth grade science, with the gap increasing in eighth grade to 24 percentage points.

Exhibit 14
Science Proficiency, MSP 2012

FIFTH GRADE SCIENCE



EIGHTH GRADE SCIENCE

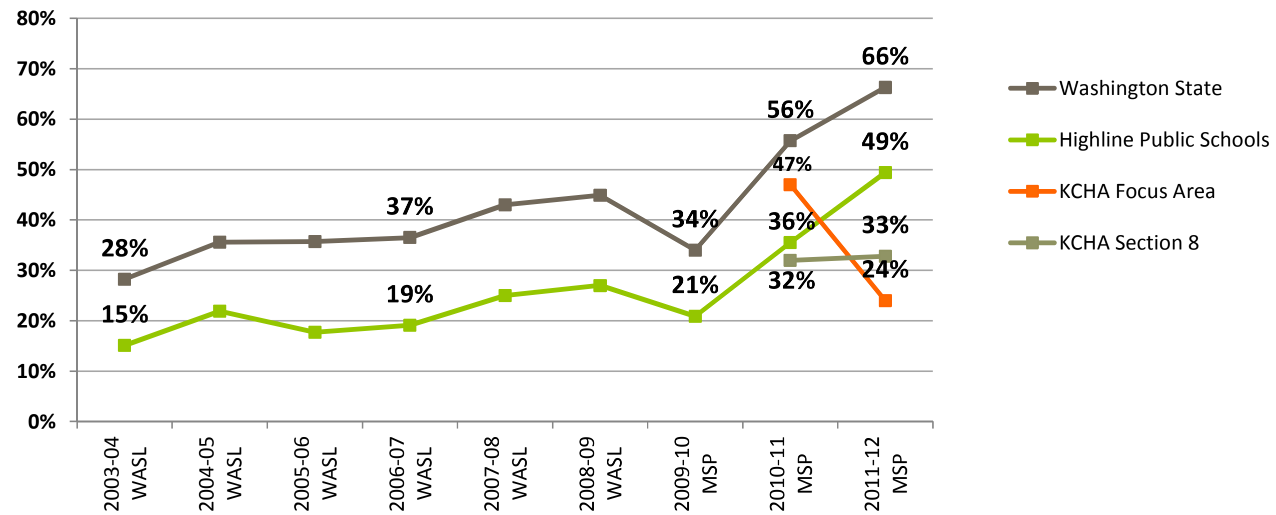


KCHA students have not shared in state-level gains in science proficiency.

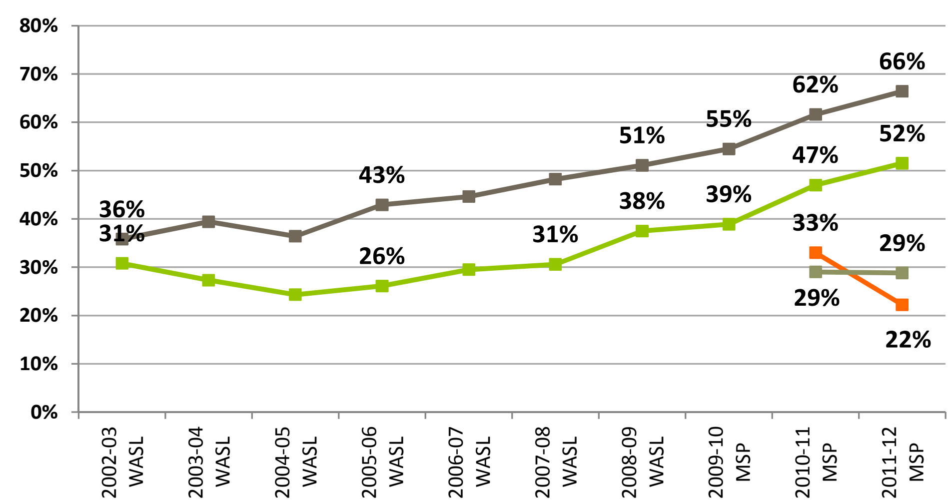
Exhibit 15 shows that over the last two testing years, scores for Washington State and Highline Public Schools students in science have increased, but the scores of KCHA students show more mixed results. While some variation might be due to the relative small number of KCHA students, the decrease in the rate of Focus Area students meeting standard over the last two years is a departure from the positive trend seen at the District and State levels.

Exhibit 15
Trends in Science

FIFTH GRADE SCIENCE



EIGHTH GRADE SCIENCE



BEHAVIOR & ATTENDANCE

Success in school requires students to make progress both in academic skills and in the social and emotional maturity necessary for success in school and the greater world. In this section, we look at patterns in school behavior and attendance to assess student's readiness for learning and to identify early warning signs of students getting off track for high school graduation.

Behavior

Student behavior may warrant a suspension if it compromises the learning environment of other students or is a reasonable threat of harm to students or school staff. A suspension is the denial of a student's right to attend a specific class, a full schedule of classes, or any other activity conducted by the School District for a stated period of time. Warnings and other efforts to correct student behavior often precede suspensions, which are used as a last resort.

A recent state-wide study found that exclusionary discipline practices such as suspensions contributes to the academic and social disengagement of students, including lower graduation rates, reduced academic success, and decreased psychological engagement.[1] In addition, studies have shown a racial bias in exclusionary discipline, suggesting troubling inequalities in discipline and access to education. Students of color were 1.5 times more likely to be disciplined than their White peers and White students were nearly twice as likely to receive educational services during exclusions than students of color.[2] Suspensions deprive students of critical classroom learning time and have been demonstrated to be ineffective for correcting student behavior.

We examine the rates of student suspensions and expulsions as a warning indicator of future academic challenges.

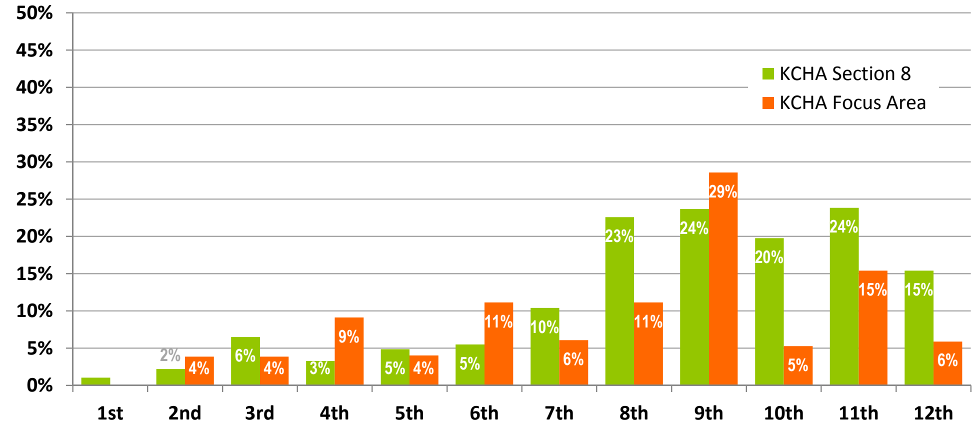
Suspension rates of students follow national patterns.

KCHA student suspensions follow national patterns, with low rates of suspension in elementary school, and higher rates in middle and high school. All data in **Exhibit 16** reflect suspensions (no KCHA student was expelled in 2011-12). As with national patterns, suspensions peak in ninth grade and remain relatively high through eleventh grade. The drop in the rate of suspensions in twelfth grade is likely driven by students leaving school altogether rather than a positive change in behavior.

1 Washington Appleseed and Team Child, 2012. *The educational and economic costs of exclusionary discipline in Washington State*.

2 Ibid.

Exhibit 16
Rate of KCHA Student Suspensions

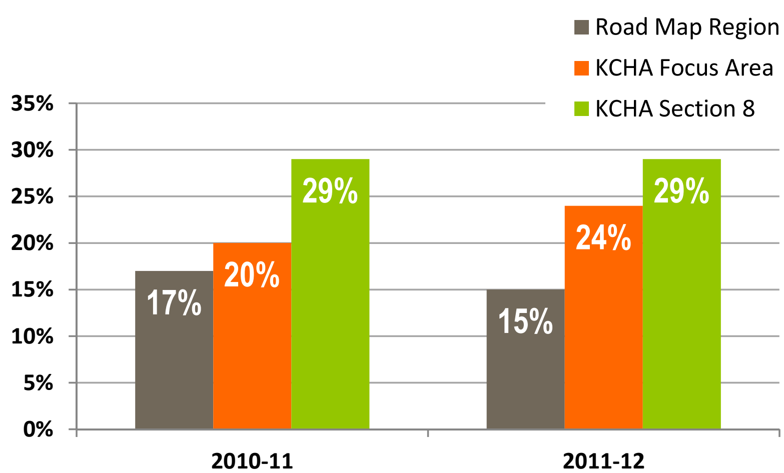


The rate of KCHA student suspension in ninth grade exceeds Road Map Project Region rates.

The Road Map Project Region uses the percent of ninth graders with a suspension or expulsion as an early warning indicator and has set a 2020 target of no more than 7%. In the Road Map Project Region, the proportion of ninth graders with a suspension or expulsion was 17% in the 2010–11 school year and 15% in the 2011-12 school year per **Exhibit 17**.

Both Focus Area and Section 8 ninth graders had higher rates of suspension than the Road Map Project Region over the two baseline years. The Focus Area rate of ninth grade suspensions (no Focus Area 9th grader was expelled in the two years listed) increased between 2010-11 and 2011-12, with almost one quarter (24%) of ninth graders receiving a suspension in the last school year. The Section 8 ninth graders had a higher rate of suspensions and expulsions with 29% over both the two baseline years.

Exhibit 17
Percent of Ninth Graders with a Suspension or Expulsion



Attendance

Absences have many of the same consequences as suspensions and expulsions because they deprive students of critical classroom learning time. If a student misses 10% of the school days in a year, he or she is generally considered to be "chronically absent," a clear predictor of academic troubles and high dropout rates.

Research at the national level has demonstrated that:

- 17% of children who are chronically absent do not read at grade-level standard.
- 26% of students who are chronically absent are retained a school year (kept back).
- 36% of high school students who are chronically absent for one year do not graduate.

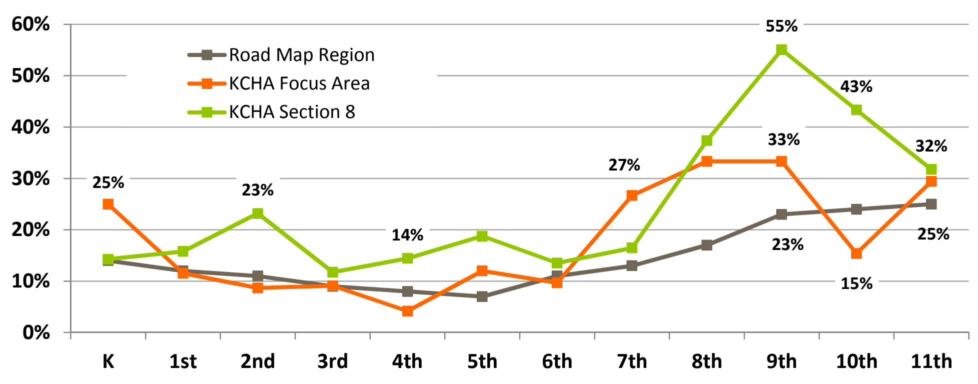
Chronic absenteeism is often linked to exclusionary discipline, creating a double jeopardy cycle of academic disengagement, behavior problems, and further absences and loss of learning opportunity.

School attendance patterns reflect regional patterns, but students are missing too much school.

Exhibit 18 presents the percent of students who missed more than 20 days of school during the 2011-12 school year for the Road Map Project Region and for KCHA's Focus Area and Section 8 students. The overall pattern of chronic absence is similar to national patterns, with higher chronic absenteeism in kindergarten followed by lower chronic absenteeism through the remainder of elementary school. The number of students who are chronically absent grows during middle school, peaking through the transition to high school.

In kindergarten, the proportion of chronically absent students is highest for Focus Area students, which then follows the Road Map Project Region percentages through sixth grade. After first grade, the proportion of Section 8 students who are chronically absent is higher than both the Focus Area and the Road Map Project Region through the remaining school years except seventh grade.

Exhibit 18
Percent of Students that are Chronically Absent (20 or more days absent)



The White Center Education Initiative is focusing on attendance to ensure students are receiving the academic support they need to be successful. The high rates of chronic absenteeism in early school grades, especially during preschool and kindergarten cannot be addressed by efforts in the classroom alone. For this reason the Initiative's strategies reflect a community-level focus including:

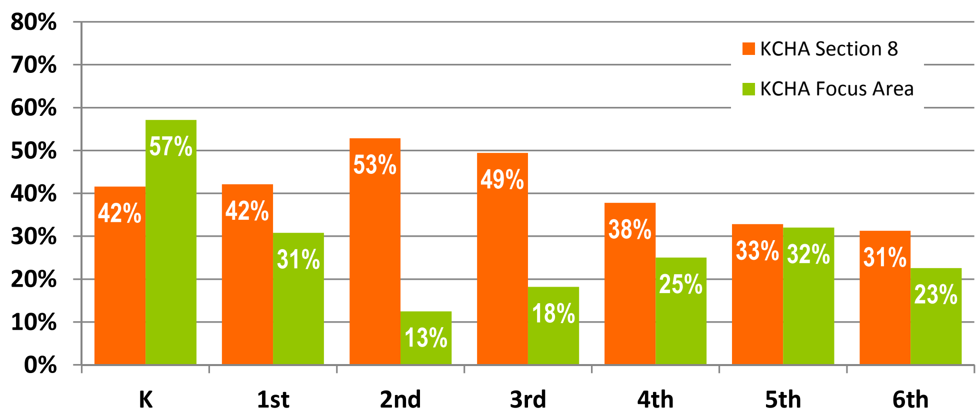
- Raising awareness of the importance of attendance.
- Aligning attendance policies and procedures across services.
- Identifying and collaborating to reduce barriers for families.
- Attendance planning support for at risk students.

To support efforts at White Center Heights Elementary, the Initiative tracks the percent of students that are absent more than 10 days in a school year (the same performance measure used by the school). Missing 10 days in a school year, even if those days are sporadic over the course of the school year, is enough to create negative impacts on academic achievement. Those impacts can cumulate over time, resulting in a severe skills and knowledge gap by the time the student reaches high school.

Exhibit 19 presents the percentage of students who missed more than 10 school days in the 2011-12 school year. Whereas the Section 8 student pattern reflects regional trends with higher rates of absences in kindergarten followed by lower rates of absences, Focus Area students exhibit a habitual pattern of frequent absences across elementary school. In both second and third grades — critical years for building strong foundation skills — roughly half of Focus Area students missed more than 10 days of school.

The White Center Education Initiative has set a three-year year goal of bringing this percentage down to 5% for all students.

Exhibit 19
Percent of KCHA Students Absent 10 or More Days



CONCLUSIONS & IMPLICATIONS FOR STRATEGIC INTERVENTIONS

Students living in federally subsidized housing in White Center face multiple challenges and risk factors that contribute to a significant and detrimental academic achievement gap. As a group they lag their peers in academic success. The reality is that these children will face increased challenges both in their remaining years of school and later in life, with fewer employment options and opportunities to determine their desired future.

The need for the White Center Educational Initiative is clear. So too is its focus, as reflected in its Vision that all children meet reading standard at the end of third grade. Supporting timely acquisition of reading skills as a top priority will help address the achievement gaps shown to exist not only in reading, but also in math and science.

The partners are committed to achieving the four primary goals they have set for the early phases of this Initiative. As the Initiative implements its strategies, ongoing assessment will be necessary to ensure interventions are effectively meeting the needs of KCHA children and families. These include:

- **Goal 1. Improve connections and coordination among providers and the School District.** There are many organizations working in White Center. Coordinating efforts, sharing information, and building relationships that work is critical to aligning efforts and leveraging the full resources and energies of Highline Public Schools and other partners. The Work Team members will continue to coordinate activities and build relationships across organizations and disciplines.
- **Goal 2. Create a community focus on reading.** The Initiative aims to establish reading as a community-wide priority, with roles to be played by parents and other family members, neighbors, as well as the School District and its partners. Efforts include addressing summer learning loss through coordinated summer-literacy programming, broadening the King County Library System's Story Time to include languages other than English, and using culturally relevant ways to raise awareness of the importance of reading for young students.
- **Goal 3. Implement targeted reading supports for children kindergarten through third grade.** Individualized literacy interventions for students not meeting grade-level reading expectations will be critical to the Initiative's overall success. The Club Read pilot is a promising program. The Initiative will continue to identify ways to meet the individual needs of students so that all students may be successful in school.
- **Goal 4. Reduce the percentage of children who are chronically absent.** Chronic absenteeism in preschool and elementary school is a household and community issue. The partners are well positioned to work across home, school, and community to reduce barriers to school attendance and increase awareness about the value of being in class, everyday, and on time.

King County Housing Authority

BELLEVUE EDUCATION INITIATIVE

2011-12 SCHOOL YEAR DATA REPORT

MARCH 2014

"Helping Communities and Organizations Create Their Best Futures"

Founded in 1988, we are an interdisciplinary strategy and analysis firm providing integrated, creative and analytically rigorous approaches to complex policy and planning decisions. Our team of strategic planners, policy and financial analysts, economists, cartographers, information designers and facilitators work together to bring new ideas, clarity, and robust frameworks to the development of analytically-based and action-oriented plans.

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INTRODUCTION

KCHA Education Initiative

King County Housing Authority (KCHA) provides affordable housing options for residents in King County, Washington. KCHA also partners with local communities and nonprofit organizations to provide education, after- school programs, and job training for its residents.

As part of these efforts, KCHA launched several Education Initiatives to help children and youth living in KCHA housing do better in school and break out of the cycle of poverty. Through these Education Initiatives, KCHA, school districts, and service providers coordinate housing, in- and out-of-school education, and support services to make sure KCHA children can do as well in school and have access to the same life opportunities as their friends and classmates.

Most children living in KCHA-supported housing face many conditions, or risk factors, associated with academic underperformance, including living in poverty, coming from households that speak a language other than English at home, and being raised by parents or caregivers without formal education themselves. These conditions contribute to lower performance on standardized assessments, higher drop out rates, and, ultimately, fewer life opportunities.

Given that children, on average, live in KCHA housing for six years, the intensive, multi-faceted Education Initiative approach promises to significantly impact the achievement gap faced by these children.

In addition to Bellevue, other KCHA sites pursuing Initiatives are in the Kent and White Center areas of South King County. In each location, KCHA's approach is data-based and generally follows the six steps outlined in the graphic below.

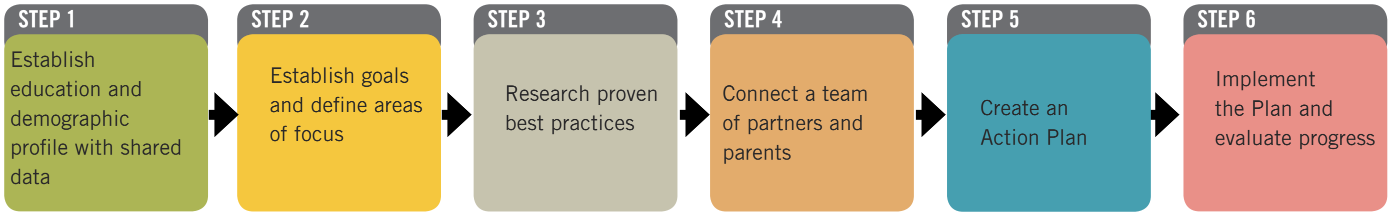
Focus of this Report

This report represents **Step 1** for KCHA's Bellevue Education Initiative, presenting a baseline academic profile of students living in KCHA-supported housing and attending Bellevue School District (BSD) schools.

KCHA and its partners in Bellevue are currently working on **Step 2**, the development of an Action Plan to address the current reality shown throughout this baseline: KCHA students are currently underperforming their peers academically and are in need of energetic and targeted assistance.

This baseline analysis examines the following:

- Demographic characteristics of children and youth including race and home language.
- Academic performance of students living in KCHA-supported housing relative to their peers in the Bellevue School District.
- Participation in after-school programs at Bellevue Boys & Girls Club.



Background and Context

Bellevue

Bellevue is widely regarded as an attractive place to live, with excellent public schools, wonderful neighborhoods and parks, and very good public safety. It is generally considered an affluent community, with a 2012 median household income of $91,448, about 25% higher than King County's average of $69,047. Over the past decade, Bellevue has become an increasingly ethnically and linguistically diverse community, with a high proportion of foreign-born individuals, some of whom are quite wealthy and others who are not.

While the above figures describe a wealthy community, it is also true that approximately 9% of Bellevue's households live in poverty. In the 2011-12 school year, 21.3% of students in Bellevue qualified for participation in free- and reduced-price meal programs.

Definition of Focus Area

This data analysis aims to build a baseline academic profile for all children and youth living in Bellevue's federally subsidized housing in two nested areas:

- **Focus Area.** Students living in federally subsidized housing around the 148th Ave NE corridor.
- **Outside of Focus Area.** Students living in federally subsidized housing outside of the Focus Area, but within the Bellevue School District boundary.

In 2012, there were approximately 1,050 children and youth ages birth through 20 living in federally subsidized housing within Bellevue School District boundaries. Of these children and youth, 61% were supported with tenant-based housing choice vouchers and 39% lived in KCHA-owned housing communities (see list below). Subsidized housing is distributed throughout the School District, with the highest concentration in the Focus Area.

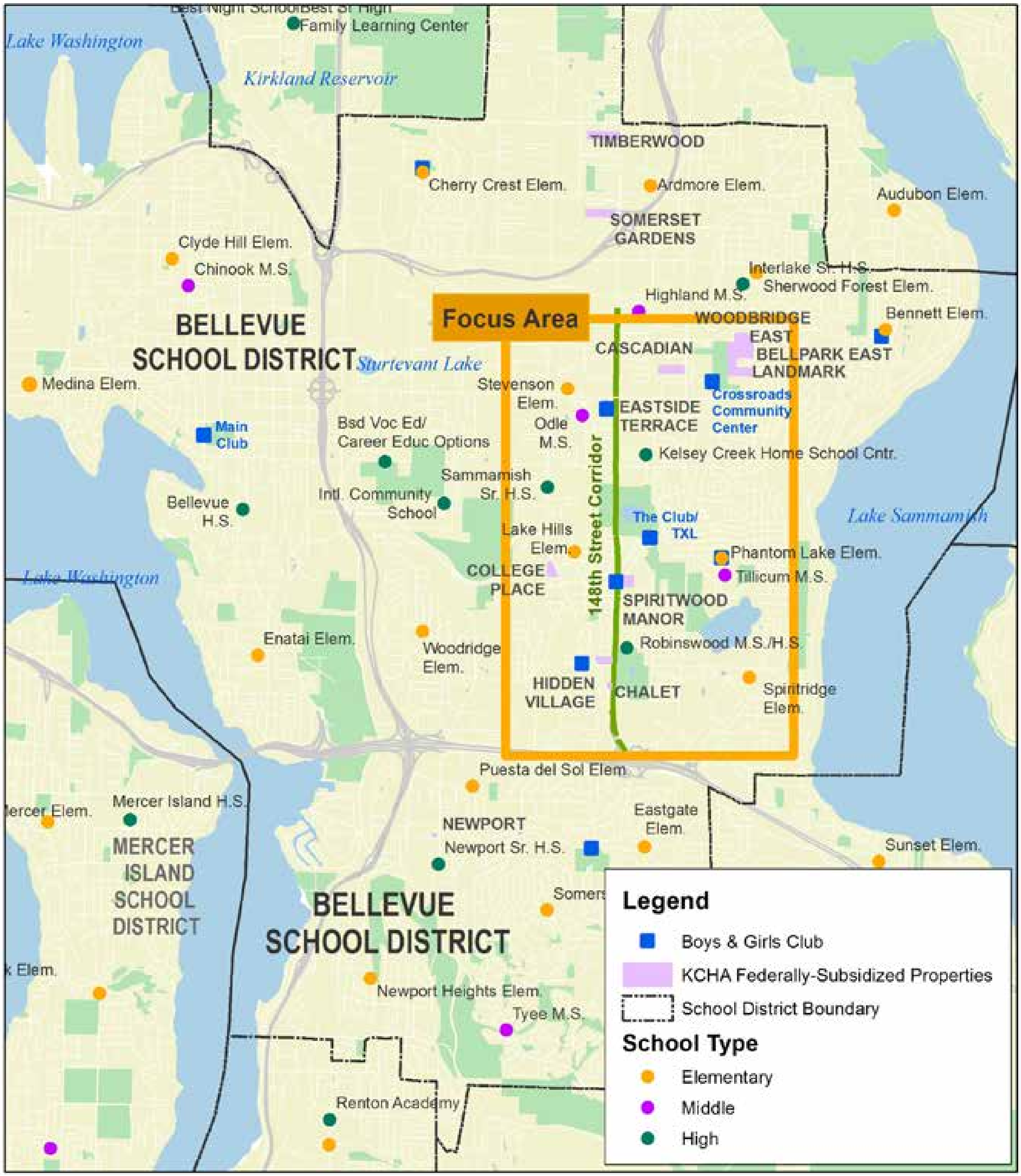
Focus Area. The Focus Area for this report includes the area surrounding the 148th Ave NE corridor as shown on the map on the next page. The Focus Area reflects the greatest concentration of affordable apartment housing in Bellevue, the schools most attended by KCHA families, and several Boys & Girls Club branches that serve KCHA children. Families of KCHA students living in the Focus Area may live in one of six KCHA housing communities, or in a private residence, the rent for which is made more affordable with Section 8 housing vouchers.

The KCHA housing communities located in the Focus Area include:

- Bellevue Houses
- College Place
- Eastside Terrace
- Spiritwood Manor
- Hidden Village
- Newport Apartments

Bellevue Boys & Girls Club serves the Focus Area at six sites, (three of which are located on KCHA properties) and three other sites serve students outside the Focus Area. Each club offers after-school programs and individualized homework help to attending students.

Study Area with Focus Area Highlighted



EFFECTS OF LOW-POVERTY SCHOOLS ON THE ACADEMIC OUTCOMES OF CHILDREN LIVING IN POVERTY

While much can be done to improve schools that serve low-income students, there is also evidence that attending low-poverty public schools can create academic advantages for children from low-income households. In a study of public housing students in Montgomery County, Maryland, students attending schools with less than 20% Free and Reduced Lunch Eligibility (FARM) showed statistically reliable academic gains. Bellevue School District includes schools with some of the lowest FARM eligibility rates in King County. Federal housing subsidies administered by KCHA make it possible for some low-income families to attain housing near low-poverty schools, thus giving low-income students access and perhaps benefit from the low-poverty neighborhoods and schools.

This baseline analysis tested for a meaningful difference in the academic performance of KCHA students attending low-poverty schools (those with less than 20% FARM eligibility) and KCHA students attending higher-poverty schools. The results were inconclusive, largely due to the small sample size and lack of comparable test scores across grades. KCHA will continue to pilot and test the impacts of this potential strategy.

Bellevue School District

Bellevue School District is regionally and even nationally regarded as a high-performing public school system. Its high schools in particular are noted to be among the best in the country.

Schools Attended by Focus Area Students

The majority of KCHA-supported students from the Focus Area attend the following schools:

- Elementary: **Lake Hills,** 67 students (14% of enrollment)
- Middle: **Odle,** 64 students (9% of enrollment)
- High: **Sammamish,** 86 students (8% of enrollment)

Schools Attended by Students Outside the Focus Area

KCHA students who live outside of the Focus Area are dispersed throughout the District, with few significant concentrations in any BSD school. Aside from Ardmore Elementary (4.3%) and Woodridge Elementary (3.2%), no BSD school outside the Focus Area has a population of KCHA-supported students greater than 3%.

Profile of Main Schools Attended

The three schools with the most KCHA students also have relatively high percentages of low-income students (eligibility criteria for free- and reduced-price meal programs are 130% of the Federal Poverty Line for free and 185% for reduced-price meals). White, Asian, and Hispanic students comprise the majority of the student body at these schools. In addition, Lake Hills Elementary has a relatively high proportion of English Language Learners (transitional bilingual students).

School Profiles, SY 2011-2012

	Lake Hills Elementary	Odle Middle School	Sammamish High School
May 2012 Student Count	463	733	1072
Grades	K-5	6-8	9-12
Race/Ethnicity (October 2011)			
American Indian/Alaskan Native	0.8%	0.4%	0.6%
Asian/Pacific Islander	20.9%	41.8%	21.0%
Black	6.2%	4.2%	5.3%
Hispanic	41.6%	12.4%	18.3%
White	24.8%	34.9%	48.7%
Two or More Races	5.6%	6.3%	6.2%
Special Programs (May 2012)			
Free or Reduced-Price Meals	68.5%	31.5%	41.0%
Special Education	11.7%	10.8%	10.0%
Transitional Bilingual	33.7%	2.6%	12.0%

Source: OSPI Washington State Report Card, 2012

Summary of Key Findings

In 2012, there were approximately 1,050 children and youth ages birth through 20 living in federally subsidized housing within Bellevue School District boundaries. As shown in the charts and descriptions that follow, these children and youth face many risk factors associated with failure in school, and in fact many of them are falling behind their peers in their school performance.

Some key findings from this analysis include the following:

- KCHA-supported students are more racially and ethnically diverse than Bellevue School District in general; half of these students speak a language other than English at home.
- KCHA students start kindergarten on pace with their peers, but need more literacy support by the 3rd grade. Dynamic Indicators of Basic Early Literacy Skills (DIBELS) assessment shows positive progress in kindergarten over the course of the year, but mixed progress in 1st and 2nd grades.
- Most KCHA-supported students have GPAs greater than 2.0, although average GPAs are lower than school and district averages.
- KCHA students perform less well on standardized tests than their peers at higher grades, especially in math. The proportion of KCHA-supported students meeting the state standard is:
  - 59% for reading (3rd through 12th grade)
  - 44% for math (3rd through 12th grade)
  - 53% for science (5th and 8th grades)
- There are relatively few English Language Learner (ELL) KCHA students, suggesting performance on reading, math, and science tests cannot be explained by KCHA student performance on reading, math, and lack of English language ability.
- About 38% of Focus Area students and 20% of students outside of the Focus Area participate in Bellevue Boys & Girls Club. Bellevue Boys & Girls Clubs located within KCHA housing communities serve about half of school-aged children on-site.

POTENTIAL STRATEGIES

In addition to establishing a baseline academic profile of students living in KCHA-supported housing and attending Bellevue School District, this report highlights a number of places where students could benefit from targeted interventions. These opportunities are noted in boxes similar to this throughout the remainder of this report and should be considered in subsequent strategy sessions with KCHA and its partners.

DATA SHARING & MATCHING

The analysis contained in this report is supported by a data-sharing agreement among the King County Housing Authority, Bellevue School District, and Bellevue Boys & Girls Club. The agreement is compliant with the Family Educational Rights and Privacy Act (FERPA) and allows demographic and housing data to be linked to academic and after-school participation records to create a better understanding of how students living in KCHA-supported housing are performing and where help is needed. These data-driven insights will help Education Initiative partners create targeted strategies to best support these children.

KCHA and BSD

This analysis combines KCHA administrative data with Bellevue School District data to understand how well KCHA students are doing in school. KCHA maintains demographic and housing information on all children and youth living in subsidized housing. The analysis uses resident birthdays, street addresses, and other data to identify which youth were enrolled in Bellevue schools.

Not all resident records were successfully linked to academic records. The record match of school-aged children varied across pools of students, with the Focus Area students receiving a 77% match (425 out of 552) and students outside the Focus Area receiving a 73% match (188 out of 258). No patterns explaining the match rate were found among age, ethnicity, or address.

Reasons for unmatched records may include:

- Time lag between when KCHA administrative data and BSD data were pulled: KCHA administrative data was provided as of September 5, 2012, while BSD data was received in February 2013 and is for school year 2011-12.
- Children attending schools outside of the BSD.
- Differing data conventions preventing matches between date of birth, street addresses, spelling differences, or other data conventions.

The rest of this report provides information on children and youth that were matched to BSD data, unless otherwise indicated.

KCHA and Bellevue Boys & Girls Club

KCHA administrative records were also matched to Bellevue Boys & Girls Club records to look for additional patterns based on participation in the Club. Approximately 38% of Focus Area students were matched to Boys & Girls Club records, while 33% were matched to both Boys & Girls Club and BSD records. For students outside the Focus Area, 20% were matched to Bellevue Boys & Girls Club records and 16% were matched to both Bellevue Boys & Girls Club and BSD records.

Summary of Record Matches

KCHA STUDENTS IN FOCUS AREA	KCHA STUDENTS OUTSIDE FOCUS AREA
Total Youth (birth to 20): 703	Total Youth (birth to 20): 348
Total School-Aged (5-18): 552	Total School-Aged (5-18): 258
Matched to BSD records: 77% (424)	Matched to BSD records: 73% (188)
Matched to B&G Club records: 38% (207)	Matched to B&G Club records: 20% (52)
Matched to both: 33% (184)	Matched to both: 16% (40)

KCHA STUDENTS IN BELLEVUE

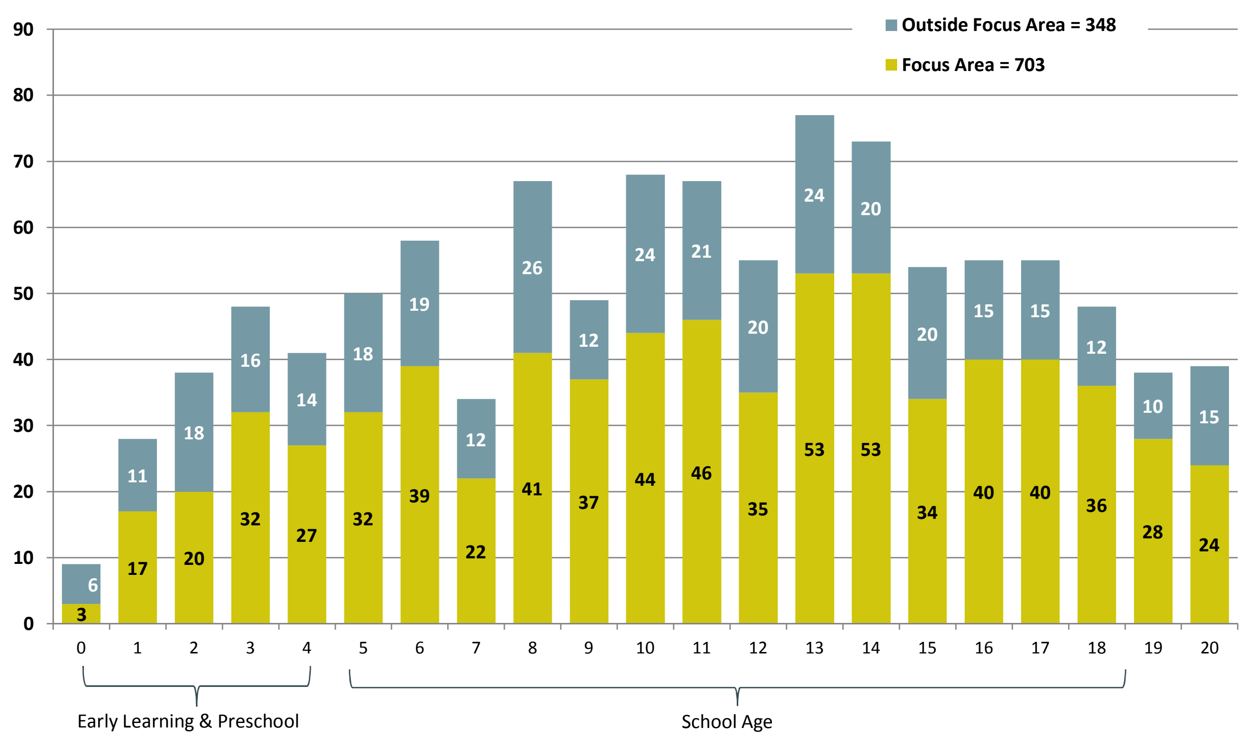
Over 1,000 Children Live in KCHA Housing within Bellevue School District Boundaries

In 2012, KCHA identified approximately 1,050 children and youth ages birth to 20 years living in its federally supported housing within Bellevue School District boundaries. Of these, 703 (67%) live in the Focus Area. There are a total of 810 school-aged children (ages 5-18), with 552 (68%) of those living in the Focus Area.

Number of Children and Youth living in KCHA Subsidized Housing within Bellevue School District Boundaries
Children and Youth by Age, September 2012

Total Children and Youth (0-20): **1,051**

Total School-Aged (5-18): **810**



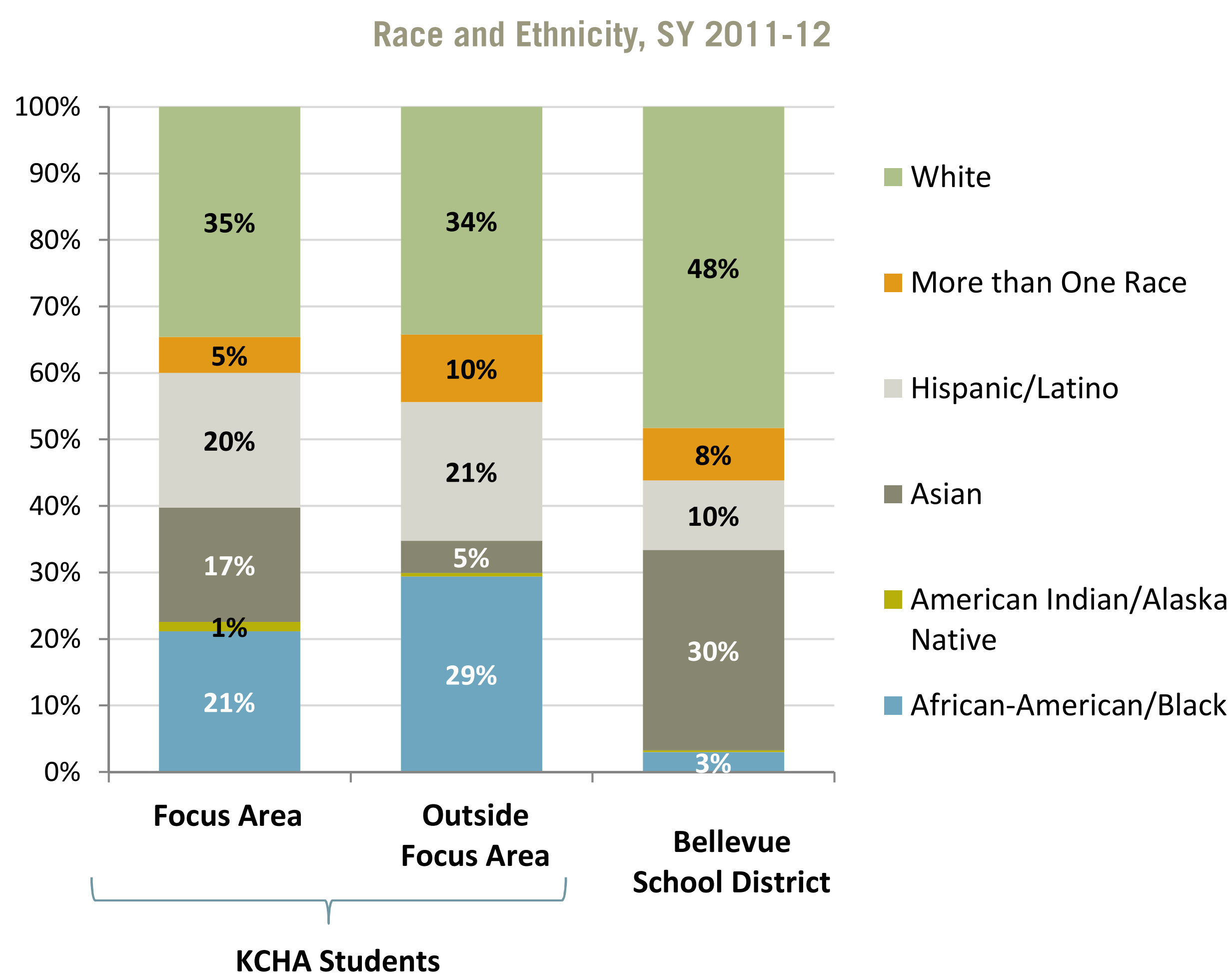
Source: KCHA Administrative Data

KCHA Students are More Diverse than BSD Population

While BSD's student population is relatively diverse overall (with 48% White students, 30% Asian students, and 10% Hispanic/Latino students), the KCHA student population is significantly more diverse.

More than one-third (35%) of Focus Area students are White, 21% are African-American, 20% are Hispanic/Latino, and 17% are Asian. Outside the Focus Area, 34% of KCHA students are White, 29% are African-American, 21% are Hispanic/Latino, and 5% are Asian.

It is worth noting that African-Americans, who make up only 3% of the total BSD student population, are significantly represented among the KCHA student population, both within and outside the Focus Area. The Hispanic/Latino students also make up a higher proportion of KCHA student population compared to the School District in general, while there are fewer Asian students, especially outside the Focus Area.



Half of Focus Area Students Speak a First Language Other than English

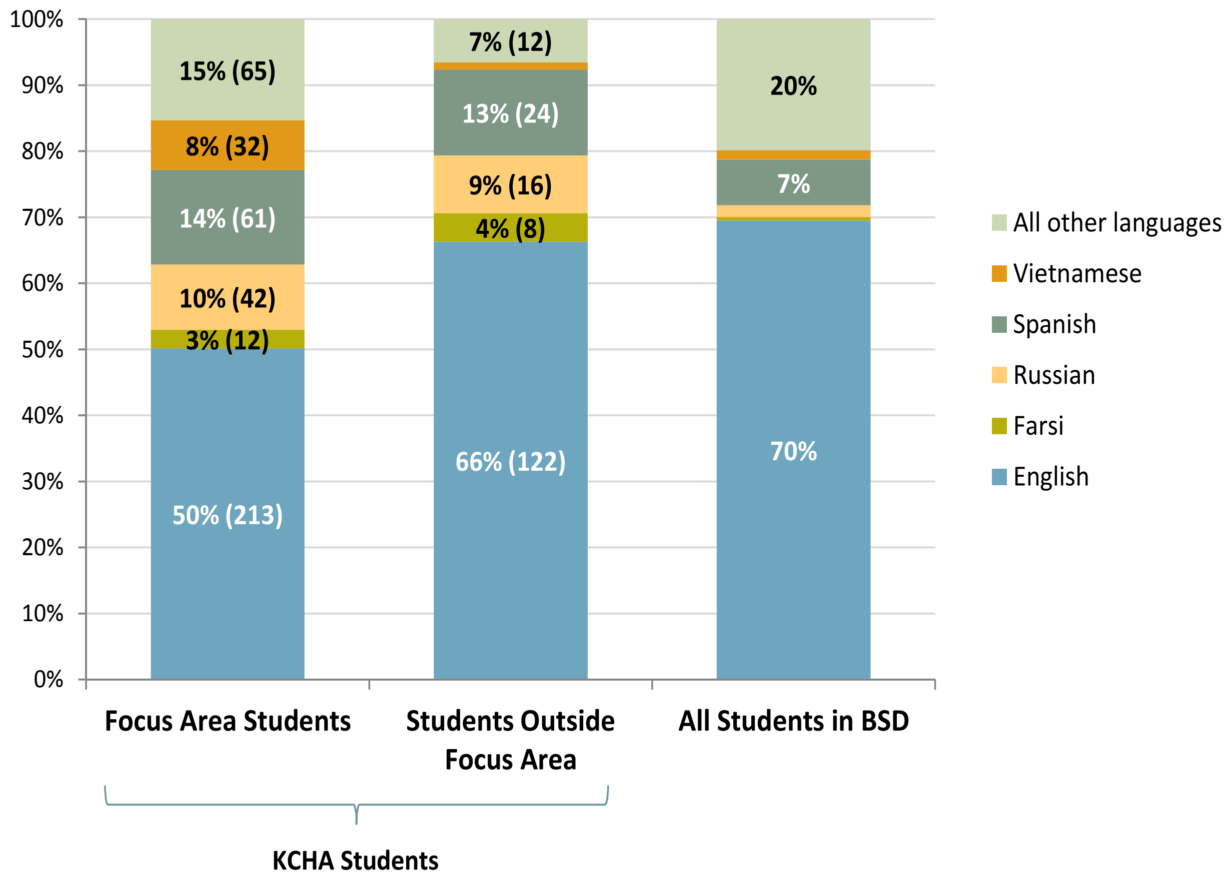
About half of students in the Focus Area speak a first language other than English, compared to 34% outside the Focus Area and 30% in the District as a whole. Aside from English, the top languages spoken by students living in federally subsidized housing are Spanish and Russian. A significant proportion of Focus Area students speak Vietnamese.

The top five languages spoken by Bellevue School District students are listed to the right. In comparison, very few students in federally subsidized housing speak Chinese (Mandarin and Cantonese) and Korean.

Top Five Languages Other than English Spoken in Bellevue School District

1. Spanish
2. Chinese-Mandarin
3. Korean
4. Chinese-Cantonese
5. Russian

Student Languages, SY 2011-12



ACADEMIC PERFORMANCE

Early Literacy

What is DIBELS?

Bellevue School District administers DIBELS (Dynamic Indicators of Basic Early Literacy Skills) in kindergarten through 2nd grade to assess students' early literacy skills. DIBELS is a diagnostic assessment: it is administered three times per year (fall, winter, and spring) to help teachers identify children who are "on track" for learning to read, and those who may need additional instructional support to meet reading goals.

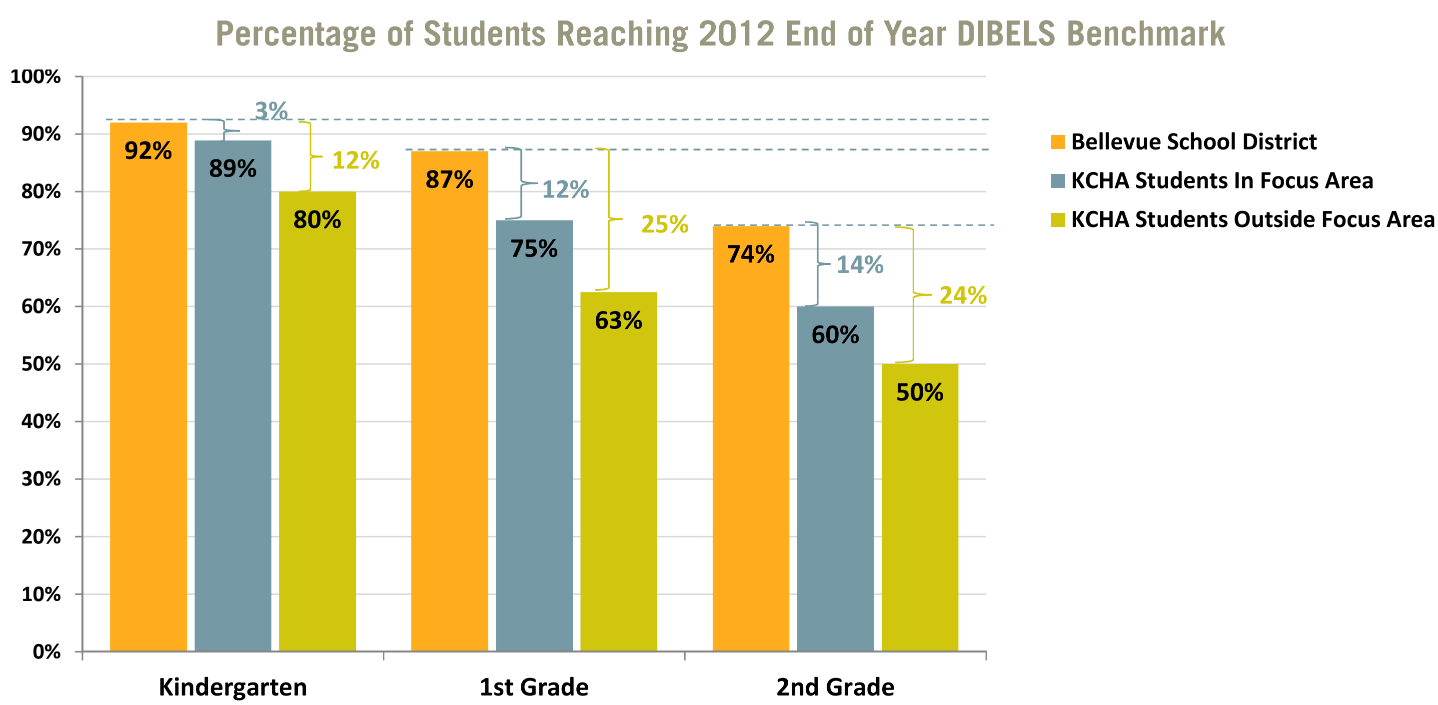
It is important to underscore that DIBELS is a formative, diagnostic assessment, and not an evaluative assessment; therefore caution needs to be exercised when interpreting results and comparing across groups. In addition, the assessment is evaluator-specific, administered and scored by different teachers across the classrooms and schools.

Despite these limitations, systems-level DIBELS data is still useful to identify the percentage of students who are on track, the percentage of students who are making adequate progress, and the percentage of students who need additional instructional supports.

KCHA Students Lag Behind BSD Students in Early Literacy Skills, with the Gap Broadening as Students Age

The exhibit below shows the percentage of students at or above the "Benchmark" level for the End of Year 2012 DIBELS test, as well as the difference compared to BSD in general.

- Overall, scores indicate that KCHA-supported students lag behind BSD overall in terms of literacy skills. By the end of the 3rd grade, a higher percentage of KCHA-supported students, especially those living outside the Focus Area, demonstrate a need for literacy support than the overall BSD population.
- In kindergarten, the percentage of KCHA Focus Area students meeting the "Benchmark" level is only 3% less than BSD in general, indicating that most Focus Area students are generally on par with their peers at this stage. However, the gap is larger in each subsequent grade: In 1st grade the gap is 12% and by 2nd grade it is 14%.
- The gap between KCHA-supported students living outside the Focus Area and BSD students is substantially larger: 12% in kindergarten, 25% in 1st grade, and 24% in 2nd grade.



KCHA Students Make Progress in Kindergarten, but Need More Support in 1st and 2nd Grades

DIBELS data identifies which students are on track (i.e. at "Benchmark" level), which students are making adequate progress but need some support (i.e. "Strategic" level), and which students need intensive additional instructional supports (i.e. "Intensive" level). The exhibit below shows the progression of levels for Focus Area students throughout the school year for kindergarten through 2nd grade. Data for students outside the Focus Area is not included, as the number of students is too small to ensure confidentiality.

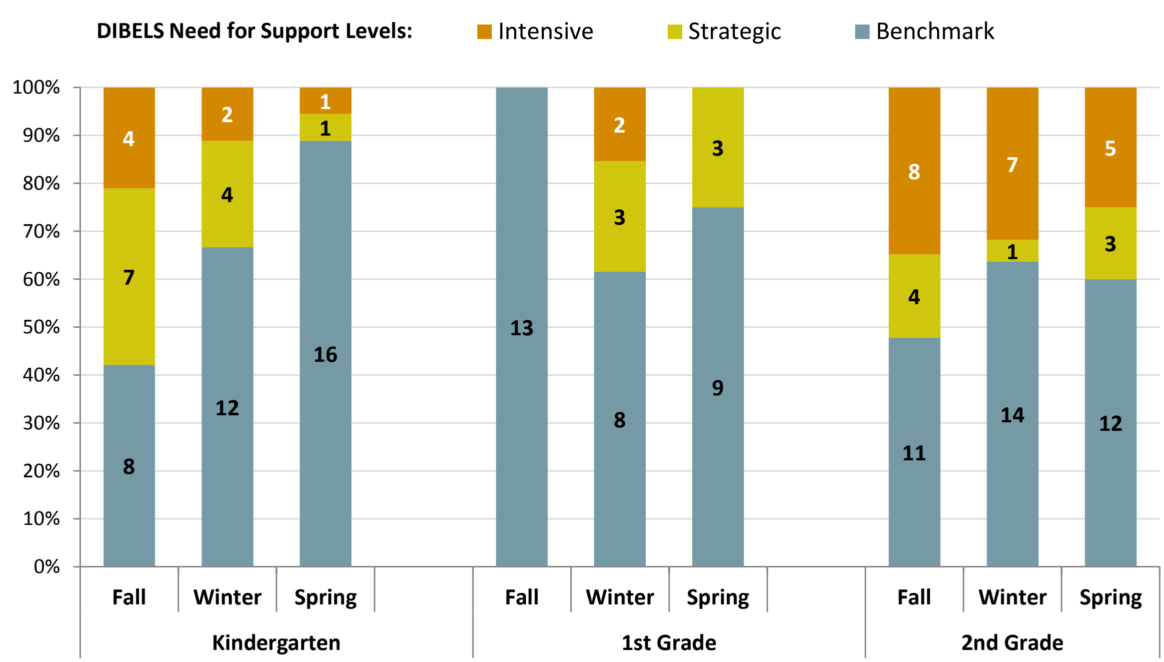
Overall, the data indicates positive progress in kindergarten but mixed results in 1st and 2nd grades. In kindergarten, students steadily move from "Intensive" and "Strategic" levels to "Benchmark" throughout the year; however, this picture is mixed in 1st and 2nd grades, where few students show this progress over the course of the year.

POTENTIAL STRATEGY

Research shows that children are much more likely to be successful in school if they can read at grade level early in their education. By the time they are older, reading fluency is required to do well in English, history, science, and most other subjects. The DIBELS reading data for KCHA-supported students in Bellevue is troubling and points to future challenges for these students.

A potential intervention could focus on identifying and supporting students who are behind in reading from kindergarten through 3rd grade. The goal would be to help them not fall further and further behind in literacy skills as they move through elementary school grades.

Need for Support Levels, DIBELS 2011-2012 results



Meeting State K-12 Standards

What is the MSP?

The Measurements of Student Progress (MSP) is Washington State's standardized exam for students in grades 3 through 8. This report focuses on key measures identified by the Road Map Project Region, which have been agreed upon by collaborators in this regional effort. The selected indicators of student academic achievement based on the MSP include the following:

- 3rd and 6th grade reading
- 4th and 7th grade math
- 5th and 8th grade science

Across all subjects, approximately half of KCHA-supported students meet their grade-level standards on MSP exams. The proportion of KCHA-supported students meeting standard by subject in 2011-12 school year is:

- Reading (3rd through 12th grade): 59%
- Math (3rd through 12th grade): 44%
- Science (5th and 8th grades): 53%

MSP Reading

An important measure of reading skills is a student's performance on the state's 3rd-grade reading assessment. By the end of the 3rd grade, students are expected to be "reading to learn" instead of "learning to read." By this point, children not reading at grade level will face increasing difficulties and fall further behind in all subjects.

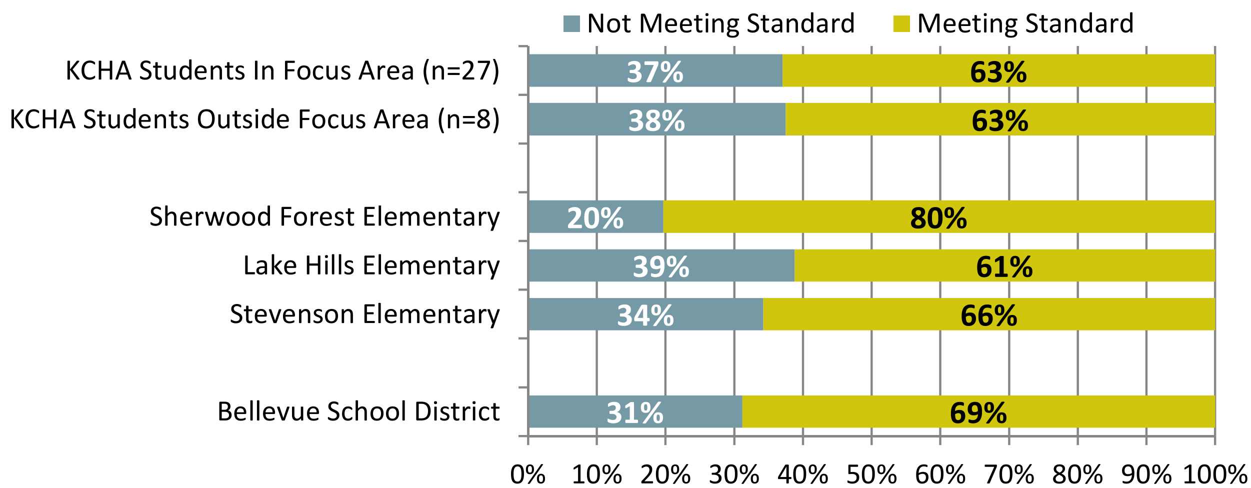
The exhibits on the following page present the percentage of KCHA-supported students meeting the MSP reading standard in 3rd and 6th grades, compared to the District average and schools with a significant percentage of KCHA-supported students.

More KCHA Focus Area Students Meet MSP Reading Standards in 3rd Grade than in 6th Grade

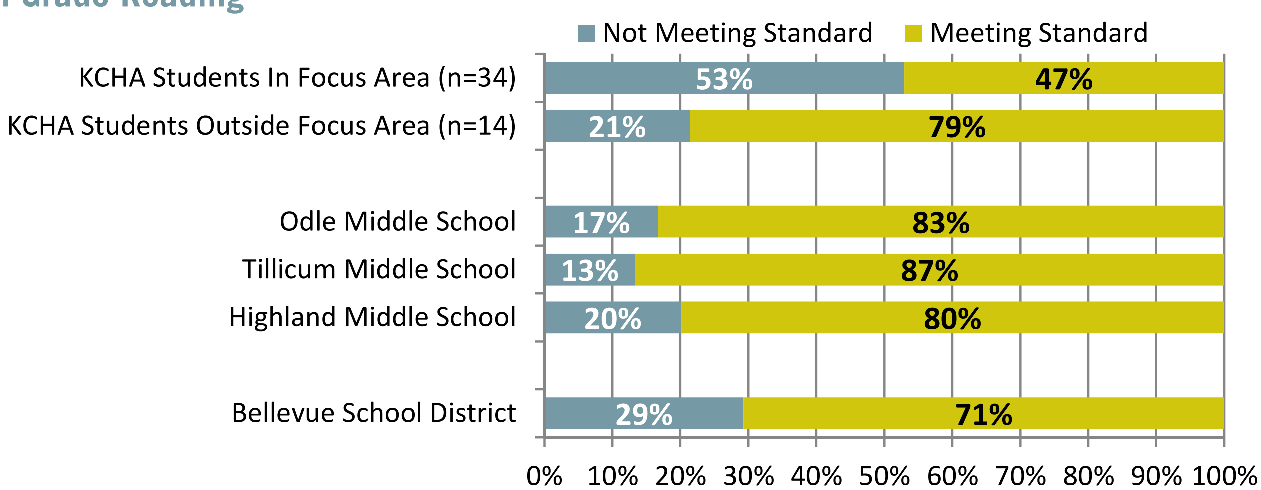
- In terms of meeting the MSP reading standard, Focus Area students performed similarly to the school district average in 3rd grade. However, a much smaller proportion of Focus Area students met the standard in 6th grade, indicating a substantial achievement gap.
- KCHA-supported students outside the Focus Area performed similarly to the school district average in 3rd and 6th grades.

3rd and 6th Grade KCHA-Supported Students Meeting the MSP Reading Standard, Spring 2012

3rd Grade Reading



6th Grade Reading

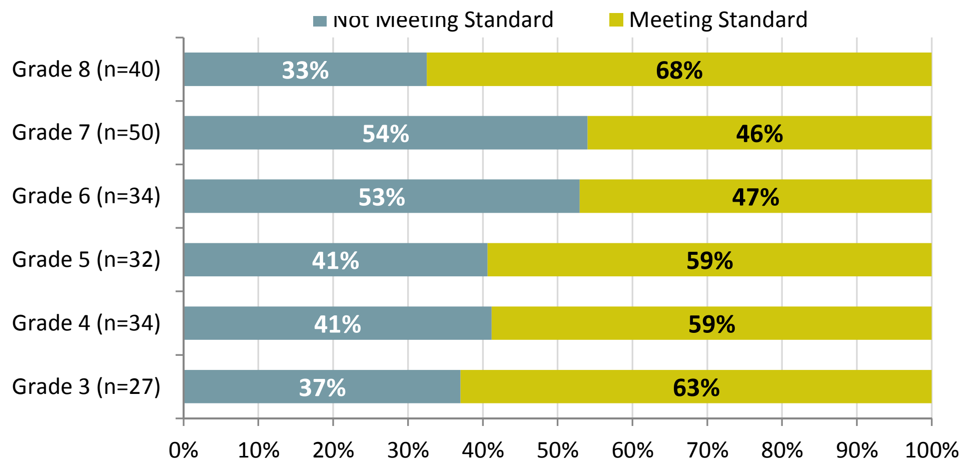


The exhibits below show the percentage of KCHA-supported students meeting the MSP reading standard for 3rd – 8th grade, based on the Spring 2012 MSP test. Both students within and outside the Focus Area show mixed results:

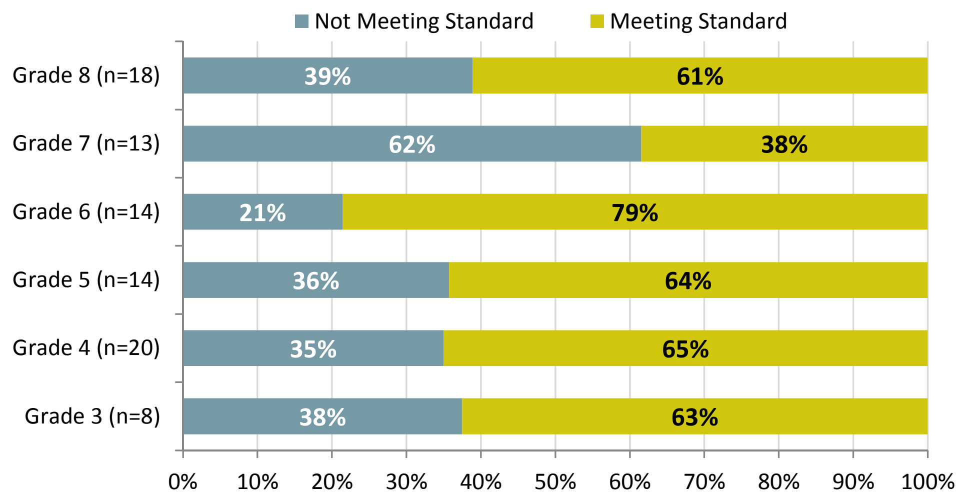
- For the Focus Area, the highest proportion of KCHA students meeting standard was in 3rd and 8th grades.
- Outside the Focus Area, the highest proportion of KCHA students meeting standard was in 6th grade.

3rd-8th Grade KCHA-Supported Students Meeting the MSP Reading Standard, Spring 2012

KCHA Students in Focus Area



KCHA Students Outside Focus Area



MSP Math

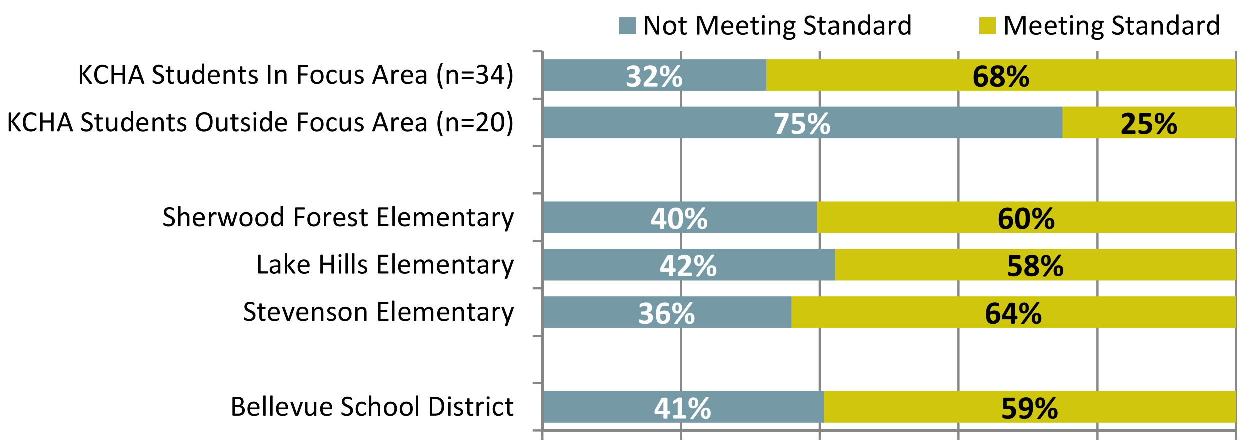
More KCHA Focus Area Students Meeting the MSP Math Standards in 4th Grade than in 7th Grade

The exhibits below show the percentage of KCHA-supported students meeting the MSP Math standard (Spring 2012) in 4th and 7th grade, compared to the District average and schools with a significant percentage of KCHA-supported students.

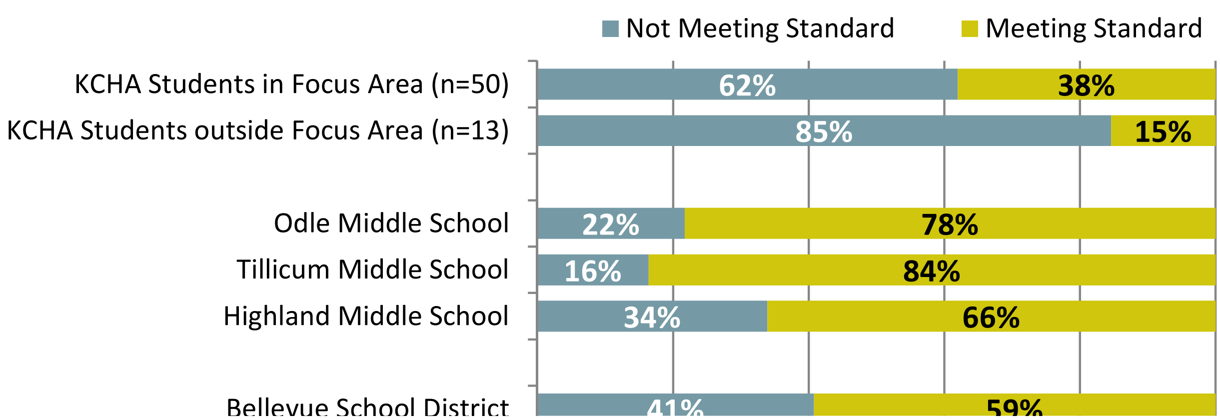
- In 4th grade, a higher percentage of Focus Area students met the MSP math standard than the District average and comparable schools. However, in 7th grade the percentage of Focus Area students meeting the standard was significantly lower than the District average, indicating an achievement gap at the end of the 7th grade.
- The percentage of KCHA-supported students outside the Focus Area meeting the MSP math standard is substantially lower than the District average in both 4th and 7th grade, indicating a substantial achievement gap in both.

4th and 7th Grade KCHA-Supported Students Meeting the MSP Math Standard, Spring 2012

4th Grade Math



7th Grade Math



The exhibits below show the percentage of KCHA-supported students meeting the MSP math standard for 3rd–8th grade, based on the Spring 2012 MSP test. Both students within and outside the Focus Area show mixed results:

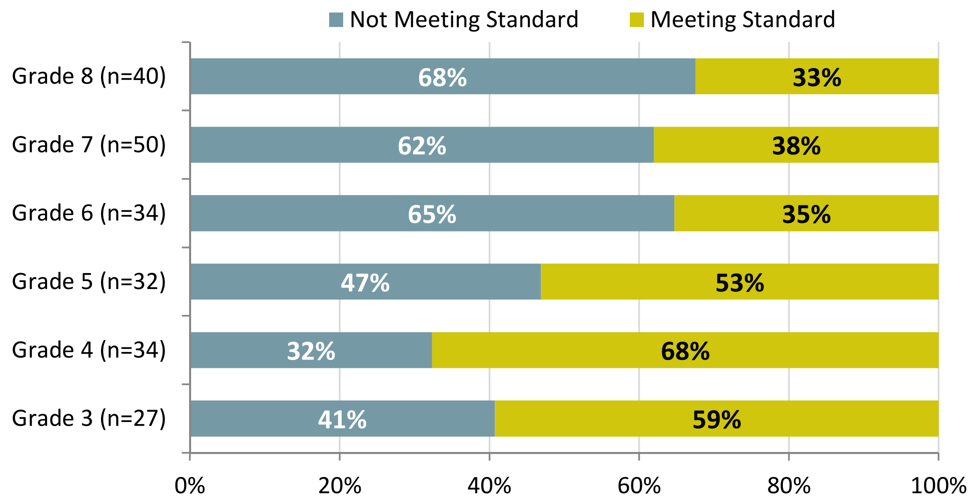
- For the Focus Area, the highest proportion of students meeting standard was in 3rd and 4th grades.
- Outside the Focus Area, the highest proportion of students meeting standard was in 3rd grade.

POTENTIAL STRATEGY

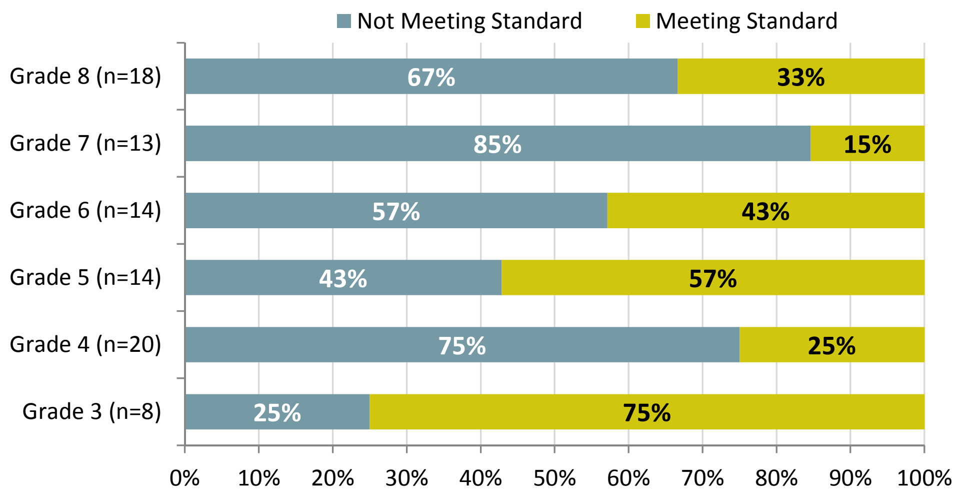
Early action is essential in helping students who are struggling with mathematics. A potential strategy could involve screening students and conducting targeted interventions for those who are falling behind.

3rd-8th Grade KCHA-Supported Students Meeting the MSP Math Standard, Spring 2012

Focus Area Students



Students Outside Focus Area



MSP Science

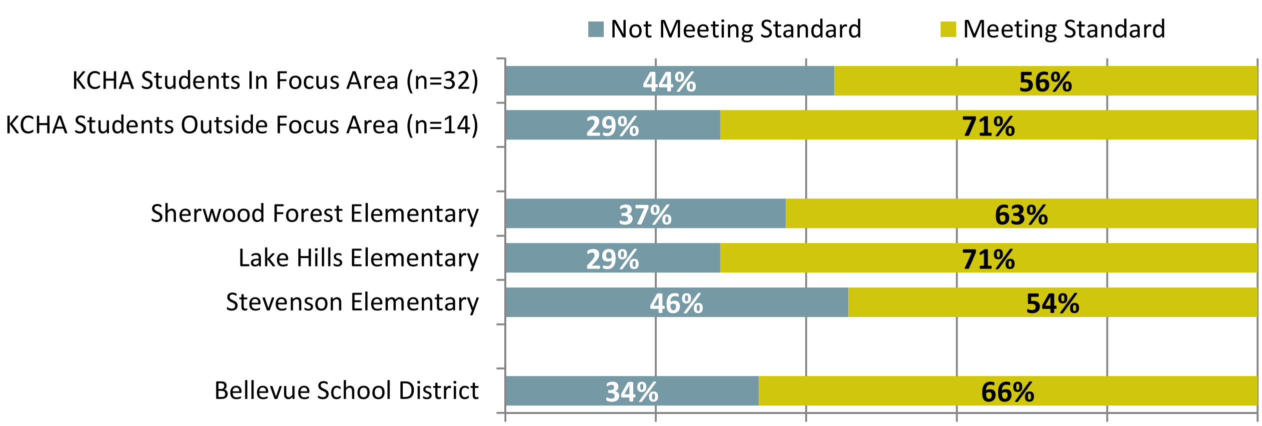
Percentage of KCHA-Supported Students Meeting 8th Grade MSP Science Standards is Lower than District

The exhibits below show the percentage of KCHA-supported students meeting the MSP science standard (Spring 2012) in 5th and 8th grades, compared to the District average and schools with a significant percentage of KCHA-supported students.

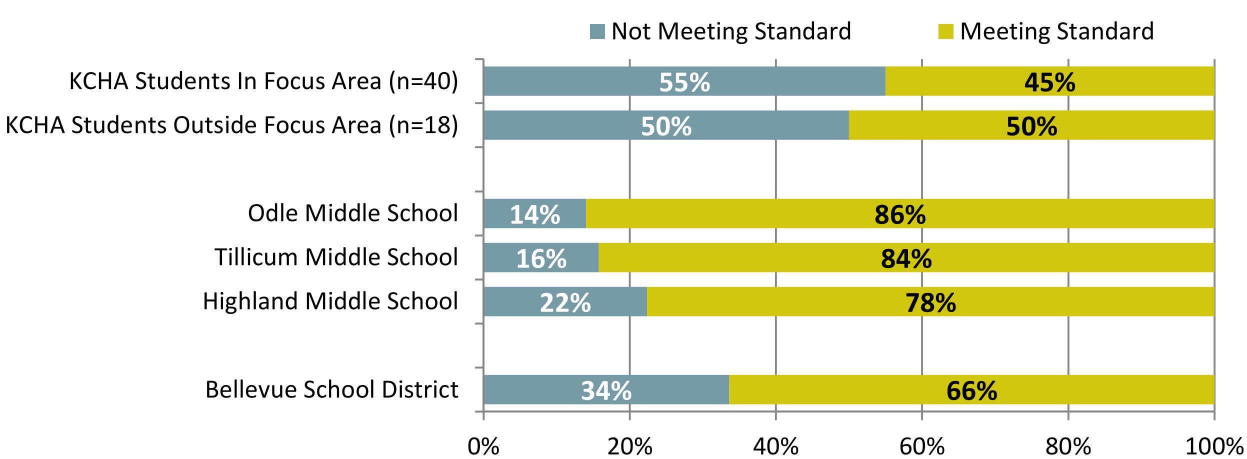
- In both 5th and 8th grades, a significantly lower percentage of Focus Area students met the MSP science standard compared to the District average, indicating a significant achievement gap.
- For students outside the Focus Area, a higher percentage of 5th graders met the MSP science standard compared to the District average. However, in 8th grade the percentage was substantially lower than the District average.

5th and 8th Grade KCHA-Supported Students Meeting the MSP Science Standard, Spring 2012

5th Grade Science



8th Grade Science



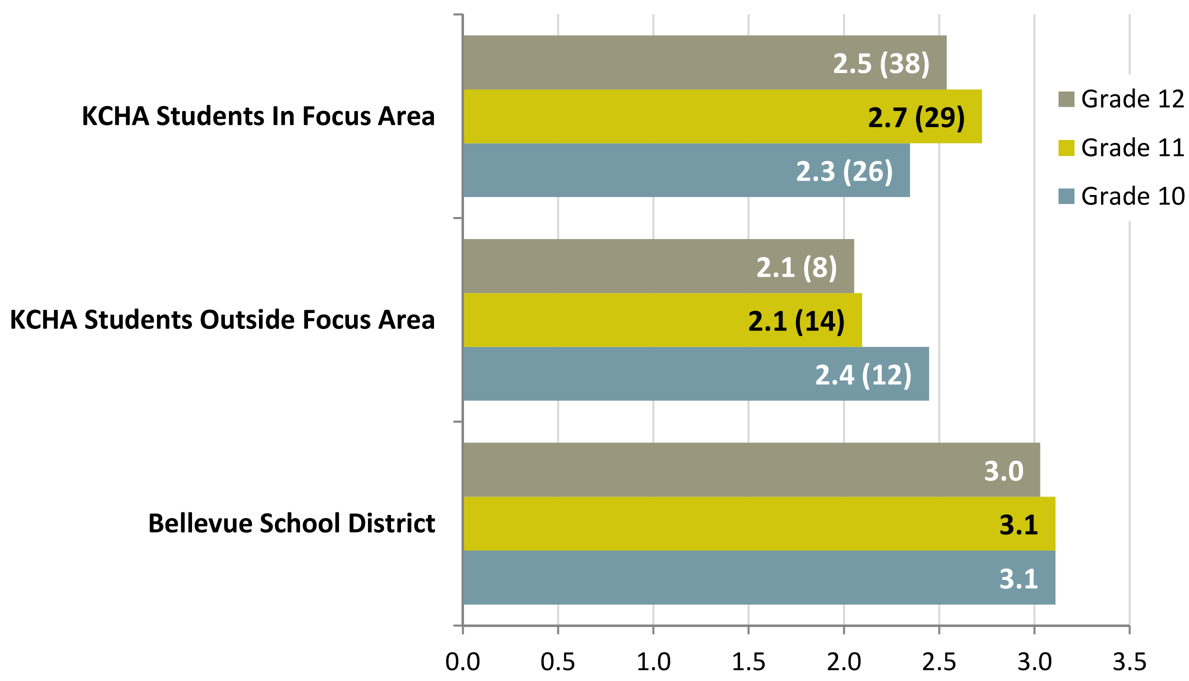
High School Grades

High School GPAs of KCHA Students are Lower than the School District Average

Grade Point Averages (GPAs) serve as an overall indicator of academic performance in high school. The exhibit below compares GPAs for 10th through 12th grade students in the Focus Area, students outside the Focus Area, and all students in Bellevue School District for school year 2011-12.

- Overall, KCHA student GPAs are significantly lower than the school district average.
- Among the 11th and 12th grade KCHA student population, those in the Focus Area have higher GPAs than students living outside the Focus Area. Average GPAs in 10th grade are fairly similar among Focus Area and non-Focus Area students.

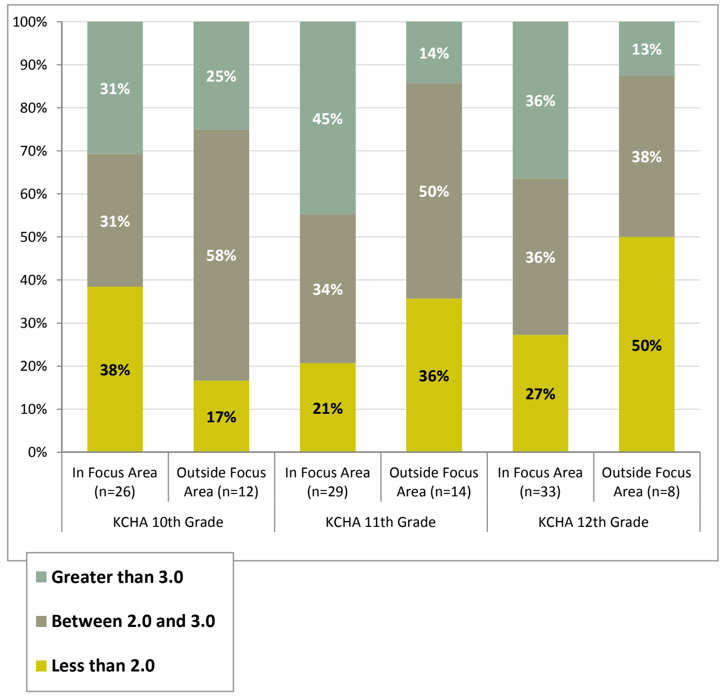
10th – 12th Grade Average GPA, Second Semester of 2011-2012 School Year



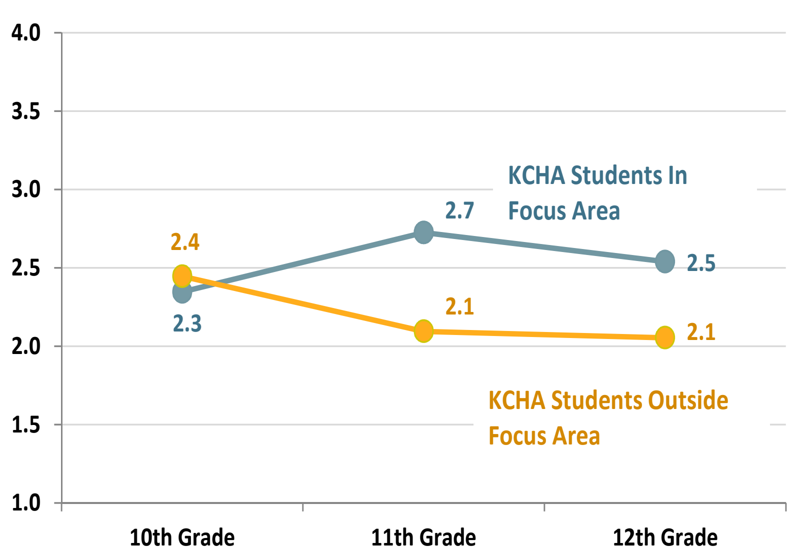
The exhibits on this page show KCHA-supported students' GPA range and average GPA, respectively, for school year 2011-12.

- Most students have GPAs higher than 2.0. As a point of comparison, the College Bound Scholarship Program for low-income students requires participants to earn a cumulative high school GPA of 2.0 or higher.
  - Three-quarters of Focus Area students have GPAs of 2.0 and higher. Slightly fewer students outside the Focus Area have GPAs greater than 2.0.
- Almost 40% of Focus Area students have GPAs of 3.0 and higher, compared to only 20% of students living outside the Focus Area.
- Average GPA is fairly consistent across grades, although there is a slight increase after 10th grade for Focus Area students and a slight decrease for students living outside the Focus Area.

Percentage of KCHA Students by GPA Range, Second Semester of 2011-2012 School Year



Average GPA for KCHA Students, Second Semester of 2011-2012 School Year



POTENTIAL STRATEGY

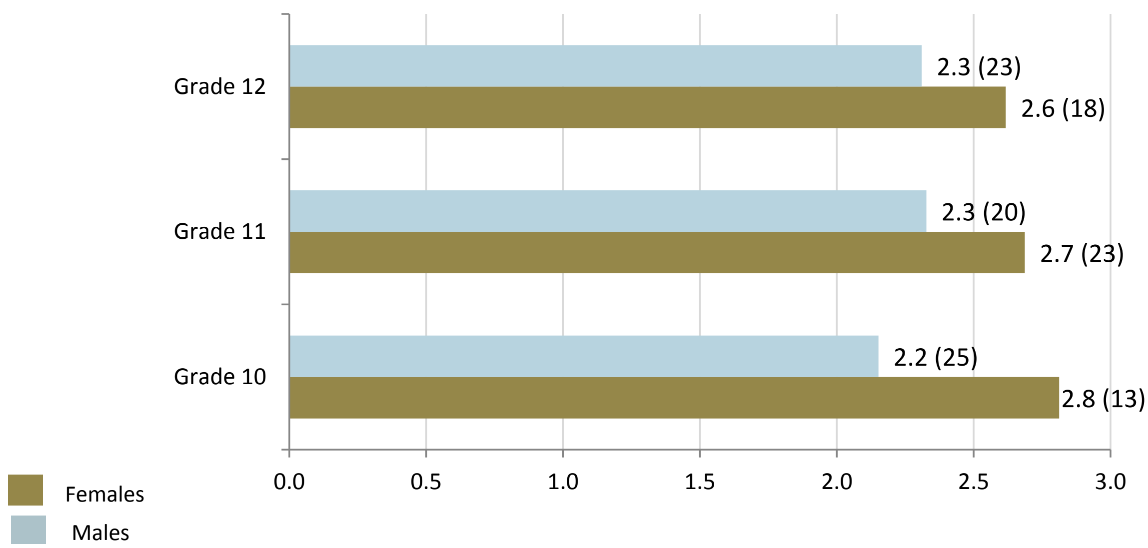
The College Bound Scholarship Program encourages low-income middle school students to choose a path that will lead to educational success after high school. While KCHA students are eligible based on income, they must sign up in the 7th or 8th grade, work hard in school, stay out of legal trouble, and successfully apply to a higher education institution. Raising awareness of this scholarship opportunity, encouraging students to sign up, and helping students maintain GPAs of at least 2.0 could be a potential focus of the Bellevue Education Initiative Strategy.

KCHA Female Students are Doing Better in School than their Male Peers

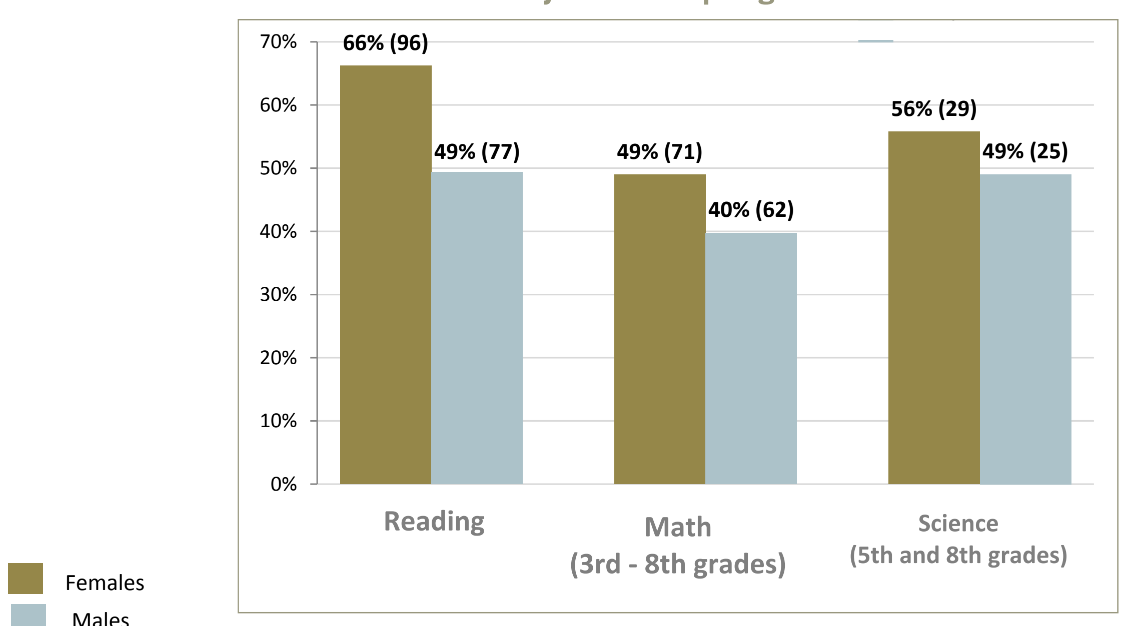
The overall gender distribution of KCHA-supported students matched to BSD data is approximately 49% female and 51% male. As the exhibits below demonstrate, female KCHA students are performing better academically than their male counterparts.

- Female KCHA students have a higher GPA average than their male neighbors in grades 10-12.
- A higher percentage of female KCHA students meet the MSP standard in reading, math, and science.

10th – 12th Grade Average GPA for KCHA Students by Gender, Second Semester of 2011-2012 School Year



Percent of KCHA Students Meeting Standard by Gender, MSP Subject Area Spring 2012



ENGLISH LANGUAGE LEARNERS

Overview

Overall, 9.2% of Bellevue School District students are in the formal English Language Learner (ELL) program. Among Focus Area students, 16% (66 students) are in the ELL program, while 11% (22 students) of students living outside the Focus Area are in the program.

- Among Focus Area students, more than one-third of kindergarten and 1st grade students (20 out of 55) receive ELL services; the proportion decreases as students advance grades.
- Most Focus Area students in the ELL program are at advanced or transitional levels; few are at the beginner and intermediate levels.
- Elementary schools with the highest enrollment of KCHA-supported students have significantly higher overall percentages of ELL students:
  - Sherwood Forest Elementary: 27% ELL
  - Lake Hills Elementary: 34% ELL
  - Stevenson Elementary: 47% ELL

The Vast Majority of ELL Students are Not Meeting State Standards in Reading, Math, and Science

What is the WELPA?

The Washington English Language Proficiency Assessment (WELPA), formerly known as the Washington Language Proficiency Test (WLPT), determines student eligibility for English Language Development (ELD) services. The WELPA annually assesses growth in English language development by the state's English language learners. This assessment tests reading, writing, listening, and speaking knowledge and skills. There are four levels: Level 1 (beginning), 2 (intermediate), 3 (advanced), and 4 (transitional — student exits ELL program).

The WELPA consists of two tests:

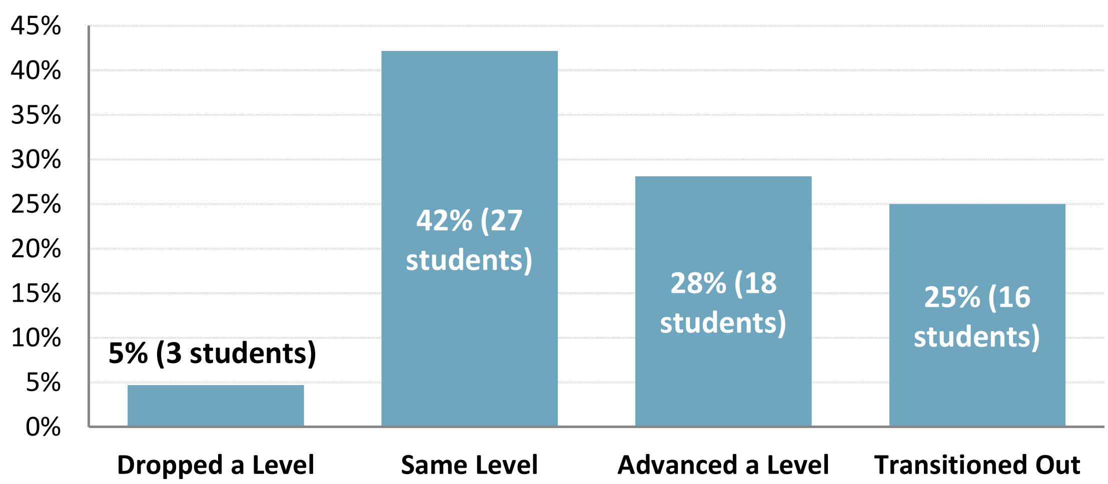
The Placement Test is used to determine initial student eligibility for English Language Development services. The Placement Test is given to all students whose families answer "yes" to question #2 on the Home Language Survey: "Is your child's first language a language other than English?" Students must be tested within ten days of attendance in a Washington State school. Entering kindergarteners may be tested as early as May 1 preceding their attendance in the fall.

The Annual Test is given to all students who qualify for ELD services with a Placement Test. It measures students' growth in English language knowledge and skills. Results from this test determine which students are eligible to continue to receive ELD services.

The WELPA can be used to demonstrate students' progress in acquiring English language skills:

- Half of Focus Area ELL students moved up one level between 2011 and 2012.
  - 28% (18 students) advanced one level
  - 25% (16 students) transitioned out of the program in 2012
- 42% (27 students) scored at the same level on the WLPT/WELPA.

WLPT/WELPA Results for Students in KCHA Focus Area, 2011 to 2012



BELLEVUE BOYS & GIRLS CLUB

Overview

Six Bellevue Boys & Girls Club locations serve Focus Area students, including three that are located on-site at KCHA-owned communities (marked with *):

- Eastside Terrace*
- Hidden Village*
- Spiritwood Manor*
- Phantom Lake (at Phantom Lake Elementary)
- The Club/TXL (on Lake Hills Blvd)
- Crossroads Community Center

There are four additional Club locations that serve students outside the Focus Area:

- Cherry Crest (at Cherry Crest Elementary)
- Bennett (at Bennett Elementary)
- Main Club
- South Bellevue

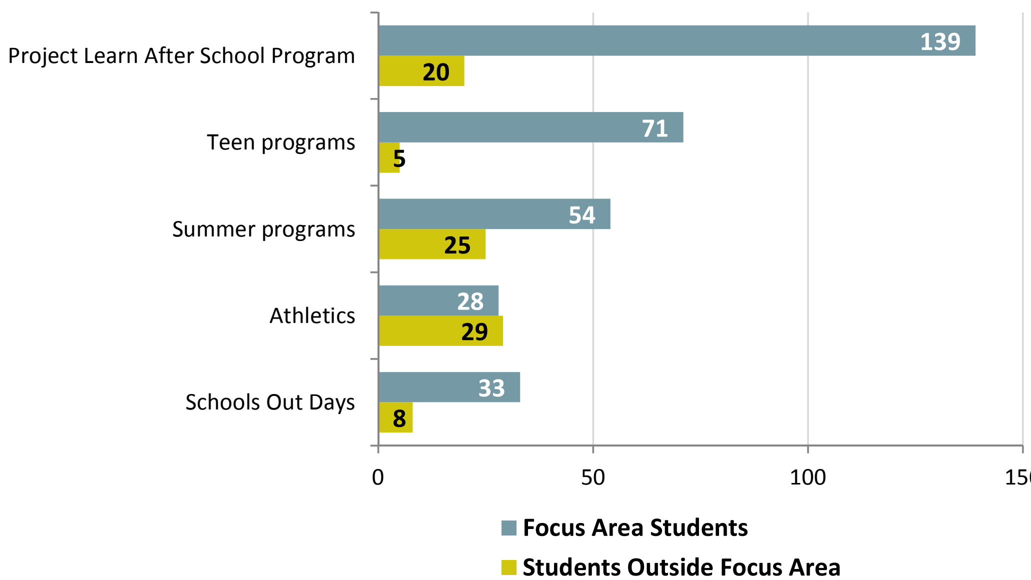
Match Rates and Participation

Where possible, KCHA data was matched to Bellevue Boys & Girls Club records to look for additional patterns based on participation in the club. Approximately 38% of Focus Area students and 20% of students outside the Focus Area matched to B&G record records.

The exhibit below shows participation of KCHA-supported students in Bellevue Boys & Girls Club activities by program. The data includes all KCHA-supported students matched as members of Bellevue Boys & Girls Club at some point in time and does not reflect length of time in the program or frequency of attendance (as some students may participate on a regular basis, while others may attend very infrequently).

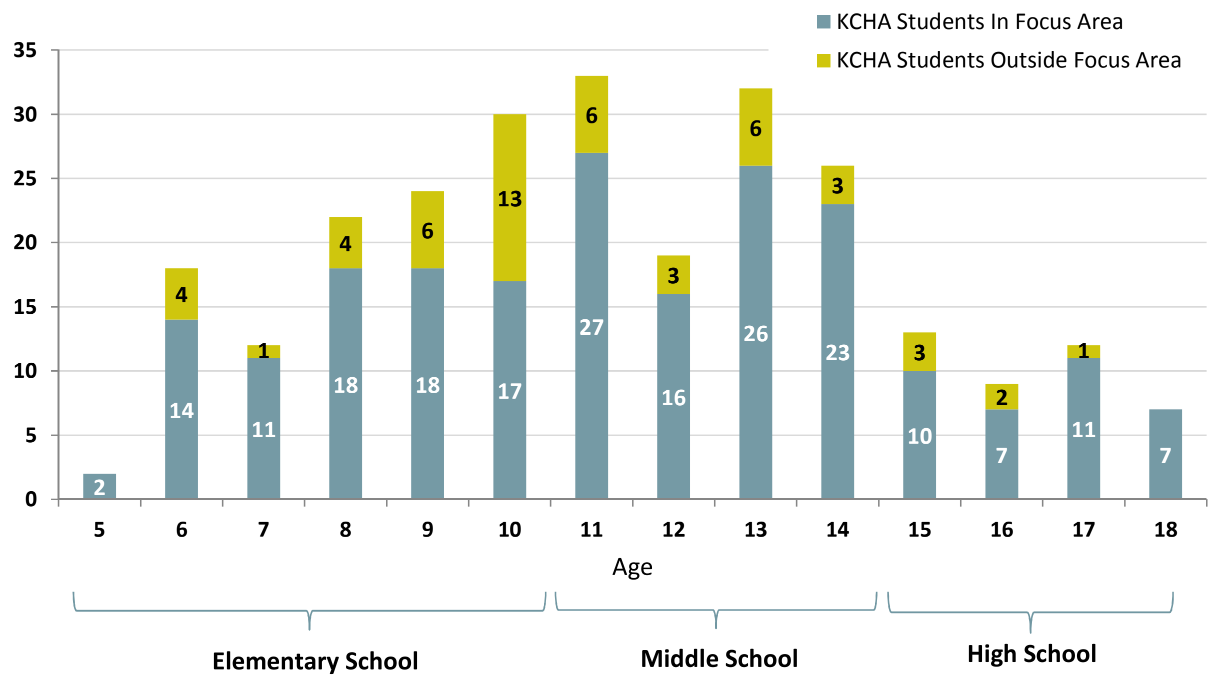
Among Focus Area students, the "Project Learn After School" program was the most popular program, while among students from outside the Focus Area, Athletics and Summer programs were the most popular.

KCHA Students Participation in Bellevue Boys & Girls Club Activities by Program



The exhibit below shows the age distribution of KCHA-supported students that are members of Bellevue Boys & Girls Club. The majority of these students are between 8 and 14 years old.

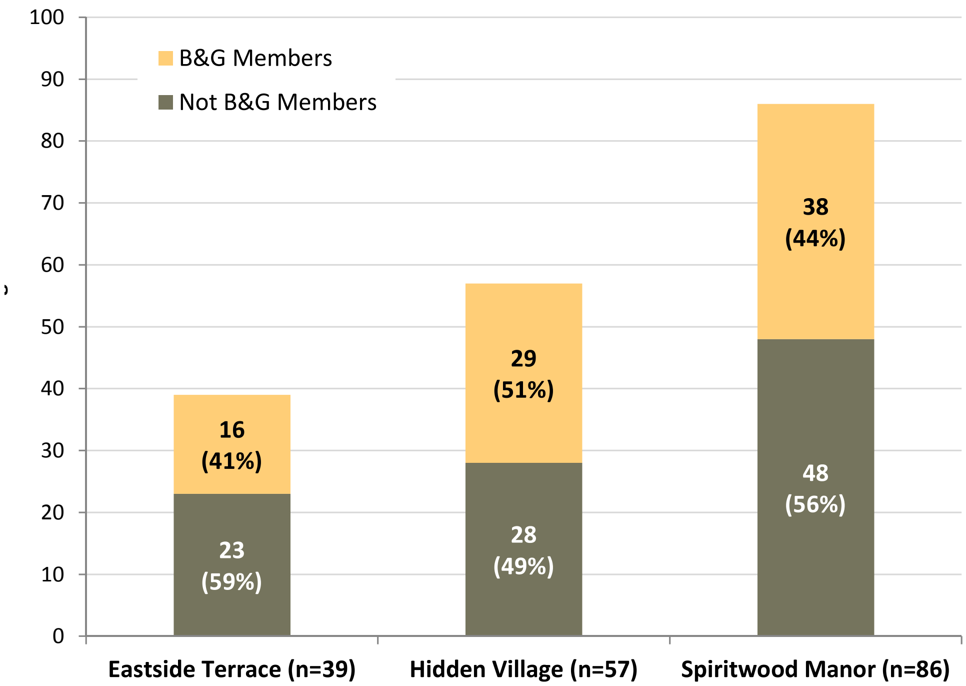
Age Distribution of KCHA Students that are Members of Bellevue Boys & Girls Club



Bellevue Boys & Girls Club Sites Locations

Bellevue Boys & Girls Club sites located at KCHA Housing Communities serve about half of the on-site children. There are approximately 182 school-aged children at three KCHA properties that house Bellevue Boys & Girls Club sites, and 46% of these children are Bellevue Boys & Girls Club members. The exhibit below shows the number and percentage of children that are Bellevue Boys & Girls Club members by KCHA-owned property.

School-aged Children who are Bellevue Boys & Girls Club Members by KCHA-Owned Property



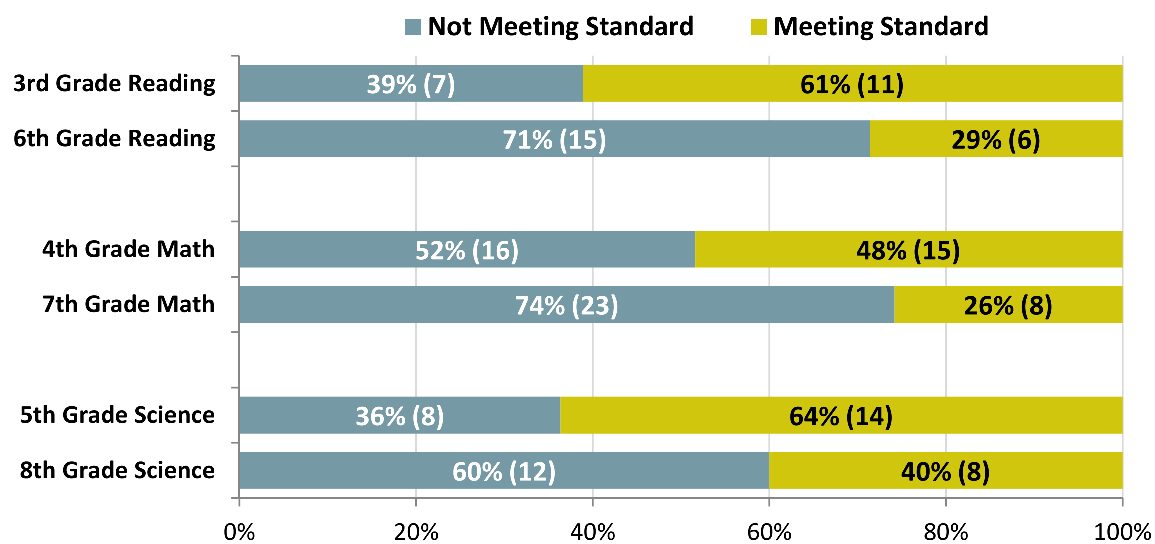
KCHA Students in Bellevue Boys & Girls Club are Also Struggling to Meet State Standards

The exhibit below shows the percentage of KCHA students that are members of Bellevue Boys & Girls Club who are meeting MSP standards in reading, math, and science. Similar to all KCHA students, smaller proportions of KCHA students that are members of Bellevue Boys & Girls Club meet subject standards in later grades.

POTENTIAL STRATEGY

KCHA and Bellevue Boys & Girls Club could work together to further evaluate the role of after-school programs in students' academic lives, and frequency and level of participation as it relates to student achievement.

Bellevue Boys & Girls Club KCHA Participant's Performance on MSP, Spring 2012



Bellevue Boys & Girls Club's "Project Learn After School" program serves many KCHA students who are struggling academically. As would be expected given this population, a smaller proportion of participants in the program are meeting academic standards than other KCHA students.

		Reading	Math	Science
KCHA students that participated in Project Learn After School for more than 1 year	% meeting standard	49%	44%	63%
	# students tested	43	43	8
KCHA students that are not members of Bellevue Boys & Girls Club	% meeting standard	79%	66%	84%
	# students tested	123	123	24

NEXT STEPS

Key findings from this report highlight the importance of a tailored, place-based educational initiative to help children and youth living in federally subsidized housing achieve success and have access to the same opportunities as their peers and classmates.

KCHA has started important conversations with key Education Initiative partners, including Bellevue Boys & Girls Club and Bellevue School District, and will bring together other community organizations to address challenges KCHA-supported children and youth face.

While specific strategies are being developed, key topics that may be addressed in these strategy-setting sessions include:

- Strategies to ensure that children are reading at grade level by the end of the 3rd grade.
- Methods for focused interventions in elementary and middle school level math.
- Ways to raise awareness of the College Bound Scholarship Program opportunity, encouraging students to sign up, and helping students maintain GPAs of at least 2.0.
- Steps for further evaluation of Bellevue Boys & Girls Club programs and the role they play in improving academic outcomes for children.

Read to Succeed

A PLACE-BASED EDUCATION INITIATIVE

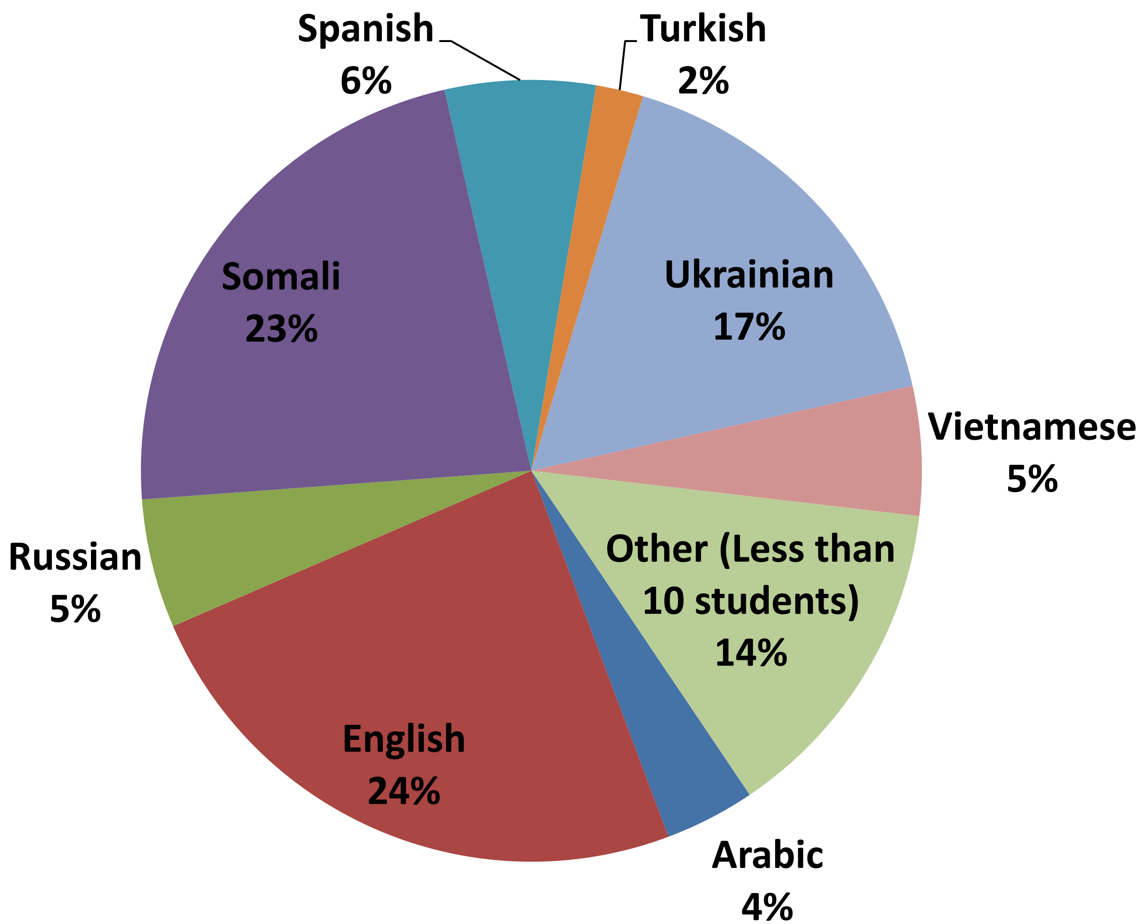
CASCADE & VALLI KEE

JANUARY 28, 2014

King County Housing Authority

Home Languages of KCHA Students

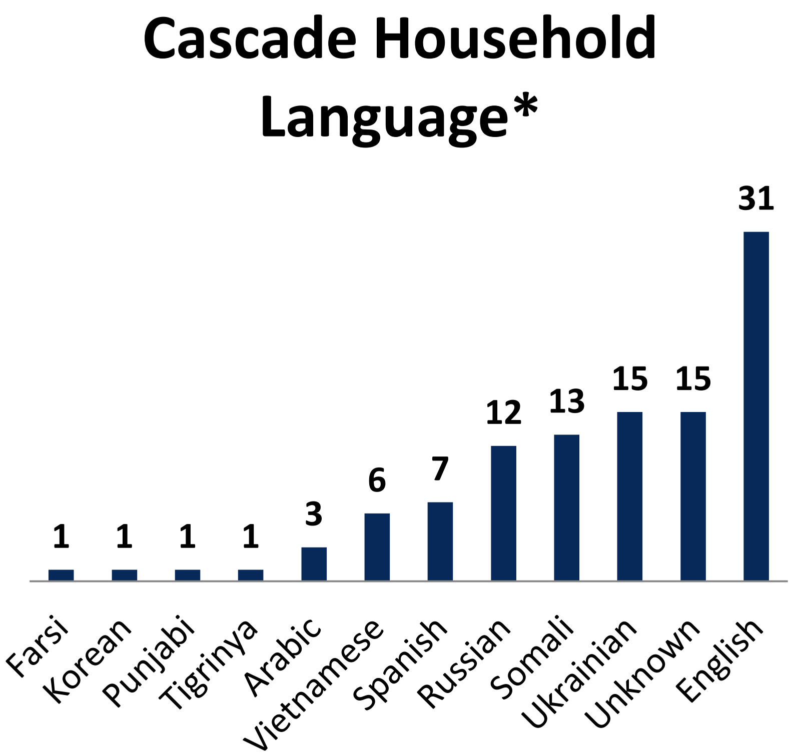
**10 or more students in each group*

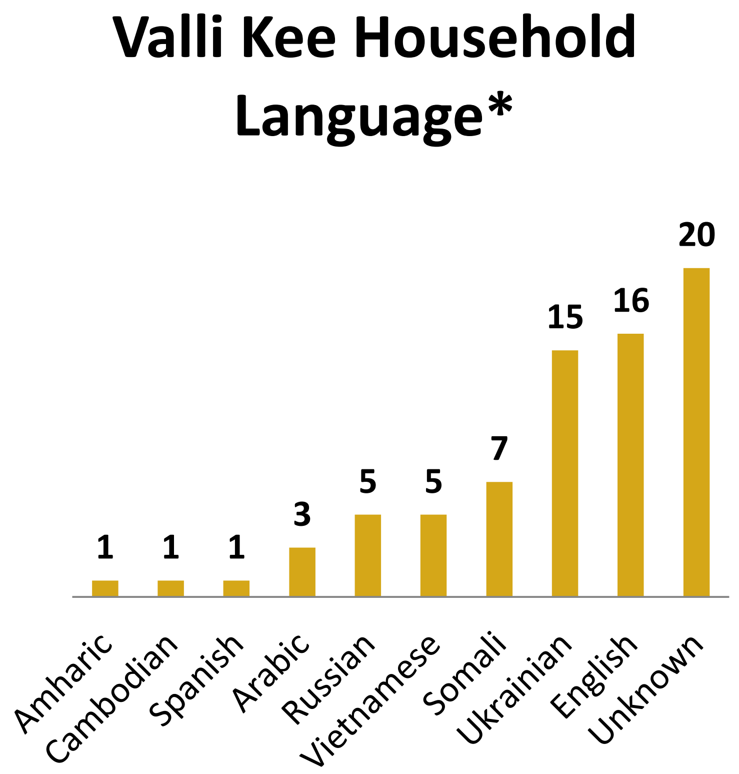


Read to Succeed
A PLACE-BASED EDUCATION INITIATIVE

Date Sources: KSD, OSPI, Valli Kee

Home Languages - Cascade & Valli Kee





Read to Succeed
A PLACE-BASED EDUCATION INITIATIVE

*All heads of household

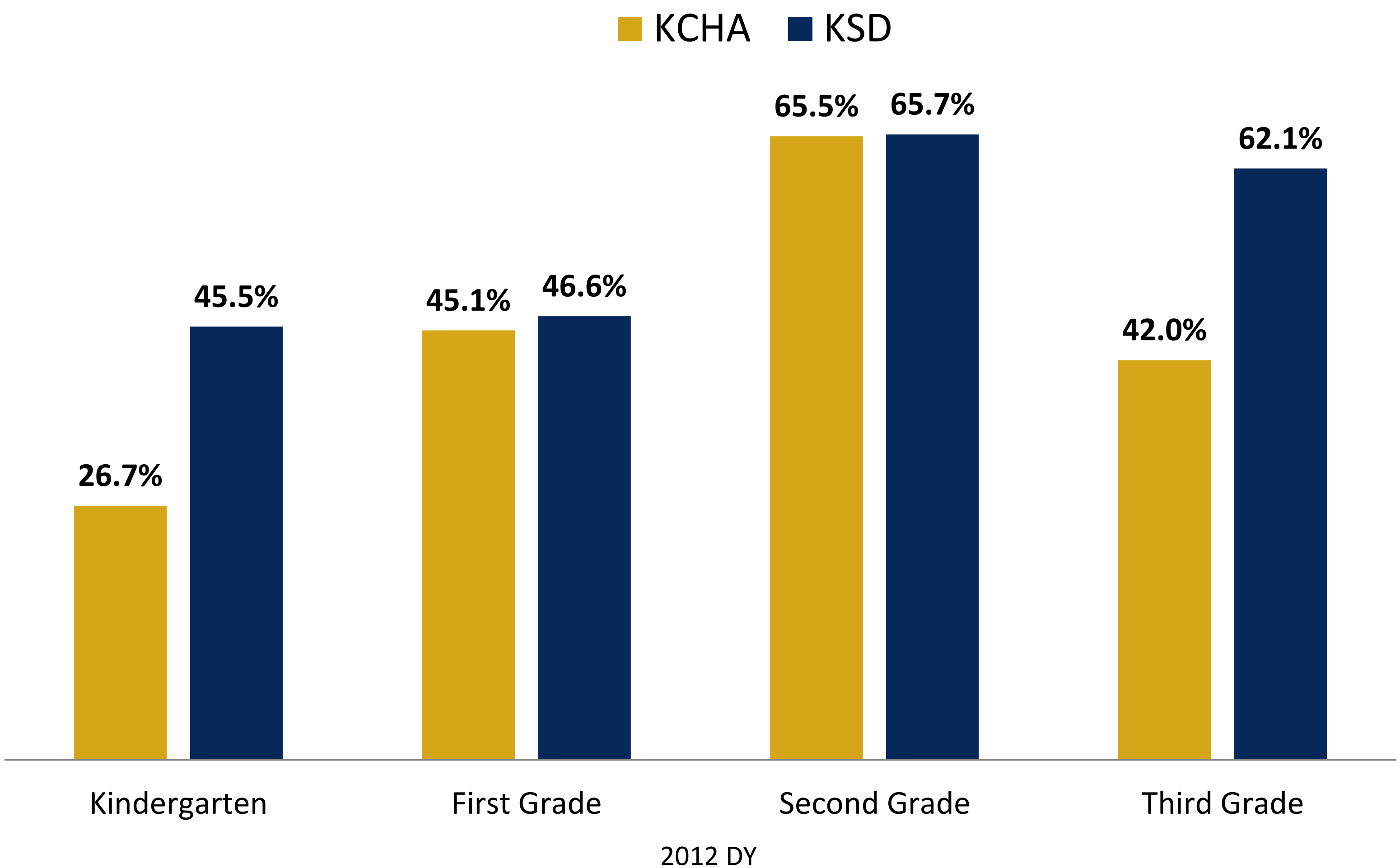
Schools KCHA Students Attend

School	KCHA Students	Percentage of Student Body
Cedar Heights Middle	**55/690**	**8.0%**
East Hill Elementary	**33/518**	**6.4%**
George T. Daniel Elementary	2/467	0.4%
Glenridge Elementary	**39/493**	**7.9%**
Grass Lake Elementary	1/417	0.2%
Horizon Elementary	4/503	0.8%
Jenkins Creek Elementary	3/319	0.9%
Kent Elementary	4/633	0.6%
Kent Mountain View High	4/350	1.1%
Kent Phoenix Academy	6/364	0.8%
Kentlake	**74/1700**	**4.4%**
Kent-Meridian High	**41/1986**	**2.1%**

School	KCHA Students	Percentage of Student Body
Kentridge High	19/2137	0.9%
Kentwood High	1/1992	0.05%
Martin Sortun Elementary	2/600	0.3%
Meadow Ridge Elementary	3/541	0.55%
Meeker Middle	29/652	4.4%
Meridian Elementary	3/609	0.5%
Millennium Elementary	**82/565**	**14.5%**
Panther Lake Elementary	2/568	0.35%
Park Orchard Elementary	2/477	0.4%
Pine Tree Elementary	**112/491**	**22.8%**
Scenic Hill Elementary	4/588	0.7%
Springbrook Elementary	**37/503**	**7.35%**
Grand Total	562	

Data Source: KSD

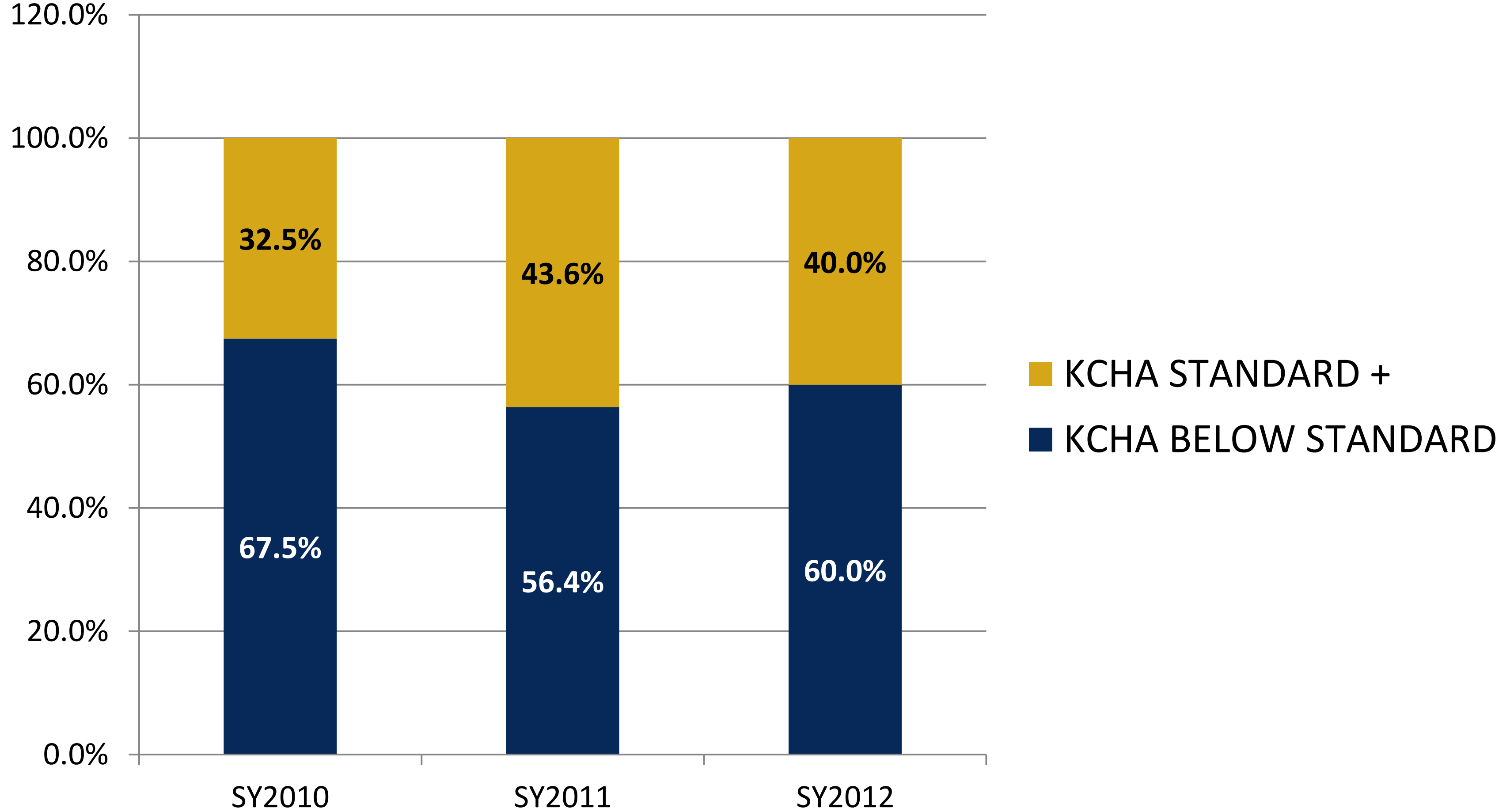
K-3 DIBELS - KCHA & KSD



Read to Succeed
A PLACE-BASED EDUCATION INITIATIVE

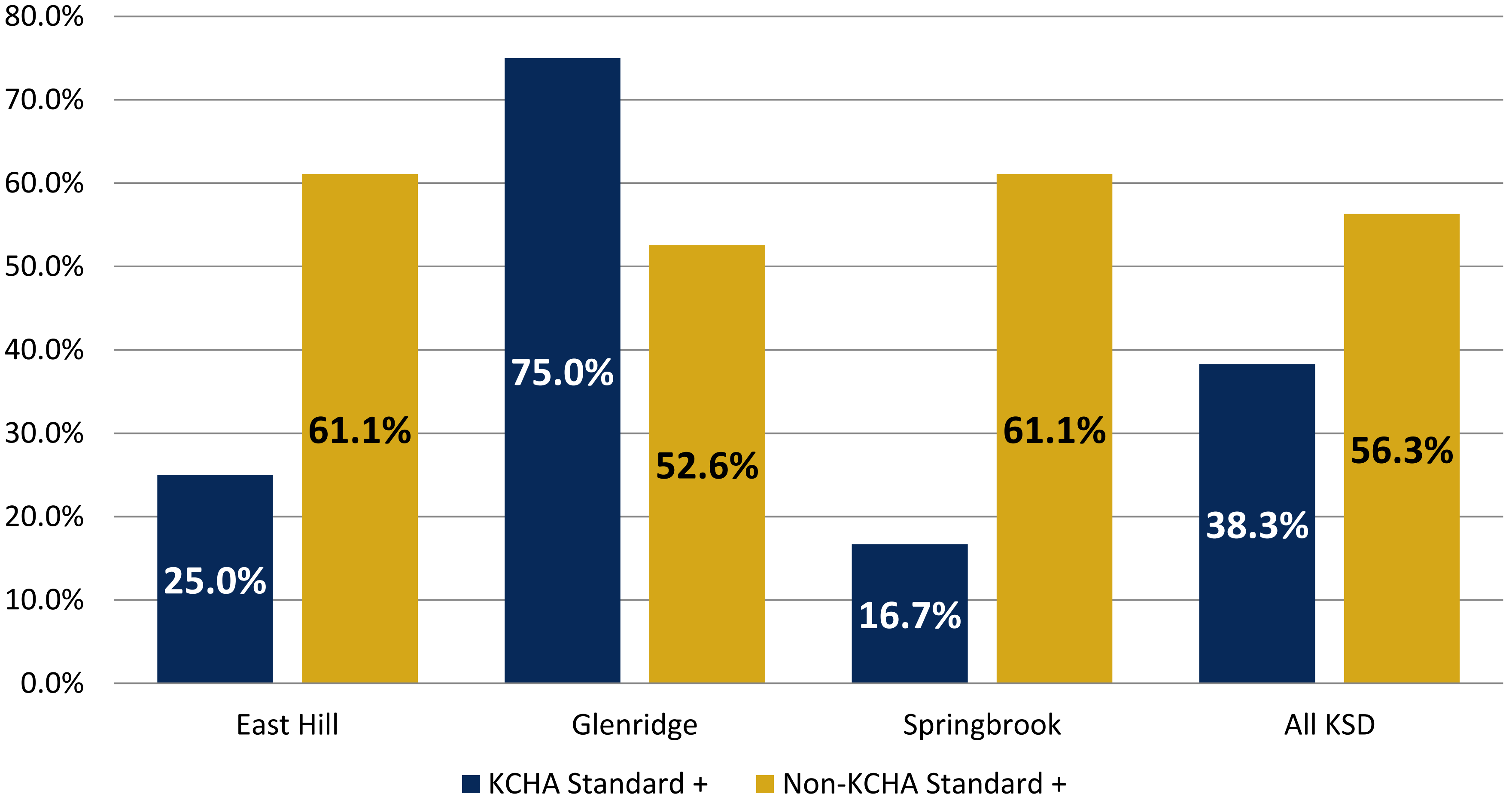
3rd Grade MSP Reading - KCHA Over 3 Years

2011: 60 KCHA students & 1,085 non-KCHA students
2012: 47 KCHA students & 1,047 non-KCHA students



Read to Succeed
A PLACE-BASED EDUCATION INITIATIVE

3rd Grade MSP Reading - KCHA & Other Low Income Students

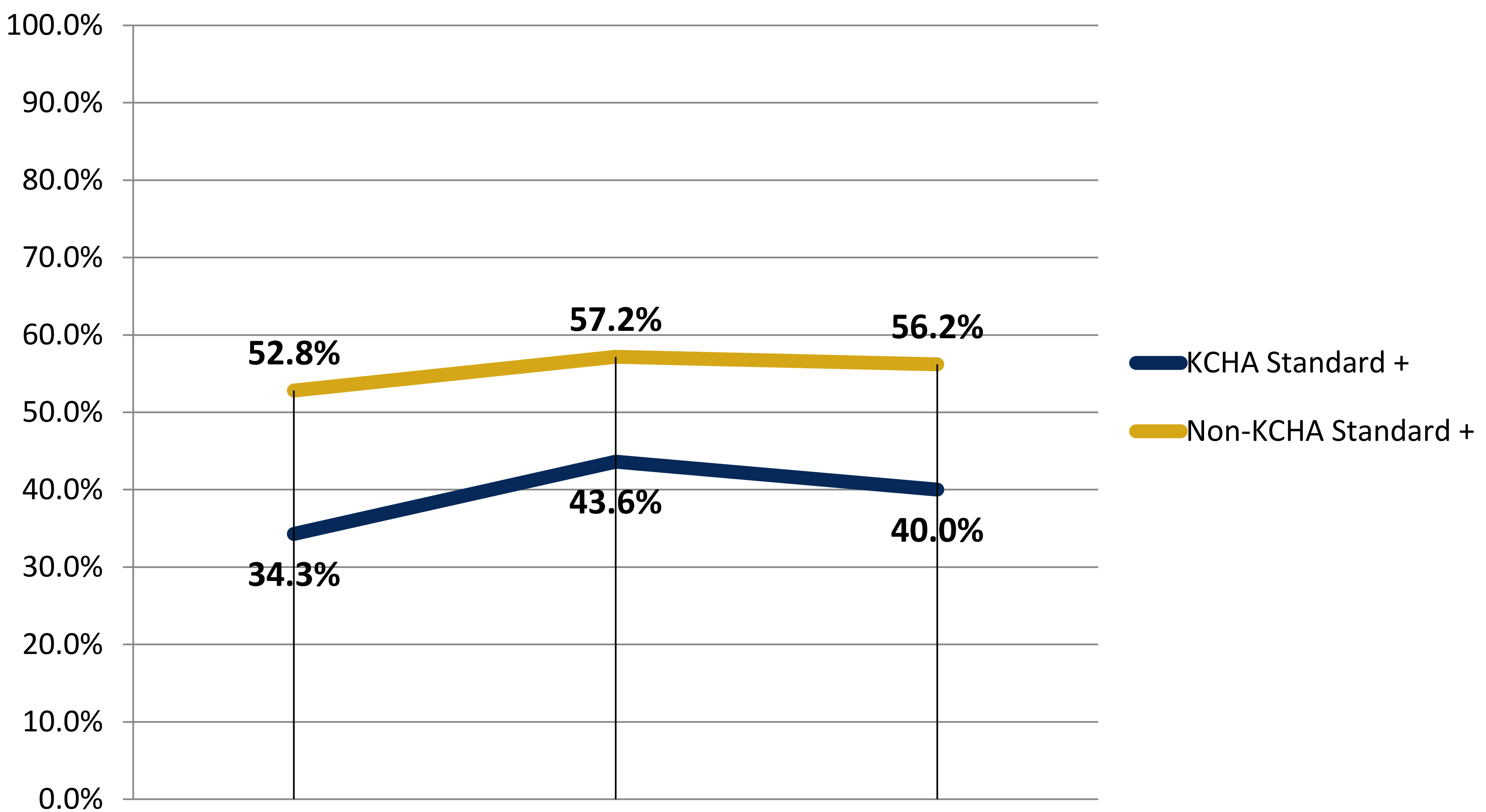


Read to Succeed
A PLACE-BASED EDUCATION INITIATIVE

3rd Grade MSP Reading - KCHA & Other Non-KCHA East Hill, Glenridge, & Springbrook

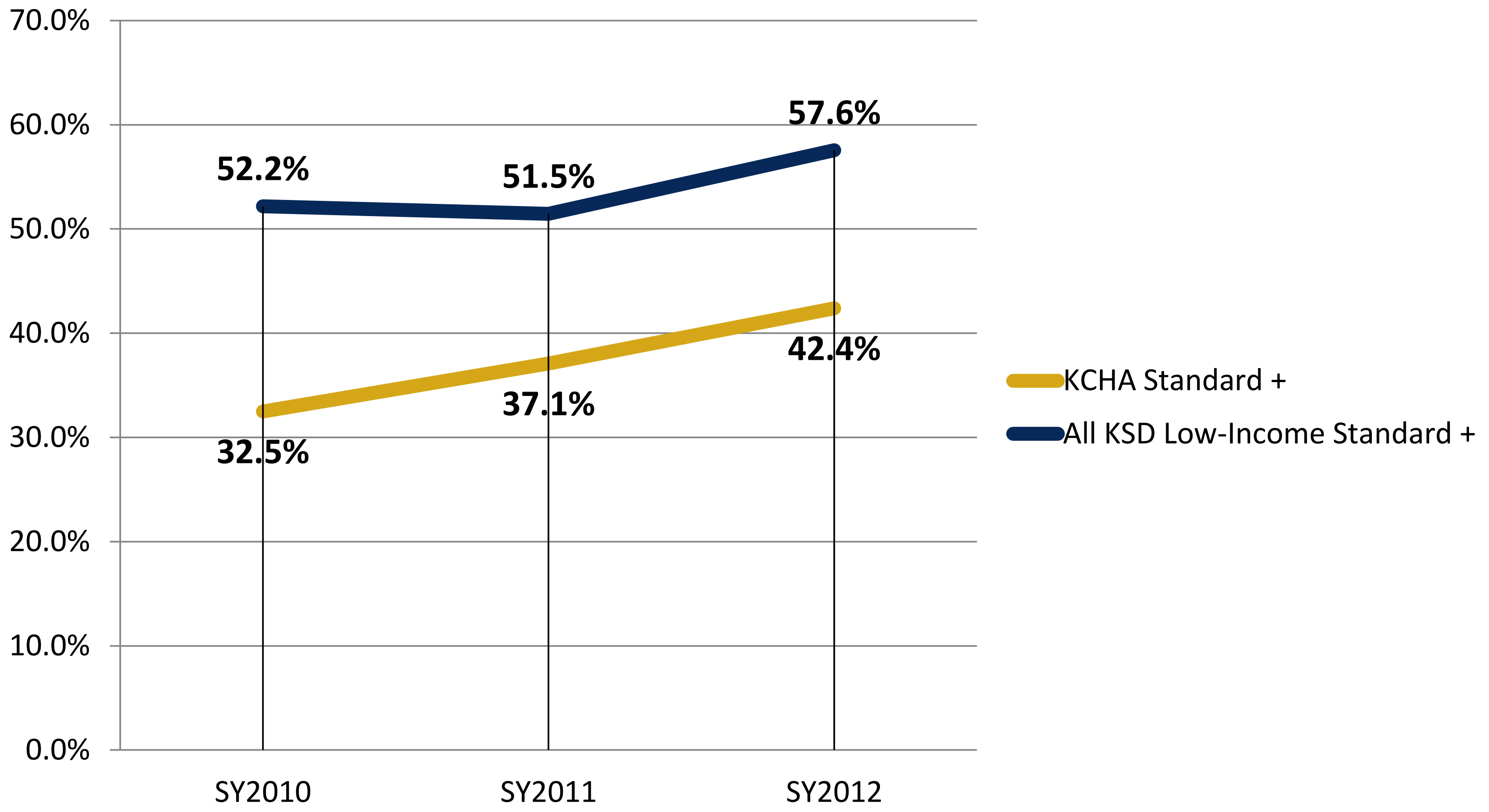
Level	KCHA East Hill	Non-KCHA East Hill	KCHA Glenridge	Non-KCHA Glenridge	KCHA Springbrook	Non-KCHA Springbrook	All KCHA 3rd Graders	ALL Non-KCHA KSD 3rd Graders
Level 4 Exceed Standard	0 0%	16 29.6%	0 0%	7 18.4%	1 16.70%	6 16.7%	8 17.0%	236 22.5%
Level 3 Met Standard	1 25%	17 31.5%	3 75%	13 34.2%	0 0%	16 44.4%	10 21.3%	355 33.9%
Level 2 Below Standard	2 50%	16 29.6%	0 0%	15 39.5%	5 83.30%	10 27.8%	18 38.3%	310 29.6%
Level 1 Well Below Standard	1 25%	5 9.3%	1 25%	3 7.9%	0 0%	4 11.1%	11 23.4%	146 13.9%

3rd Grade MSP Reading - KCHA 3 Year Trend



Data Source: KSD

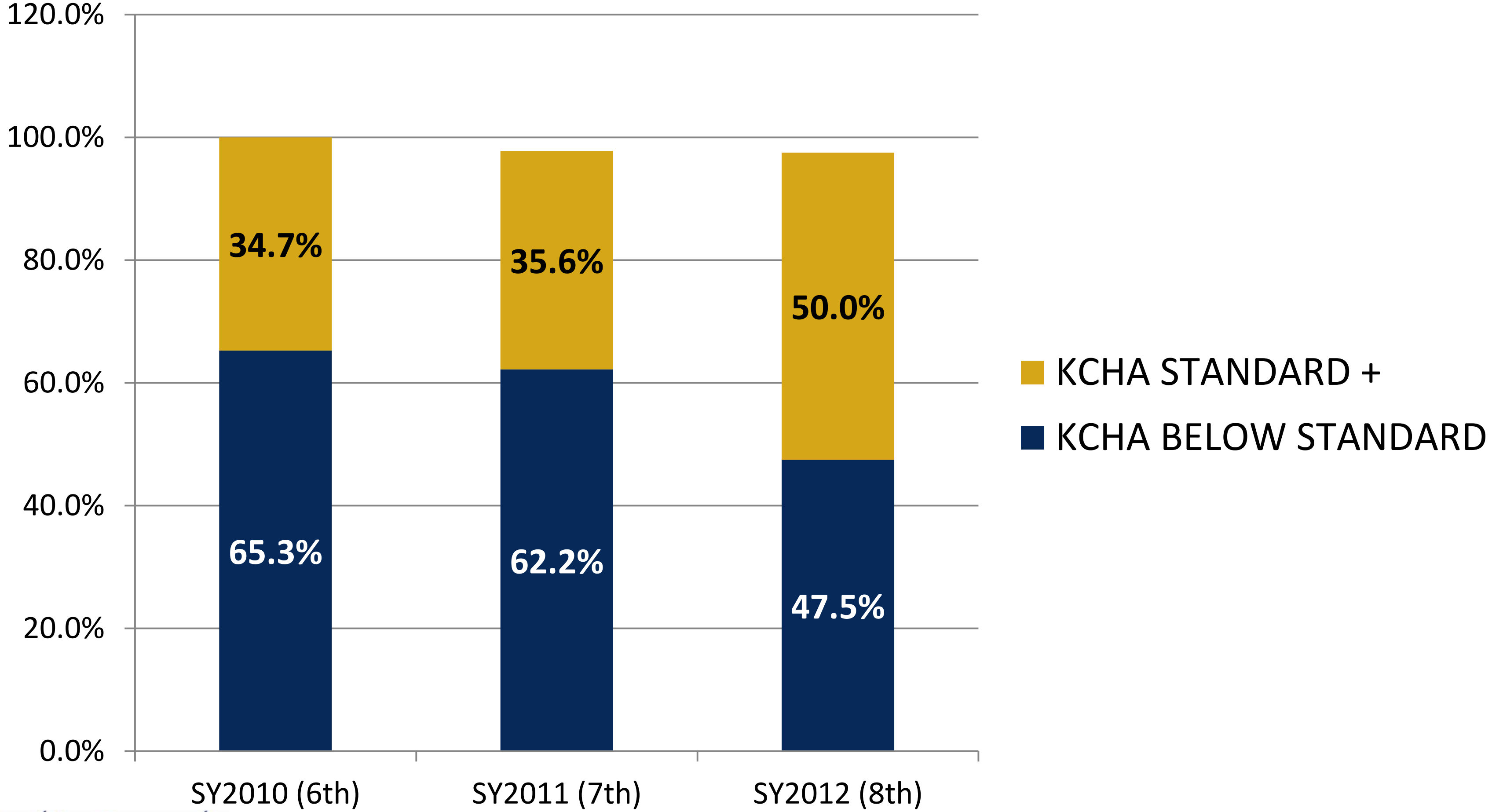
3rd Grade MSP Reading Cohort - KCHA & KSD



Read to Succeed
A PLACE-BASED EDUCATION INITIATIVE

6th – 8th Grade MSP Reading Cohort - KCHA

49 students for 2010



Read to Succeed
A PLACE-BASED EDUCATION INITIATIVE

8^{th} – 10^{th} Grade Graduation Cohort - KCHA

42

22

- 22 Students with On-time Grad year of 2014. Of these, 17 students met standard for 10^{th} Grade reading by 2012

-8

- 8 Students with Lapsed On-time Grad Year

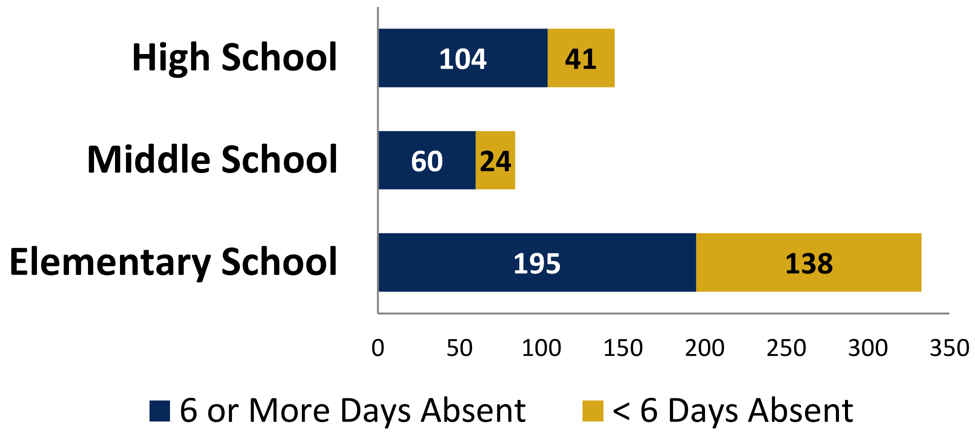
-12

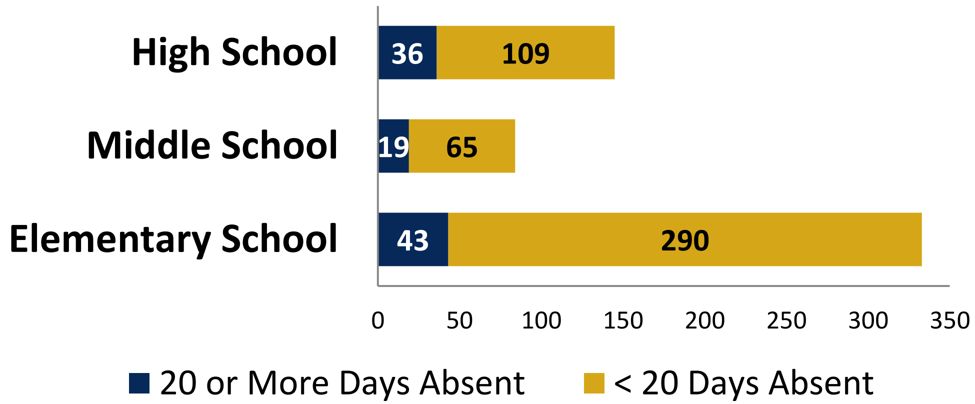
- 7 Withdrawal Codes
- 5 Missing Data Records

Data Source: KSD 2009-2012

KCHA Student Absences

145 students





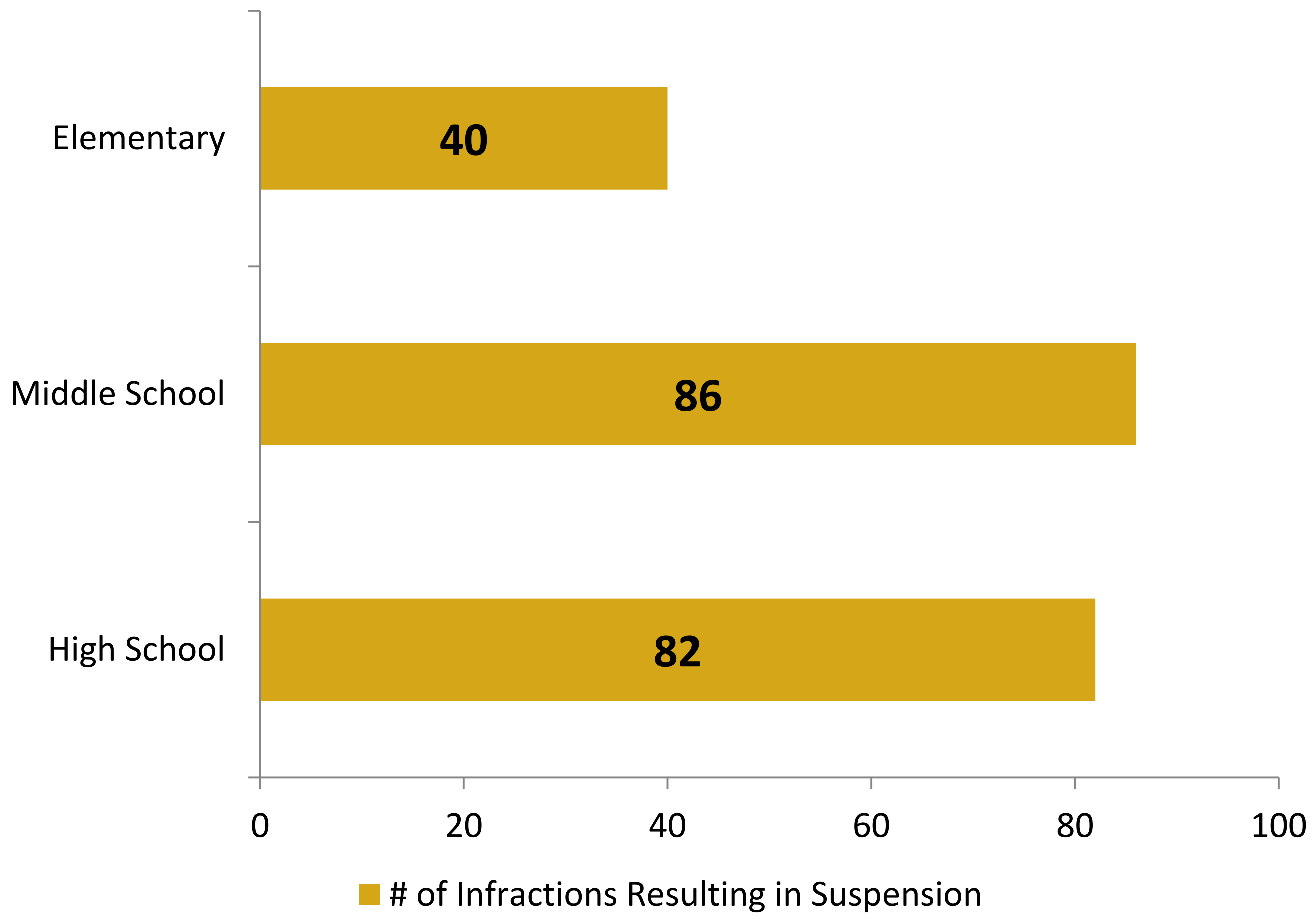
KCHA students are missing a lot of days of school.

The school district says children should not miss more than 6 days of school in the whole year.

Read to Succeed
A PLACE-BASED EDUCATION INITIATIVE

Data Source: KSD 2011-2012

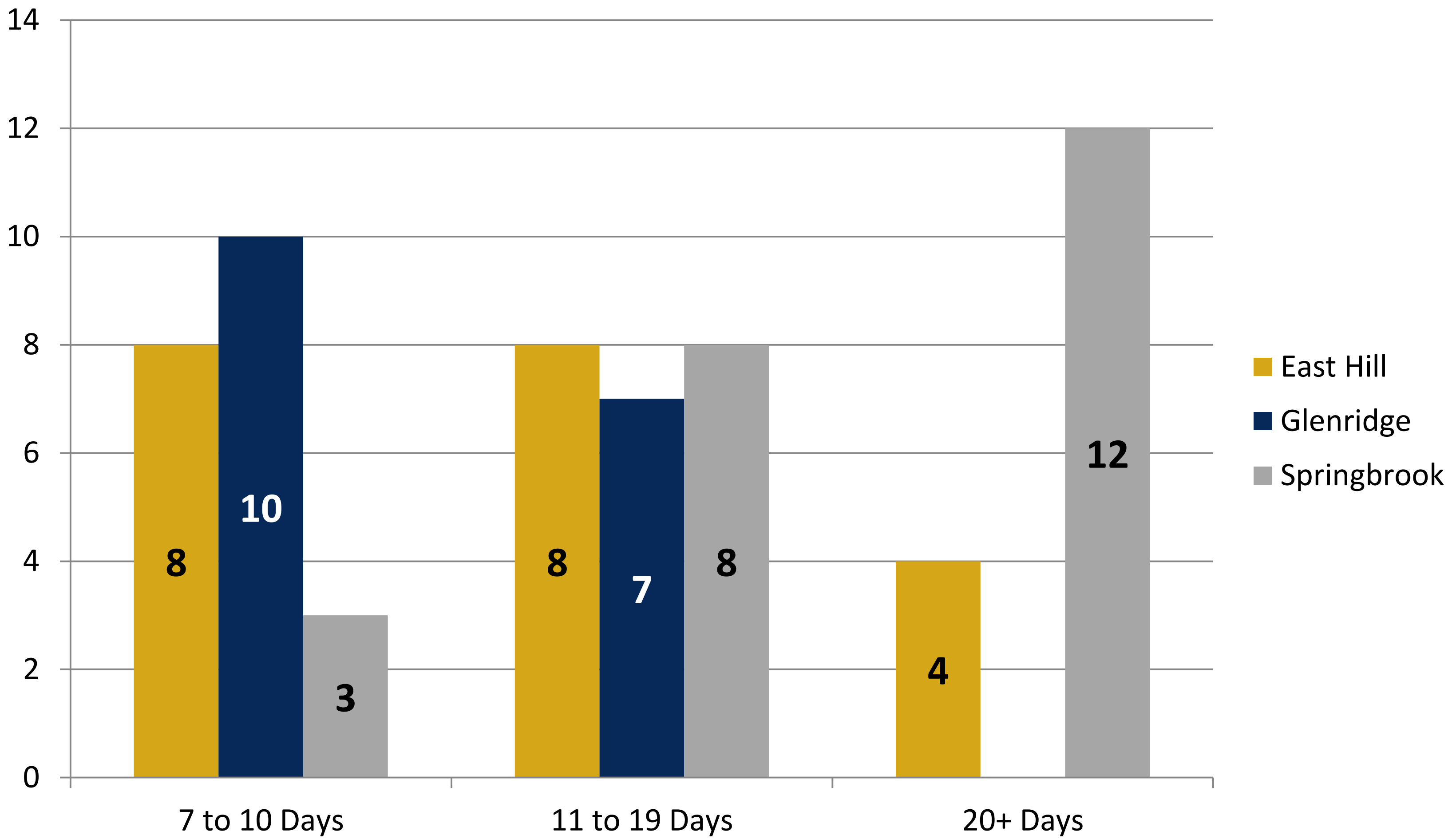
Number of Behavior Infractions Resulting in Suspensions by School Level: KCHA



Read to Succeed
A PLACE-BASED EDUCATION INITIATIVE

Data Source: KSD

KCHA Absences



Read to Succeed
A PLACE-BASED EDUCATION INITIATIVE

Data Sources: KSD, OSPI

GOALS

1. Families are engaged in their children's learning.
2. Children enter Kindergarten ready to learn.
3. Students read at standard by the end of 3rd grade.

Goal 1: Families are engaged in their children's learning

- Parent Academy for Student Achievement
- Parent/Teacher Conferences
- KYFS Family Engagement Facilitator

Goal 2: Children enter Kindergarten ready to learn

- Head Start
- Parent-Child Home Program
- Play & Learn

Goal 3: Students read at standard by the end of 3rd grade

- Kindergarten Academy
- Kindergarten-3rd grade Academy
- Alignment of KYFS K-3 Academy with school outcomes and common core

Next steps

Read to Succeed
A PLACE-BASED EDUCATION INITIATIVE

TAB NUMBER 7

King County Housing Authority

To: Board of Commissioners

From: Dan Landes, Senior Development Manager

Date: March 18, 2015

Re: Vantage Point Apartments Construction Update

Construction has been proceeding well at Vantage Point. As of mid-March, construction at Vantage Point was nearly 50% complete. Framing is nearly complete on the north wing and roof framing on the south wing is under way. Work to connect the site to the water, sewer, electric and gas systems will be completed by the end of March. Installation of the mechanical systems, plumbing and wiring is well underway in the north wing and beginning in the south wing. Pictures showing the status of construction will be provided at the board meeting.

Delays related to coordinating the mechanical, electrical, plumbing and framing designs have added another 27 days to the schedule. Completion is now scheduled for October 30, 2015. The agreement with the Low Income Housing Tax Credit investor anticipates that the building will be placed in service by November 1, 2015, so the project is still on target to deliver credits to the investor as projected.

To date, change orders have been executed totaling nearly $600,000. As reported in December, the majority of the change orders to date have been related to poor soils and the need to import better structural fill material, which was largely anticipated prior to the start of construction. Approximately $450,000 in additional changes relating to the building construction have since been identified, bringing the building related changes to 3.7% of the total construction cost leaving a contingency balance of $153,000 if all currently anticipated changes are undertaken.

TAB NUMBER 8

King County Housing Authority

To: Board of Commissioners

From: Craig Violante, Director of Finance

Date: March 17, 2015

Re: Fourth Quarter and year-end 2014 Financial Statements

FOURTH QUARTER EXECUTIVE SUMMARY

- KCHA made a $5 million permanent loan to the Vantage Point partnership to fund construction activities. MTW was the original source of funding.

- The Authority received all MTW block grant cash obligated by HUD for 2014.

- $3.8 million was loaned to Eastwood Square Apartments, allowing Park Villa LLC to refinance existing high-rate debt. This loan from KCHA carries an interest rate of 5%.

- Several strategic transactions occurred in the fourth quarter, resulting in a net working capital decline of $21.0 million. See page 2 for a summary listing.

- The Wiley Center re-joined KCHA's portfolio of community buildings as the New Market Tax Credit transaction was un-wound at the end of 2014.

- Windsor Heights, a 326-unit work force housing complex in SeaTac, was acquired from the tax credit investor

2014 YEAR-END EXECUTIVE SUMMARY

- Operations for 2014 met or exceeded budget projections, with 101.7% of expected operating revenues received and 98.2% of operating expenditures incurred

- The final Public Housing Operating Fund subsidy proration was 88.79% vs. the midyear budget estimate of 89%
- The 2014 Section 8 block grant proration was 99.7%, unchanged from mid-year projections

- Overall corporate reserve levels remain adequate

Other transactions of note during 2014 included:

- The final 54 lots at Seola Gardens were sold to Richmond American Homes for $5.6 million
- The sale of the Hopkins Building to the Cowlitz tribe was finalized, resulting in $1.5 million net proceeds to KCHA
- $16.1 million tax credit equity investments related to Green River and Fairwind were received
- Gilman Square was added to KCHA's portfolio. This 124-unit development is KCHA's first workforce housing complex located in Issaquah.

WORKING CAPITAL SUMMARY

During the fourth quarter, total working capital decreased by $21.0 million:

Change to KCHA-Wide Working Capital		***A decline of $21 million***
Description	Fund Group	Amount
Loan to Eastwood Square	MTW	($3.8)
Designation of working capital reserve for public housing capital improvements	MTW	($3.0)
Designation of working capital reserve for sponsor-based rental assistance	MTW	($3.4)
Tranfer of funds for Vantage Point loan	MTW	($3.0)
Creation of excess cash reserve for Birch Creek	Other Federal (Other)	($2.0)
Creation of excess cash reserve for Green River Homes II	Other Federal (Other)	($2.9)
Designation of Windsor Heights funds as replacement reserves	Local (KCHA)	($1.4)
Payment of Wonderland Estates Line of Credit	Local (Other)	($1.1)
Vantage Point development activity	Development	($2.0)
Net of all other sources/(uses)	All others	$1.6

CASH AND INVESTMENT SUMMARIES

Overall cash balances declined by $8.0 million during the quarter, driven primarily by the $5 million permanent loan to the Vantage Point partnership and the $3.8 million loan to Eastwood Square. For a complete report on cash, please see page 10.

Cash Summaries (in millions)

Restriction Type	12/31/2014	9/30/2014	Change
Unrestricted	$32.8	$38.4	($5.7)
Restricted to Program Uses	4.3	16.0	(11.8)
Designated/Committed for Specific Uses	52.2	39.8	12.4
Externally Restricted	39.1	42.4	(3.3)
Externally Restricted to pay for short-term liabilities	3.4	3.1	0.3
Total	$131.8	$139.8	($8.0)

The overall quarterly Return on Investment (ROI) on KCHA investments, including loans made to low income housing properties, was 0.56%, up from 0.41% last quarter. This increase was primarily due to the $3.8 million, 5.0% loan made to Eastwood Square. The Washington State Treasurer's Local Government Investment Pool (LGIP) average interest rate for September was 0.10%, while the projected rate as of December 31, 2014 was 0.12%.

Investment Summaries (in millions)	Amount	Yield	% of Total
Invested in the Local Government Investment Pool	$56.0	0.10%	40.8%
Invested by KCHA	46.4	0.86%	33.8%
Cash held by trustees	17.0	0.10% *	12.4%
Cash held in checking and savings accounts	12.3	0.10% *	9.0%
Invested by KCHA	$131.8	0.37%	96.0%
Cash loaned to low income housing properties	5.5	5.29%	4.0%
Loaned by KCHA	5.5	5.29%	4.0%
Total	$137.3	0.56%	100.0%

*Estimate

The quarterly ROI on KCHA's internal investment pool was 0.86%, up from 0.85% the previous quarter.

Balances and quarterly activity for MTW and COCC cash reserves are below.

MTW Reserve Balances
(in millions of dollars)

MTW Cash, Beginning of Quarter	$29.6
Quarterly change:	
Block grant subsidy payments from HUD in excess of direct expenses	5.1
Additional subsidy transferred to AMPs	(2.5)
Loan made to Eastwood Square	(3.8)
Capital construction projects	(5.1)
Direct social service expenses	(0.6)
Other net changes	0.4
MTW Cash, End of Quarter	$23.1
Less Reserves:	
Restricted Reserve-Green River Collateral	(8.6)
HAP Reserve (also used as FHLB collateral)	(6.6)
Additional investments pledged as collateral with the FHLB	(3.0)
Supportive Housing Reserve	(3.6)
Technology Reserve	(1.9)
PERS Reserve	(0.4)
MTW Working Capital Cash, End of Quarter	($4.1)

COCC Reserve Balances
(in millions of dollars)

COCC Cash, Beginning of Quarter	$36.5
Quarterly change:	
Excess of expenses over fee income	(0.2)
COCC Cash, End of Quarter	$36.3
Less Reserves:	
Investments pledged as collateral with the FHLB	(8.7)
Liquidity Reserves for King County credit enhancement	(9.0)
PERS Reserve	(0.2)
COCC Working Capital Cash, End of Quarter	$18.4

CAPITAL INVESTMENTS (Including tax credit partnerships)

The following schedule shows the budget vs. actual costs of both KCHA-owned properties and KCHA-managed tax credit partnerships' capital projects through the third quarter.

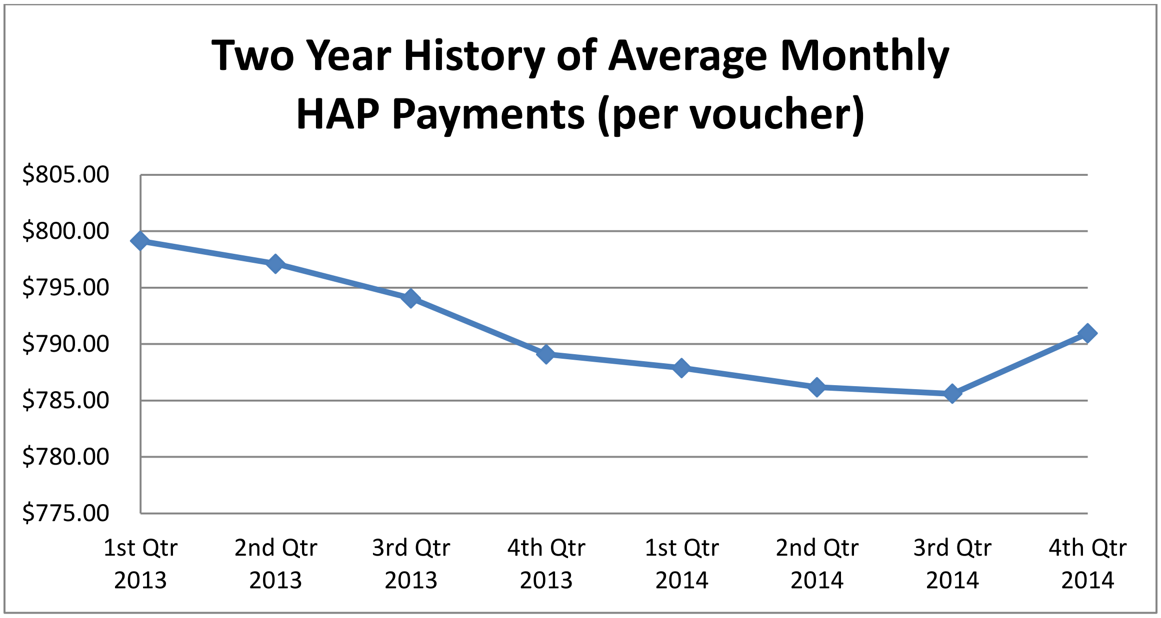
	Actuals Thru 12/31/2014	Budget Thru 12/31/2014	YTD Variance	Percent of Annual Budget
CONSTRUCTION ACTIVITIES				
Managed by Capital Construction Department (1)				
Public Housing	$5,084,965	$5,932,341	($847,376)	85.7%
509 Properties	6,609,436	6,344,241	$265,195	104.2%
Other Properties	1,730,363	2,125,469	($395,106)	81.4%
Community Buildings	107,318	88,701	$18,617	121.0%
	13,532,082	14,490,752	(958,670)	93.4%
Managed by Housing Management Department (2)				
Unit Upgrade Program	5,058,173	5,205,173	(147,000)	95.2%
Other Projects	82,235	373,062	(290,827)	21.5%
	5,140,408	5,578,235	(437,827)	90.3%
Managed by Asset Management Department (3)				
Bond Properties- managed by KCHA staff	3,146,909	5,040,000	(1,893,091)	62.4%
Bond Properties- managed by outside property managers	5,796,677	6,239,589	(442,912)	92.9%
Other Properties	138,868	368,500	(229,632)	31.6%
	9,082,454	11,648,089	(2,565,635)	77.5%
Subtotal Construction Activities	**27,754,944**	**31,717,076**	**(3,962,132)**	**87.0%**
DEVELOPMENT ACTIVITY				
Managed by Hope VI Department (4)				
Seola Gardens	774,930	930,786	(155,856)	83.3%
Greenbridge	391,641	927,648	(536,007)	42.2%
Salmon Creek/Nia	264,122	428,157	(164,035)	61.7%
	1,430,693	2,286,591	(855,898)	62.6%
Managed by Development Department				
Vantage Point	8,204,515	8,306,155	(101,640)	98.8%
Notch	184,973	407,184	(222,211)	45.4%
Green River Homes 2 Rehab	1,925	33,000	(31,075)	5.8%
	8,391,412	8,746,339	(354,927)	95.9%
Subtotal Development Activity	**9,822,105**	**11,032,930**	**(1,210,825)**	**89.0%**
TOTAL CONSTRUCTION & DEVELOPMENT	**$37,577,049**	**$42,750,006**	**($5,172,957)**	**87.5%**
PROPERTY ACQUISITIONS & OTHER ASSETS				
Acquisitions	42,541,997			
Other Assets	1,712,364			
TOTAL PER WORKING CAPITAL REPORT	**$81,831,410**	(see page 12)		

1) Start of construction and construction progess was delayed for various regulatory, staff and contractor issues
2) Unit Upgrade targets met; per unit cost lower than budgeted. Expenditures on other projects low due to combination of deferrals, cancellation and timing.
3) Some projects deferred to 2015
4) The bulk of spending at Greenbridge was deferred to 2015

PROGRAM ACTIVITIES

HOUSING CHOICE VOUCHERS

Landlord Subsidy Levels-Housing Assistance Payments (HAP)
Household size, household income and KCHA's payment standards' relationship to actual market rents all interact to influence per unit HAP subsidy levels, total tenant payments and household shelter burdens. The average quarterly HAP payment to landlords for all Housing Choice Vouchers (HCV) was $790.95, compared to $785.59 last quarter and $789.09 one year ago:



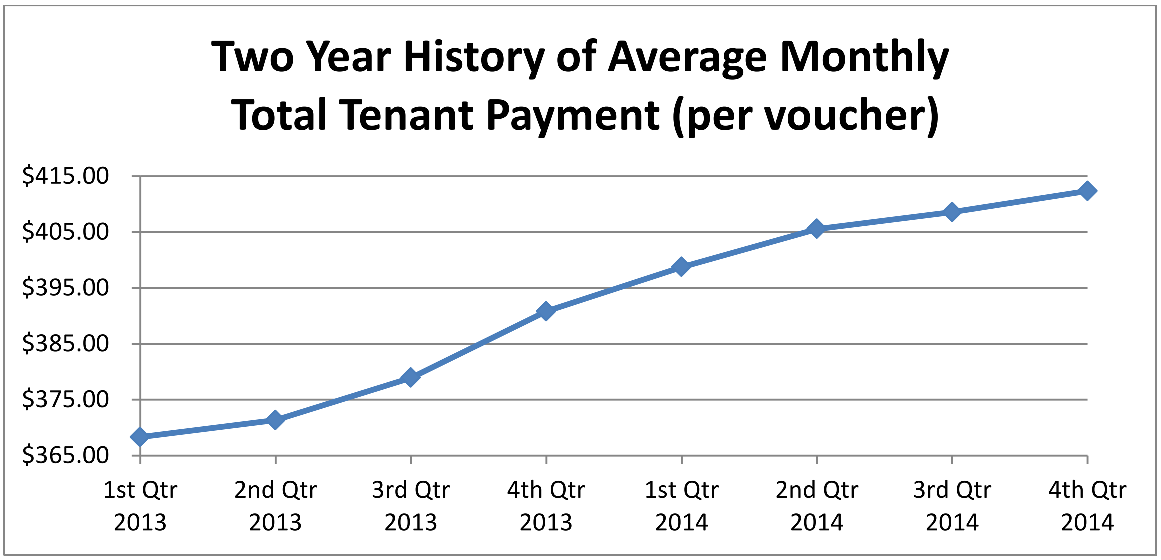
The downward trend in KCHA's average HAP costs over most of the past two years reflects a number of factors. One factor was the increasing number of senior and disabled vouchers in our portfolio as KCHA received incremental vouchers for Veterans Affairs Supportive Housing (VASH) and Section 8 opt-outs such as Burien Park, Northwood, Westminster, and Bellevue Manor. These vouchers tend to be used by smaller household sizes needing lower HAP support. A second factor was rising tenant incomes. Over the last year, incomes for seniors increased 2% while incomes for families increased by 10%. With the new payment standards adopted in December 2014, a steady rise in the average HAP payment is projected throughout 2015.

Tenant Shelter Burden
Households are also paying a higher Total Tenant Payments (TTP) and are, in an increasing number of instances, paying greater than 30% income for rent and utilities.

The data below shows how the number of families who are paying more than 30%, 40% and 50% has changed over the past year:

Families Paying More Than 30%		Families Paying More Than 40%		Families Paying More Than 50%	
Dec-13	Dec-14	Dec-13	Dec-14	Dec-13	Dec-14
2,934	3,039	1,083	1,280	1,121	1,234

Average TTP during the quarter was $412.35, up from $408.56 the previous quarter and $390.81 one year ago.



The most likely explanations for increasing TTPs include rising tenant income and lagging payment standards which had been in effect since 2009 and which cap KCHA's contribution to tenant monthly rent. New standards were adopted by the Board in December 2014 and are expected to reduce tenant rent burdens.

MTW PROGRAM

In the *MOVING TO WORK (MTW) FUND,* KCHA combines certain HUD Public Housing revenues with HCV Block Grant funding. Out of these aggregated revenues, there are five distinct uses:

- ***Transfers to the Section 8 program to pay for Housing Assistance Payments to landlords and administrative expenses***

  Total block grant revenues utilized for this purpose fell below projections as average 2014 HAP costs were less than expected.

(In thousands of dollars)	Actual	Budget	Variance	%Var	
HCV Block Grant Revenue	$101,793.5	$101,235.7	$557.8	0.6%	(1)
Funding of HAP Payments to Landlords	(78,233.9)	(80,215.0)	(1,981.1)	2.5%	(2)
Funding of Section 8 Administrative Costs	(7,979.1)	(8,075.6)	(96.5)	1.2%	
Excess of HCV Block Grant Funding over Expenses	$15,580.5	$12,945.1	$2,635.4	20.4%	

1) Slightly above budget as some non-block grant funding that had been withheld by HUD was ultimately received as MTW revenue
2) Below budget due to lower-than-expected average HAP costs

- ***Payments to Public Housing sites to subsidize the difference between operating costs and tenant revenue and to cover certain costs outside of what tax credit partnerships will pay***

The actual 2014 transfer of MTW revenues (consisting of certain Public Housing revenues and block-granted Housing Choice Voucher subsidy) from MTW to Public Housing was 10% less than budgeted, due primarily to lower than forecast administrative and relocation costs.

(In thousands of dollars)	Actual	Budget	Variance	%Var
Additional Transfers (to) from PH AMPs Based on Need	$2,569.8	$2,867.0	($297.2)	(10.4%)

- ***Expenditures for special MTW programs***

Two of the initiatives currently being funded out of MTW working capital are Supportive Housing and certain Resident Services programs (such as the Resident Opportunities Plan and the Educational Initiative). Following are year-to-date uses and budget:

(In thousands of dollars)	Actual	Budget	Variance	%Var	
Supportive Housing	$1,595.4	$1,657.0	($61.6)	(3.7%)	
Resident-based Initiatives	780.8	950.7	($169.9)	(17.9%)	(1)
Use of MTW Funds for Special Programs	$2,376.2	$2,607.7	($231.5)	(8.9%)	

1) Variance due primarily to (1) ROP expenses lagging budget projections. The budget for the ROP Bellevue College contract was based on a certain level of personnel expense, but due to staff issues at the college, this expense was less than anticipated. The contract also included expenses that were need-based but were not fully utilized. (2) The Multi-Service Center contract for mobility counseling included a subcontract which had a delayed signing, As a result, 2014 expenses were less than budgeted.

- ***Other uses of MTW funds***
  MTW working capital is used for a variety of other purposes, including:

(In thousands of dollars)	Actual	Budget	Variance	%Var	
Construction Activity, Mgmt Fee & Debt Payment	11,295.7	13,491.9	($2,196.2)	(19.4%)	(1)
Misc. Other Uses	4,768.8	1,706.6	3,062.2	64.2%	(2)
	$16,064.5	$15,198.5	$866.0	5.4%	

1) Some MTW-funded construction projects were delayed; unit upgrade expenses per unit were less than budgeted
2) Includes $3 million of the $5 million permanent loan to the Vantage Point partnership. The balance of the loan was transferred out of MTW in 2013 and into a development fund.

- ***Costs to administer the MTW program***
  Administrative costs cover salaries and benefits of staff who manage MTW-funded programs and provide analytical support, with year-to-date expenses of $719,000 or 0.7% of program gross revenues. Expenses are well below the budget of $904,000.

AGENCY OVERHEAD

The Central Office Cost Center (COCC) aggregates overhead costs for the Authority. The COCC is supported by fees charged to both Federal and non-Federal programs and housing properties, and by transfers of excess cash from non-Federal housing programs. KCHA continues to administer its programs in a fiscally-prudent manner and within HUD guidelines. Of note during the year is the unbudgeted payoff of debt on the 700 building using proceeds from the new 2013 debt pool. Since the long-term debt on the building has been extinguished, the COCC fund groups reflects a large increase in working capital. The chart below reflects a summary of COCC activity, excluding Regional Maintenance crews.

(In thousands of dollars)

Revenues	YTD Actual	YTD Budget	Variance	%Var	
Management fees	$8,036.0	$8,150.0	($114.0)	(1.4%)	
Cash transferred-in from local properties	3,507.6	3,727.6	($220.0)	(6.3%)	
Transfers-in for other reasons	8,002.2	1,500.0	6,502.2	81.3%	(1)
Investment income	1,354.7	1,291.6	63.1	4.7%	
Other income	2,162.4	1,178.3	984.1	45.5%	(2)
	$23,062.9	$15,847.5	$7,215.4	31.3%	
Expenses					
Salaries & Benefits	$8,786.8	$8,869.5	($82.7)	(0.9%)	
Administrative Expenses	1,832.4	2,531.8	(699.4)	(38.2%)	(3)
Occupancy Expenses	264.6	314.3	(49.7)	(18.8%)	
Other Expenses	704.0	712.9	(8.9)	(1.3%)	
	$11,587.8	$12,428.5	($840.7)	(7.3%)	
Net Change in Available COCC Resources	$11,475.1	$3,419.0	$8,056.1		

1) Transfer-in of funds to pay off the 700 building debt with proceeds from the new 2013 pool as well as transfer received from development fund group to pay internal loan.
2) The transfer of vehicle values to the central vehicle fund and home sales at Wonderland Estates were not budgeted.
3) Administrative contracts, legal services, software and publication expenses were less than anticipated in the budget.

REPORTS TABLE OF CONTENT

Summary Reports

Budget vs. Actual Reports

King County Housing Authority
Consolidated Cash Report
As of 12/31/2014

	KCHA-Owned Cash					
	Oper Cash & State Pool 12/31/2014	Outside Investments 12/31/2014	Other Cash Accounts 12/31/2014	Total Cash 12/31/2014	Total Cash 9/30/2014	Cash of Other Entities 12/31/2014
Cash-Unrestricted						
COCC	10,366,471	7,893,572	50	18,260,093	15,945,579	0
Other Funds	8,966,734	1,001,751	4,572,178	14,540,662	22,493,212	4,081,434
Total Cash-Unrestricted	19,333,205	8,895,323	4,572,228	32,800,755	38,438,791	4,081,434
Cash for Use Within Specific Programs						
MTW	(5,933,094)	1,007,169	877,081	(4,048,844)	7,396,906	0
Public Housing	4,983,108	0	0	4,983,108	4,180,479	367,205
Section 8	(535,445)	0	746,109	210,664	934,993	0
Other Funds	3,122,113	0	0	3,122,113	3,511,984	0
Total Cash for Use Within Specific Programs	1,636,683	1,007,169	1,623,190	4,267,043	16,024,362	367,205
Cash Set-aside to Pay Short-term Debt (P & I Reserves)						
Other Funds	2,247,758	239,763	908,729	3,396,250	3,119,999	0
Total Cash Set-aside to Pay Short-term Debt	2,247,758	239,763	908,729	3,396,250	3,119,999	0
Cash Dedicated for Specific Purposes						
MTW	9,539,147	0	0	9,539,147	3,704,463	0
COCC	2,238,880	7,006,732	0	9,245,612	9,178,218	0
Other Funds	18,949,383	10,857,990	3,615,000	33,422,373	26,918,738	6,355,090
Total Cash Dedicated for Specific Purposes	30,727,410	17,864,722	3,615,000	52,207,132	39,801,419	6,355,090
Cash Restricted by Outside Entities						
MTW	0	9,003,898	8,636,364	17,640,262	18,503,898	0
Public Housing	237,987	0	0	237,987	275,194	8,826
Section 8	759,969	0	0	759,969	686,975	0
COCC	0	8,746,525	6,800	8,753,326	11,413,390	0
Other Funds	1,054,248	671,825	10,008,956	11,735,029	11,553,331	2,858,482
Total Cash Restricted by Outside Entities	2,052,204	18,422,249	18,652,120	39,126,573	42,432,788	2,867,308
TOTAL CASH BALANCES	55,997,260	46,429,226	29,371,266	131,797,752	139,817,359	13,671,037

Detail of Cash Dedicated for Specific Purposes		
Rehab Reserves	2,988,500	0
Cash at Former PH Sites-Set Aside for Future Use	4,900,000	0
Project Reserves	3,615,000	3,615,000
Exit Tax Designation-Reserves	6,052,827	6,052,827
HAP Reserves	600,000	600,000
Program Income from Hope VI Loans	586,460	493,851
Revenue	246,261	400,000
Program Income from Hope VI Lot Sales	5,122,184	4,917,930
PERS Designation Reserves	600,192	600,192
Replacement Reserves	12,235,673	10,775,162
Technology Reserves	1,899,132	2,122,207
Liquidity Reserves	9,006,732	9,006,732
Supportive Housing Reserves	3,622,809	553,550
Development	663,968	663,968
State Gas Tax Rebate	67,394	0
Total Cash-Dedicated for Specific Purposes	52,207,132	39,801,419

Detail of Restricted Cash		
Excess Cash Reserves-Overlake	1,300,739	2,222,560
Project Reserves	50	50
Endowment Reserves	596,105	606,177
Replacement Reserves	6,019,333	5,791,943
Operations Reserves	389,149	416,416
Bond Reserves-1 Yr Payment	1,179,224	433,488
Residual Receipt Reserves	551,103	551,047
FSS-Reserves	804,936	771,205
Collateral Reserves	20,386,788	23,910,485
Security Deposits_identified	416,030	0
HAP Reserves Used as Collateral	6,000,000	6,000,000
Security Deposits & Escrow Accounts	1,899,147	1,729,417
Total Restricted Cash	39,126,573	42,432,788

KING COUNTY HOUSING AUTHORITY
Statements of Financial Position
(In $1,000's; excludes non-KCHA-managed component units)
For the Period Ended December 31, 2014

	FEDERALLY-SUPPORTED PROGRAMS (managed by KCHA)						LOCAL PROGRAMS						
	Public Housing		Other Housing		Other Programs		KCHA	Outside	Tax Credit				Memo:
ASSETS	KCHA	Outside	KCHA	Outside	Section 8	MTW	Owned	Owned	Gen Prtnr	Develop			**KCHA**
Working Capital Assets	Owned	Owned	Owned	Owned	Program	Program	Housing	Housing	Activity	Activity	Other	COCC	**COMBINED**
Cash-Unrestricted	$(.0)	$908.3	$4,884.0	$3,599.7	$.0	$.0	$7,294.8	$1,200.8	$228.2	$55.3	$120.3	$15,491.7	$33,783.1
Cash-Restricted Within Program	4,896.9	365.7	.0	.0	173.1	(4,011.3) (2)	(6.7)	.0	.0	3,741.3	(612.4)	.0	4,546.5
Cash-Restricted for WC Purposes	.0	.0	.0	2,487.5	.0	.0	785.8	.0	122.9	.0	.0	.0	3,396.2
Accounts Receivables	4.4	779.0	58.3	2,999.8	261.9	.0	168.7	597.2	1,453.5	100.8	1,059.2	1,164.2	8,646.9
Prepaid Assets & Inventory	112.9	102.0	44.1	124.8	77.4	1.6	476.2	19.7	6.4	8.3	7.8	128.1	1,109.3
Total Working Capital Assets	5,014.2	2,155.1	4,986.3	9,211.8	512.4	(4,009.6)	8,718.7	1,817.7	1,811.1	3,905.7	574.9	16,783.9	51,482.1
Liabilities Offsetting Working Capital Assets													
Accounts Payable	(1,120.6)	(311.0)	(776.0)	(3,192.4)	(160.7)	(562.7)	(1,163.2)	(94.1)	(2.6)	(1,938.4)	(260.8)	(322.3)	(9,904.6)
Payroll Liabilities	(256.7)	(142.7)	(65.5)	(219.2)	(573.0)	(43.2)	(36.3)	(35.6)	.0	(11.8)	(105.4)	(1,274.4)	(2,763.8)
Accrued Liabilities	.0	(179.4)	(4.8)	(954.4)	.0	(280.2)	(442.8)	(246.6)	(439.8)	(227.6)	.0	.0	(2,775.6)
Deferrals	.0	.0	.0	.0	.0	.0	(72.7)	.0	(122.9)	.0	(6.5)	.0	(202.1)
Current Portion of Long-term debt	(173.5)	(205.7)	(57.2)	(4,555.1) (1)	.0	.0	(4,073.3) (3)	(73.1)	(418.4)	.0	.0	(1,088.5)	(10,644.8)
Total Offsetting Liabilities	(1,550.7)	(838.8)	(903.5)	(8,921.1)	(733.7)	(886.1)	(5,788.3)	(449.3)	(983.8)	(2,177.8)	(372.7)	(2,685.2)	(26,290.9)
Working Capital	3,463.5	1,316.3	4,082.8	290.7	(221.3)	(4,895.7)	2,930.4	1,368.4	827.3	1,727.9	202.1	14,098.7	25,191.2
Other Assets													
Cash-Designated	.0	3,300.5	2,504.1	14,256.2	.0	9,539.1	13,091.8	.0	.0	6,372.6	246.3	9,245.6	58,556.2
Cash-Restricted	238.0	1,098.8	1,287.8	922.3	760.0	17,640.3	8,180.1	738.0	1,578.1	608.7	.0	11,413.4	44,465.4
Receivables	.0	111,880.6	.0	82,447.2	.0	18,332.9	536.9	22,758.0	43,144.7	362.0	209.6	21,220.0	300,892.0
Capital Assets	62,634.3	87,773.6	21,374.9	154,879.5	(.1)	.0	155,812.7	12,162.8	.0	3,250.8	.0	13,899.6	511,788.0
Work-in-Process	23,640.9	130.1	4,347.1	12,386.1	.0	600.9	874.9	9.7	.0	64,158.7	.0	332.3	106,480.7
Suspense	.9	.6	.3	.0	.0	.0	.1	.0	.0	.0	.0	1.1	3.0
Other Assets	.0	2,438.4	.0	911.9	.0	.0	(3,362.1) (4)	113.7	1,672.0	49.7	.0	.0	1,823.5
Total Other Assets	86,514.2	206,622.7	29,514.1	265,803.1	759.8	46,113.2	175,134.4	35,782.2	46,394.8	74,802.4	455.9	56,112.1	1,024,008.9
TOTAL ASSETS (net of WC offsets)	$89,977.7	$207,939.0	$33,596.9	$266,093.8	$538.6	$41,217.5	$178,064.8	$37,150.6	$47,222.0	$76,530.3	$658.0	$70,210.8	$1,049,200.0
LIABILITIES & EQUITY													
Other Liabilities													
Deferrals-Related to Restr Cash	$200.3	$67.2	$105.5	$132.3	$760.0	$.0	$1,567.4	$34.5	$.0	$12.6	$.0	$6.8	$2,886.5
Debt	407.6	82,693.1	1,822.3	128,794.1	.0	.0	162,902.6	15,555.2	38,333.1	7,237.0	.0	15,962.9	453,707.8
Other Liabilities	69.0	5,435.5	1,262.1	1,871.2	.0	.0	534.1	1,925.5	126.8	14,548.3	.0	.0	25,772.4
	676.9	88,195.8	3,189.9	130,797.5	760.0	.0	165,004.1	17,515.1	38,459.9	21,797.9	.0	15,969.7	482,366.7
Equity													
Equity	89,300.8	119,743.2	30,407.0	135,296.3	(221.4)	41,217.5	13,060.7	19,635.5	8,762.1	54,732.4	658.0	54,241.1	566,833.3
	89,300.8	119,743.2	30,407.0	135,296.3	(221.4)	41,217.5	13,060.7	19,635.5	8,762.1	54,732.4	658.0	54,241.1	566,833.3
TOTAL LIAB & EQ (net of curr liab)	$89,977.7	$207,939.0	$33,596.9	$266,093.8	$538.6	$41,217.5	$178,064.8	$37,150.6	$47,222.0	$76,530.3	$658.0	$70,210.8	$1,049,200.0

1) In 2015, $2.2M is due on Birch Creek bonds as well as $863K on Green River Homes II bonds. Source of payment is debt service reserves and funds collected from the partnership in the form of lease payments.
2) $6.3M was designated for public housing improvement and sponsor based rental assistance, $3M was transferred to the Vantage Point General Partner fund, and $1.4M was transferred to public housing to fund capital work.
3) Current portion of bond payments; source of funding will be P & I reserves
4) Fair market value of derivatives at year end 2014 was $3.4 million-required by Generally Accepted Accounting Principles (GAAP)

KING COUNTY HOUSING AUTHORITY
Working Capital Statements
(In $1,000's; excludes non-KCHA-managed component units)
For the Period Ended December 31, 2014

	FEDERALLY-SUPPORTED PROGRAMS (managed by KCHA)						LOCAL PROGRAMS						
	Public Housing		Other Housing		Other Programs								Memo:
	KCHA	Outside	KCHA	Outside	Section 8	MTW	KCHA Owned	Outside Owned	Tax Credit Gen Prtnr	Develop			KCHA
Revenues	Owned	Owned	Owned	Owned	Program	Program	Housing	Housing	Activity	Activity	Other	COCC	**COMBINED**
Tenant Revenue	$4,087.8	$1,705.7	$4,988.1	$10,983.0	$154.7	$.0	$39,705.4	$1,381.8	$.0	$.0	$.0	$.0	$63,006.5
Operating Fund Subsidy from HUD	4,191.0	4,356.4	.0	.0	.0	1,314.8	16.0	.0	.0	.0	.0	.0	9,878.3
Section 8 Subsidy from HUD	.0	.0	348.8	.0	97,130.7	15,580.5	.0	.0	.0	.0	.0	.0	113,060.0
Other Operating Revenue	33.3	69.1	398.3	2,481.1	28,177.8	19.6	259.5	89.7	356.0	259.2	3,793.8	12,053.7	47,991.0
Non-operating Revenue	870.0	3,868.3	22.3	1,502.8	12.2	112.3	1,650.6	788.1	2,570.5	4,439.2	.0	1,497.4	17,333.7
Total Revenues	9,182.1	9,999.5	5,757.5	14,966.8	125,475.3	17,027.3	41,631.5	2,259.7	2,926.5	4,698.4	3,793.8	13,551.1	251,269.5
Expenses													
Salaries & Benefits	1,982.6	981.4	691.1	1,555.7	5,524.0	605.5	3,471.8	333.1	2.8	161.1	1,031.7	9,712.2	26,053.1
Routine Maintenance, Utilities, Taxes & Insurance	4,347.5	1,945.4	1,651.2	3,184.9	269.6	.0	9,671.7	532.4	21.7	2.4	11.8	1,819.6	23,458.2
Direct Social Service Salaries & Benefits	453.5	354.7	146.5	224.3	381.6	256.2	41.2	36.4	4.3	27.2	122.3	.0	2,048.2
Other Social Service Support Expenses & HAP	705.5	2,753.4	69.9	382.0	114,903.3	2,120.0	114.4	121.1	.0	191.3	2,830.0	.1	124,191.2
Administrative Support Expenses	2,635.5	897.6	614.6	1,263.3	3,823.3	143.1	3,957.6	225.8	381.9	32.0	132.8	2,095.8	16,203.4
Non-operating Expenses	95.6	2,593.4	311.2	6,268.2	15.6	.0	5,151.3	627.3	3,158.8	13.0	.0	750.6	18,985.2
Total Expenses	10,220.2	9,526.0	3,484.5	12,878.4	124,917.5	3,124.8	22,408.1	1,876.2	3,569.5	427.0	4,128.6	14,378.4	210,939.2
Net Income	(1,038.2)	473.6	2,273.0	2,088.5	557.9	13,902.5	19,223.3	383.5	(643.0)	4,271.4	(334.8)	(827.3)	40,330.3
Other Sources/(Uses) of Working Capital													
(Increase) in Restricted/Designated Cash	(6.2)	(443.9)	(330.6)	(5,252.1)	(246.7)	(6,930.8)	(4,082.3)	(63.4)	(948.6)	(5,711.3)	.0	(74.2)	(24,090.2)
Decrease in Restricted/Designated Cash	16.3	.0	76.3	5,960.4	.0	4,530.4	252.0	286.3	1,460.8	2,537.3	153.7	20.3	15,293.8
(Increase) in LT Receivables	.0	(2,421.9)	.0	(7,720.8)	.0	(3,788.6)	(536.9)	(399.4)	(3,651.8)	(10.7)	.0	(.0)	(18,530.1)
Decrease in LT Receivables	.0	421.0	.0	5,541.9	.0	1,946.7	2,964.3	8,416.7	13,786.2	1,006.5	.0	627.5	34,710.8
Acquisition of Capital Assets	(7,927.2)	(832.2)	(1,574.3)	(7,544.6)	(.9)	(553.6)	(45,413.2)	(8,071.2)	.0	(9,389.4)	(.0)	(424.7)	(81,731.4)
Disposition of Capital Assets	.0	.0	12,399.9	.0	.0	.0	82.5	.0	.0	5,425.6	.0	4.0	17,912.1
Change in Suspense	(.4)	(.6)	(.3)	.2	.0	.0	(34.6)	.3	.0	(.0)	.0	(1.1)	(36.5)
Change in Other Assets	.0	(638.2)	175.1	.0	.0	.0	(17.7)	134.8	378.8	.0	.0	.0	32.8
Change in Deferrals	(9.8)	1.2	(14.0)	1.7	246.7	.0	319.1	1.0	(972.5)	2.6	.0	6.8	(417.2)
Increase in LT Debt	.0	.0	.0	.7	.0	.0	59,902.9	7,716.2	3,651.8	7,217.0	.0	.0	78,488.6
(Decrease) in LT Debt	(188.2)	(206.2)	(12,259.9)	(9,742.6)	.0	.0	(23,515.5)	(1,159.2)	(11,554.4)	(1,000.0)	.0	(7,229.8)	(66,855.9)
Change in Other Liabilities	(32.2)	1,165.9	(81.5)	340.8	.0	.0	512.5	149.4	(190.1)	(1,942.7)	.0	.0	(78.0)
Other Non-Working Capital Inc/Exp	266.4	766.1	77.4	1,686.0	10.7	.0	.0	.0	.0	.0	.0	(409.4)	2,397.2
Non Income/Expense Change in Equity	(167.6) (1)	11,444.4	.7	4,862.7	.0	65.5	(21.6)	(.8)	(117.5)	154.3	(22.1)	113.6	16,311.6
Total Other Sources/(Uses) of Working Capital	(8,049.1)	9,255.5	(1,531.2)	(11,865.8)	9.8	(4,730.3)	(9,588.6)	7,010.7	1,842.8	(1,710.8)	131.6	(7,367.0)	(26,592.5)
Transfer In from (Out to) Other Funds													
Net Transfer In/(Out)	9,144.5	(12,125.2) (3)	1,332.8	9,483.7	(976.8)	(17,555.5)	(7,861.5)	(690.3)	(903.0)	11,025.6 (3)	130.6	8,994.9	.0
Net Change in Working Capital	57.2 (2)	(2,396.1) (3)	2,074.6	(293.6) (4)	(409.1) (5)	(8,383.3) (6)	1,773.2	6,703.9	296.8	13,586.2 (3)	(72.6)	800.6	13,737.8
Working Capital, 12/31/2013	3,406.3	3,712.4	2,008.2	584.3	187.8	3,487.7	1,157.2	(5,335.5)	530.5	(11,858.3)	274.7	13,298.1	11,453.4
Working Capital, 12/31/2014	$3,463.5	$1,316.3	$4,082.8	$290.7	$(221.3)	$(4,895.7)	$2,930.4	$1,368.4	$827.3	$1,727.9	$202.1	$14,098.7	$25,191.2

1) Some remaining equity from former 509 properties was transferred to the current 509 funds.
2) Transfer of vehicles to Central Vehicle Fund and transfer of excess cash to MTW; also see note (1).
3) Transfer to development fund to make payment on Fairwind LOC plus an increase in LT receivable interest for tax credit partnerships.
4) Unbudgeted repayment of Green River II lease payable of $4.03 million from proceeds of the investor contribution.
5) Westminster, Burien Park, and Northwood equity transferred to MTW as vouchers are now part of the block grant.
6) MTW funds transferred to public housing to support capital work, to Birch Creek for bond payment, and to the Vantage Glen General Partner fund for a loan to the partnership.

KCHA Combined
Working Capital Budget vs. Actual Report
For the Period Ended 12/31/2014

	Quarter Ended December 31, 2014				Year-to-Date				
Revenues	Actual	Budget	$ Var	% Var	Actual	Budget	$ Var	% Var	
Tenant Revenue	$16,644,617	$15,618,390	$1,026,227	6.6%	$63,006,454	$61,106,807	$1,899,647	3.1%	
Operating Fund Subsidy from HUD	2,473,556	2,503,407	(29,851)	(1.2%)	9,878,303	10,013,576	(135,273)	(1.4%)	
Section 8 Subsidy from HUD	29,275,502	28,121,656	1,153,846	4.1%	113,060,012	111,498,881	1,561,131	1.4%	
Other Operating Revenue	13,133,441	11,713,526	1,419,915	12.1%	47,990,992	47,288,440	702,552	1.5%	
Non-operating Revenue	3,135,288	3,016,391	118,897	3.9%	17,333,709	14,213,612	3,120,097	22.0%	
Total Revenues	64,662,405	60,973,370	3,689,035	6.1%	251,269,470	244,121,316	7,148,154	2.9%	
Expenses									
Salaries & Benefits	6,536,771	6,327,160	209,611	3.3%	26,053,069	26,458,156	(405,087)	(1.5%)	
Routine Maintenance, Utilities, Taxes & Insurance	6,947,770	5,748,037	1,199,733	20.9%	23,458,207	23,016,509	441,698	1.9%	
Direct Social Service Salaries & Benefits	467,540	488,505	(20,965)	(4.3%)	2,048,156	2,090,833	(42,677)	(2.0%)	
Other Social Service Support Expenses & HAP	31,482,474	32,054,076	(571,602)	(1.8%)	124,191,187	125,938,749	(1,747,562)	(1.4%)	
Administrative Support Expenses	4,106,218	4,195,287	(89,069)	(2.1%)	16,203,390	17,936,978	(1,733,588)	(9.7%)	(1)
Non-operating Expenses	6,561,462	4,121,684	2,439,778	59.2%	18,985,166	16,048,756	2,936,410	18.3%	(2)
Total Expenses	56,102,234	52,934,749	3,167,485	6.0%	210,939,175	211,489,981	(550,806)	(0.3%)	
Net Income	8,560,171	8,038,621	521,550	6.5%	40,330,295	32,631,335	7,698,960	23.6%	
Other Sources/(Uses) of Working Capital									
(Increase) in Restricted/Designated Cash	(15,025,720)	(5,987,648)	(9,038,072)	150.9%	(24,090,177)	(8,516,382)	(15,573,795)	182.9%	(3)
Decrease in Restricted/Designated Cash	4,751,052	10,232,856	(5,481,804)	(53.6%)	15,293,787	32,556,350	(17,262,563)	(53.0%)	(4)
(Increase) in LT Receivables	(14,250,385)	(2,303,058)	(11,947,327)	518.8%	(18,530,070)	(15,423,822)	(3,106,248)	20.1%	(5)
Decrease in LT Receivables	21,890,171	2,030,141	19,860,030	978.3%	34,710,833	10,866,906	23,843,927	219.4%	(6)
Acquisition of Capital Assets	(30,791,248)	(10,708,878)	(20,082,370)	187.5%	(81,731,410)	(72,731,224)	(9,000,186)	12.4%	(7)
Disposition of Capital Assets	10,766,703	1,145,238	9,621,465	840.1%	17,912,054	4,545,704	13,366,350	294.0%	(8)
Change in Suspense	355,074	0	355,074	n/m	(36,539)	0	(36,539)	n/m	
Change in Other Assets	708,200	0	708,200	n/m	32,784	(500,000)	532,784	n/m	
Change in Other Deferrals	(757,302)	0	(757,302)	n/m	(417,184)	0	(417,184)	n/m	
Increase in LT Debt	18,093,645	4,310,791	13,782,854	319.7%	78,488,566	57,538,798	20,949,768	36.4%	(9)
(Decrease) in LT Debt	(25,902,550)	(2,490,722)	(23,411,828)	940.0%	(66,855,937)	(32,776,132)	(34,079,805)	104.0%	(10)
Change in Other Liabilities	604,925	95,699	509,226	532.1%	(77,973)	377,042	(455,015)	n/m	
Other Non-Working Capital Income/Expense Items	26,461	0	26,461	n/m	2,397,178	1,630,000	767,178	47.1%	
Non Income/Expense Change in Equity	4,143	0	4,143	n/m	16,311,572	19,739,028	(3,427,456)	(17.4%)	
Total Other Sources/(Uses) of Working Capital	(29,526,831)	(3,675,581)	(25,851,250)	703.3%	(26,592,516)	(2,693,732)	(23,898,784)	887.2%	
Transfer In from (Out to) Other Funds									
Transfers In from Other Funds	13,752,816	8,291,608	5,461,208	65.9%	75,182,788	47,260,322	27,922,466	59.1%	(11)
Transfers Out to Other Funds	(13,752,816)	(8,291,608)	(5,461,208)	65.9%	(75,182,788)	(47,260,322)	(27,922,466)	59.1%	(11)
Net Transfer In/(Out)	(0)	0	(0)	n/m	(0)	0	(0)	n/m	
Net Change in Working Capital	($20,966,660)	$4,363,040	($25,329,700)	n/m	$13,737,779	$29,937,603	($16,199,824)	(54.1%)	
Working Capital, Beginning of Period	46,157,814				11,453,375				
Working Capital, 12/31/2014	$25,191,154				$25,191,154				

1) Administrative costs generally under budget; Birch Creek playground upgrade was budgeted as administrative expense in 2014 but will begin in 2015.
2) Primarily consists of the unbudgeted write-off of Windsor Heights partnership equity, loan and investment accounts as KCHA acquired the property.
3) $5.1M unbudgeted reclassification of lot sales and Hope 6 program income proceeds from unrestricted to restricted, $6.3M MTW funds moved to designated for Public Housing improvements and sponsor based rental assistance, $4.9M Birch Creek and Green River Homes 2 excess cash reclassified as restricted.
4) $9M release from restriction of the Federal Home Loan Bank collateral reserve which was budgeted for 2014 will occur in early 2015. The budgeted $5.5M collateral reserve transfer from MTW to the COCC is also expected to occur in early 2015.
5) Reclassication of the Somerest Rasmussen note from short term to long term due to renewal for another 24 months.
6) $4.03M repayment of Green River II lease payable from proceeds of the investor contribution, $7.9M write-off of Wiley Center notes and lease receivables, and $8.3M pay-off of Windsor Heights bonds and notes receivable. All unbudgeted.
7) Unbudgeted acquisition of Windsor Heights Partnership assets by KCHA.
8) The last 54 lots at Seola Gardens were sold in 2014; sales volume was well above budgeted levels
9) $7.7M short-term LOC related to Wonderland New Market Tax Credit was extended 18 months to May 2016. Also, unbudgeted acquisition of bonds/notes payable from Windsor Heights Tax Credit partnership
10) Repayment of Green River II lease payable, forgiveness of Wiley Center loan, write-off of original Windsor Heights notes, and payoff of 700 building debt.
11) Technical, unbudgeted transfers related to 2013 pool refinancing

Public Housing (KCHA)
Working Capital Budget vs. Actual Report
For the Period Ended 12/31/2014

	Quarter Ended December 31, 2014				Year-to-Date				
Revenues	Actual	Budget	$ Var	% Var	Actual	Budget	$ Var	% Var	
Tenant Revenue	$1,047,592	$979,464	$68,128	7.0%	$4,087,823	$3,917,822	$170,001	4.3%	
Operating Fund Subsidy from HUD	1,047,036	1,061,706	(14,670)	(1.4%)	4,191,024	4,246,790	(55,766)	(1.3%)	
Section 8 Subsidy from HUD	0	0	0	n/m	0	0	0	n/m	
Other Operating Revenue	14,345	5,685	8,660	152.3%	33,258	22,564	10,694	47.4%	
Non-operating Revenue	2,027	2,141	(114)	(5.3%)	869,955	977,465	(107,510)	(11.0%)	(1)
Total Revenues	2,111,001	2,048,996	62,005	3.0%	9,182,060	9,164,641	17,419	0.2%	
Expenses									
Salaries & Benefits	478,892	492,201	(13,309)	(2.7%)	1,982,553	2,105,821	(123,268)	(5.9%)	
Routine Maintenance, Utilities, Taxes & Insurance	1,375,507	1,086,032	289,475	26.7%	4,347,505	4,122,273	225,232	5.5%	
Direct Social Service Salaries & Benefits	97,803	107,994	(10,191)	(9.4%)	453,545	476,301	(22,756)	(4.8%)	
Other Social Service Support Expenses & HAP	163,384	215,978	(52,594)	(24.4%)	705,507	850,654	(145,147)	(17.1%)	
Administrative Support Expenses	544,441	620,190	(75,749)	(12.2%)	2,635,478	2,933,388	(297,910)	(10.2%)	
Non-operating Expenses	56,351	7,497	48,854	651.6%	95,648	29,988	65,660	219.0%	(2)
Total Expenses	2,716,378	2,529,892	186,486	7.4%	10,220,235	10,518,425	(298,190)	(2.8%)	
Net Income	(605,377)	(480,896)	(124,481)	25.9%	(1,038,175)	(1,353,784)	315,609	(23.3%)	
Other Sources/(Uses) of Working Capital									
(Increase) in Restricted/Designated Cash	20,950	(18)	20,968	n/m	(6,223)	(72)	(6,151)	8542.8%	
Decrease in Restricted/Designated Cash	16,257	0	16,257	n/m	16,257	0	16,257	n/m	
(Increase) in LT Receivables	0	0	0	n/m	0	0	0	n/m	
Decrease in LT Receivables	0	0	0	n/m	0	0	0	n/m	
Acquisition of Capital Assets	(1,371,747)	(1,970,256)	598,509	(30.4%)	(7,927,227)	(9,614,187)	1,686,960	(17.5%)	(3)
Disposition of Capital Assets	0	0	0	n/m	0	0	0	n/m	
Change in Suspense	(932)	0	(932)	n/m	(389)	0	(389)	n/m	
Change in Other Assets	0	0	0	n/m	0	0	0	n/m	
Change in Deferrals	(37,218)	0	(37,218)	n/m	(9,842)	0	(9,842)	n/m	
Increase in LT Debt	0	0	0	n/m	0	0	0	n/m	
(Decrease) in LT Debt	(58,763)	(45,084)	(13,679)	30.3%	(188,224)	(180,336)	(7,888)	4.4%	
Change in Other Liabilities	(4,997)	(4,926)	(71)	1.4%	(32,226)	(19,704)	(12,522)	63.5%	
Other Non-Working Capital Income/Expense Items	0	0	0	n/m	266,386	0	266,386	n/m	(4)
Non Income/Expense Change in Equity	(1,483)	0	(1,483)	n/m	(167,642)	0	(167,642)	n/m	(5)
Total Other Sources/(Uses) of Working Capital	(1,437,932)	(2,020,284)	582,352	(28.8%)	(8,049,130)	(9,814,299)	1,765,169	(18.0%)	
Transfer In from (Out to) Other Funds									
Transfers In from Other Funds	3,401,821	2,835,934	565,887	20.0%	10,310,157	11,438,617	(1,128,460)	(9.9%)	(3)
Transfers Out to Other Funds	(938,271)	0	(938,271)	n/m	(1,165,642)	0	(1,165,642)	n/m	(6)
Net Transfer In/(Out)	2,463,550	2,835,934	(372,384)	(13.1%)	9,144,515	11,438,617	(2,294,102)	(20.1%)	
Net Change in Working Capital	$420,241	$334,754	$85,487	25.5%	$57,209	$270,534	($213,325)	(78.9%)	
Working Capital, Beginning of Period	3,043,257				3,406,289				
Working Capital, 12/31/2014	$3,463,498				$3,463,498				

1) Due to delay of some projects until 2015, construction expenditures have been less than anticipated resulting in lesser amount of CFP grant reimbursement.
2) Variance due to Pepper Tree fire damage restoration costs being in excess of the the insurance reimbursement received.
3) Due to delay of some projects until 2015, construction expenditures have been less than anticipated, resulting in fewer management fees charged and lower MTW transfers.
4) Variance due to transfer of vehicles to Central Vehicle Fund.
5) Transfer of some remaining equity from former 509 property funds to current 509 properties fund.
6) Transfer of vehicles to Central Vehicles Fund. Also, transfer of excess cash from Public Housing properties to MTW. Unbudgeted.

Public Housing (Other)
Working Capital Budget vs. Actual Report
For the Period Ended 12/31/2014

	Quarter Ended December 31, 2014				Year-to-Date				
Revenues	Actual	Budget	$ Var	% Var	Actual	Budget	$ Var	% Var	
Tenant Revenue	$423,434	$416,595	$6,839	1.6%	$1,705,690	$1,666,374	$39,316	2.4%	
Operating Fund Subsidy from HUD	1,084,395	1,114,059	(29,664)	(2.7%)	4,356,431	4,456,214	(99,783)	(2.2%)	
Section 8 Subsidy from HUD	0	0	0	n/m	0	0	0	n/m	
Other Operating Revenue	1,360	20,273	(18,913)	(93.3%)	69,111	84,671	(15,560)	(18.4%)	
Non-operating Revenue	918,827	990,771	(71,944)	(7.3%)	3,868,295	3,976,232	(107,937)	(2.7%)	
Total Revenues	2,428,016	2,541,698	(113,682)	(4.5%)	9,999,527	10,183,491	(183,964)	(1.8%)	
Expenses									
Salaries & Benefits	219,652	238,334	(18,682)	(7.8%)	981,449	1,009,472	(28,023)	(2.8%)	
Routine Maintenance, Utilities, Taxes & Insurance	546,363	481,205	65,158	13.5%	1,945,375	1,844,983	100,392	5.4%	
Direct Social Service Salaries & Benefits	93,865	77,968	15,897	20.4%	354,717	337,861	16,856	5.0%	
Other Social Service Support Expenses & HAP	647,558	684,357	(36,799)	(5.4%)	2,753,440	2,737,224	16,216	0.6%	
Administrative Support Expenses	227,769	210,471	17,298	8.2%	897,567	853,023	44,544	5.2%	
Non-operating Expenses	590,312	654,384	(64,072)	(9.8%)	2,593,422	2,613,362	(19,940)	(0.8%)	
Total Expenses	2,325,519	2,346,719	(21,200)	(0.9%)	9,525,971	9,395,925	130,046	1.4%	
Net Income	102,497	194,979	(92,482)	(47.4%)	473,556	787,566	(314,010)	(39.9%)	
Other Sources/(Uses) of Working Capital									
(Increase) in Restricted/Designated Cash	(42,233)	(41,425)	(808)	2.0%	(443,864)	(165,681)	(278,183)	167.9%	(1)
Decrease in Restricted/Designated Cash	0	0	0	n/m	0	0	0	n/m	
(Increase) in LT Receivables	(579,011)	(556,308)	(22,703)	4.1%	(2,421,880)	(2,229,406)	(192,474)	8.6%	
Decrease in LT Receivables	203,261	200,000	3,261	1.6%	421,017	395,875	25,142	6.4%	
Acquisition of Capital Assets	(221,109)	(269,707)	48,598	(18.0%)	(832,249)	(981,560)	149,311	(15.2%)	(2)
Disposition of Capital Assets	0	0	0	n/m	0	0	0	n/m	
Change in Suspense	(601)	0	(601)	n/m	(583)	0	(583)	n/m	
Change in Other Assets	20,024	0	20,024	n/m	(638,232)	0	(638,232)	n/m	(3)
Change in Deferrals	(250)	0	(250)	n/m	1,186	0	1,186	n/m	
Increase in LT Debt	0	0	0	n/m	0	0	0	n/m	
(Decrease) in LT Debt	(201,943)	(201,491)	(452)	0.2%	(206,222)	(205,964)	(258)	0.1%	
Change in Other Liabilities	278,540	239,277	39,263	16.4%	1,165,881	957,108	208,773	21.8%	
Other Non-Working Capital Income/Expense Items	0	0	0	n/m	766,095	0	766,095	n/m	(3)
Non Income/Expense Change in Equity	99,801	0	99,801	n/m	11,444,363	14,996,028	(3,551,665)	(23.7%)	(4)
Total Other Sources/(Uses) of Working Capital	(443,521)	(629,654)	186,133	(29.6%)	9,255,514	12,766,400	(3,510,886)	(27.5%)	
Transfer In from (Out to) Other Funds									
Transfers In from Other Funds	1,070,764	752,299	318,465	42.3%	2,797,168	1,712,378	1,084,790	63.3%	(5)
Transfers Out to Other Funds	0	0	0	n/m	(14,922,352)	(14,783,884)	(138,468)	0.9%	
Net Transfer In/(Out)	1,070,764	752,299	318,465	42.3%	(12,125,184)	(13,071,506)	946,322	(7.2%)	
Net Change in Working Capital	$729,739	$317,624	$412,115	129.7%	($2,396,114)	$482,460	($2,878,574)	n/m	
Working Capital, Beginning of Period	586,559				3,712,412				
Working Capital, 12/31/2014	$1,316,298				$1,316,298				

1) Due to unbudgeted Fairwind special purpose reserve funding from investor contribution.
2) The budgeted Nia tenant improvement project was delayed until 2015.
3) Due to reclassification of Salmon Creek and Nia commercial improvement cost from work - in-process to other assets as leasehold improvement.
4) First installment of the Fairwind Investor equity contribution was budgeted for January 2014, but received in December 2013 .
5) Due to an unbudgeted transfer of Fairwind development cost to lease receivable.

Other Federally-supported (KCHA)
Working Capital Budget vs. Actual Report
For the Period Ended 12/31/2014

	Quarter Ended December 31, 2014				Year-to-Date				
Revenues	Actual	Budget	$ Var	% Var	Actual	Budget	$ Var	% Var	
Tenant Revenue	$1,241,815	$1,251,405	($9,590)	(0.8%)	$4,988,138	$5,005,614	($17,476)	(0.3%)	
Operating Fund Subsidy from HUD	0	0	0	n/m	0	0	0	n/m	
Section 8 Subsidy from HUD	87,809	95,751	(7,942)	(8.3%)	348,770	383,000	(34,230)	(8.9%)	
Other Operating Revenue	103,893	92,388	11,505	12.5%	398,308	453,205	(54,897)	(12.1%)	(1)
Non-operating Revenue	5,781	5,203	578	11.1%	22,298	20,792	1,506	7.2%	
Total Revenues	1,439,297	1,444,747	(5,450)	(0.4%)	5,757,514	5,862,611	(105,097)	(1.8%)	
Expenses									
Salaries & Benefits	166,067	173,950	(7,883)	(4.5%)	691,150	745,027	(53,877)	(7.2%)	
Routine Maintenance, Utilities, Taxes & Insurance	522,802	396,483	126,319	31.9%	1,651,249	1,551,296	99,953	6.4%	
Direct Social Service Salaries & Benefits	34,142	33,533	609	1.8%	146,496	145,311	1,185	0.8%	
Other Social Service Support Expenses & HAP	20,131	21,433	(1,302)	(6.1%)	69,902	85,772	(15,870)	(18.5%)	
Administrative Support Expenses	134,768	157,791	(23,023)	(14.6%)	614,586	627,082	(12,496)	(2.0%)	
Non-operating Expenses	65,088	37,421	27,667	73.9%	311,163	163,173	147,990	90.7%	(1)
Total Expenses	942,998	820,611	122,387	14.9%	3,484,545	3,317,661	166,884	5.0%	
Net Income	496,299	624,136	(127,837)	(20.5%)	2,272,969	2,544,950	(271,981)	(10.7%)	
Other Sources/(Uses) of Working Capital									
(Increase) in Restricted/Designated Cash	(284,062)	(21,538)	(262,524)	1218.9%	(330,631)	(86,128)	(244,503)	283.9%	(2)
Decrease in Restricted/Designated Cash	61,394	0	61,394	n/m	76,259	0	76,259	n/m	
(Increase) in LT Receivables	0	0	0	n/m	0	0	0	n/m	
Decrease in LT Receivables	0	0	0	n/m	0	0	0	n/m	
Acquisition of Capital Assets	(626,303)	(433,772)	(192,531)	44.4%	(983,413)	(1,361,351)	377,938	(27.8%)	
Maintenance Projects	(174,342)	(299,039)	124,697	(41.7%)	(590,840)	(836,143)	245,303	(29.3%)	
Acquisition of Capital Assets	(800,646)	(732,811)	(67,835)	9.3%	(1,574,253)	(2,197,494)	623,241	(28.4%)	(3)
Disposition of Capital Assets	10,749,944	0	10,749,944	n/m	12,399,944	1,851,980	10,547,964	569.6%	(4)
Change in Suspense	(299)	0	(299)	n/m	(299)	0	(299)	n/m	
Change in Other Assets	175,056	0	175,056	n/m	175,056	0	175,056	n/m	(5)
Change in Deferrals	898	0	898	n/m	(13,967)	0	(13,967)	n/m	
Increase in LT Debt	0	0	0	n/m	0	0	0	n/m	
(Decrease) in LT Debt	(11,142,441)	(28,828)	(11,113,613)	38551.5%	(12,259,911)	(653,118)	(11,606,793)	1777.1%	(6)
Change in Other Liabilities	(14,133)	(16,950)	2,817	(16.6%)	(81,527)	(67,800)	(13,727)	20.2%	
Other Non-Working Capital Income/Expense Items	0	0	0	n/m	77,383	0	77,383	n/m	(7)
Non Income/Expense Change in Equity	(56)	0	(56)	n/m	717	0	717	n/m	
Total Other Sources/(Uses) of Working Capital	(1,254,345)	(800,127)	(454,218)	56.8%	(1,531,228)	(1,152,560)	(378,668)	32.9%	
Transfer In from (Out to) Other Funds									
Transfers In from Other Funds	409,844	438,926	(29,082)	(6.6%)	1,410,370	1,657,819	(247,449)	(14.9%)	(8)
Transfers Out to Other Funds	0	(130,731)	130,731	(100.0%)	(77,544)	(431,572)	354,028	(82.0%)	(9)
Net Transfer In/(Out)	409,844	308,195	101,649	33.0%	1,332,826	1,226,247	106,579	8.7%	
Net Change in Working Capital	($348,202)	$132,204	($480,406)	n/m	$2,074,567	$2,618,637	($544,070)	(20.8%)	
Working Capital, Beginning of Period	4,430,981				2,008,212				
Working Capital, 12/31/2014	$4,082,779				$4,082,779				

1) Variance due to a rent credit applied to the sales price of the Hopkins building.
2) Increase in restricted cash due to receipt of Wiley Center replacement reserve and security deposits
3) Unit upgrade cost was less than anticipated at Hidden Village, Newport, Burien Park and Northwood apartments due to lack of a vailability. Also, the Eastside maintenace building roof replacement project was delayed and expected to be completed in the 2nd quarter of 2015.
4) Due to unbudgeted write-off of Wiley Center loan origination fee.
5) Variance due to Wiley Center loan forgiveness of $10.9M and reallocation of Hidden Village 2013 Pool debt of $550K. Unbudget ed.
6) Disposition of Wiley Center. Unbudgeted.
7) Variance due to transfer of vehicles to Central Vehicle Fund.
8) Unbudgeted addition of Wiley Center cash via a transfer. In addition, capital construction transfer was less than budgeted as unit upgrade costs were less than anticipated. See note # 3
9) The budgeted transfer out from Spiritwood for Hidden Village capital projects was below target at year end. See note # 3

Other Federally-supported (Other)
Working Capital Budget vs. Actual Report
For the Period Ended 12/31/2014

	Quarter Ended December 31, 2014				Year-to-Date				
Revenues	Actual	Budget	$ Var	% Var	Actual	Budget	$ Var	% Var	
Tenant Revenue	$2,770,888	$2,743,149	$27,739	1.0%	$10,982,975	$10,972,123	$10,852	0.1%	
Operating Fund Subsidy from HUD	0	0	0	n/m	0	0	0	n/m	
Section 8 Subsidy from HUD	0	0	0	n/m	0	0	0	n/m	
Other Operating Revenue	1,062,589	388,466	674,123	173.5%	2,481,072	1,850,959	630,113	34.0%	(1)
Non-operating Revenue	354,418	332,778	21,640	6.5%	1,502,775	1,327,624	175,151	13.2%	(2)
Total Revenues	4,187,895	3,464,393	723,502	20.9%	14,966,822	14,150,706	816,116	5.8%	
Expenses									
Salaries & Benefits	442,578	344,458	98,120	28.5%	1,555,682	1,470,534	85,148	5.8%	
Routine Maintenance, Utilities, Taxes & Insurance	985,728	838,256	147,472	17.6%	3,184,875	3,228,638	(43,763)	(1.4%)	
Direct Social Service Salaries & Benefits	42,197	66,643	(24,446)	(36.7%)	224,275	293,673	(69,398)	(23.6%)	(3)
Other Social Service Support Expenses & HAP	82,162	115,598	(33,436)	(28.9%)	382,049	458,328	(76,279)	(16.6%)	
Administrative Support Expenses	338,698	352,123	(13,425)	(3.8%)	1,263,326	1,814,573	(551,247)	(30.4%)	(4)
Non-operating Expenses	2,082,131	1,496,562	585,569	39.1%	6,268,156	5,716,496	551,660	9.7%	(1)
Total Expenses	3,973,494	3,213,640	759,854	23.6%	12,878,363	12,982,242	(103,879)	(0.8%)	
Net Income	214,401	250,753	(36,352)	(14.5%)	2,088,459	1,168,464	919,995	78.7%	
Other Sources/(Uses) of Working Capital									
(Increase) in Restricted/Designated Cash	(4,959,926)	(57,851)	(4,902,075)	8473.6%	(5,252,130)	(231,293)	(5,020,837)	2170.8%	(5)
Decrease in Restricted/Designated Cash	1,382,296	3,262,968	(1,880,672)	(57.6%)	5,960,439	7,906,241	(1,945,802)	(24.6%)	(6)
(Increase) in LT Receivables	(5,635,191)	(1,192,341)	(4,442,850)	372.6%	(7,720,766)	(5,777,271)	(1,943,495)	33.6%	(7)
Decrease in LT Receivables	26,054	0	26,054	n/m	5,541,859	1,519,497	4,022,362	264.7%	(8)
Acquisition of Capital Assets	(2,973,743)	(1,353,048)	(1,620,695)	119.8%	(6,795,486)	(6,377,741)	(417,745)	6.6%	
Maintenance Projects	(278,062)	(223,331)	(54,731)	24.5%	(749,140)	(890,539)	141,399	(15.9%)	
Acquisition of Capital Assets	(3,251,805)	(1,576,379)	(1,675,426)	106.3%	(7,544,626)	(7,268,280)	(276,346)	3.8%	
Disposition of Capital Assets	0	0	0	n/m	0	0	0	n/m	
Change in Suspense	(689)	0	(689)	n/m	160	0	160	n/m	
Change in Other Assets	0	0	0	n/m	0	0	0	n/m	
Change in Deferrals	(841)	0	(841)	n/m	1,708	0	1,708	n/m	
Increase in LT Debt	181	1,105,280	(1,105,099)	(100.0%)	724	1,573,320	(1,572,596)	(100.0%)	(9)
(Decrease) in LT Debt	(1,014,393)	(121,872)	(892,521)	732.3%	(9,742,607)	(4,013,982)	(5,728,625)	142.7%	(10)
Change in Other Liabilities	85,191	85,194	(3)	(0.0%)	340,766	340,776	(10)	(0.0%)	
Other Non-Working Capital Income/Expense Items	0	0	0	n/m	1,686,003	1,630,000	56,003	3.4%	
Non Income/Expense Change in Equity	(4,456)	0	(4,456)	n/m	4,862,692	4,580,000	282,692	6.2%	
Total Other Sources/(Uses) of Working Capital	(13,373,579)	1,504,999	(14,878,578)	n/m	(11,865,777)	259,008	(12,124,785)	n/m	
Transfer In from (Out to) Other Funds									
Transfers In from Other Funds	6,990,504	1,446,060	5,544,444	383.4%	11,312,268	8,005,204	3,307,064	41.3%	(11)
Transfers Out to Other Funds	(270,814)	(210,371)	(60,443)	28.7%	(1,828,551)	(841,500)	(987,051)	117.3%	(12)
Net Transfer In/(Out)	6,719,690	1,235,689	5,484,001	443.8%	9,483,718	7,163,704	2,320,014	32.4%	
Net Change in Working Capital	($6,439,489)	$2,991,441	($9,430,930)	n/m	($293,600)	$8,591,176	($8,884,776)	n/m	
Working Capital, Beginning of Period	6,730,205				584,317				
Working Capital, 12/31/2014	$290,717				$290,717				

1) Variance due to unbudgeted MTW capital transfer of $675K to MKCRF.
2) Due to unbudgeted draw of $132K from RHF grant to reimburse COCC for 2013 Green River Homes 2 interest payment.
3) Some relocation employees were inadvertently budgeted with a large percentage of their time allocated to MKCRF properties. This allocation error has been fixed in the payroll system, but was not addressed in the midyear budget adjustment. Therefore, actual salary expense was below budget for the year.
4) Expenses related to Birch Creek projects such as the playground upgrade were budgeted as administrative expense. The Birch Creek playground upgrade is expected to begin in 2015.
5) Variance due to reserve funding totaling $107K from proceeds of Green River House II investor contribution. Also, reclassification of Birch Creek & Green River II excess cash reserve of $4.9M to restricted.
6) The budgeted transfer to reimburse KCHA for MKCRF 4th quarter construction costs occured in January 2015. Also, due to MTW capital transfer of $675K, reimbursement from MKCRF was below target for the year.
7) The KCHA bridge and permanent loans to Vantage Point LLC were higher than anticipated in the budget.
8) Unbudgeted repayment of Green River II lease payable totaling $4.03M from proceeds of the investor contribution.
9) The budgeted draw from Bank of America LOC for Vantage Point development financing is expected to occur in 2015.
10) Unbudgeted repayment of Green River II lease payable of $4.03M from proceeds of the investor contribution. In addition, unbudgeted reclassification of Green River Homes II principal to short-term.
11) The Vantage Point capital construction transfer-in was higher than anticipated in the budget. See note #7.
12) $853k transferred from MKCRF back to MTW to reimburse for expenses originally paid by MTW; unbudgeted.

Section 8
Working Capital Budget vs. Actual Report
For the Period Ended 12/31/2014

	Quarter Ended December 31, 2014				Year-to-Date				
Revenues	Actual	Budget	$ Var	% Var	Actual	Budget	$ Var	% Var	
Tenant Revenue	$24,167	$30,000	($5,833)	(19.4%)	$154,668	$120,000	$34,668	28.9%	(1)
Operating Fund Subsidy from HUD	0	0	0	n/m	0	0	0	n/m	
Section 8 Subsidy from HUD	24,004,832	24,783,205	(778,373)	(3.1%)	97,130,707	98,170,764	(1,040,057)	(1.1%)	
Other Operating Revenue	7,209,946	7,011,975	197,971	2.8%	28,177,791	27,703,097	474,694	1.7%	
Non-operating Revenue	11,981	924	11,057	1196.6%	12,158	3,695	8,463	229.0%	
Total Revenues	31,250,926	31,826,104	(575,178)	(1.8%)	125,475,325	125,997,556	(522,231)	(0.4%)	
Expenses									
Salaries & Benefits	1,347,737	1,323,153	24,584	1.9%	5,524,037	5,536,184	(12,147)	(0.2%)	
Routine Maintenance, Utilities, Taxes & Insurance	66,116	60,492	5,624	9.3%	269,600	243,412	26,188	10.8%	
Direct Social Service Salaries & Benefits	92,076	80,055	12,021	15.0%	381,641	349,417	32,224	9.2%	
Other Social Service Support Expenses & HAP	28,718,541	29,342,753	(624,212)	(2.1%)	114,903,266	116,059,997	(1,156,731)	(1.0%)	
Administrative Support Expenses	1,027,854	991,289	36,565	3.7%	3,823,297	3,973,154	(149,857)	(3.8%)	
Non-operating Expenses	21,624	0	21,624	n/m	15,629	0	15,629	n/m	
Total Expenses	31,273,948	31,797,742	(523,794)	(1.6%)	124,917,470	126,162,164	(1,244,694)	(1.0%)	
Net Income	(23,022)	28,362	(51,384)	n/m	557,855	(164,608)	722,463	n/m	
Other Sources/(Uses) of Working Capital									
(Increase) in Restricted/Designated Cash	(72,995)	0	(72,995)	n/m	(246,728)	0	(246,728)	n/m	(2)
Decrease in Restricted/Designated Cash	0	0	0	n/m	0	0	0	n/m	
(Increase) in LT Receivables	0	0	0	n/m	0	0	0	n/m	
Decrease in LT Receivables	0	0	0	n/m	0	0	0	n/m	
Acquisition of Capital Assets	0	0	0	n/m	(0)	0	(0)	n/m	
Maintenance Projects	(138)	(390)	252	(64.6%)	(858)	(1,563)	705	(45.1%)	
Acquisition of Capital Assets	(138)	(390)	252	(64.6%)	(858)	(1,563)	705	(45.1%)	
Disposition of Capital Assets	0	0	0	n/m	0	0	0	n/m	
Change in Suspense	(93)	0	(93)	n/m	0	0	0	n/m	
Change in Other Assets	0	0	0	n/m	0	0	0	n/m	
Change in Deferrals	72,995	0	72,995	n/m	246,728	0	246,728	n/m	(2)
Increase in LT Debt	0	0	0	n/m	0	0	0	n/m	
(Decrease) in LT Debt	0	0	0	n/m	0	0	0	n/m	
Change in Other Liabilities	0	0	0	n/m	0	0	0	n/m	
Other Non-Working Capital Income/Expense Items	0	0	0	n/m	10,673	0	10,673	n/m	
Non Income/Expense Change in Equity	0	0	0	n/m	0	0	0	n/m	
Total Other Sources/(Uses) of Working Capital	(231)	(390)	159	(40.8%)	9,815	(1,563)	11,378	n/m	
Transfer In from (Out to) Other Funds									
Transfers In from Other Funds	0	0	0	n/m	0	0	0	n/m	
Transfers Out to Other Funds	0	0	0	n/m	(976,757)	(990,000)	13,243	(1.3%)	(3)
Net Transfer In/(Out)	0	0	0	n/m	(976,757)	(990,000)	13,243	(1.3%)	
Net Change in Working Capital	($23,253)	$27,972	($51,225)	n/m	($409,087)	($1,156,171)	$747,084	(64.6%)	
Working Capital, Beginning of Period	(198,036)				187,798				
Working Capital, 12/31/2014	($221,289)				($221,289)				

1) Tenant collections applicable to ports were higher than anticipated in the budget
2) Variance due to unbudgeted change in FSS reserve accounts.
3) Westminster, Burien Park and Northwood equity transferred to MTW as vouchers are now part of the block grant

MTW
Working Capital Budget vs. Actual Report
For the Period Ended 12/31/2014

	Quarter Ended December 31, 2014				Year-to-Date				
Revenues	Actual	Budget	$ Var	% Var	Actual	Budget	$ Var	% Var	
Tenant Revenue	$0	$0	$0	n/m	$0	$0	$0	n/m	
Operating Fund Subsidy from HUD	326,083	327,642	(1,559)	(0.5%)	1,314,806	1,310,572	4,234	0.3%	
Section 8 Subsidy from HUD	5,182,861	3,242,700	1,940,161	59.8%	15,580,535	12,945,117	2,635,418	20.4%	(1)
Other Operating Revenue	19,622	0	19,622	n/m	19,622	0	19,622	n/m	
Non-operating Revenue	39,880	72,479	(32,599)	(45.0%)	112,307	188,651	(76,344)	(40.5%)	(2)
Total Revenues	5,568,446	3,642,821	1,925,625	52.9%	17,027,270	14,444,340	2,582,930	17.9%	
Expenses									
Salaries & Benefits	137,897	185,095	(47,198)	(25.5%)	605,473	770,325	(164,852)	(21.4%)	(3)
Routine Maintenance, Utilities, Taxes & Insurance	0	0	0	n/m	0	0	0	n/m	
Direct Social Service Salaries & Benefits	52,269	73,018	(20,749)	(28.4%)	256,152	274,756	(18,604)	(6.8%)	
Other Social Service Support Expenses & HAP	586,900	536,102	50,798	9.5%	2,120,045	2,332,986	(212,941)	(9.1%)	
Administrative Support Expenses	22,409	34,991	(12,582)	(36.0%)	143,126	166,961	(23,835)	(14.3%)	
Non-operating Expenses	(51,683)	0	(51,683)	n/m	0	0	0	n/m	
Total Expenses	747,792	829,206	(81,414)	(9.8%)	3,124,796	3,545,028	(420,232)	(11.9%)	
Net Income	4,820,654	2,813,615	2,007,039	71.3%	13,902,474	10,899,312	3,003,162	27.6%	
Other Sources/(Uses) of Working Capital									
(Increase) in Restricted/Designated Cash	(6,330,823)	0	(6,330,823)	n/m	(6,930,823)	(600,000)	(6,330,823)	1055.1%	(4)
Decrease in Restricted/Designated Cash	1,359,775	6,314,160	(4,954,385)	(78.5%)	4,530,441	9,649,297	(5,118,856)	(53.0%)	(5)
(Increase) in LT Receivables	(3,788,629)	(316,211)	(3,472,418)	1098.1%	(3,788,629)	(5,986,211)	2,197,582	(36.7%)	(6)
Decrease in LT Receivables	365,475	645,748	(280,273)	(43.4%)	1,946,713	1,694,744	251,969	14.9%	(7)
Acquisition of Capital Assets	(218,410)	(544,682)	326,272	(59.9%)	(553,571)	(805,590)	252,019	(31.3%)	(8)
Disposition of Capital Assets	0	0	0	n/m	0	0	0	n/m	
Change in Suspense	0	0	0	n/m	0	0	0	n/m	
Change in Other Assets	0	0	0	n/m	0	0	0	n/m	
Change in Deferrals	0	0	0	n/m	0	0	0	n/m	
Increase in LT Debt	0	0	0	n/m	0	0	0	n/m	
(Decrease) in LT Debt	0	0	0	n/m	0	0	0	n/m	
Change in Other Liabilities	0	0	0	n/m	0	0	0	n/m	
Other Non-Working Capital Income/Expense Items	0	0	0	n/m	0	0	0	n/m	
Non Income/Expense Change in Equity	(53,683)	0	(53,683)	n/m	65,521	0	65,521	n/m	(9)
Total Other Sources/(Uses) of Working Capital	(8,666,293)	6,099,015	(14,765,308)	n/m	(4,730,348)	3,952,240	(8,682,588)	n/m	
Transfer In from (Out to) Other Funds									
Transfers In from Other Funds	219,979	0	219,979	n/m	2,039,441	990,000	1,049,441	106.0%	(10)
Transfers Out to Other Funds	(7,999,149)	(4,940,454)	(3,058,695)	61.9%	(19,594,899)	(19,015,543)	(579,356)	3.0%	
Net Transfer In/(Out)	(7,779,170)	(4,940,454)	(2,838,716)	57.5%	(17,555,459)	(18,025,543)	470,084	(2.6%)	
Net Change in Working Capital	($11,624,810)	$3,972,176	($15,596,986)	n/m	($8,383,333)	($3,173,991)	($5,209,342)	164.1%	
Working Capital, Beginning of Period	6,729,147				3,487,670				
Working Capital, 12/31/2014	($4,895,662)				($4,895,662)				

1) Final block grant funding in excess of direct HAP and administrative expenses was greater than budgeted due to higher than expected prorate and lower than projected HAP costs
2) Interest income on Eastwood Square loan was budgeted starting July. The loan was actually funded in October, resulitng in reduced interest income for the year.
3) Variance is due to unfilled positions.
4) Due to Board-designation of MTW working capital reserves of $6.3M for public housing capital improvement and sponsor-based rental assistance. Unbudgeted.
5) The budgeted release of $5.5M of FHLB collateral has been put into abeyance. In addition, draws from the Technology Reserve are below target as the Tenmast implementation project started later than anticipated.
6) Original budget called for a $1.6 million loan from MTW directly to Vantage Point. In reality, $3 million was transferred from MTW to a general partner fund, which then made the loan
7) Due to higher than anticipated lot sales proceeds, internal loan repayment exceeded target.
8) The Housing Management software implementation project started later than anticipated. Therefore, costs are below projections.
9) Transfer of equity related to funds which have been closed.
10) MKCRF reimbursement of $853K for rehabilitation projects initially funded by MTW. Also, transfer of excess cash of $219K from Public Housing properties to MTW. Unbudgeted.

Local Properties (KCHA)
Working Capital Budget vs. Actual Report
For the Period Ended 12/31/2014

	Quarter Ended December 31, 2014				Year-to-Date				
Revenues	Actual	Budget	$ Var	% Var	Actual	Budget	$ Var	% Var	
Tenant Revenue	$10,805,406	$9,855,059	$950,347	9.6%	$39,705,353	$38,054,014	$1,651,339	4.3%	
Operating Fund Subsidy from HUD	16,042	0	16,042	n/m	16,042	0	16,042	n/m	
Section 8 Subsidy from HUD	0	0	0	n/m	0	0	0	n/m	
Other Operating Revenue	72,324	35,916	36,408	101.4%	259,479	142,554	116,925	82.0%	(1)
Non-operating Revenue	617,325	123,162	494,163	401.2%	1,650,589	2,136,721	(486,132)	(22.8%)	(2)
Total Revenues	11,511,097	10,014,137	1,496,960	14.9%	41,631,463	40,333,289	1,298,174	3.2%	
Expenses									
Salaries & Benefits	1,004,438	894,568	109,870	12.3%	3,471,836	3,549,529	(77,693)	(2.2%)	
Routine Maintenance, Utilities, Taxes & Insurance	2,784,348	2,339,594	444,754	19.0%	9,671,706	9,737,475	(65,769)	(0.7%)	
Direct Social Service Salaries & Benefits	11,139	6,655	4,484	67.4%	41,210	28,840	12,370	42.9%	
Other Social Service Support Expenses & HAP	34,941	29,539	5,402	18.3%	114,426	118,014	(3,588)	(3.0%)	
Administrative Support Expenses	1,054,910	947,604	107,306	11.3%	3,957,622	3,857,374	100,248	2.6%	
Non-operating Expenses	1,369,717	1,339,725	29,992	2.2%	5,151,348	5,068,543	82,805	1.6%	
Total Expenses	6,259,492	5,557,685	701,807	12.6%	22,408,149	22,359,775	48,374	0.2%	
Net Income	5,251,605	4,456,452	795,153	17.8%	19,223,314	17,973,514	1,249,800	7.0%	
Other Sources/(Uses) of Working Capital									
(Increase) in Restricted/Designated Cash	(2,669,684)	(275,896)	(2,393,788)	867.6%	(4,082,337)	(1,568,750)	(2,513,587)	160.2%	(3)
Decrease in Restricted/Designated Cash	251,959	131,400	120,559	91.7%	251,959	2,022,400	(1,770,441)	(87.5%)	(4)
(Increase) in LT Receivables	(536,888)	0	(536,888)	n/m	(536,888)	0	(536,888)	n/m	(5)
Decrease in LT Receivables	2,964,302	0	2,964,302	n/m	2,964,302	0	2,964,302	n/m	(6)
Acquisition of Capital Assets	(11,809,717)	(1,920,427)	(9,889,290)	515.0%	(45,413,207)	(40,848,977)	(4,564,230)	11.2%	(7)
Disposition of Capital Assets	0	0	0	n/m	82,531	0	82,531	n/m	
Change in Suspense	(92,895)	0	(92,895)	n/m	(34,622)	0	(34,622)	n/m	
Change in Other Assets	(540)	0	(540)	n/m	(17,700)	0	(17,700)	n/m	
Change in Deferrals	179,971	0	179,971	n/m	319,060	0	319,060	n/m	(8)
Increase in LT Debt	8,891,704	411	8,891,293	2163331.6%	59,902,899	46,423,714	13,479,185	29.0%	(9)
(Decrease) in LT Debt	(3,501,868)	(1,002,961)	(2,498,907)	249.2%	(23,515,539)	(21,347,118)	(2,168,421)	10.2%	(10)
Change in Other Liabilities	534,071	0	534,071	n/m	512,519	58,810	453,709	771.5%	(11)
Other Non-Working Capital Income/Expense Items	0	0	0	n/m	0	0	0	n/m	
Non Income/Expense Change in Equity	(486,205)	0	(486,205)	n/m	(21,589)	0	(21,589)	n/m	
Total Other Sources/(Uses) of Working Capital	(6,275,789)	(3,067,473)	(3,208,316)	104.6%	(9,588,610)	(15,259,921)	5,671,311	(37.2%)	
Transfer In from (Out to) Other Funds									
Net Transfer In/(Out)	440,013	(237,505)	677,518	n/m	(7,861,477)	(211,284)	(7,650,193)	3620.8%	(12)
Net Change in Working Capital	($584,171)	$1,151,474	($1,735,645)	n/m	$1,773,227	$2,502,309	($729,082)	(29.1%)	
Working Capital, Beginning of Period	3,514,592				1,157,193				
Working Capital, 12/31/2014	$2,930,421				$2,930,421				

1) Variance due to unbudgeted commercial tenant income from Patricia Harris Manor. Also, higher than anticipated home & lots sales price participation.
2) Due to equity correction of $498K for Windsor in the 4th quarter. In addition, the budgeted King County capital grant of $1 M for Chaussee properties is expected to be received in 2015.
3) Windsor Heights tax credit partnership restricted cash accounts totaling $2.3M acquired by KCHA. Unbudgeted.
4) As various projects expected to be financed by replacement reserve draw were not completed at year end, the budgeted draw didn't occur in 2014. The projects are expected to be completed in 2015.
5) Receivable from USDA for reimbursement of costs related to Rural Housing properties .
6) Unbudgeted pay-off of Rural Housing partnership lease receivable of $2.9M.
7) Unbudgeted acquisition of Windsor Heights Partnership assets totaling $7M by KCHA. Also, multiple projects expected to be financed by King County grant and replacement reserve withdrawal did not occur by year end.
8) Unbudgeted security deposit increase due to acquistion of Gilman Square, Windsor Heights and Rural Housing properties.
9) Variance due to unbudgeted reallocation of the 2013 Pool debt of $4.5M. Also, unbudgeted transfer of $9M of bonds/notes payable from Windsor Heights Tax Credit partnership to KCHA .
10) Unbudgeted transfer of Rural Housing Partnership long term debt of $2.4M to KCHA.
11) Rural Housing properties deferred revenue related to USDA reimbursement. See note # 5.
12) Variance due to unbudgeted reallocation of the 2013 Pool and higher than anticipated excess cash transfers to COCC.

Local Properties (Other)
Working Capital Budget vs. Actual Report
For the Period Ended 12/31/2014

	Quarter Ended December 31, 2014				Year-to-Date				
Revenues	Actual	Budget	$ Var	% Var	Actual	Budget	$ Var	% Var	
Tenant Revenue	$331,314	$342,718	($11,404)	(3.3%)	$1,381,806	$1,370,860	$10,946	0.8%	
Operating Fund Subsidy from HUD	0	0	0	n/m	0	0	0	n/m	
Section 8 Subsidy from HUD	0	0	0	n/m	0	0	0	n/m	
Other Operating Revenue	7,393	43,464	(36,071)	(83.0%)	89,737	173,852	(84,115)	(48.4%)	(1)
Non-operating Revenue	196,325	198,771	(2,446)	(1.2%)	788,146	795,079	(6,933)	(0.9%)	
Total Revenues	535,032	584,953	(49,921)	(8.5%)	2,259,689	2,339,791	(80,102)	(3.4%)	
Expenses									
Salaries & Benefits	61,691	80,899	(19,208)	(23.7%)	333,146	343,857	(10,711)	(3.1%)	
Routine Maintenance, Utilities, Taxes & Insurance	194,920	122,235	72,685	59.5%	532,432	479,790	52,642	11.0%	
Direct Social Service Salaries & Benefits	8,502	7,893	609	7.7%	36,363	34,205	2,158	6.3%	
Other Social Service Support Expenses & HAP	31,616	30,450	1,166	3.8%	121,114	121,804	(690)	(0.6%)	
Administrative Support Expenses	67,014	52,634	14,380	27.3%	225,840	209,034	16,806	8.0%	
Non-operating Expenses	159,164	111,540	47,624	42.7%	627,331	446,156	181,175	40.6%	(2)
Total Expenses	522,907	405,651	117,256	28.9%	1,876,225	1,634,846	241,379	14.8%	
Net Income	12,125	179,302	(167,177)	(93.2%)	383,464	704,945	(321,481)	(45.6%)	
Other Sources/(Uses) of Working Capital									
(Increase) in Restricted/Designated Cash	(15,208)	(15,129)	(79)	0.5%	(63,357)	(60,516)	(2,841)	4.7%	
Decrease in Restricted/Designated Cash	286,258	0	286,258	n/m	286,258	50,000	236,258	472.5%	(3)
(Increase) in LT Receivables	(81,654)	(107,466)	25,812	(24.0%)	(399,421)	(429,860)	30,439	(7.1%)	
Decrease in LT Receivables	8,087,790	190,681	7,897,109	4141.5%	8,416,692	479,825	7,936,867	1654.1%	(4)
Acquisition of Capital Assets	(8,037,692)	0	(8,037,692)	n/m	(8,071,198)	(51,784)	(8,019,414)	15486.3%	(5)
Disposition of Capital Assets	0	0	0	n/m	0	0	0	n/m	
Change in Suspense	0	0	0	n/m	303	0	303	n/m	
Change in Other Assets	134,816	0	134,816	n/m	134,816	0	134,816	n/m	(6)
Change in Deferrals	(375)	0	(375)	n/m	1,025	0	1,025	n/m	
Increase in LT Debt	0	0	0	n/m	7,716,183	0	7,716,183	n/m	(7)
(Decrease) in LT Debt	(1,086,179)	0	(1,086,179)	n/m	(1,159,233)	(73,054)	(1,086,179)	1486.8%	(8)
Change in Other Liabilities	78,674	111,540	(32,866)	(29.5%)	149,416	230,066	(80,650)	(35.1%)	(9)
Other Non-Working Capital Income/Expense Items	0	0	0	n/m	0	0	0	n/m	
Non Income/Expense Change in Equity	0	0	0	n/m	(800)	0	(800)	n/m	
Total Other Sources/(Uses) of Working Capital	(633,570)	179,626	(813,196)	n/m	7,010,685	144,677	6,866,008	4745.7%	
Transfer In from (Out to) Other Funds									
Transfers In from Other Funds	0	0	0	n/m	0	0	0	n/m	
Transfers Out to Other Funds	(391,259)	0	(391,259)	n/m	(690,259)	0	(690,259)	n/m	(10)
Net Transfer In/(Out)	(391,259)	0	(391,259)	n/m	(690,259)	0	(690,259)	n/m	
Net Change in Working Capital	($1,012,704)	$358,928	($1,371,632)	n/m	$6,703,891	$849,622	$5,854,269	689.0%	
Working Capital, Beginning of Period	2,381,128				(5,335,467)				
Working Capital, 12/31/2014	$1,368,424				$1,368,424				

1) Payroll reimbursement charges less than budgeted as KCHA transferred management of Seola Gardens Home Owners Association effective June 2014 to an outside management company
2) Unbudgeted interest payment on Wonderland Estate Key Bank LOC.
3) Decrease in restricted cash due to transfer of Wiley Center replacement reserve balance of $202K to Fund Group 3.
4) Write-off of Wiley Center notes & leases totaling $8M. Unbudgeted.
5) Due to acquisition of Wiley Center assets totaling $8M by KCHA. Unbudgeted.
6) Variance due to unbudgeted write-off of investment in Wiley Center.
7) Short-term LOC related to Wonderland NMTC was extended 18 months to May 2016.
8) Unbudgeted payment of Wonderland Estate Key Bank LOC principal.
9) Lease interest payment exceeded budget due to higher than anticipated net cash flow distribution from Harrison House and Valley Park Partnerships.
10) Unbudgeted excess cash transfer from Harrison House and Valley Park Partnerships to COCC. Also, unbudgeted transfer of Wiley Center cash totaling $391K to Fund Group 3.

Local Properties Tax Credit GP
Working Capital Budget vs. Actual Report
For the Period Ended 12/31/2014

	Quarter Ended December 31, 2014				Year-to-Date				
Revenues	Actual	Budget	$ Var	% Var	Actual	Budget	$ Var	% Var	
Tenant Revenue	$0	$0	$0	n/m	$0	$0	$0	n/m	
Operating Fund Subsidy from HUD	0	0	0	n/m	0	0	0	n/m	
Section 8 Subsidy from HUD	0	0	0	n/m	0	0	0	n/m	
Other Operating Revenue	0	62,088	(62,088)	(100.0%)	355,980	608,451	(252,471)	(41.5%)	(1)
Non-operating Revenue	482,046	693,198	(211,152)	(30.5%)	2,570,526	2,787,620	(217,094)	(7.8%)	
Total Revenues	482,046	755,286	(273,240)	(36.2%)	2,926,506	3,396,071	(469,565)	(13.8%)	
Expenses									
Salaries & Benefits	1,228	0	1,228	n/m	2,779	0	2,779	n/m	
Routine Maintenance, Utilities, Taxes & Insurance	7,944	5,680	2,264	39.9%	21,676	22,724	(1,048)	(4.6%)	
Direct Social Service Salaries & Benefits	1,048	0	1,048	n/m	4,278	0	4,278	n/m	
Other Social Service Support Expenses & HAP	0	93	(93)	(100.0%)	6	378	(372)	(98.4%)	
Administrative Support Expenses	(26,233)	129,223	(155,456)	n/m	381,901	522,462	(140,561)	(26.9%)	
Non-operating Expenses	2,089,151	299,103	1,790,048	598.5%	3,158,828	1,309,230	1,849,598	141.3%	(2)
Total Expenses	2,073,137	434,099	1,639,038	377.6%	3,569,469	1,854,794	1,714,675	92.4%	
Net Income	(1,591,091)	321,187	(1,912,278)	n/m	(642,963)	1,541,277	(2,184,240)	n/m	
Other Sources/(Uses) of Working Capital									
(Increase) in Restricted/Designated Cash	(238,988)	(75,000)	(163,988)	218.7%	(948,638)	(300,000)	(648,638)	216.2%	(3)
Decrease in Restricted/Designated Cash	1,160,808	300,000	860,808	286.9%	1,460,808	1,460,808	0	0.0%	(4)
(Increase) in LT Receivables	(3,618,313)	(130,732)	(3,487,581)	2667.7%	(3,651,760)	(176,074)	(3,475,686)	1974.0%	(5)
Decrease in LT Receivables	10,082,827	836,851	9,245,976	1104.9%	13,786,246	5,241,524	8,544,722	163.0%	(6)
Acquisition of Capital Assets	0	0	0	n/m	0	0	0	n/m	
Maintenance Projects	0	0	0	n/m	0	0	0	n/m	
Acquisition of Capital Assets	0	0	0	n/m	0	0	0	n/m	
Disposition of Capital Assets	0	0	0	n/m	0	0	0	n/m	
Change in Suspense	0	0	0	n/m	0	0	0	n/m	
Change in Other Assets	378,844	0	378,844	n/m	378,844	0	378,844	n/m	(7)
Change in Deferrals	(972,482)	0	(972,482)	n/m	(972,482)	0	(972,482)	n/m	(8)
Increase in LT Debt	3,651,760	100,000	3,551,760	3551.8%	3,651,760	477,522	3,174,238	664.7%	(5)
(Decrease) in LT Debt	(8,616,329)	(818,350)	(7,797,979)	952.9%	(11,554,381)	(5,051,016)	(6,503,365)	128.8%	(9)
Change in Other Liabilities	9,054	9,054	0	0.0%	(190,091)	254,066	(444,157)	n/m	(10)
Other Non-Working Capital Income/Expense Items	0	0	0	n/m	0	0	0	n/m	
Non Income/Expense Change in Equity	462,435	0	462,435	n/m	(117,536)	0	(117,536)	n/m	(11)
Total Other Sources/(Uses) of Working Capital	2,299,617	221,823	2,077,794	936.7%	1,842,770	1,906,830	(64,060)	(3.4%)	
Transfer In from (Out to) Other Funds									
Transfers In from Other Funds	0	0	0	n/m	0	0	0	n/m	
Transfers Out to Other Funds	0	(1,443,997)	1,443,997	(100.0%)	(903,000)	(2,663,270)	1,760,270	(66.1%)	(12)
Net Transfer In/(Out)	0	(1,443,997)	1,443,997	(100.0%)	(903,000)	(2,663,270)	1,760,270	(66.1%)	
Net Change in Working Capital	$708,526	($900,987)	$1,609,513	n/m	$296,807	$784,837	($488,030)	(62.2%)	
Working Capital, Beginning of Period	118,731				530,450				
Working Capital, 12/31/2014	$827,258				$827,258				

1) Cash flows related to tax credit partnership fees were less than originally anticipated.
2) Unbudgeted write-off of Windsor Heights partnership equity, loan and Investments accounts as KCHA acquired the property.
3) As a result of the expired Overlake Swap contract, a larger portion of the monthly partnership contributions to the Overlake trustee account are being deposited to the excess cash reserve instead of being expensed.
4) The release from restriction of the Eastwood Square stablization fund was budgeted for 3rd quarter, but occured in the 4th quarter.
5) Reclassication of the Somerest Rasmussen notes from short term to long term due to renewal for another 24 months.
6) Unbudgeted pay-off of $8.3M Windsor Heights bonds and notes receivable as KCHA acquired the property. Also, refinancing of Eastwood Square's $4M bond was budgeted for the third quarter but occured in the fourth quarter. Finally, higher than anticipated payment on Overlake note from net cash flow.
7) Variance due to unbudgeted write-off of investment in Windsor Heights Partnership.
8) The Eastwood Square stablization fund paid back to City of Bellevue and King County. Unbudgeted.
9) Refinancing of Eastwood Square's $4M bond was budgeted for the third quarter but occured in the fourth quarter. Also, unbudgeted pay-off of Windsor Heights bonds and notes totaling $6.5M as KCHA acquired the property.
10) Variance due to budgeting error on Overlake 4th mortgage interest payment from net cash flow.
11) Transfer of Laurelwood Partnership equity to local KCHA properties fund group.
12) Budget for cash transfer to COCC was high due to budgeting error.

Local-Development
Working Capital Budget vs. Actual Report
For the Period Ended 12/31/2014

	Quarter Ended December 31, 2014				Year-to-Date				
Revenues	Actual	Budget	$ Var	% Var	Actual	Budget	$ Var	% Var	
Tenant Revenue	$0	$0	$0	n/m	$0	$0	$0	n/m	
Operating Fund Subsidy from HUD	0	0	0	n/m	0	0	0	n/m	
Section 8 Subsidy from HUD	0	0	0	n/m	0	0	0	n/m	
Other Operating Revenue	143,441	33,747	109,694	325.0%	259,191	210,000	49,191	23.4%	(1)
Non-operating Revenue	123,975	279,139	(155,164)	(55.6%)	4,439,215	707,062	3,732,153	527.8%	(2)
Total Revenues	267,415	312,886	(45,471)	(14.5%)	4,698,406	917,062	3,781,344	412.3%	
Expenses									
Salaries & Benefits	34,677	32,009	2,668	8.3%	161,059	137,029	24,030	17.5%	
Routine Maintenance, Utilities, Taxes & Insurance	2,091	51	2,040	4000.0%	2,358	200	2,158	1079.2%	
Direct Social Service Salaries & Benefits	5,853	5,919	(67)	(1.1%)	27,214	25,649	1,565	6.1%	
Other Social Service Support Expenses & HAP	14,875	51,773	(36,898)	(71.3%)	191,334	207,092	(15,758)	(7.6%)	
Administrative Support Expenses	(3,636)	11,673	(15,309)	n/m	31,989	46,680	(14,691)	(31.5%)	
Non-operating Expenses	76	0	76	n/m	13,010	0	13,010	n/m	
Total Expenses	53,936	101,425	(47,489)	(46.8%)	426,965	416,650	10,315	2.5%	
Net Income	213,479	211,461	2,018	1.0%	4,271,441	500,412	3,771,029	753.6%	
Other Sources/(Uses) of Working Capital									
(Increase) in Restricted/Designated Cash	(365,357)	(791)	(364,566)	46089.2%	(5,711,253)	(3,942)	(5,707,311)	144782.1%	(3)
Decrease in Restricted/Designated Cash	78,566	74,328	4,238	5.7%	2,537,335	2,297,313	240,022	10.4%	(4)
(Increase) in LT Receivables	(10,700)	0	(10,700)	n/m	(10,700)	0	(10,700)	n/m	
Decrease in LT Receivables	506	0	506	n/m	1,006,462	908,000	98,462	10.8%	(5)
Acquisition of Capital Assets	(5,032,767)	(3,602,969)	(1,429,798)	39.7%	(9,389,441)	(10,571,773)	1,182,332	(11.2%)	(6)
Disposition of Capital Assets	16,759	1,145,238	(1,128,479)	(98.5%)	5,425,573	2,693,724	2,731,849	101.4%	(2,10)
Change in Suspense	16,909	0	16,909	n/m	(9)	0	(9)	n/m	
Change in Other Assets	0	0	0	n/m	0	0	0	n/m	
Change in Deferrals	0	0	0	n/m	2,600	0	2,600	n/m	
Increase in LT Debt	5,550,000	3,105,100	2,444,900	78.7%	7,217,000	9,064,242	(1,847,242)	(20.4%)	(7)
(Decrease) in LT Debt	0	0	0	n/m	(1,000,000)	(163,000)	(837,000)	513.5%	(8)
Change in Other Liabilities	(361,475)	(327,490)	(33,985)	10.4%	(1,942,713)	(1,376,280)	(566,433)	41.2%	(9)
Other Non-Working Capital Income/Expense Items	0	0	0	n/m	0	0	0	n/m	
Non Income/Expense Change in Equity	(7,580)	0	(7,580)	n/m	154,314	163,000	(8,686)	(5.3%)	
Total Other Sources/(Uses) of Working Capital	(115,138)	393,416	(508,554)	n/m	(1,710,830)	3,011,284	(4,722,114)	n/m	
Transfer In from (Out to) Other Funds									
Transfers In from Other Funds	203,175	0	203,175	n/m	16,217,874	15,860,884	356,990	2.3%	
Transfers Out to Other Funds	(2,674,782)	(750,000)	(1,924,782)	256.6%	(5,192,277)	(3,531,642)	(1,660,635)	47.0%	(10)
Net Transfer In/(Out)	(2,471,607)	(750,000)	(1,721,607)	229.5%	11,025,597	12,329,242	(1,303,645)	(10.6%)	
Net Change in Working Capital	($2,373,266)	($145,123)	($2,228,143)	1535.3%	$13,586,209	$15,840,938	($2,254,729)	(14.2%)	
Working Capital, Beginning of Period	4,101,149				(11,858,325)				
Working Capital, 12/31/2014	$1,727,883				$1,727,883				

1) Due to unbudgeted revenue from Homesite II home sales proceeds.
2) Variance is due to higher than projected lot sales. During the 3rd quarter, the last 54 lots at Seola Gardens were sold which were not included in the current year budget.
3) Due to unbudgeted reclassification of lot sales and Hope 6 program income proceeds from unrestricted to restricted.
4) Unbudgeted withdrawal from Seola Gardens and Greenbridge Endowment Reserves.
5) Due to unbudgeted Canterbury Connelly loan repayment during the 2nd quarter.
6) Projects at Windrose and Greenbridge were below target. Also, Seola Gardens projects were below target due to postponement of close out performance by a contractor and delay in field office demolition project.
7) The budgeted King County Home loan of $2M to Vantage Point partnership did not occur. Instead $5.5M was loaned (permanent and bridge loans) from the KCHA general partner fund to the Vantage Point partnership.
8) Unbudgeted repayment of the Bank of America LOC related to the Chaussee properties.
9) Due to higher than anticipated lot sales proceeds, additional internal loan repayments were made during the year. See Note 1.
10) Variance due to unbudgeted transfer of Fairwind development cost to lease receivable.

Local-Other Funds
Working Capital Budget vs. Actual Report
For the Period Ended 12/31/2014

	Quarter Ended December 31, 2014				Year-to-Date			
Revenues	Actual	Budget	$ Var	% Var	Actual	Budget	$ Var	% Var
Tenant Revenue	$0	$0	$0	n/m	$0	$0	$0	n/m
Operating Fund Subsidy from HUD	0	0	0	n/m	0	0	0	n/m
Section 8 Subsidy from HUD	0	0	0	n/m	0	0	0	n/m
Other Operating Revenue	1,529,469	1,120,290	409,179	36.5%	3,793,792	3,982,661	(188,869)	(4.7%)
Non-operating Revenue	0	0	0	n/m	0	0	0	n/m
Total Revenues	1,529,469	1,120,290	409,179	36.5%	3,793,792	3,982,661	(188,869)	(4.7%)
Expenses								
Salaries & Benefits	269,030	236,707	32,323	13.7%	1,031,718	1,014,163	17,555	1.7%
Routine Maintenance, Utilities, Taxes & Insurance	3,675	2,451	1,224	50.0%	11,800	9,986	1,814	18.2%
Direct Social Service Salaries & Benefits	28,648	28,551	97	0.3%	122,266	123,720	(1,454)	(1.2%)
Other Social Service Support Expenses & HAP	1,182,253	1,023,500	158,753	15.5%	2,829,986	2,956,500	(126,514)	(4.3%)
Administrative Support Expenses	27,604	55,977	(28,373)	(50.7%)	132,822	135,951	(3,129)	(2.3%)
Non-operating Expenses	0	0	0	n/m	0	0	0	n/m
Total Expenses	1,511,211	1,347,186	164,025	12.2%	4,128,592	4,240,320	(111,728)	(2.6%)
Net Income	18,258	(226,896)	245,154	n/m	(334,800)	(257,659)	(77,141)	29.9%
Other Sources/(Uses) of Working Capital								
(Increase) in Restricted/Designated Cash	0	0	0	n/m	0	0	0	n/m
Decrease in Restricted/Designated Cash	153,739	150,000	3,739	2.5%	153,739	150,000	3,739	2.5%
(Increase) in LT Receivables	0	0	0	n/m	0	0	0	n/m
Decrease in LT Receivables	0	0	0	n/m	0	0	0	n/m
Acquisition of Capital Assets	0	(75)	75	(100.0%)	(32)	(298)	266	(89.4%)
Disposition of Capital Assets	0	0	0	n/m	0	0	0	n/m
Change in Suspense	0	0	0	n/m	0	0	0	n/m
Change in Other Assets	0	0	0	n/m	0	0	0	n/m
Change in Deferrals	0	0	0	n/m	0	0	0	n/m
Increase in LT Debt	0	0	0	n/m	0	0	0	n/m
(Decrease) in LT Debt	0	0	0	n/m	0	0	0	n/m
Change in Other Liabilities	0	0	0	n/m	0	0	0	n/m
Other Non-Working Capital Income/Expense Items	0	0	0	n/m	0	0	0	n/m
Non Income/Expense Change in Equity	(0)	0	(0)	n/m	(22,099)	0	(22,099)	n/m
Total Other Sources/(Uses) of Working Capital	153,739	149,925	3,814	2.5%	131,609	149,702	(18,093)	(12.1%)
Transfer In from (Out to) Other Funds								
Net Transfer In/(Out)	26,259	0	26,259	n/m	130,612	108,000	22,612	20.9%
Net Change in Working Capital	$198,256	($76,971)	$275,227	n/m	($72,579)	$43	($72,622)	n/m
Working Capital, Beginning of Period	3,880				274,716			
Working Capital, 12/31/2014	$202,136				$202,136			

COCC
Working Capital Budget vs. Actual Report
For the Period Ended 12/31/2014

	Quarter Ended December 31, 2014				Year-to-Date				
Revenues	Actual	Budget	$ Var	% Var	Actual	Budget	$ Var	% Var	
Tenant Revenue	$0	$0	$0	n/m	$0	$0	$0	n/m	
Operating Fund Subsidy from HUD	0	0	0	n/m	0	0	0	n/m	
Section 8 Subsidy from HUD	0	0	0	n/m	0	0	0	n/m	
Other Operating Revenue	2,969,061	2,899,234	69,827	2.4%	12,053,651	12,056,426	(2,775)	(0.0%)	
Non-operating Revenue	382,704	317,825	64,879	20.4%	1,497,444	1,292,671	204,773	15.8%	(1)
Total Revenues	3,351,765	3,217,059	134,706	4.2%	13,551,096	13,349,097	201,999	1.5%	
Expenses									
Salaries & Benefits	2,372,886	2,325,786	47,100	2.0%	9,712,187	9,776,215	(64,028)	(0.7%)	
Routine Maintenance, Utilities, Taxes & Insurance	458,276	415,558	42,718	10.3%	1,819,630	1,775,732	43,898	2.5%	
Direct Social Service Salaries & Benefits	0	276	(276)	(100.0%)	0	1,100	(1,100)	(100.0%)	
Other Social Service Support Expenses & HAP	113	2,500	(2,388)	(95.5%)	113	10,000	(9,888)	(98.9%)	
Administrative Support Expenses	690,618	631,321	59,297	9.4%	2,095,835	2,797,296	(701,461)	(25.1%)	(2)
Non-operating Expenses	179,530	175,452	4,078	2.3%	750,631	701,808	48,823	7.0%	
Total Expenses	3,701,422	3,550,893	150,529	4.2%	14,378,396	15,062,151	(683,755)	(4.5%)	
Net Income	(349,657)	(333,834)	(15,823)	4.7%	(827,300)	(1,713,054)	885,754	(51.7%)	
Other Sources/(Uses) of Working Capital									
(Increase) in Restricted/Designated Cash	(67,394)	(5,500,000)	5,432,606	(98.8%)	(74,194)	(5,500,000)	5,425,806	(98.7%)	(3)
Decrease in Restricted/Designated Cash	0	0	0	n/m	20,291	9,020,291	(9,000,000)	(99.8%)	(3)
(Increase) in LT Receivables	1	0	1	n/m	(27)	(825,000)	824,973	(100.0%)	(4)
Decrease in LT Receivables	159,955	156,861	3,094	2.0%	627,542	627,441	101	0.0%	
Acquisition of Capital Assets	(35,565)	(90,000)	54,435	(60.5%)	(401,508)	(385,000)	(16,508)	4.3%	
Maintenance Projects	(11,652)	(1,182)	(10,470)	885.8%	(23,242)	(4,718)	(18,524)	392.6%	
Acquisition of Capital Assets	(47,217)	(91,182)	43,965	(48.2%)	(424,749)	(389,718)	(35,031)	9.0%	
Disposition of Capital Assets	0	0	0	n/m	4,006	0	4,006	n/m	
Change in Suspense	433,674	0	433,674	n/m	(1,100)	0	(1,100)	n/m	
Change in Other Assets	0	0	0	n/m	0	(500,000)	500,000	(100.0%)	(5)
Change in Deferrals	0	0	0	n/m	6,800	0	6,800	n/m	
Increase in LT Debt	0	0	0	n/m	0	0	0	n/m	
(Decrease) in LT Debt	(280,636)	(272,136)	(8,500)	3.1%	(7,229,821)	(1,088,544)	(6,141,277)	564.2%	(6)
Change in Other Liabilities	0	0	0	n/m	0	0	0	n/m	
Other Non-Working Capital Income/Expense Items	26,461	0	26,461	n/m	(409,362)	0	(409,362)	n/m	(7)
Non Income/Expense Change in Equity	(4,632)	0	(4,632)	n/m	113,629	0	113,629	n/m	(8)
Total Other Sources/(Uses) of Working Capital	220,212	(5,706,457)	5,926,669	n/m	(7,366,986)	1,344,470	(8,711,456)	n/m	
Transfer In from (Out to) Other Funds									
Transfers In from Other Funds	674,783	2,520,250	(1,845,467)	(73.2%)	12,334,085	5,352,574	6,981,511	130.4%	(9)
Transfers Out to Other Funds	(1,162,867)	(280,408)	(882,459)	314.7%	(3,339,216)	(2,656,781)	(682,435)	25.7%	(10)
Net Transfer In/(Out)	(488,084)	2,239,842	(2,727,926)	n/m	8,994,868	2,695,793	6,299,075	233.7%	
Net Change in Working Capital	($617,530)	($3,800,449)	$3,182,919	(83.8%)	$800,582	$2,327,209	($1,526,627)	(65.6%)	
Working Capital, Beginning of Period	14,716,221				13,298,110				
Working Capital, 12/31/2014	$14,098,692				$14,098,692				

1) Higher than anticipated home sales price participation from Wonderland Home sales.
2) Administrative contracts, professional services, training and publication expenses were less than anticipated in the budget throughout the year.
3) Variances both relate to releases from and addtions to investments pledged as collateral with the FHLB that did not occur in 2014
4) The budgeted KCHA loan of $825K for rehabilitation of the Plum Court apartments will occur in the first quarter of 2015.
5) The budgeted purchase option fee for Plum Court Apartments will be paid in the first quarter of 2015.
6) 700 Building debt of $6.3M paid-off with proceeds from 2013 Pool.
7) Net book value of vehicles transferred to Central Vehicle Fund.
8) Transfer of equity related to former Laurelwood fund which has been closed.
9) Variance due to unbudgeted reallocation of the 2013 Pool and higher than anticipated excess cash transfers from local properties.
10) Mainly due to unbudgeted equity transfer of $450K from COCC to Vantage Point GP ledger.

TAB NUMBER 9

To: Board of Commissioners

From: Craig Violante, Director of Finance

Date: March 17, 2015

Re: **New Bank Accounts**

Since the last Board meeting KCHA has opened 4 new bank accounts.

1. **Allied Residential Inc AAF KCHA Somerset Gardens Apartments (E) Operating Trust**
2. **Allied Residential Inc AAF KCHA Somerset Gardens Apartments (E) Security Deposit Trust**
3. **Allied Residential Inc AAF KCHA Somerset Gardens Apartments (W) Operating Trust**
4. **Allied Residential Inc AAF KCHA Somerset Gardens Apartments (W) Security Deposit Trust**

Bank: Bank of America

Purpose: In anticipation of KCHA's expected acquisition of Somerset Gardens East and West from the current Low income Housing Tax Credit Partnership, new operating trust and security deposit trust accounts were opened.

The operating accounts will be used to pay operating expenses related to the property. The accounts will primarily receive wires from a depository account (not yet opened) and issue checks.

The security deposit accounts will be used to hold tenant security deposits. Transactions will include and be limited to deposits from the depository account and transfers to the operating account for tenant refunds. KCHA policy requires tenant security deposits and the practice is to hold security deposits in separate bank accounts.

TAB NUMBER 10

King County Housing Authority

TO: Board of Commissioners

FROM: Tim Baker, Senior Management Analyst

DATE: March 17, 2015

RE: **Fourth Quarter CY 2014 Procurement Report**

In order to update the Board concerning KCHA's procurement activities, staff is presenting the attached Quarterly Procurement Report. This report covers all procurement activities from October through December 2014 that involved the award of contracts valued over the amount of $100,000 and change orders that have cumulatively exceeded 10% of the original or not to exceed contract amount.

Awarded Contracts Over $100,000:

The awarded contracts section of the report lists the issuing department, contract type, company awarded the contract, the award and estimate/budgeted amounts, procurement process involved, the number of bids received and notes about the procurement.

In the fourth quarter, there were 12 contracts awarded and valued at more than $100,000, representing 92% of the contracts executed in the quarter. The largest contract was awarded to Bates Roofing for $1,125,500 for the Pickering Court exterior upgrades project.

Contract Change Orders Exceeding 10%:

KCHA's internal procedures require heightened oversight and review once a contract has incurred change orders valued at more than 10% of the original contract amount. The change order section of the report includes the issuing department, contract type, company awarded the contract, the original amount awarded, as well as the number of change orders, the amounts of the total change orders to date expressed both in dollars and percentages above the original contract value, and notes about the procurement. Per the Board's request, this section was divided between change orders issued in response to unforeseen field conditions or expanded project scopes, and change orders which were foreseen at the time the initial contract was let (primarily through contract extensions on multi-year contracts). The not-to-exceed total for the "foreseen" change order section is the projected total amount of the contract once all the foreseen change orders are completed.

There were 5 total “field condition” change or “scope change” orders on contracts whose total value had exceeded 10% of the initial contract amount.

A discussion of the most notable ones follow:

1. The change order with Geo Education & Research ($50,000) is to extend the contract 12 months to conduct a detailed evaluation of the Rapid Rehousing pilot project.

2. The largest percentage increase (128%) was with the YWCA for the Client Assistance fund due to unanticipated increased demands on the program that drew down contract funds faster than budgeted. The amount of the change order was $14,000.

3. The largest change order ($97,150) was with Neighborhood House who is conducting a Rapid Rehousing pilot project. The change order is to assist 15 new families and to extend the contract for an additional 12 months.

There were 2 anticipated change orders involving contract extensions as allowed in the original contract. A discussion of the most notable changes in foreseen change orders follows:

1. The change order with Valley Cities Counseling for the Sponsor Based Supportive Housing program was to extend the contract for 36 months as anticipated.

2. The change order with Neighborhood House is for administering the Career Development Center at the Kent Family Center. The contract was extended to sync up with KCHA fiscal year 2014 for easier financial monitoring of the contract. A new contract for 2015 has been executed.

KING COUNTY HOUSING AUTHORITY
QUARTERLY PROCUREMENT REPORT
October-December 2014 (Fourth Quarter)

Awarded Contracts Over $100,000

Issuing Department	Contract type	Contract Awarded to	Estimate/Budget Amount	Initial Contract Amount	NTE with extensions	Procurement Process	# of bids	Notes
Capital Construction	Evergreen Court site drainage	Accord Const.	$223,311	$214,950	$214,950	sealed bid	4	contractor has performed many successful projects for KCHA
Capital Construction	Island Crest deck replacements	Road Const	$374,796	$289,500	$289,500	sealed bid	5	estimate assumed subcontracted work, general to do 100%
Capital Construction	Wells Wood building envelope	Bates Roofing	$561,666	$348,000	$348,000	sealed bid	6	estimate assumed subcontracted work, general to do majority of work
Capital Construction	Hidden Village fire alarm upgrades	Mike Werlech Const.	$355,465	$377,011	$377,011	sealed bid	2	contractor has performed many successful projects for KCHA
Capital Construction	King's Court indoor air quality improvements	CDK	$717,597	$414,400	$414,400	sealed bid	2	estimate included work that will not be performed or was completed prior to bid
Capital Construction	Cedarwood envelope upgrades	Construction Enterprises	$968,483	$795,705	$795,705	sealed bid	5	estimate accounted for higher general overhead costs than what was bid
Capital Construction	Forest Grove building envelope	CDK	$1,024,386	$1,056,164	$1,056,164	sealed bid	3	contractor has performed many successful projects for KCHA
Capital Construction	Pickering Court exterior upgrades	Bates Roofing	$1,030,264	$1,125,500	$1,125,500	sealed bid	3	contractor has performed many successful projects for KCHA
Housing Management-maint	Elevator service and testing	Olympic Elevator	$1,300,000	$1,070,438	$1,070,438	sealed bid	2	new contractor for KCHA. Six year term contract.
Housing Management-maint	Appliance replacement and install	General Electric	$750,000	$750,000	$750,000	sole source	n/a	company procured by the State of WA. Cooperative purchase agreement.
Weatherization	Avon Villa heat pumps	Energy Const.	$146,025	$136,710	$136,710	sealed bid	2	contractor has performed on prior KCHA projects
Weatherization	Refrigerators	Albert Lee	$160,500	$170,000	$170,000	RFP	3	contractor supplied refrigerators to KCHA from 2008-11
		Total	**$7,612,493**	**$6,748,378**	**$6,748,378**			

Contracts exceeding 10% cumulative change order-Condition Changes

Issuing Department	Contract type	Contract awarded to	Initial Contract Amount/NTE*	Change Order Amount & No. This Quarter	Total Contract Value to Date	% Change from Original	Notes (Current Quarter Change Orders)
Homeless Housing	Rapid rehousing pilot	Neighborhood House	$250,000	$97,150 (1)	$347,150	39%	extending & increasing contract to assist 15 new families
Homeless Housing	Rapid rehousing pilot	Geo Education & Research	$60,000	$50,000 (1)	$110,000	83%	extends contract 12 months to conduct detailed evaluation of the pilot program
Housing Management	Housing management software	Tenmast	$9,900	$1,500 (1)	$11,400	15%	modifying the existing online application module to accept applications for Public Housing
Resident Services	Client assistance funds	YWCA	$50,000	$14,000 (2)	$114,000	128%	unanticipated increased demands drew down contract faster than budgeted
		Total	**$369,900**		**$582,550**		

Contracts with contract extensions or other foreseen change orders

Issuing Department	Contract type	Contract awarded to	Initial Contract Amount/NTE*	Change Order Amount & No. This Quarter	Current Contract Value	% of NTE*	Notes (Current Quarter Change Orders)
Homeless Housing	Sponsor based supportive housing	Valley Cities Counseling	$2,706,671	$1,140,185 (3)	$2,706,671	100%	extends contract 36 months as planned
Resident Services	Kent Family Center careeer development center	Neighborhood House	$255,000	$31,415 (1)	$286,415	112%	extends contract 5 months to sync up with KCHA 2014 fiscal year
		Total	**$2,961,671**		**$2,993,086**		

***NTE = Not To Exceed**

TAB NUMBER 11

King County Housing Authority

TO: Board of Commissioners

FROM: Dan Watson, Deputy Executive Director

DATE: March 18, 2015

RE: **2014 Year End Capital Expenditure Report & 2015 Budget**

This report provides a detailed summary of construction related capital expenditures in 2014 as well as information about budgeted activity for 2015.

The total amount budgeted in 2014, as revised at midyear, for capital construction projects planned and managed by various KCHA departments was $33,454,966. The actual construction related capital expenditures totaled $30,855,726 or 92% of the budgeted amount. The 2015 budget for construction related capital expenditures is $37,577,826. A summary of expenditure by the various categories of projects and for major projects in 2014 are as follows:

Dept.	Project Category	No. of projects	2014 Budget*	2014 Expenditures**	% Expended
Construction	Public Housing	13	$5,932,341	$5,867,105	99%
Construction	509 Properties	15	$6,344,241	$7,284,120	115%
Construction	Other	9	$2,214,170	$1,792,366	81%
	Subtotal	**37**	**$14,490,752**	**$14,943,591**	**103%**
Development	Vantage Point	1	$5,000,000	$5,099,189	102%
	Subtotal	**1**	**$5,000,000**	**$5,099,189**	**102%**
HOPE VI***	Seola Gardens	1	$500,214	$306,328	61%
HOPE VI***	Greenbridge land dev.	1	$583,482	$210,519	36%
HOPE VI***	Retail TI	1	$428,157	$264,123	62%
	Subtotal	**3**	**$1,511,853**	**$780,970**	**52%**
Asset Mgmt.****	Bond Properties	54	$5,040,000	$4,000,182	79%
Asset. Mgmt.	Tax Credit Prop.	13	$1,454,000	$752,253	52%
Asset Mgmt.	Nike	3	$91,500	$0	0%
Asset Mgmt.	Homeownership	3	$277,000	$138,868	50%
	Subtotal	**73**	**$6,862,500**	**$4,891,303**	**71%**
Housing Mgmt.	Unit Upgrades	217	$5,205,173	$5,058,438	97%
Housing Mgmt.	Small repairs	49	$373,062	$82,235	22%
	Subtotal	**266**	**$5,578,235**	**$5,140,673**	**92%**
All	**Total Construction**	**380**	**$33,454,966**	**$30,855,726**	**92%**

* with adopted mid-year revisions
** Includes $1,451,959 in unbudgeted expenditures from the weatherization program.
*** HOPE VI budgeted and actual expenditures do not include capitalized staffing/payroll costs.
**** Expenditure total includes 2014 projects that were substantially or nearly complete at year end but final payments were booked in 2015

Capital Construction – Completed Projects

The Capital Construction Department primarily handles major renovation projects and construction of community facilities within existing KCHA housing developments. The department is responsible for identifying, prioritizing, planning and scoping capital repairs and improvements for KCHA's federally assisted and locally owned housing inventory.

Projects completed in 2014 include:

Project	Project Cost
509 Projects	
Cedarwood Air Quality Upgrades	$508,344
Glenview Heights Air Quality Upgrades	$76,171
Glenview Heights Civil Upgrades	$176,711
Greenleaf Civil Upgrades	$289,762
Juanita Court Building Envelope	$1,844,601
Pickering Court Deck Replacement	$1,369,141
Riverton Terrace Building Envelope	$1,631,176

Project	Project Cost
Public Housing	
Ballinger Homes Attic Upgrades	$761,836
Boulevard Manor Common Area Ventilation	$98,584
Burndale Homes Roof Replacement	$340,898
Cascade Homes Sewer Line Replacement	$319,489
Gustaves Manor Building Envelope	$73,984
Hidden Village Site Upgrades	$294,676
Hidden Village Ventilation	$243,633
Island Crest Electrical Upgrades	$223,733
Island Crest Storm Water Upgrades	$137,441
Island Crest Walkway Upgrades	$312,677
Newport Site Improvements	$196,682
Northridge Envelope Upgrades	$513,703
Northridge Common Area Ventilation	$117,861
Valli Kee Office Remodel	$666,761
Valli Kee Sewer Line Replacement	$1,532,588
Valli Kee Unit Conversion	$366,037
Yardley Arms Roof Replacement	$293,098

Projected vs. Planned Expenditures in 2014

The Capital Construction Department's overall 2014 construction related expenditures of $13,491,632 equals 93.11% of the aggregate budgeted amount based on the mid-year revised budget when added weatherization funds are excluded. At the project level, there was some variation in the per cent of budget expended from project to project, as some projects progressed much faster than others. Also some projects experienced revisions in the scope of work or bids came in above or below the budgeted amounts.

Capital Construction – 2015 Projects

In 2015, Capital Construction is budgeting work for a total 37 projects totaling $11,416,780. Of these, 22 projects are new projects, where no construction has yet to take place. Fifteen projects are already underway, and will finish up in 2015.

Major new projects planned for 2015 are as follows:

Project	Project Cost
509 Projects	
Cedarwood Envelope Upgrade	$958,500
Evergreen Court Site Upgrades	$147,180
Forest Grove Building Envelope	$990,000
Kings Court Roofing	$720,000
Riverton Terrace Management Office Envelope	$235,300
Wellswood Roofing & Indoor Air Quality	$990,000

Project	Project Cost
Public Housing	
Burndale PSE Gas Lines	$222,888
Burndale PSE Site Lighting	$143,109
Forest Glen Site Improvements	$450,000
Park Royal Stairway Replacement	$176,000
Burndale Homes Office/Food Bank Access Upgrades	$120,000
Firwood Circle PSE Gas Lines	$226,722
Firwood Circle PSE Sight Lighting	$345,904
Forest Glen Waste Line Replacement	$600,000
Valli Kee PSE Gas Line Replacement	$223,912
Valli Kee PSE Sight Lighting	$245,224
Island Crest Building Envelope	$465,000
Hidden Village Fire Protection	$390,000
Birch Creek Playground	$340,000
Burien Park Surface Water Management	$175,000

HOPE VI

Although virtually all of the HOPE VI Department's costs are capitalized for accounting purposes, unlike previous years, HOPE VI had only one very small construction project budgeted for 2014, which was the completion of the tenant improvements for the Greenbridge Café. The work was completed last spring and the Café is in full operation. The balance of the retail tenant improvements budget for the two additional retail spaces at Nia was unspent as a qualified tenant has not yet been identified.

At Seola Gardens staff has completed the sale of the remaining 54 lots to Richmond American Homes and has reviewed the design and construction of the single family homes that will be placed on the lots. Construction has recently begun on the first homes. Approximately $80,000 in repairs to the phase 1 street infrastructure (Zephyr rental phase) were completed as a part of the initial close out with the King County Roads department.

Only 61% of the budgeted funds were spent at Seola Gardens due to lower than anticipated costs for bridge loan interest, financial consulting, engineering and other budgeted third party costs. The single closing of the 54 lots to Richmond American also resulted in a substantial savings in title and closing costs.

At Greenbridge, KCHA has entered into a purchase and sale agreement with BDR on development and sale of the West Bulk parcel 3. BDR has waived contingencies and is expected to close on a portion of the bulk parcel in 2015. KCHA also sold 20 platted multifamily lots and 29 single family lots to BDR at Greenbridge. Sixteen BDR homes were completed and sold in 2014.

The northeast 10 acres of Greenbridge known as Windrose is currently being planned and subdivided for the development of 32 single family homes and an 80 unit senior housing multifamily building. KCHA's land planning and engineering consultants completed extensive work on the final revised subdivision application that will be submitted to the King County Department of Permitting and Environmental Review (DPER) in 2015. As was noted in the mid-year report to the Board of Commissioners, KCHA development staff decided not to ready this property for infrastructure and building permits as was originally planned in the 2014 budget. Due to conflicts with Vantage Point and other development activities, the permitting schedule for Windrose has been extended until 2016. As a result, only 36% of the funds budgeted for Greenbridge land development will be spent in 2014. Most of the savings is in engineering and permitting fees that is now scheduled for 2015 and 2016.

HOPE VI – 2015 Budget

HOPE VI expects to increase its expenditures substantially in 2015 to $1,824,285 by completing the tenant improvements in the two retail space in the Nia Building, obtaining construction permits for all of the infrastructure for Windrose and completing preliminary design and feasibility studies for the Windrose senior housing building. It should be noted that the tenant improvement work may be dependent on the market for retail tenants and the feasibility and the program design of the Windrose senior housing has yet to be determined.

Asset Management – 2014 Projects

The Asset Management Department has a three person construction management staff that primarily oversees smaller repair jobs such as roof replacement, siding replacement, deck repairs, painting, asphalt/concrete repair, plumbing upgrades and similar repairs and replacements within the Asset Management Department portfolios. In contrast to the Capital Construction Department, which typically uses general contractors,Asset Management contracts directly with specialty contractors such as roofers, plumbers, carpet installers and painters.

In 2014, Asset management expended 71% of its $4,862,500 capital budget. Completed projects included:

Project	Project Cost
Bond Program	
Aspen Ridge Asphalt	$22,965
Auburn Square Fencing	$22,891
Auburn Square Siding	$426,251
Bellepark East Asphalt	$25,455
Bellepark East Fencing	$8,850
Bellevue Manor Lighting	$62,959
Bellevue Manor Interior Common Area Paint	$27,000
Bellevue Manor Asphalt	$44,750
Carriage House Asphalt	$31,150
Carriage House Decks	$29,232
Cascadian Asphalt	$31,285
Cascadian Electrical	$18,610
Cottonwood Exterior Painting	$65,500
Cottonwood Roofing	$24,700
Cove East Roofing	$69,800
Cove East HVAC	$6,800
Fairwood Asphalt	$23,985

Project	Project Cost
Bond Program (continued)	
Fairwood Play Area	$56,442
Fairwood Pool Resurfacing	$20,350
Harrison House Fire Alarm System	$32,621
Landmark Asphalt	$18,205
Landmark Exterior Painting	$48,818
Laurelwood Gardens Roofing	$25,780
Meadowbrook Asphalt	$59,300
Meadowbrook Roofing	$140,000
Meadows at Lea Hill Common Area Flooring	$41,999
Newporter Asphalt	$21,855
Parkwood Picnic Shelter and Play Equipment	$81,619
Patricia Harris Manor - Lighting	$57,453
Patricia Harris Manor Concrete	$26,750
Patricia Harris Manor Windows	$69,600
Patricia Harris Manor Interior Common Area Paint	$27,000
Rainier View I Roofing	$29,700
Si View Asphalt	$16,315
Timberwood Asphalt	$31,430
Timberwood Pool Fence	$11,756
Walnut Park Asphalt	$31,430
Windsor Heights Asphalt	$29,749
Woodland North Site Drainage	$50,000
Woodridge Park Asphalt	$25,345
Woodside East Asphalt	$28,595
Woodside East Electrical Panels	$134,260
Woodside East Pool Fence	$20,179
Woodside East Site Fencing	$25,410
Homeownership	
Vantage Glen unit rehab	$120,203
Vantage Glen Asphalt	$14,000
Tax Credit Program	
Overlake Roofing	$353,131
Overlake Solar	$110,843
Somerset Gardens - East Asphalt	$23,221
Somerset Gardens - East Electrical Panels	$19,800
Somerset Gardens - East Roofing	$29,391
Somerset Gardens - West Asphalt	$23,221
Somerset Gardens - West Electrical Panels	$19,800
Somerset Gardens - West Roofing	$29,391
Southwood Square Roofing	$84,325
Southwood Square Asphalt	$20,025
Windsor Heights Roofing	$59,130
Windsor Heights Siding	$19,800

In 2014, a large volume of small projects were scheduled and completed. For a variety of reasons, 8 projects were postponed until 2015 and 3 projects were canceled after a more thorough inspection determined there was no immediate need to undertake the work. Thirteen projects were delayed to the point that only a portion of the budget was expended by year end. These projects will be completed in 2015. As reported at mid-year, the bids for several large projects bid early in the year also came in significantly under budget. These factors together contributed to the 71% expenditure rate.

Asset Management – 2015 Budget

In 2015, Asset Management is budgeting $5,175,750 in new projects, which is a 25% reduction in spending from 2014. $4,015,000 will be spent on the bond properties, $224,000 at Vantage Glen, $91,500 at Nike, and $845,250 on KCHA's tax credit portfolio.

Major projects include:

Project	2015 Budget
Bellevue Manor HVAC, Elevator and Misc. Repairs	$150,000
Cascadian Plumbing	$200,000
Cove East Roof, HVAC, and Misc. Repairs	$195,000
Gilman Square Roofing	$150,000
Newporter Roofing	$150,000
Patricia Harris Manor HVAC, Elevator and Misc. Repair	$123,000
Timberwood Asphalt, HVAC and Misc. Repairs	$123,000
Walnut Park Siding and Asphalt	$1,050,000
Woodridge Asphalt, Roofing and Plumbing	$245,000
Arbor Heights Asphalt, Painting and Misc. Repairs	$252,000
Seola Crossing Painting	$175,000

Housing Management – 2014 Projects

In 2014, Housing Management expended $5,140,673 or 92% of its budgeted funds. With an expanded force account crew, and with the help of contractors at Valli-Kee, 218 unit upgrades were completed at a cost of $23,878 per unit. The primary reason for expanding the crews was to take advantage of the opportunity provided by vacated units at Valli-Kee Homes required to undertake the waste line repairs located underneath the buildings' slab foundations.

Housing Management completed approximately 50% of its miscellaneous small repair projects in spending 22% of the budgeted funds.

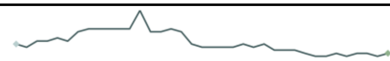
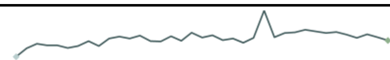
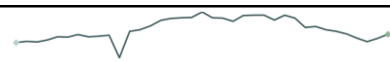
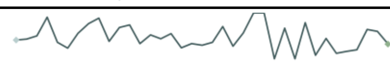
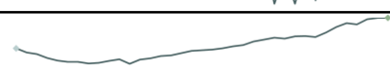
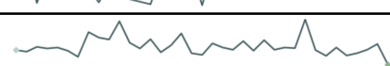
Housing Management – 2015 Budget

With the completion of Valli-Kee, Housing Management has downsized its unit upgrade crew for 2015 to manage the typical 150 unit upgrades per year, which are budgeted at a total cost of $4,169,039 or $27,794 per unit. The budget for small repairs and capital projects is, however, being tripled to $975,266. Property Management has experienced a diminished capacity to handle smaller capital repairs over the last few years because much of the skilled labor force were assigned to working on upgrading unit interiors. In mid-2014, a number of the skilled labor force assigned to unit upgrades was reassigned to completing smaller capital projects and painting vacated units. One of the three maintenance coordinators was tasked with heading up this effort and currently supervises four staff made up of painters and carpenters. This team has already painted more than 40 vacant units and completed roughly 20 small projects. They will be tasked with completing 100% of the small projects in 2015. These projects range from using contractors for paving projects and minor landscaping, to fence repairs, site lighting upgrades, small roof repairs and other small projects.

TAB NUMBER 12

King County Housing Authority Executive Dashboard

4th Quarter Dashboard: October 1 - December 31, 2014

	actuals dec 11 - dec 14	dec 2014	target	3-yr avg	3-yr high	3-yr low
Finance						
LGIP Rate		0.10%	0.12%	0.14%	0.24%	0.09%
Non-LGIP Investment Rate		0.86%	0.65%	0.81%	1.17%	0.67%
Revenue to Budget[1] (Budgeted $210.1m)		101%	100%	99%	102%	93%
Expenditures to Budget[1] (Budgeted $187.0m)		98%	100%	97%	99%	93%
Property Management						
Public Housing Occupancy Rate (3,047 units)		98.9%	98.0%	98.5%	99.1%	97.9%
Local Program Occupancy Rate (4,893 units)		98.4%	96.5%	98.5%	100.0%	97.6%
KCHA Units Owned Online		9,007	9,007[2]	8,728	9,007	8,523
Section 8 Operations						
Utilization Rate[3] (Vouchers Leased: 9,272)		101%	103%	102%	106%	96.2%
Shopping Success Rate (New vouchers issued 3rd Q '14: 154) ●		83%	>85%	87%	100%	75%
Households Paying >40% Income to Rent (n = 2,639)		23%	<25%	20%	23%	18%
Exit Data						
Positive Exits		35%	>25%	33%	64%	15%
Negative Exits		15%	<20%	21%	31%	9%
Total Monthly Exits ●		26	–	61	113	26

● Denotes indicators of interest

[1] Not reflective of mid-year adjustments

[2] Projected total units by 12/31/14

[3] Adjusted for 12-month incremental lease-up of new vouchers

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KCHA IN THE NEWS

State senate to consider program that pairs schools with subsidized housing

by Aaron Burkhalter (/users/aaron-burkhalter) | January 21st, 2015

Sen. David Frockt, D-Seattle, has introduced a bill in Olympia that attempts to replicate a program at a Tacoma elementary school that links housing with education.

The Homeless Student Stability Act (HSSA) would provide funding and staff for schools to support homeless students and their families with housing near the school. The bill calls for staff to liaison between the schools and families, and it provides grants to pay for housing nearby.

The bill is an attempt to expand the work Tacoma Housing Authority and Tacoma Public Schools started as a pilot project four years ago with 50 families. To participate, parents have to keep their children enrolled at McCarver Elementary School, be involved with their children's education, work on career and financial growth, and share data on the families' progress.

In exchange, the families get a housing subsidy with a flat rent that increases incrementally and access to two full-time case managers who have offices at McCarver.

Frockt's legislation, prepared with support from Columbia Legal Services, aims to create similar programs at 15 schools around Washington, where some 30,000 students are homeless. HSSA would provide grants to the school districts for housing and set staffing requirements so the schools could support students.

"Housing is absolutely critical to a student's success in school," said Katara

Jordan of Columbia Legal Services.

Frockt's legislation has been introduced in the Washington State Senate and will be considered by the Early Learning & K-12 Education Committee. Jordan said the total cost is still being determined.

Partnerships between schools and housing authorities are cropping up around the United States, particularly in Washington. King County Housing Authority, Seattle Housing Authority and Tacoma Housing Authority have all taken on education as a core part of their work as housing providers.

In February, the Coalition of Large Public Housing Authorities will host a summit in Washington, D.C., to convene educators and housing providers to talk about the growing movement.

The effort has made a difference at McCarver, where 95 percent of students receive free or reduced-price lunch. Prior to the program, the student body had been in flux, with some students leaving and re-entering and new students enrolling. The constant change remade the student body over and over.

After the program, the turnover rate at the school dropped, and among the 50 families that participate in the pilot program, the rate is almost nonexistent.

Frockt's bill is the second attempt to pass a similar program in the state legislature. Lawmakers considered two similar bills in 2014, but they did not pass out of committee.

King County Housing Authority to open waiting list

By AUBREY COHEN, SEATTLEPI.COM STAFF
Updated 12:42 pm, Thursday, January 22, 2015

Here's some good news for people who need housing help.

The King County Housing Authority will open its waiting list and accept new applications for "Section 8" housing vouchers for the first time in nearly four years, the agency announced Thursday.

"The Section 8 program is our primary means of helping low-income families in King County to fill a basic need – housing," KCHA Executive Director Stephen Norman said in a news release. "Opening up this waiting list will offer much-needed assistance to an additional 2,500 families, preventing homelessness, providing the housing security that we know is necessary to enable children to succeed in school, and seniors and disabled individuals to live with dignity."

About 11,000 King County households (outside of Seattle and Renton, which have separate housing authorities) currently receive vouchers under Section 8 -- officially the Housing Choice Voucher program. Vouchers generally pay the difference between the charged rent and a family contribution of approximately 30 percent of household income.

The housing authority last opened the waiting list in 2011, randomly choosing 2,500 people for the waiting list out of nearly 25,000 applicants. It stopped issuing vouchers to new families for 11 months during the 2013 budget sequestration, but now has nearly worked its way through the waiting list.

People can sign up for the waiting list at kcha.org from 6 a.m. on Jan. 28 to 4 p.m. on Feb. 10. After that, the housing authority plans to fill the 2,500-slot list by lottery among qualified families by the end of March and start issuing new vouchers as early as April.

"A lottery is the fairest way to make sure that all qualified families have an equal shot at getting into the program," Norman said.

To qualify for vouchers, households must:

- Include a head over age 18;
- Include someone with a disability, over age 62 or under 18; and
- Be low-income.

In addition, households must either:

- Make less than 30 percent of the area median income for their family size ($26,450 for a family of four);
- Pay more than half its income on rent and utilities;
- Be homeless; or
- Live in substandard housing.

People who need help with the application should call the housing authority at (206) 214-1300. Charging a fee to help with the process is fraudulent.

Nearly 125,000 renter households in King County pay more than they can afford for housing, according to the recently released 2015 Washington State Housing Needs Study. A Jan, 24, 2014 count found more than 9,290 people were homeless countywide. County school districts reported more than 6,100 homeless pupils during the 2012-13 school year.

Read more real estate news. Reach Aubrey Cohen at aubreycohen@seattlepi.com or (206) 448-8362.

Seattle, WA
(King Co.)
Daily Journal of
Commerce
(Cir. D. 5,000)

JAN 23 2015

KCHA holds lottery for housing wait list

SEATTLE — For the first time since 2011, King County Housing Authority will hold a lottery for low-income people to get on a waiting list for Section 8 vouchers that help them with rent.

Applications to get in the lottery will be accepted Jan. 28 through Feb. 10 at www.kcha.org. About 2,500 applications will be picked in the lottery and put on the waiting list.

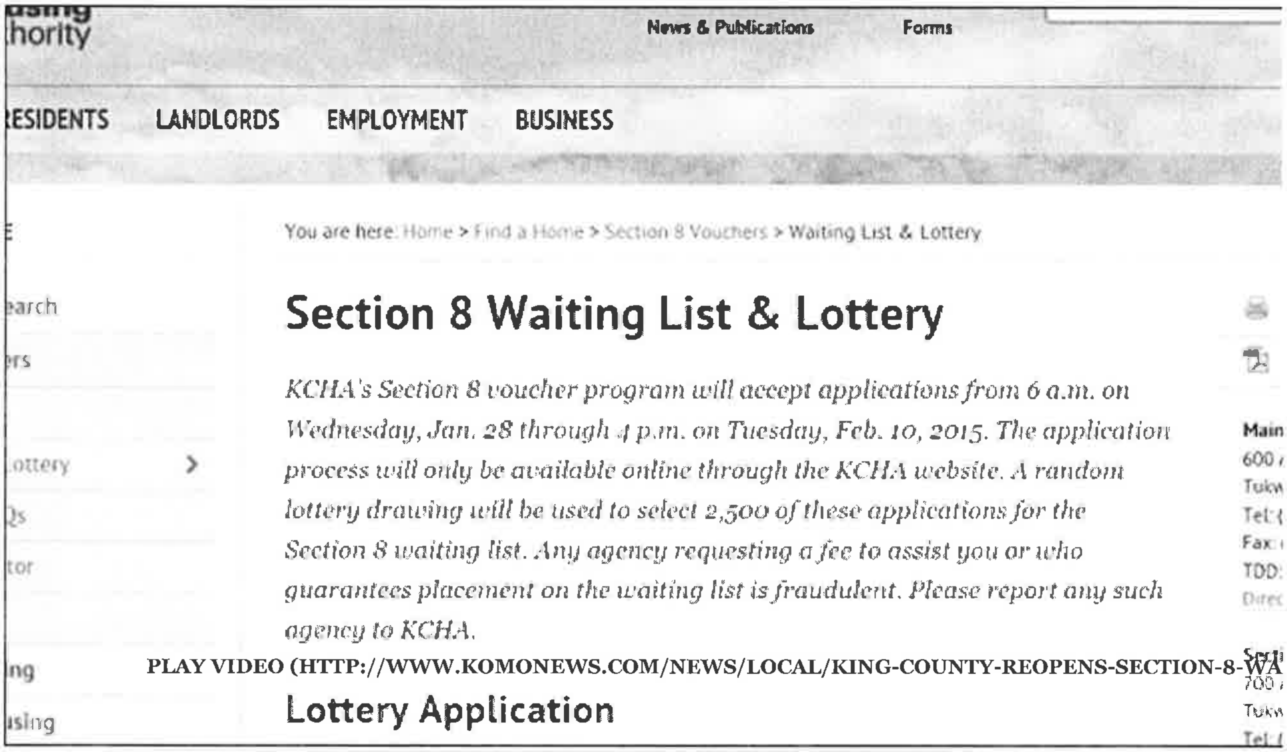
The housing authority subsidizes the rent of people with the vouchers, up to a certain amount, for housing in the county outside of Seattle and Renton. The program helps about 11,000 low-income households.

KCHA said it received nearly 25,000 applications in 2011 from which 2,500 were picked for the waiting list. It said 43 percent of households that rent in the county pay more than they can afford.

KOMO News

King County reopens Section 8 waiting list

By Joel Moreno (http://www.komonews.com/tv/people/156485575.html) | Published: Jan 28, 2015 at 12:24 AM PDT (2015-01-28T7:24:32Z)



PLAY VIDEO (HTTP://WWW.KOMONEWS.COM/NEWS/LOCAL/KING-COUNTY-REOPENS-SECTION-8-WA

SKYWAY, Wash. -- Families on the edge of homelessness are about to catch a break in King County. The waiting list for Section 8 (http://www.kcha.org/housing/vouchers/list/) vouchers is set to reopen, offering a fresh chance for struggling families.

Never again will Kinesha Wafer take certain things for granted, like a kitchen to cook meals for her family and a roof to put over their heads.

"I don't have to go place to place no more," Wafer said. "I got my own keys."

Wafer moved into a four bedroom Skyway home just days ago after finally being selected from the waiting list for a Section 8 voucher. Now the King County Housing Authority plans to re-open that waiting list for the first time since 2011, which offers rental assistance to thousands of low-income families.

The online registration process drew 25,000 applicants four years ago. There's only enough funds to place 2,500 families on the next waiting list.

"If you're not there when they call or when they send you that information, then you can lose out," Wafer said.

The Section 8 offer comes as the homeless problem grows in King County. The latest "One Night Count" showed 3,772 people living on the streets, up 21 percent from the previous year.

Rents are also on the rise. Apartment vacancy rates are at 3.8 percent, according to Dupre + Scott, meaning demand is outpacing supply. In response, average rents increased 4.7 percent over the past six months.

That puts the average rent for a one bedroom apartment in King County at $1,628 per month.

Before landing her home through Section 8, Wafer and her children spent two years bouncing among friends to stay off the streets. Now she only has to dedicate 30 percent of her income to rent, and can rest easy knowing her children won't be out in the cold.

"We have a home now. It's comfortable, it's stable," Wafer said.

The application period runs through February 10. It's expected to be popular, so a lottery will be held to select the participants, who should be notified by the end of March if rental help is on the way.

Posted: 5:53 a.m. Wednesday, Jan. 28, 2015

Section 8 housing enrollment reopens after 4 years with o

Related

SEATTLE — For the first time in four years, low income families can apply for help paying their rent.

The King County Housing Authority opened the online application process at 6 a.m. Wednesday.

In 2011, the last time the Housing Authority opened enrollment, there were 25,000 people who applied for just 2,500 spots.

Back then, there were long lines at housing offices to apply.

But this time, the application process is online only.

The Section 8 program provides rent vouchers to low income families, making up the difference between what landlords charç

The need has always been high. But after the recession, the need has far exceeded the resources for the subsidy.

And because so many people will apply, the applicants will be put in a lottery to decide who is added to the 2,500 person wait

Those selected will know by March and could have the first vouchers by April.

The online application process is up and running. **Applicants should only apply through the** King County Housing Authori

Want to talk about the news of the day? Watch free streaming video on the ***KIRO 7 mobile app*** *and* ***iPad app****, and join us he*

King County Receives Flood Of Section 8 Housing Applicants After Four Year Hiatus

By DEBORAH WANG (/PEOPLE/DEBORAH-WANG) • JAN 29, 2015

Twitter (http://twitter.com/intent/tweet?url=http%3A%2F%2Fwww.tinyurl.com%2Fp78wta7&text=King%20County%20Receives

(http://mediad.publicbroadcasting.net/p/kuow/files/styles/x_large/public/201501/apartmentapt-Flickr_Matthew_Piatt.jpg)

File photo.

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1:47

If you are looking for more evidence of a housing crisis in King County, here it is.

Officials at the King County Housing Authority report a flood of people applying for federal housing assistance.

On Wednesday, after a four year hiatus, the authority once again began accepting applications for the federal Housing Choice Voucher Program, more commonly called Section 8.

For the next two weeks, applications are being accepted for a total of 2,500 slots, to be chosen by lottery. In the first 18 hours after the process opened, 10,613 people had already applied -- four times the number of slots available.

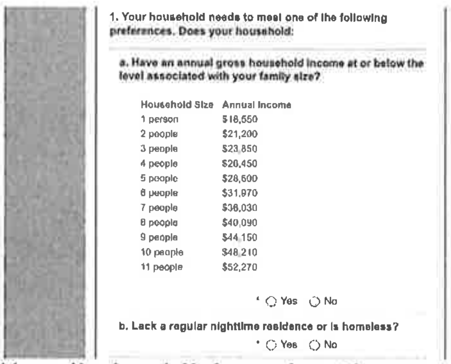
Demand for Section 8 vouchers has long exceeded supply. When the King County Housing Authority last accepted applications in 2011, 25,000 people applied for 2,500 slots.

“It’s actually just a chance at a chance, this is a chance to get selected,” said Rhonda Rosenberg, Communications Director of the King County Housing Authority.

Rosenberg expects high demand this time as well, as both rentals costs and homelessness are on the rise. The recent One Night Count found 3,772 people living on the streets in King County, a 21 percent increase from the year before.

The King County Housing Authority administers about 11,000 Section 8 contracts throughout the county, but not in the cities of Seattle or Renton. They have their own housing authorities.

The program is geared towards very low income, elderly and disabled people.



1. Your household needs to meet one of the following preferences. Does your household:

a. Have an annual gross household income at or below the level associated with your family size?

Household Size	Annual Income
1 person	$18,550
2 people	$21,200
3 people	$23,850
4 people	$26,450
5 people	$28,600
6 people	$31,970
7 people	$36,030
8 people	$40,090
9 people	$44,150
10 people	$48,210
11 people	$52,270

Yes No

b. Lack a regular nighttime residence or is homeless?

Yes No

(http://mediad.publicbroadcasting.net/p/kuow/files/styles/x_large/public/201501/section_8.P

Screenshot of part of the application for Section 8 on the King County Housing Authority website.

For example, a family of four making $26,450 a year or less would be entitled to rent a 2 bedroom apartment for $1,060 a month. The family would be required to pay 30 percent of its income in rent, or $661 a month. Section 8 would pay the remainder.

Rosie Remillong, a 29-year-old single mother, won a slot on the waiting list in 2011, and after a three year wait, received her voucher last December. She will soon move into a two bedroom apartment in Kirkland with her 5-year-old daughter. She had been living in shelters, with relatives and in rehab facilities.

"It's a dream come true," she said.

The Section 8 program doesn't always work out, though. Currently, 15 percent of people who receive vouchers fail to find housing within the required 120 days. That number is up from 8 percent in 2011, according to Rosenberg. That may be a function of rising rents and a tight housing market.

The Housing Authority will accept applications through February 10. The 2,500 people chosen by lottery will be put on a waiting list until vouchers become available. That could be a matter of weeks, months or even years.

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Seattle, WA
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The Westside Weekly
(Cir. W. 9,500)

JAN 30 2015

King County Housing opens Section 8 apps

2071

The King County Housing Authority announced today that it will open its waiting list and accept new applications for its Housing Choice Voucher program for the first time in nearly four years.

Households with low-skilled workers, elderly or disabled individuals and poor families with children are increasingly having difficulty keeping up with rising rent and utility costs. The Housing Choice Voucher program, widely known as Section 8, currently helps about 11,000 low-income households in King County outside of Seattle and Renton pay their rent. One key initiative under this ,program is the issuance of housing assistance to homeless and disabled veterans.

During the 2013 federal budget sequester, the Section 8 program stopped re-issuing vouchers for 11 months. While KCHA resumed issuing vouchers once sequestration was lifted, the ability to house families applying for the new wait list will be dependent upon continued federal funding. If the sequestration goes back into effect and there are significant cuts in funding, few new families will be housed and the total number of ,families served through the program will shrink.

"The Section 8 program is our primary means of helping low-income families in King County to fill a basic need – housing," said KCHA Executive Director Stephen Norman. "Opening up this waiting list will offer much-needed assistance to an additional 2,500 families, preventing homelessness, providing the housing security that we know is necessary to enable children to succeed in school, and seniors and disabled individuals to live wit dignity."

Families wanting to apply for the program can do so online at www.kcha.org. The signup period will last two weeks starting at 6 a.m., Wednesday, Jan. 28 until 4p.m., Tuesday, Feb. 10. The following qualifications must be met to be eligible for the lottery:

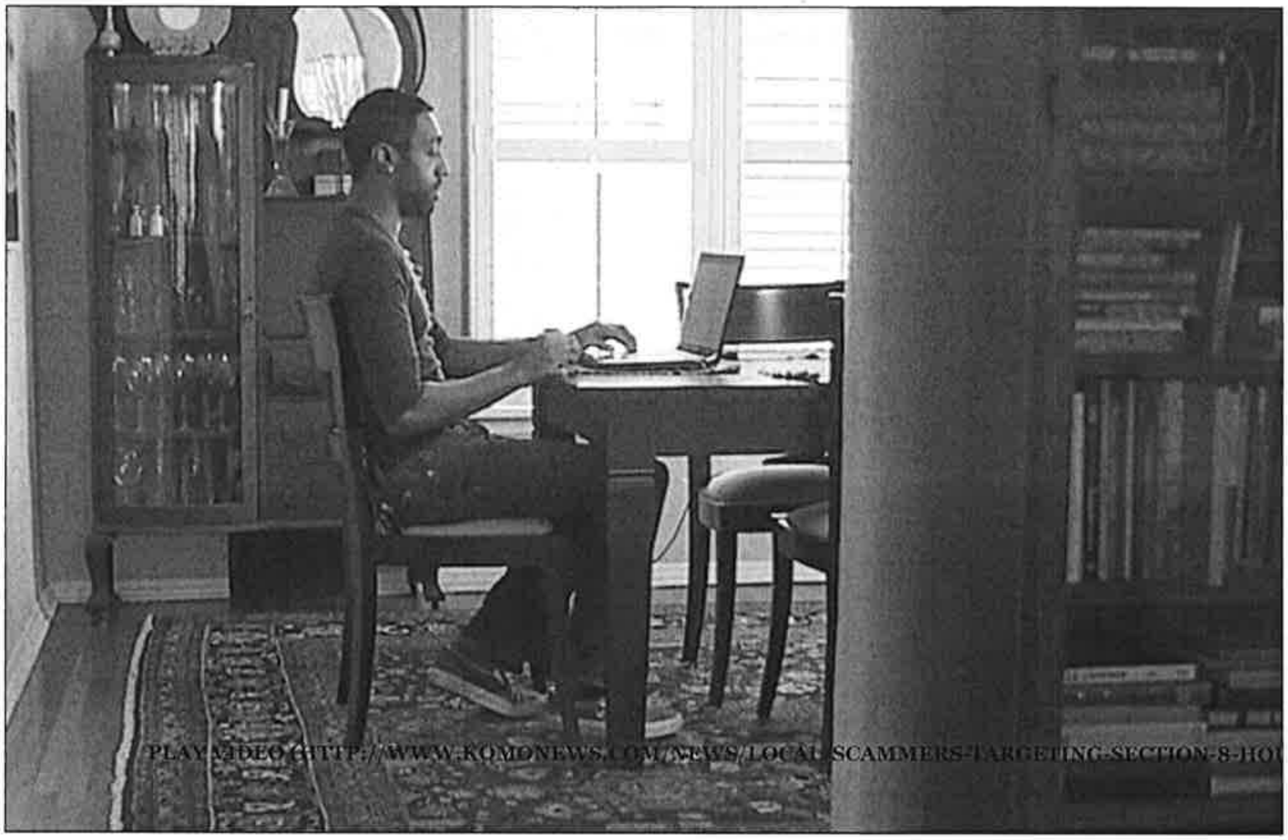
1. The head of household must be over the age of 18; and 2. At least one member of the household must be disabled, or at least age 62, or under the age of 18; and 3. Families must be low-income. Once a family has met the first three eligibility requirements, they must also meet one of the following:

- Must make less than 30 percent of the area median income for the family size ($26,450 for a family of four); or
- Be paying more than 50 percent of its total income for rent and utilities; or
- Be homeless; or
- Be living in substandard housing. If you need help, call the Housing Authority at 206-214-1300."

KOMO News

Scammers targeting Section 8 housing applicants

By *Kristen Drew (http://www.komonews.com/tv/people/214773461.html)* | Published: Feb 4, 2015 at 5:31 PM PDT (2015-02-5T0:31:15Z) | Last Updated: Feb 4, 2015 at 9:06 PM PDT (2015-02-5T4:06:14Z)



SEATTLE -- When Terrance Johnson applied for Section 8 housing last week, he thought it would give him hope for opportunity. But once the online application was completed, Johnson learned that his personal information was compromised.

"My heart sank to my stomach because, you know, the last thing you want is your information to be stolen," Johnson said.

Johnson, who is job-seeking and staying with friends, did a Google search for the Section 8 application then began filling out information about his address history. He even provided his credit card numbers for the $1 payment required for the credit report.

"I thought, 'Hey, this is probably all normal information they would need,' " recalled Johnson.

The information that was requested, however, was not normal; it was all part of a fake website set up by scammers to steal personal information. Johnson figured out what was going on when he called the Housing Authority office to check on the status of his application.

"I think it's despicable," said Rhonda Rosenberg, who is the Communications Director for King County Housing Authority. Rosenberg said part of the problem is that applicants -- like Johnson-- are doing Internet searches for the Section 8 application then clicking on links that appear to be real rather than going directly to the Housing Authority's website kcha.org. (http://www.kcha.org)

"These are some of the most vulnerable people in our community," said Rosenberg. "To target people desperate for rental assistance for whatever financial scam they can cook up is really reprehensible."

Rosenberg said her office has received more than 20 calls since the waiting list opened on Jan. 28.

So far, more than 17,000 people have applied to get on the Section 8 waiting list but there are only 2,500 spots. Johnson is just grateful he figured out what was going on before it was too late.

"That would have been horrible to have the hope and then to find out you were never actually in it," said Johnson who re-filed an application.

The Housing Authority is now working with Google and federal agencies to fix the problem. People can apply for the waiting list until 4p.m. on Tuesday, Feb. 10. No money is required to apply.

Chance to enter lottery for 2,500 'Section 8' vouchers closes on Feb. 10

Feb 4, 2015, Vol: 22, No: 5

The King County Housing Authority (KCHA) is opening its waiting list for Section 8 housing vouchers for the first time since 2011 — but hopeful recipients will have to take part in a lottery first.

Section 8 vouchers are in high demand.

The voucher program allows clients to use a federal subsidy to rent a market-rate house or apartment. KCHA manages about 11,000 vouchers for Section 8 housing.

The lists open periodically. But a family who is able to make the waiting list receives a tremendous opportunity.

"The chance for a Section 8 voucher is a chance at stability," said KCHA spokesperson Rhonda Rosenberg. "It's a chance at being able to hold your life together, to go to work."

To be eligible, a family must meet several requirements: The head of the household must be over 18; at least one member of the household must be disabled, over 62 or under 18; and the family must be low-income. A family earning less than 30 percent of the area median income is eligible — a King County family of four earning less than $26,450 a year would qualify. A family paying more than 50 percent of its total income for rent or utilities is also eligible.

The last time the agency opened its waiting list, 25,000 households applied to be on a 2,500-household waiting list. They had a 1-in-10 chance to make it on to the years-long waiting list for the coveted vouchers.

Those at the bottom of the list had a long time to wait. KCHA has just come to the bottom of the list, four years after the last list began.

Some of the delay was due to the 2013 budget sequester, the automatic cuts Congress enacted to balance the budget. During the sequester, the Section 8 program stopped reissuing vouchers for 11 months.

KCHA will again accept applications for 2,500 slots. It's unclear how long it will take the agency to house the upcoming group of people. Another sequestration cut is scheduled for the beginning of 2016.

"The sequester could come roaring back in 2016," Rosenberg said. "We just don't know."

The application process began Jan. 28 and will remain open until 4 p.m. Feb. 10.

Demand for housing help still strong | 42% seeking assistance are homeless

Feb 7, 05 t4: PM
FEBRUARY 17, 2015

The King County Housing Authority received more than 22,000 applications for Section 8 rental assistance during a two-week application period that closed Feb. 10.

The 22,615 families that submitted an application represent more than 50,100 individuals living in extreme poverty and unstable housing including nearly 22, 000 children – 35 percent of whom are homeless. Of these, one out of every four children are in a household fleeing domestic violence.

In addition, 12,116 applicants are seniors and people with disabilities and 906 applicants are veterans who have served in America's armed forces.

"These numbers show that there is simply not enough affordable housing for low-income households in King County," said Stephen Norman, executive director of the King County Housing Authority. "The region is becoming too expensive for many folks already living here – seniors whose monthly Social Security check is less than the cost of rent; families with children where low wages aren't keeping up with rising rents; veterans struggling to find stable housing. A staggering 42 percent of the households who applied are homeless."

A lottery will be held in March to determine which of the 22,615 families will be placed on the waiting list, which will be capped at 2,500 slots. The first applicants on the list will be issued vouchers in April. Depending on federal funding, those at the tail end of the list could face a wait of four or more years to obtain a voucher.

The Section 8 Housing Choice voucher program targets low-income households most in need of housing in King County. Applicants must be homeless or about to become homeless, live in substandard housing or be spending more than 50 percent of their income on rent. A typical household in KCHA's program has an average income of $14,200.

Currently, KCHA Section 8 program provides rental assistance to 11,300 families in King County. More than 3,200 landlords participate in the program.

Generally the program pays the difference between the rent charged by a housing owner and the assisted household's rental contribution, which is set at approximately 30 percent of the household's income adjusted for family size and utility costs.

"Finding decent, affordable housing in King County is a tremendous challenge for poor people," Norman said. "For elderly and disabled individuals on fixed incomes, for low-wage families, decent housing is often beyond reach – and the most vulnerable members of our community are increasingly being forced to choose between food, medicine or rent. More and more are going homeless."

Find this article at:
http://www.bellevuereporter.com/news/292293981.html

☐ Check the box to include the list of links referenced in the article.

Jessica Olives

From: Rhonda Rosenberg <rhondar@kcha.org>
Sent: Thursday, February 26, 2015 8:45 AM
To: Jessica Olives
Subject: Fwd: DJC story... 22,615 apply for housing vouchers

Rhonda Rosenberg sent you this from djc.com
To open article on web click here.

DAILY JOURNAL OF COMMERCE
WWW.DJC.COM

February 18, 2015

22,615 apply for housing vouchers

By JOURNAL STAFF

SEATTLE — King County Housing Authority collected 22,615 applications in its recent lottery for low-income people to get on a waiting list for Section 8 vouchers that help them with rent.

About 2,500 of the applications will be put on the list.

The housing authority said the applications represent more than 50,100 individuals living in poverty and unstable housing, including nearly 22,000 children. A total of 12,116 of the applicants are seniors and disabled people; and 906 are veterans.

The housing authority said 42 percent of the households who applied were homeless.

It last held a lottery in 2011.

The Seattle Times

THE TODAY FILE

Your guide to the latest news from around the Northwest

February 19, 2015 at 4:44 PM

King County Housing Authority buried in Section 8 applications

Posted by Daniel Beekman

Stephen Norman, King County Housing Authority executive director, says rental help for low-income families is in short supply. (Credit: Steve Ringman / The Seattle Times)

During a two-week period ending Feb. 10, more than 22,600 households applied for just 2,500 spots on the King County Housing Authority's waiting list for Section 8 rental assistance, the agency said this week.

It will hold a lottery in March to determine which applicants will make the list, and those at the end of the list may not receive assistance for another four years or more. Those at the start of the list will get rent vouchers in April.

"These numbers show that there is simply not enough affordable housing for low-income households in King County," the agency's executive director, Stephen Norman, said in a statement.

The agency currently provides federally-funded Section 8 assistance to 11,300 families in King County, generally paying the difference between the rent charged by a landlord and 30 percent of a recipient household's income. The typical Section 8 household has an annual income of $14,200.

The last time the agency opened the waiting list, in 2011, it received nearly 25,000 applications, and that was when eligibility requirements were looser. The agency no longer gives vouchers to non-disabled adults without children, no matter how poor.

The 22,615 recent applications represent 50,100 people, including nearly 22,000 children, more than 12,000 senior citizens and people with disabilities and more than 800 military veterans.

The King County Housing Authority serves Seattle and the rest of the county. The Seattle Housing Authority, which serves only Seattle, last accepted Section 8 applications in 2013, when it created a waiting list of 2,000 households. It received about 24,000 applications.

2 Comments | More in General news, Government | Topics: King County Housing Authority, Seattle Housing Authority, Section 8

Demand for housing assistance remains strong

Feb 5, 0 5 t :00PM
February 19, 2015

For the Reporter

The King County Housing Authority received more than 22,000 applications for Section 8 rental assistance during a two-week application period that closed on Feb. 10.

The 22,615 families that submitted an application represent more than 50,100 individuals living in extreme poverty and unstable housing including nearly 22, 000 children – 35 percent of whom are homeless. Of these, one out of every four children are in a household fleeing domestic violence.

In addition, 12,116 applicants are seniors and people with disabilities and 906 applicants are veterans who have served in America's armed forces.

"These numbers show that there is simply not enough affordable housing for low-income households in King County," said Stephen Norman, executive director of the King County Housing Authority. "The region is becoming too expensive for many folks already living here – seniors whose monthly Social Security check is less than the cost of rent; families with children where low wages aren't keeping up with rising rents; veterans struggling to find stable housing. A staggering 42 percent of the households who applied are homeless."

A lottery will be held in March to determine which of the 22,615 families will be placed on the waiting list, which will be capped at 2,500 slots. The first applicants on the list will be issued vouchers in April. Depending on federal funding, those at the tail end of the list could face a wait of four or more years to obtain a voucher.

The Section 8 Housing Choice voucher program targets low-income households most in need of housing in King County. Applicants must be homeless or about to become homeless, live in substandard housing or be spending more than 50 percent of their income on rent. A typical household in KCHA's program has an average income of $14,200.

KCHA will issue a report in the next several weeks that will provide a detailed snapshot of the eligible households who applied for rental assistance.

The KCHA Section 8 program provides rental assistance to 11,300 families in King County. More than 3,200 landlords participate in the program.

Generally the program pays the difference between the rent charged by a housing owner and the assisted household's rental contribution, which is set at approximately 30 percent of the household's income adjusted for family size and utility costs.

"Finding decent, affordable housing in King County is a tremendous challenge for poor people," Norman said. "For elderly and disabled individuals on fixed incomes, for low-wage families, decent housing is often beyond reach – and the most vulnerable members of our community are increasingly being forced to choose between food, medicine or rent. More and more are going homeless. Children who lack stable housing often fail to acquire the skills, knowledge and confidence to achieve in school. And in no community should veterans, the men and women who have served our nation, ever be faced with the prospect of living on the streets."

KCHA, an independent municipal corporation established under state law, helps more than 18,000 families in the Seattle metropolitan region including 20,000 children, on a daily basis. The agency administers rental housing assistance, develops and manages affordable housing and works closely with community stakeholders to address local priorities such as ending homelessness, improving educational outcomes for the region's low-income youth and assuring that disabled and elderly households can live with dignity.

Find this article at:
http://www.kentreporter.com/news/292481991.html

☐ Check the box to include the list of links referenced in the article.

Kent, WA
(King Co.)
Redmond Reporter
(Cir. 2xW. 28,000)

FEB 20 2015

Demand for housing help in King County still strong

2071

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Kent, WA
(King Co.)
Issaquah Sammamish
Reporter
(Cir 2xW 25,582)

FEB 2 0 2015

Demand for KCHA Section 8 vouchers remains strong

2071

The following is a release from the King County Housing Authority:

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yes Seattle, WA
(King Co.)
The Seattle Times
(Cir. D. 229,764)
(Cir. Sun. 336,363)

FEB 20 2015

Demand for rental help prompts County Housing Authority lottery

2071

Seattle Times staff

During a two-week period ending Feb. 10, more than 22,600 households applied for just 2,500 spots on the King County Housing Authority's waiting list for Section 8 rental assistance, the agency said this week.

The housing authority will hold a lottery in March to determine which applicants make the list. Those at the end of the list may not receive assistance for four years or more. Those at the top will get rent vouchers in April.

The agency currently provides federal Section 8 assistance to 11,300 families, generally paying the difference between the rent amount and 30 percent of a recipient household's income. The typical Section 8 household has an annual income of $14,200.

The last time the agency opened the waiting list, in 2011, there were nearly 25,000 applications, and that was when eligibility requirements were looser. The agency no longer gives vouchers to nondisabled adults without children, no matter how poor.

The 22,615 recent applications represent 50,100 people, including nearly 22,000 children, more than 12,000 senior citizens and people with disabilities and more than 800 veterans.

2|20|15
Auburn Reporter

Demand for housing assistance remains strong

FOR THE REPORTER

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In addition, 12,116 applicants are seniors and people with disabilities, and 906 applicants are veterans who have served in America's armed forces.

"These numbers show that there is simply not enough affordable housing for low-income households in King County," said Stephen Norman, executive director of the King County Housing Authority. "The region is becoming too expensive for many folks already living here – seniors whose monthly Social Security check is less than the cost of rent, families with children where low wages aren't keeping up with rising rents, veterans struggling to find stable housing. A staggering 42 percent of the households who applied are homeless."

A lottery in March determines which of the 22,615 families will be placed on the waiting list, which will be capped at 2,500 slots. The first applicants on the list will be issued vouchers in April. Depending on federal funding, those at the tail end of the list could face a waiting period of four or more years to obtain a voucher.

The Section 8 Housing Choice voucher program targets low-income households most in need of housing in King County. Applicants must be homeless, or about to become homeless, live in substandard housing, or be spending more than 50 percent of their income on rent. A typical household in KCHA's program has an average income of $14,200.

KCHA will issue a report in the next several weeks, providing a detailed snapshot of the eligible households that applied for rental assistance.

The agency no longer gives vouchers to non-disabled adults without children, no matter how poor.

The 22,615 recent applications represent 50,100 people, including nearly 22,000 children, more than 12,000 senior citizens and people with disabilities and more than 800 military veterans.

The King County Housing Authority serves Seattle and the rest of the county. The Seattle Housing Authority, which serves only Seattle, last accepted Section 8 applications in 2013, when it created a waiting list of 2,000 households. It received about 24,000 applications.

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County receives more than 22,000 applications for 2,500 Section 8 housing spots

by Aaron Burkhalter (/users/aaron-burkhalter) | February 25th, 2015

The King County Housing Authority (KCHA) received more than 22,000 applications for Section 8 rental assistance this month, giving applicants an 11 percent chance they could make a waiting list for the coveted housing service.

The voucher program allows clients to use a federal subsidy to rent a market-rate house or apartment. KCHA manages about 11,000 vouchers for Section 8 housing.

KCHA opens the waiting list sporadically. The last time the agency accepted applications was in 2011, and people at the bottom of the list only recently received housing.

KCHA spokesperson Rhonda Rosenberg said the 22,615 households that applied represent about 50,000 people altogether — roughly

the population of the city of Burien. The applicants include more than 12,000 seniors and people with disabilities. Nearly 22,000 are children; 35 percent of the applicants are homeless.

Most will not make the 2,500-household waiting list for housing. KCHA will hold a lottery to determine which of these people will make it onto the waiting list, which will take years to exhaust.

Those who don't make the cut will have to wait for the next time the pool opens to apply for Section 8 housing.

To be eligible, a family must meet several requirements: The head of the household must be over 18; at least one member of the household must be disabled, over 62 or under 18; and the family must be low-income. A family earning less than 30 percent of the area median income is eligible: a King County family of four earning less than $26,450 a year would qualify. A family paying more than 50 percent of its total income for rent or utilities is also eligible.

The last time the county's housing agency opened its waiting list, 25,000 households applied to be on a 2,500-household waiting list. They had a 10 percent chance to make it on to the years-long waiting list for the coveted vouchers.

The Seattle Housing Authority last opened its Section 8 waiting list in 2013. More than 23,000 people applied for 2,000 slots.

TAGS

Aaron Burkhalter (/tags/aaron-burkhalter) Section 8 (/tags/section-8) King County (/tags/king-county)

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Demand for housing assistance remains strong

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The King County Housing Authority received more than 22,000 applications for Section 8 rental assistance during a two-week application period that closed on Feb. 10.

The 22,615 families that submitted an application represent more than 50,100 individuals living in extreme poverty and unstable housing including nearly 22,000 children – 35 percent of whom are homeless. Of these, one out of every four children are in a household fleeing domestic violence.

In addition, 12,116 applicants are seniors and people with disabilities and 906 applicants are veterans who have served in America's armed forces.

"These numbers show that there is simply not enough affordable housing for low-income households in King County," said Stephen Norman, executive director of the King County Housing Authority. "The region is becoming too expensive for many folks already living here– seniors whose monthly Social Security check is less than the cost of rent; families with children where low wages aren't keeping up with rising rents; veterans struggling to find stable housing. A staggering 42 percent of the households who applied are homeless."

A lottery will be held in March to determine which of the 22,615 families will be placed on the waiting list, which will be capped at 2,500 slots. The first applicants on the list will be issued vouchers in April. Depending on federal funding, those at the tail end of the list could face a wait of four or more years to obtain a voucher.

The Section 8 Housing Choice voucher program targets low-income households most in need of housing in King County. Applicants must be homeless or about to become homeless, live in substandard housing or be spending more than 50 percent of their income on rent. A typical household in KCHA's program has an average income of $14,200.

KCHA will issue a report in the next several weeks that will provide a detailed snapshot of the eligible households who applied for rental assistance.

Currently, KCHA Section 8 program provides rental assistance to 11,300 families in King County. More than 3,200 landlords participate in the program.

Generally the program pays the difference between the rent charged by a housing owner and the assisted household's rental contribution, which is set at approximately 30 percent of the household's income adjusted for family size and utility costs.

"Finding decent, affordable housing in King County is a tremendous challenge for poor people," Norman said. "For elderly and disabled individuals on fixed incomes, for low-wage families, decent housing is often beyond reach – and the most vulnerable members of our community are increasingly being forced to choose between food, medicine or rent. More and more are going homeless. Children who lack stable housing often fail to acquire the skills, knowledge and confidence to achieve in school. And in no community should veterans,

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HOUSING

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the men and women who have served our nation, ever be faced with the prospect of living on the streets."

KCHA, an independent municipal corporation established under state law, assists over 18,000 families in the Seattle metropolitan region including 20,000 children, on a daily basis. The agency administers rental housing assistance, develops and manages affordable housing and works closely with community stakeholders to address local priorities such as ending homelessness, improving educational outcomes for the region's low-income youth and assuring that disabled and elderly households can live with dignity.

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