MEETING OF THE
BOARD OF COMMISSIONERS

March 19, 2018 at 8:30 a.m.

King County Housing Authority
Snoqualmie Conference Room
700 Andover Park W
Tukwila, WA 98188

A G E N D A

I.	**Call to Order**	
II.	**Roll Call**	
III.	**Public Comment**	
IV.	**Approval of Minutes**	**1**
	A. Board Meeting Minutes – February 26, 2018	
V.	**Approval of Agenda**	
VI.	**Consent Agenda**	
	A. Voucher Certification Report for January 2017	**2**
	B. **Resolution No. 5588**: Authorizing an Interlocal Cooperation Agreement with the City of Redmond	**3**
VII.	**Resolutions for Discussion & Possible Action**	
	A. **Resolution No. 5589:** Authorizing the acquisition of Houghton Court Apartments in Kirkland, WA	**4**
	B. **Resolution No. 5590:** A Resolution authorizing the issuance of revenue bonds in the principal amount of not to exceed $90,000,000, to partially refinance the acquisition and rehabilitation of Ballinger Commons, in Shoreline, Washington, and delegating to the Executive Director the	**5**

authority to set the terms of the bonds, and to execute all necessary documents

C. **Resolution No. 5591:** A Resolution authorizing the issuance of refunding bonds, in the principal amount not to exceed $80,000,000, to refund outstanding bonds of the Authority issued for eight projects, to partially refinance the acquisition and rehabilitation of Ballinger Commons, to fund a debt service reserve fund and to pay certain issuance costs, and delegating to the Executive Director the authority to set the terms of the bonds and to execute all necessary documents **6**

D. **Resolution No. 5592**: Authorizing the amounts of various Somerset Gardens Apartments LLLP's financing instruments for the Somerset Gardens Apartments including but not limited to the Financing Lease and Deferred Development Fee to be consolidated into the Subordinate Loan for the Somerset Gardens project **7**

E. ~~**Resolution No. 5593:** Authorizing the amounts of various Somerset Gardens Apartments LLLP's financing instruments for the Highland Village Apartments including but not limited to the Financing Lease and Deferred Development Fee to be consolidated into the Subordinate Loan for the Highland Village project~~ **8**

VIII. Briefings & Reports

A. 2017 Year End Capital Expenditures Report and 2018 Budget **9**
B. Fourth Quarter 2017 Executive Dashboard **10**
C. CY 2017 Moving to Work Report **11**
D. New Bank Accounts **12**

IX. Board Retreat Discussion

X. Executive Session

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

XI. Executive Director Report

XII. KCHA in the News **13**

XIII. Commissioner Comments

XIV. 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.

TAB NUMBER 1

MEETING MINUTES
OF THE
KING COUNTY HOUSING AUTHORITY
BOARD OF COMMISSIONERS

Monday, February 26, 2018

I. CALL TO ORDER

The meeting of the King County Housing Authority Board of Commissioners was held on Monday, February 26, 2018 at King County Housing Authority, 600 Andover Park West, 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 Michael Brown (Vice-Chair), Commissioner TerryLynn Stewart via phone

Excused: Commissioner Susan Palmer and Commissioner John Welch

III. Public Comment

Residents, Noke Phoumkeo, Heidi Chiat, and Alexa Munoz gave public comment.

IV. APPROVAL OF MINUTES

A. Board Meeting Minutes – December 18, 2017

On motion by Commissioner Brown and seconded by Commissioner Stewart, the Board unanimously approved the December 18, 2017 Board of Commissioners' Meeting Minutes.

B. Board Retreat Meeting Minutes – January 25 and 26, 2018

On motion by Commissioner Brown and seconded by Commissioner Palmer, the Board unanimously approved the January 2018 Board of Commissioners' Retreat Meeting Minutes.

V. APPROVAL OF AGENDA

Chair Barnes announced that Action items would be heard first due to quorum availability.

On motion by Commissioner Brown and seconded by Commissioner Stewart, the Board unanimously approved the February 26, 2018 Board of Commissioners' meeting agenda as revised.

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VI. CONSENT AGENDA

A. Voucher Certification Reports for November 2017

GENERAL PROPERTIES		
Bank Wires / ACH Withdrawals		6,606,078.79
	Subtotal	***6,606,078.79***
Accounts Payable Vouchers		
Key Bank Checks #312788 - #313218		5,505,203.56
Tenant Accounting Checks #10490 - #10501		2,297.15
Commerce Bank Direct Payment		92,838.37
	Subtotal	***5,600,339.08***
Payroll Vouchers		
Checks - #90674 - # 90702		28,791.09
Direct Deposit		1,368,984.73
	Subtotal	***1,397,775.82***
Section 8 Program Vouchers		
Checks - #619698 - #620004		264,108.82
ACH - #399021-#401731		12,317,062.55
	Subtotal	***12,581,171.37***
Purchase Card / ACH Withdrawal		209,978.65
	Subtotal	***209,978.65***
	GRAND TOTAL	***26,395,343.71***

BOND PROPERTIES	
Bond Properties Total (31 different properties)	***$8,615,147.39***

B. Voucher Certification Reports for December 2017

GENERAL PROPERTIES		
Bank Wires / ACH Withdrawals		22,902,308.06
	Subtotal	***22,902,308.06***
Accounts Payable Vouchers		
Key Bank Checks #313219 - #313869		8,490,829.27
Tenant Accounting Checks #10502 - #10521		3,057.19
Commerce Bank Direct Payment		63,262.43
	Subtotal	***8,557,148.89***

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Payroll Vouchers		
Checks - #90703 - # 90742		45,120.88
Direct Deposit		2,146,215.12
	Subtotal	***2,191,336.00***
Section 8 Program Vouchers		
Checks - #620005 - #620303		255,562.14
ACH - #401732-#404505		12,511,042.44
	Subtotal	***12,766,604.58***
Purchase Card / ACH Withdrawal		260,890.55
	Subtotal	***260,890.55***
	GRAND TOTAL	***46,678,288.08***

BOND PROPERTIES	
Bond Properties Total (31 different properties)	***3,164,301.28***

VII. RESOLUTONS FOR DISCUSSION & POSSIBLE ACTION

A. **Resolution No. 5584:** Evidencing the intent to operate Friendly Village Mobile Home Park as housing for persons 55 years of age, or older under the terms of the Housing for Older Persons Act

Connie Davis, Deputy Executive Director, presented background information and explained Resolution No. 5584.

On motion by Commissioner Brown and seconded by Commissioner Stewart, the Board unanimously approved Resolution No. 5584.

B. **Resolution No. 5585**: Authorizing the transfer of the Highland Village Apartments to Somerset Gardens Apartments LLLP; authorizing the execution and delivery of all documents relating to the acquisition, rehabilitation, construction, and financing of the Highland Village Project; and determining related matters

Dan Landes, Senior Development Manager presented Resolution No. 5585, and mentioned that Board approval would revise the previously adopted Resolution Nos. 5577 and 5578. Mr. Landes explained that the selected tax credit investor requested that the two projects be combined into one partnership for administrative and technical tax credit related reasons. Mr. Landes further clarified that Resolution No. 5585 changes the Highland Village

DRAFT FOR APPROVAL

tax credit partnership from Highland Village Apartments LLLP to Somerset Gardens Apartment LLLP.

On motion by Commissioner Brown and seconded by Commissioner Stewart, the Board unanimously approved Resolution No. 5585.

C. **Resolution No. 5586**: Authorizing the Executive Director to amend, rescind, restructure and/or enter into new agreements with HomeSight related to the HomeSight Phase III affordable homeownership project located adjacent to the Greenbridge community

John Eliason, Development Director presented Resolution No. 5586.

On motion by Commissioner Stewart and seconded by Commissioner Brown, the Board unanimously approved Resolution No. 5586.

D. **Resolution No. 5587**: Acceptance of Washington State Auditor's Office Report on Financial Statements and Federal Single Audit (No. 1020005) , and the Accountability Audit Report (No. 1020479), both for the period ended December 31, 2016

Craig Violante, Director of Finance, briefed the Board on the annual audits of KCHA, conducted by the State of Washington - Office of the State Auditor. Mr. Violante explained that two reports; (1) the Financial and Single Audit, and (2) the Accountability Audit Report, were created for the period ended in December 2016. Per requirement, the reports are to be presented to the Board for review and approval.

Mr. Violante mentioned that there were no findings in either report and there were no management letter items.

On motion by Commissioner Brown and seconded by Commissioner Stewart, the Board unanimously approved Resolution No. 5587.

VIII. BRIEFINGS AND REPORTS

A. 2017 Year End Investment Report
Mr. Violante also provided an update on the 2017 performance of KCHA's investing strategy which includes investments in the Washington State Local Government Investment Pool (LGIP), Government securities, cash held by trustees/held in traditional saving and checking accounts, loans to housing partners, and to the Energy Performance Contract project. Mr. Violante explained investment structures, average yields and the strategy for 2018.

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B. Fourth Quarter 2017 Procurement Report

Connie Davis, Deputy Executive Director, reported on the procurement activities for the period of October through December 2017.

C. Fourth Quarter 2017 Summary Write-off Report

Mr. Violante presented the Write-Offs report for the Fourth Quarter of 2017.

IX. DEBRIEF BOARD RETREAT DISCUSSION

Commissioners and staff had follow-up discussions in regard to the 2018 Board Retreat.

X. EXECUTIVE SESSION

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

Chair Barnes announced the start of the Executive Session at 9:54 a.m.

The meeting of the Board of Commissioners was reconvened at 10:00 a.m. by Chair Barnes.

XI. EXECUTIVE DIRECTOR'S REPORT

Stephen Norman, Executive Director, announced the Renewal Funding Inflation Factor (RFIF) has been projected at 18.24%, and also mentioned that KCHA was awarded an additional 100 Veteran Affairs Supportive Housing (VASH) Vouchers.

XII. KCHA IN THE NEWS

None.

XIII. COMMISSIONER COMMENTS

Chair Barnes asked staff to provide an update on Somerset Gardens.

XIV. ADJOURNMENT

Chair Barnes adjourned the meeting at 10:15 a.m.

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THE HOUSING AUTHORITY OF THE COUNTY OF KING, WASHINGTON

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DOUGLAS J. BARNES, Chair
Board of Commissioners

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STEPHEN J. NORMAN
Secretary

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TAB NUMBER 2

King County Housing Authority

To: Board of Commissioners

From: Linda Riley, Controller

Date: March 5, 2018

Re: **VOUCHER CERTIFICATION FOR JANUARY 2018**

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 5, 2018

Bank Wires / ACH Withdrawals		1,537,926.49
	Subtotal	***1,537,926.49***
Accounts Payable Vouchers		
Key Bank Checks - #313870-#314403		3,756,809.94
Tenant Accounting Checks - #10522-#10545		3,850.47
Commerce Bank Direct Payment		26,649.04
	Subtotal	***3,787,309.45***
Payroll Vouchers		
Checks - #90743-#90781		42,576.08
Direct Deposit		1,419,128.56
	Subtotal	***1,461,704.64***
Section 8 Program Vouchers		
Checks - #620304-#620602		233,274.82
ACH - #404506-#407278		12,547,032.40
	Subtotal	***12,780,307.22***
Purchase Card / ACH Withdrawal		177,371.08
	Subtotal	***177,371.08***
	GRAND TOTAL	***19,744,618.88***

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

FROM: Wen Xu

SUBJECT: **VOUCHER CERTIFICATION FOR JANUARY 2018**

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 of Asset Management
February 26, 2018

Property	Wired to Operating Account(s) for Obligations of Property			Notes:
Jan-18	Date	$	Claim	
Alpine Ridge	1/11/2018	$7,389.10	A/P & Payroll	
	1/25/2018	$8,069.89	A/P & Payroll	
Arbor Heights	1/11/2018	$32,159.36	A/P & Payroll	
	1/25/2018	$15,875.51	A/P & Payroll	
Aspen Ridge	1/11/2018	$18,678.93	A/P & Payroll	
	1/25/2018	$37,576.95	A/P & Payroll	
Auburn Square	1/11/2018	$39,768.30	A/P & Payroll	
	1/25/2018	$34,089.88	A/P & Payroll	
Carriage House	1/11/2018	$67,751.52	A/P & Payroll	
	1/25/2018	$43,877.73	A/P & Payroll	
Cascadian	1/11/2018	$81,571.08	A/P & Payroll	
	1/25/2018	$69,255.27	A/P & Payroll	
Colonial Gardens	1/3/2018	$4,915.42	Payroll	
	1/4/2018	$7,500.00	Operating Buffer	
	1/25/2018	$19,994.04	A/P & Payroll	
Fairwood	1/11/2018	$29,324.86	A/P & Payroll	
	1/25/2018	$48,844.48	A/P & Payroll	
Heritage Park	1/11/2018	$16,105.73	A/P & Payroll	
	1/25/2018	$18,697.60	A/P & Payroll	
Laurelwood	1/11/2018	$15,878.64	A/P & Payroll	
	1/25/2018	$21,345.50	A/P & Payroll	
Meadows	1/11/2018	$17,367.88	A/P & Payroll	
	1/25/2018	$18,984.77	A/P & Payroll	
Newporter	1/11/2018	$22,059.26	A/P & Payroll	
	1/25/2018	$17,618.45	A/P & Payroll	
Overlake TOD	1/9/2018	$144,007.67	Dec A/P	
	1/11/2018	$68,790.30	A/P & Payroll	
	1/12/2018	$137,917.50	Debt Service	
	1/25/2018	$44,216.06	A/P & Payroll	
Parkwood	1/11/2018	$21,483.15	A/P & Payroll	
	1/25/2018	$12,261.69	A/P & Payroll	
Somerset East	1/11/2018	$35,566.06	A/P & Payroll	
	1/25/2018	$17,873.03	A/P & Payroll	
Somerset West	1/11/2018	$39,189.54	A/P & Payroll	
	1/25/2018	$24,475.63	A/P & Payroll	
Southwood Square	1/11/2018	$22,631.33	A/P & Payroll	
	1/25/2018	$28,290.85	A/P & Payroll	
Timberwood	1/3/2018	$14,439.48	Payroll	
	1/4/2018	$7,500.00	Operating Buffer	
	1/11/2018	$5,390.63	A/P	
	1/12/2018	$7,571.45	Payroll	
	1/25/2018	$48,586.96	A/P & Payroll	
Walnut Park	1/11/2018	$280,517.07	A/P & Payroll	
	1/25/2018	$43,123.13	A/P & Payroll	
Windsor Heights	1/11/2018	$57,039.54	A/P & Payroll	
	1/25/2018	$62,880.02	A/P & Payroll	
Woodland North	1/3/2018	$8,461.37	Payroll	
	1/4/2018	$7,500.00	Operating Buffer	Went to Old Operating
	1/16/2018	$7,500.00	Correcting Operating Buffer	
	1/25/2018	$26,832.49	A/P & Payroll	
Woodridge Park	1/11/2018	$30,999.32	A/P & Payroll	
	1/19/2018	$10,517.77	A/P	
	1/25/2018	$44,227.49	A/P & Payroll	

Dallinger Commons	1/10/2018	$40,361.52	A/P & Payroll	
	1/25/2018	$29,655.40	A/P & Payroll	
	1/31/2018	$14,740.33	A/P	
Gilman Square	1/10/2018	$39,991.71	A/P & Payroll	
	1/25/2018	$53,749.71	A/P & Payroll	
Meadowbrook	1/10/2018	$18,844.30	A/P & Payroll	
	1/25/2018	$35,907.38	A/P & Payroll	
Villages at South Station	1/10/2018	$72,166.65	A/P & Payroll	
	1/25/2018	$35,421.06	A/P & Payroll	
Abbey Ridge	1/11/2018	$43,493.16	A/P & Payroll	
	1/25/2018	$64,253.36	A/P & Payroll	
Cottonwood	1/3/2018	$5,849.52	Payroll	
	1/4/2018	$5,000.00	Operating Buffer	
	1/11/2018	$10,064.26	A/P & Payroll	
	1/25/2018	$16,259.92	A/P & Payroll	
Cove East	1/3/2018	$13,740.60	Payroll	
	1/4/2018	$5,000.00	Operating Buffer	
	1/11/2018	$19,730.92	A/P & Payroll	
	1/25/2018	$24,822.49	A/P & Payroll	
Highland Village	1/11/2018	$42,181.88	A/P & Payroll	
	1/25/2018	$25,489.67	A/P & Payroll	
Bellepark East	1/3/2018	$7,317.24	Payroll	
	1/4/2018	$8,574.63	A/P	
	1/10/2018	$5,897.77	A/P	
	1/17/2018	$5,744.11	A/P & Payroll	
	1/24/2018	$31,260.82	A/P	
	1/31/2018	$22,470.46	A/P & Payroll	
Landmark	1/3/2018	$12,077.54	Payroll	
	1/4/2018	$20,683.99	A/P	
	1/10/2018	$12,885.95	A/P	
	1/17/2018	$12,507.60	A/P & Payroll	
	1/24/2018	$54,261.08	A/P	
	1/31/2018	$24,487.32	A/P & Payroll	
Woodside East	1/3/2018	$12,598.61	Payroll	
	1/10/2018	$17,677.36	A/P	
	1/17/2018	$30,816.78	A/P & Payroll	
	1/24/2018	$48,057.30	A/P	
	1/31/2018	$19,207.22	A/P & Payroll	
Rainier View I	1/4/2018	$4,273.00	A/P	
	1/11/2018	$13,304.55	A/P	
	1/25/2018	$6,552.76	A?P	
Rainier View II	1/4/2018	$5,383.88	A/P	
	1/11/2018	$10,564.07	A/P	
	1/25/2018	$5,943.39	A/P	
SI View	1/4/2018	$847.98	A/P	
	1/11/2018	$4,462.34	A/P	
	1/25/2018	$5,926.51	A/P	
Vashon Terrace	1/11/2018	$8,135.60	A/P	
	Portfolio Total:	$3,001,135.87		

TAB NUMBER 3

King County Housing Authority

To: Board of Commissioners

From: Tim Baker, Senior Management Analyst

Date: March 13, 2018

Re: **Resolution No. 5588:** Interlocal Purchasing Agreement with the City of Redmond

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Executive Summary

Resolution No. 5588 authorizes the King County Housing Authority (KCHA) and City of Redmond to enter into an Interlocal Purchasing Agreement as allowed by RCW 39.34, the Interlocal Cooperation Act.

Background

Effective June 1, 2018, KCHA is mandated (where practicable), by RCWs 43.325.80 and 43.19.648, to begin purchasing vehicles that are not powered by conventional gasoline engines ("alternatively powered"). The 2017-2021 Environmental Sustainability Plan has a goal that 31% of the KCHA fleet be alternatively powered by 2021.

One alternative power choice for KCHA is propane. The City of Redmond procured and contracted propane fuel services with Blue Star Gas. KCHA has purchased 5 cargo vans for 2018, and those will be converted to propane using the services of Blue Star Gas. The City of Redmond's terms with Blue Star are very favorable and competitive in price, and KCHA believes the terms are to our advantage as well. Since there are only 2 propane providers in the Puget Sound region, going out to bid on our own would most likely not get better conditions and terms than what Redmond already has procured.

Initially, KCHA wanted to enter into an Interlocal for only propane services, but Redmond requested that the agencies enter into a "blanket" Interlocal, which would allow both agencies to "piggyback" on all potential contracts either manages. KCHA has done a similar Interlocal Agreement with the Seattle Housing Authority.

Recommendation

Passage of Resolution No. 5588 is recommended.

INTERGOVERNMENTAL COOPERATIVE PURCHASING AGREEMENT

In accordance with RCW Chapter 39.34 and to all other applicable laws, King County Housing Authority and the City of Redmond, hereby agree to cooperative governmental purchasing agreement for various supplies, materials, equipment and services, using competitively awarded contracts. The following terms and conditions shall apply:

1. Each agency, in contracting for the purchase of supplies, materials, equipment and services, agrees at its discretion, to extend contracts for shared use to the extent permitted by law and agreed upon by those parties and suppliers.

2. Each agency is responsible for compliance with any additional or varying laws and regulations regarding purchases.

3. Any purchases shall be effected by a purchase order from the purchasing agency and directed to the supplier(s).

4. The originating contracting agency does not accept responsibility or liability for the performance of any supplier used by the purchasing agency as a result of this agreement.

5. Each agency shall be responsible for the payment of any item(s) purchased through a contract or purchase order that resulted from this Agreement.

6. Each agency reserves the right to exclude the other from any particular purchasing contract, with or without notice to the other party.

7. This Agreement shall remain in force until cancelled by either party, which cancellation may be effected by ten (10) days written notice to the other party.

8. This agreement covers all City contracts.

Accepted for the City of Redmond:	Accepted for King County Housing Authority:
By: Hon. John Marchione	By: Stephen Norman
Name:___________________________	Name:____________________________
Title: Mayor, City of Redmond	Title: Executive Director
Date:_____________________________	Date:____________________________

THE HOUSING AUTHORITY OF THE COUNTY OF KING

RESOLUTION NO. 5588

AUTHORIZING THE EXECUTIVE DIRECTOR TO ENTER INTO AN INTERLOCAL AGREEMENT WITH THE CITY OF REDMOND, WA

WHEREAS, The King County Housing Authority is required by RCW 43.325.80 and RCW 43.19.648 to purchase and/or convert the fleet to non-gasoline powered vehicles where practicable; and

WHEREAS, the King County Housing Authority seeks to secure the services of a propane fuel company to assist in the conversion of the KCHA fleet to non-gasoline powered vehicles; and

WHEREAS, KCHA has previously utilized interlocal, cooperative purchasing agreements with in- and out-of-state public agencies; and

WHEREAS, the City of Redmond uses open and competitive procurement policies that are substantially the same as KCHA's; and

WHEREAS, the propane fuel services needed by KCHA is available through the City of Redmond using its competitively bid contract with Blue Star Gas; and

WHEREAS, Chapter 39.34 RCW The Interlocal Cooperation Act permits public agencies to cooperate and exercise joint powers in carrying out their public purposes, including the purchase of goods and services; and

WHEREAS, the City of Redmond routinely enters into Intergovernmental Cooperative Purchasing Agreements with other public agencies in order to reduce the cost of contracts and supplies; and

WHEREAS, the City of Redmond has used competitive bidding procedures which are substantially the same as KCHA's to obtain a reasonable and fair price for the propane fuel services needed by KCHA and is willing to enter into an Intergovernmental Cooperative Purchasing Agreement allowing KCHA to piggyback on their existing contract at a comparable price.

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

Section 1. The Executive Director is hereby authorized to enter into an Intergovernmental Cooperative Purchasing Agreement with the City of Redmond substantially in the form attached hereto for the purpose of securing a contractor to provide propane powered vehicles.

Section 2. This Interlocal Agreement may also be used to procure other competitively bid services and materials through the City of Redmond without amendment of this Agreement.

ADOPTED AT A MEETING OF THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE COUNTY OF KING THIS 19th DAY OF MARCH 2018.

THE HOUSING AUTHORITY OF THE COUNTY OF KING, WASHINGTON

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Doug Barnes, Chair
Board of Commissioners

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STEPHEN NORMAN
Secretary

TAB NUMBER 4

King County Housing Authority

To: Board of Commissioners

From: Beth Pearson, Director of Real Estate Initiatives

Date: March 7, 2018

Re: **Resolution 5589:** Authorizing the Acquisition of Houghton Court Apartments

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Executive Summary

Resolution No. 5589 authorizes the acquisition of the Houghton Court Apartments in Kirkland, Washington. This acquisition could be ready to close by mid to end of April.

Background

At the November 20, 2017 Board meeting, Resolution No. 5569 was approved authorizing the disposition of a maintenance facility located in Kirkland, WA, which is no longer used by KCHA.

At that time, staff discussed the possibility of using net sale proceeds from the disposition to acquire a small multi-family property located near downtown Kirkland, and staff committed to bringing additional detail to the Board regarding such an acquisition for final Board review and approval. The accompanying Project Profile provides information about the property, related financing, and long term plans to upgrade and operate the property as public housing.

Staff Recommendation:

Staff recommends the approval of Resolution No. 5589

Houghton Court Apartments
Project Profile

The Houghton Court Apartments ("Property") is a 15-unit multi-family development, consisting of two 2-story buildings, located at 6705 and 6711 106th Avenue NE in Kirkland, WA. The buildings were constructed in 1967 and 1978, respectively and jointly include four 1-bedroom, ten 2-bedroom and one 3-bedroom apartments. The units range in size from 700 sf (1-bedroom) to 825-945 sf (2-bedroom) and 1890 sf (3-bedroom). KCHA has completed its acquisition due diligence, including title and survey review, environmental review and inspection of the Property.

Purchase Status

The Property is currently owned by the City of Kirkland, which acquired it in April of 2015 for the purpose of connecting the Houghton Shopping Center to the Cross Kirkland Corridor (CKC), a 5.75 mile segment of the gravel rail trail running through Kirkland and connecting to other Eastside cities. The City used a 3-year interfund loan from its Water/Sewer Utility account to pay for the $4.73 million purchase, setting a three year timeframe for the City to determine future use of the property and repay the fund. That interfund loan is coming due next month. Following the acquisition, the City constructed an approximately 5 foot wide pedestrian and non-motorized vehicle path across a portion of the Property from the CKC on the west to a public street on the east. The path exits the Property immediately across from the Houghton Shopping Center.

About the same time, but unrelated to this acquisition, the City approached KCHA to inquire whether KCHA would be willing to sell to the City a maintenance facility in Kirkland ("Maintenance Facility") which the City has been leasing from KCHA for about a decade. The City's expanding public works department needed a permanent home and the City offered to pay KCHA market value for the facility based on a MAI appraisal. KCHA's subsequent appraisal valued the Maintenance Facility at $1.9 million.

Through 2016 and 2017, the City and KCHA have explored the possible 'swap' of the two sites, with the $2.83 million excess value of the Property ($4.73 million less $1.90 million) repaid to the City through the use of City grant funds available from A Regional Coalition of Housing (ARCH). KCHA offered to put federal rental subsidies at the Property to make the units available to a range of lower income residents.

With the award of the ARCH funds last month, the parties have finished documenting the terms of the two sales in a proposed Housing Cooperation Agreement.

Due Diligence Status

KCHA has ordered and received a title report, an appraisal and a Phase I Environmental Assessment for the Property. A Lead-Based Paint Inspection Report was prepared for the 6705 building constructed in 1967. The 6711 site was built in 1978 and is not required to undergo a Lead-Based Paint Inspection per U.S. Dept of Housing and Urban Development (HUD) guidelines. KCHA has reviewed the City's survey of the Property and expects to receive a reliance letter allowing KCHA to rely on this survey. None of these due diligence items raised any red flags for acquisition.

KCHA has received written reports on the physical condition of the Property prepared for the City, and has also had the Property independently inspected by its own third party inspector. The buildings are in fair condition with recent replacement of balconies by the City. There is significant deferred maintenance but no apparent life, safety or other critical concerns.

Property Description and Unit Mix

The Houghton Court Apartments include 15 apartments situated in two 2-story buildings on adjoining parcels. The 6705 parcel was built in 1967 and has four 1-bedroom units and four 2-bedroom units (825 sf each). The 6711 building constructed in 1978 originally included 8 2-bedroom units (945 sf each), however, the two top floor units were combined into one 3-bedroom unit (1890 sf). All the units have small kitchens, a separate living and dining area, one bath and dedicated electric water heaters. Residents share surface parking, with approximately 12 spaces available for the 6705 site and 16 spaces for the 6711 site.

Current rents are $1,230 for the 1-bedroom units, $1,500 and $1,600 for the 2-bedroom units and $2,100 for the 3-bedroom unit. Four units are currently vacant and will not be refilled, pending the proposed sale.

The Property sits on approximately one acre of land with mature landscaping. Along its western boundary, the 6711 site abuts a small wetlands area as well as the Cross Kirkland Trail. Immediately to the north are multifamily apartments that the current owner intends to demolish to make way for new condominiums

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Neighborhood Description

Houghton Court Apartments is centrally located across from a vibrant shopping center with groceries and numerous retail and other services. A main Kirkland metro bus route passes one half block from the site and the Property is located about a mile from the downtown Kirkland core and one half mile from Lake Washington. It is less than ¼ mile south of the new Google campus that straddles the CKC. The location is in a very high opportunity neighborhood with good schools and rapidly escalating rents. The local elementary school (Lakeview Elementary) reports 13.9% of its students qualify for free or reduced cost lunches. The median price of homes in the Houghton has increased approximately 24% in the past year.

Strategic Rationale

Property acquisition and the “turn-on” of banked public housing subsidies advances KCHA’s goal of increasing housing opportunities for extremely low income households in high and very high opportunity neighborhoods.

The neighbor who owns the multifamily site immediately to the north sold the Property to the City with a Right of First Refusal, anticipating that he might re-acquire the Property if an up-zone occurred. His plan was to demolish the Property, combine it with his second lot and construct condominiums on the expanded parcel. The Right of First Refusal, however, allowed the City to transfer the Property to a governmental entity, such as KCHA, for the purpose of preserving affordable housing. The neighboring owner is proceeding with his redevelopment plan on the adjoining parcel, and in the absence of this sale, the Property would be lost as an affordable housing resource to new high end, market rate housing.

Proposed Financing

The City and KCHA have worked with ARCH to obtain $2.73 million in grant funds which, when combined with the Maintenance Facility sale proceeds, will fully repay the City's outstanding interfund loan. The grant funds will be in the form of a non-interest-bearing forgivable loan. In return, KCHA has agreed to record a 50-year affordability covenant on the Property ensuring that the units remain as public housing or, if the public housing program should be replaced with a different HUD program, that unit rents do not to exceed 60% of annual median income. KCHA has also committed to spend $150,000 to address priority improvements at the Property and to make significant additional improvements to the site (e.g., roof, windows, electrical upgrades and landscaping) within five years of the closing date. The ARCH board has awarded the funds from two City of Kirkland sources: approximately $1.98 million in City affordable housing fee in lieu" revenues and $850,000 in City general funds. Once KCHA receives these funds from ARCH, they will be used, with the net sale proceeds from the Maintenance Facility, to close on the acquisition of the Property and repay the City's interfund loan.

As a condition to HUD's disposition approval for the Maintenance Facility, KCHA has committed to using the net proceeds from the Maintenance Facility to acquire new public housing units. Accordingly, after the proposed closings, KCHA will begin the HUD process of converting the two buildings to public housing. Once complete, HUD capital and operating funds will be paid to KCHA for each public housing unit at the Property, providing federal subsidy for these units. At current levels, annual federal funding for operations and capital repairs, assuming a 95% proration, would be approximately $ once public housing subsidies are turned-on for all units.

Risks and Mitigation

- (Risk): Acquisition financing is not available
- (Mitigation): ARCH has already awarded the funds that, when combined with the sale proceeds of the Maintenance Facility, will be required to buy the Property.
- (Risk): The City elects not to close on the purchase of the Maintenance Facility.
- (Mitigation): The City is familiar with the site based on occupying the building over the past decade. The Maintenance Facility adjoins existing City parks maintenance properties, creating important efficiencies for the City. The City has received all Council approvals needed for the transactions described above.
- (Risk): Additional repair and improvement costs are needed at the Property beyond what has been scoped from due diligence inspections.
- (Mitigation): KCHA has performed necessary due diligence on the property and is comfortable with current projections regarding immediate and mid-term capital needs. KCHA anticipates investing $150,000 into the Property to address immediate repair needs, and to fund an additional up to $1.5 million upgrades (including envelope and electrical upgrades) over the five years following closing.

- (Risk): Significant cuts in Public Housing Operating and Capital funding are enacted by Congress and this Property becomes an additional KCHA asset not adequately supported by tenant rents and federal subsidies.

- (Mitigation): This is an issue being confronted by all public housing properties nationally. ARCH has agreed to include protective language in the grant that will allow KCHA to increase unit rent to up to 80% of AMI if, in the reasonable determination of KCHA, the long term economic viability of the Property is in jeopardy. At the end of the day, if subsidies are cut below a certain point, HUD will in all likelihood look to release the Property from the declaration of trust and leave the Housing Authority to determine affordability levels. In this event, KCHA could also elect to project-base Section 8 vouchers to the Property and/or offer to retire the ARCH debt in return for release of the 50 year affordability covenant.

THE HOUSING AUTHORITY OF THE COUNTY OF KING

RESOLUTION NO. 5589

A RESOLUTION AUTHORIZING ACQUISITION OF HOUGHTON COURT APARTMENTS

WHEREAS, there is an increasingly serious shortage of affordable housing in King County, which the King County Housing Authority ("Housing Authority") is charged with addressing pursuant to its mission of providing quality affordable housing opportunities equitably distributed within King County; and

WHEREAS, it is a goal of local government and the Housing Authority to further fair housing in the region affirmatively, in part through preservation of existing affordable housing opportunities in areas with significantly appreciating housing costs; and

WHEREAS, RCW 35.82.070 and RCW 35.82.020(9) authorize the Housing Authority to provide decent, safe, and sanitary urban and rural... apartments ... for persons of low income; and

WHEREAS, RCW 35.82.070(2) provides, in part, that a housing authority shall have the power to acquire housing projects within its area of operation; and

WHEREAS, the Houghton Court Apartments (the "Property") is comprised of 15 apartments in two 2-story buildings located at 6705 and 6711 106th Avenue NE in Kirkland, Washington, in an area of King County where rents are increasingly unaffordable to low-income households; and

WHEREAS, on February 2, 2018, the City of Kirkland ("City") passed Resolution R-5293 finding the Property to be surplus to the needs of the City and, with the purpose of reducing the lack of affordable housing near downtown Kirkland, authorized the sale of the Property to KCHA pursuant to RCW 35.83which allows any state public body to "sell...any of its interest in any property...to a housing authority"; and

WHEREAS, the Housing Authority intends to convert the Property to public housing under the U.S. Housing Act of 1939 in order to preserve the affordability of these units for the long term; and

WHEREAS, the acquisition of the Property will serve the mission of the Housing Authority and the housing goals of the region by preserving the site as affordable housing through an approach that is considerably less expensive than constructing the same number of new housing units in the Kirkland area where the Property is located.

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

Section l: Acquisition of the Property by the Housing Authority is necessary to preserve and provide low income housing in areas of rising rents and high housing market costs in particular.

Section 2: The Board of Commissioners hereby authorizes the Executive Director to acquire the Property from the City for a price anticipated to be approximately Four Million Seven Hundred Twenty Eight Thousand Dollars ($4,728,000) which represents the cost of the Property to the City.

Section 3: The Executive Director is hereby authorized to sign a Housing Cooperation Agreement that provides for the acquisition of the Property from the City pursuant to such terms and conditions as are customary in such transactions and as are deemed by the Executive Director to be in the best interests of the Housing Authority.

Section 4: The Executive Director is further hereby vested with the authority, and with discretion in the exercise of such authority, to take any and all actions necessary to consummate the acquisition of the Property.

Section 5: The Board of Commissioners hereby authorizes the Executive Director to execute any and all funding agreements, covenants, certifications or other documents in order to provide all or part of the interim and/or permanent financing of the Property.

Section 6: The Board of Commissioners hereby authorizes the Executive Director, Stephen J. Norman, and in his absence, Deputy Executive Director Daniel R. Watson or Deputy Executive Director Constance C. Davis, to execute any and all contracts, agreements, certifications or other documents in connection with the acquisition of Property.

ADOPTED BY THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE COUNTY OF KING THIS 19th DAY OF MARCH, 2018.

THE HOUSING AUTHORITY OF THE COUNTY OF KING, WASHINGTON

____
DOUGLAS J. BARNES, Chair

Attest:

____
STEPHEN J. NORMAN, Secretary

TAB NUMBER 5

T0: Board of Commissioners

From: Tim Walter, Sr. Director of Development & Asset Management

Date March 19, 2018

Re: **Resolution No. 5590:** Authorizing the issuance of revenue bonds in the principal amount of not to exceed $90,000,000 to partially refinance the acquisition and rehabilitation of Ballinger Commons, in Shoreline, Washington, and delegating to the Executive Director the authority to set the terms of the bonds and to execute all necessary documents; **AND**

Resolution No. 5591: Authorizing the issuance of refunding bonds in the principal amount of not to exceed $80,000,000 to refund outstanding bonds of the Authority issued for eight projects, to partially refinance the acquisition and rehabilitation of Ballinger Commons, to fund a debt service reserve fund and to pay certain issuance costs, and delegating to the Executive Director the authority to set the terms of the bonds and to execute all necessary documents

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Executive Summary

Resolution No's. 5590 and 5591 authorize the issuance of two series of tax-exempt housing revenue bonds to refinance both the Ballinger Commons Apartments line of credit and the Authority's 2005 Pooled Housing Refunding bond issue.

In December 2017, KCHA acquired the Ballinger Commons Apartments and financed $132.5 million in connection with the acquisition using a short-term line of credit, provided by KeyBank. KeyBank provided the financing with the intention that KCHA would secure permanent financing as soon as reasonably feasible after the closing of the sale.

Background

When the authorization to acquire Ballinger Commons was brought to the Board of Commissioners in November 2017, three likely permanent financing scenarios were identified which included: 1) a public sale of KCHA municipal bonds in the full amount of the interim financing backed by a general revenue pledge of the Authority; 2) a private placement with KeyBank bonds in the full amount of the interim financing backed by a general revenue pledge of the Authority, and 3) a public sale of the amount of governmental housing bonds that would be supported directly by the net rental revenues of the property (approximately $85 million) and the refinancing of the balance of the interim loan with a public sale of municipal bonds backed by a combination of a general revenue pledge of the Authority and a King County loan guarantee (as part of KCHA's new $200 million credit enhancement program with King County).

Since that time, staff has identified a fourth option, which includes financing a portion of the property in a stand alone bond issue, in the approximate amount of $90 million, utilizing the new King County credit enhancement program loan guarantee and then rolling the balance of the interim loan into a new bond pool that would include the refinancing of eight other properties currently financed as part of a single pooled housing bond issue referred to as KCHA's 2005 Pool. The new pooled bond issue would be in the approximate amount of $80 million, which includes the balance of the cost of the acquisition of Ballinger Commons, the outstanding principal balance of the 2005 Pool, plus the costs associated with the closing of the transaction.

This fourth financing option has been determined to be preferable as it secures King County credit enhancement for the majority of the financing of Ballinger Commons, ensuring credit enhancement will be available for financing a significant portion of the property's debt for the maximum time allowable under the terms of the agreement (40 years), and also refinances the 2005 Pool, which has a bullet maturity due June 2020.

The 2005 pooled bonds, were issued in June 2005 in the original principal amount of $46.29 million. The financing provided acquisition financing for Bellepark East, and refinancing for seven apartment complexes - Aspen Ridge, Carriage House, Cottonwood, Cove East, Newporter, Timberwood, and Woodside East. The pool currently has $32.1 million in outstanding principal. The bonds are variable (floating) rate bonds, and when issued, the Authority entered into three separate interest rate swaps to mitigate the Authority's variable interest rate exposure. Two of the three swaps have since matured, and there is one swap remaining with a maturity date of July 5, 2020. Pursuant to the terms of the swap contract, the swap may be terminated early with a termination payment calculated as the net present value of the remaining payments; the swap provider would be expected to receive through the final maturity date. KCHA's municipal advisory consultant has calculated the payment to be approximately $825,000.

While the amount of the payment is significant, if the Authority waits until the maturity of the swap, in 2020, to refinance the pool, and interest rates increase on average more than 50 basis points ("bps") (1/2 of 1%), KCHA will end up paying more in interest expense, over time, than it will have paid for the termination payment. Current interest rate indices, while not an exact predictor, project long-term interest rates to increase by more than 100 bps, by 2020. For this reason, while an early exit from the existing financing will entail approximately $850,000 in swap termination costs we still believe this to be the advisable approach.

Although interest rates have been rising slightly since the closing of Ballinger Commons, indicative interest rates today are still in line with the projections provided to the Board of Commissioners in November (i.e. an average interest rate of the credit enhanced plus the non-credit enhanced financing of approximately 3.75%). As projected at the time, the permanent financing will result in $1.5 million in annual debt service required to be covered by KCHA over and above the debt payments, which can be supported directly and indirectly by Ballinger Commons.

The bond issues are expected to be ready to take to market in mid-April 2018. However, should interest rates increase by another 10bp, or more, prior to the time the bonds are sold, for every 10 bps (.1 of one percent), interest expense on the annual debt service will increase by $170,000 per year. While it is impossible to predict what the actual interest rates will be at the time of closing, if KCHA does not move forward at this time and interest rates increase by even a modest 1%, by the time the Authority does secure long term financing, a full 1% increase would cost an additional $1.7 million per year in interest expense.

Staff Recommendation

Given that: current interest rates are still near historical lows; KCHA's need to secure permanent financing to retire the KeyBank line of credit as soon as possible; and, the likelihood that interest rates are more likely to increase over the near term than stay constant, or decrease; staff recommends passage of Resolution No's 5590 and 5591, authorizing the issuance of the two proposed tax-exempt bond issues to provide long-term fixed rate financing, for Ballinger Commons and the eight properties currently financed by the Authority's 2005 Pooled Housing Refunding bond issue.

HOUSING AUTHORITY OF THE COUNTY OF KING

RESOLUTION NO. 5590

(Ballinger Commons)

A RESOLUTION of the Board of Commissioners of the Housing Authority of the County of King providing for the issuance of revenue bonds of the Authority in the aggregate principal amount of not to exceed $90,000,000 for the purpose of refinancing a portion of the acquisition and rehabilitation of the Ballinger Commons, in Shoreline, King County, Washington, and to pay costs of issuing the bonds; delegating to the Executive Director the authority to determine the form, terms and covenants of the bonds and to execute such documents as are useful or necessary to the purposes of this resolution.

ADOPTED MARCH 19, 2018

This document was prepared by:

PACIFICA LAW GROUP LLP
1191 Second Avenue, Suite 2000
Seattle, Washington 98101

RESOLUTION NO. 5590

A RESOLUTION of the Board of Commissioners of the Housing Authority of the County of King providing for the issuance of revenue bonds of the Authority in the aggregate principal amount of not to exceed $90,000,000 for the purpose of refinancing a portion of the acquisition and rehabilitation of the Ballinger Commons, in Shoreline, King County, Washington, and to pay costs of issuing the bonds; delegating to the Executive Director the authority to determine the form, terms and covenants of the bonds and to execute such documents as are useful or necessary to the purposes of this resolution.

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

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

WHEREAS, RCW 35.82.020 defines "housing project" to include, among other things, "any work or undertaking ... to provide decent, safe and sanitary urban or rural dwellings, apartments, mobile home parks or other living accommodations for persons of low income"; and

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

WHEREAS, pursuant to Resolution No. 5575 adopted November 20, 2017, the Authority previously issued its Non-Revolving Line of Credit Revenue Note, 2017 (Ballinger Commons Project) (the "Refunded Note"), drawn in the principal amount of $132,500,000, to finance the acquisition of and improvements to a 485-unit apartment complex located at 2405 North 202nd Place in Shoreline, Washington (the "Project"); and

WHEREAS, the Board of Commissioners of the Authority deems it necessary and advisable and in the best interest of the Authority to refinance the Project and to issue its

Revenue Bonds, 2018 (Ballinger Commons) (the "Bonds"), in an aggregate principal amount not to exceed $90,000,000, for the purpose of refunding, on a current basis, a portion of the Refunded Note; and

WHEREAS, the County and Authority previously entered into a Credit Enhancement Agreement pursuant to which the County agreed to provide credit enhancement for up to $200 million of obligations of the Authority; and

WHEREAS, it is anticipated that KeyBanc Capital Markets Inc. will offer to purchase the Bonds under the terms and conditions set forth in this resolution; and

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

NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners of the Housing Authority of the County of King as follows:

Section 1. Definitions. As used in this resolution, unless a different meaning clearly appears from the context, the following words have the following meanings:

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

"Authorized Officer" means the Chair of the Board, Executive Director of the Authority, or any Deputy Executive Director of the Authority.

"Board" means the Board of Commissioners of the Authority.

"Bond Fund" means the Authority's Revenue Bond Fund, 2018 (Ballinger Commons Apartments).

"Bond Purchase Agreement" means a Bond Purchase Agreement between the Underwriter and the Authority relating to the sale of the Bonds.

"Bond Registrar" means the entity serving as registrar, authenticating agent and paying agent under the Indenture, initially the Trustee.

"Bond" or "Bonds" means the one or more of the Authority's Revenue Bonds, 2018 (Ballinger Commons Apartments), issued pursuant to, under the authority of and for the purposes provided in this resolution.

"Business Day" means any day, other than a Saturday or Sunday, on which banking institutions are open in the state of Washington.

"Code" means the Internal Revenue Code of 1986, as amended.

"Credit Enhancement Agreement" means the Credit Enhancement Agreement between the County and the Authority dated as of October 26, 2017 pursuant to which the County is providing up to $200 million of revolving credit enhancement to obligations of the Authority.

"Continuing Disclosure Agreement" means the Continuing Disclosure Agreement between the Authority and The Bank of New York Mellon Trust Company, N.A., as dissemination agent, relating to the Bonds, including any supplements or amendments thereto.

"County" means King County, Washington.

"Executive Director" means the Executive Director of the Authority, or his or her designee.

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

"Indenture" means the Trust Indenture between the Authority and the Trustee relating to the Bonds, including any supplements or amendments thereto made in conformity herewith and therewith.

"Project" means, depending on the context, (1) the 485-unit housing project known as Ballinger Commons located at 2405 North 202nd Place in Shoreline, Washington, or (2) the refinancing of a portion of the costs to acquire and rehabilitate the Ballinger Commons project.

"Refunded Note" means the Authority's Non-Revolving Line of Credit Revenue Note, 2017 (Ballinger Commons Project), drawn and currently outstanding in the principal amount of $132,500,000.

"Registered Owner" means the owner of any Bond registered as such on the registration books maintained by the Bond Registrar.

"Trustee" means the entity serving as trustee under the Indenture, initially The Bank of New York Mellon Trust Company, N.A.

"Underwriter" means KeyBanc Capital Markets Inc.

All capitalized terms used but not defined herein shall have the meanings assigned to, them in the Indenture.

Section 2. Authorization of Bonds and Application of Proceeds. For the purpose of providing all or part of the money required to accomplish the Project and to pay costs of issuing the Bonds, the Authority shall issue its Revenue Bonds, 2018 (Ballinger Commons Apartments), in the maximum aggregate principal amount of not to exceed $90,000,000. Such Bond financing is declared and determined to be important for the feasibility of the Project. All proceeds of the

Bonds shall be deposited with the Trustee for those purposes, as provided in the Indenture. The Board finds that it is in the best interests of the Authority to issue the Bonds for the purposes set forth in this resolution.

Section 3. Description of Bonds. The Bonds shall be called the Revenue Bonds, 2018 (Ballinger Commons Apartments), and shall be in an aggregate principal amount not to exceed $90,000,000. The Bonds shall be in authorized denominations of $5,000 or any integral multiple thereof within a single maturity, shall be dated such date, shall bear interest payable on such dates and at such rates, shall mature at such times and in such amounts, shall have such prepayment or redemption provisions and shall have such other provisions consistent with the terms of this resolution as are approved by the Executive Director.

Section 4. Security for the Bonds. The Bonds shall be special, recourse obligations of the Authority payable solely from sources described herein and in the Indenture. The Bonds shall be secured by a pledge of the Trust Estate, which shall include (a) all rights, title and interest of the Authority in the proceeds of any loans made by the County with respect to the Bonds under the Credit Enhancement Agreement, (b) General Revenues of the Authority, subject to the parity lien of other obligations, as described herein and in the Indenture, (c) certain funds and accounts established under the Indenture (subject to disbursements from any such fund or account), (d) money and securities from time to time held by the Trustee under the Indenture, and (e) to the extent not covered, all proceeds of the foregoing, all as described in the Indenture.

The Bonds shall not be a debt of the County, the State or any political subdivision thereof, and the Bonds shall so state on their face. Neither the County, the State nor any political subdivision thereof (except the Authority, from the sources identified herein and in the Indenture) shall be liable for payment of the Bonds nor in any event shall principal of, premium, if any, and interest on the Bonds be payable out of any funds or assets other than those pledged to that purpose by the Authority herein and in the Indenture. The Authority has no taxing power.

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

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

Section 5. Form and Execution of Bonds. The Bonds shall be in a form consistent with the provisions of this resolution, the Indenture and state law, shall bear the manual or facsimile signatures of the Chair of the Board and Executive Director of the Authority and shall be impressed with the seal of the Authority or shall bear a facsimile thereof.

The Bonds shall be authenticated by the Bond Registrar as set forth in the Indenture. No Bonds shall be valid for any purpose until so authenticated. The authorized signing of a Certificate of Authentication shall be conclusive evidence that the Bond so authenticated has been duly executed, authenticated and delivered and is entitled to the benefits of this resolution.

Section 6. Preservation of Tax Exemption of Interest on the Bonds. The Authority covenants that it will take all actions necessary to prevent interest on the Bonds from being included in gross income for federal income tax purposes and it will neither take any action nor make or permit any use of proceeds of the Bonds or other funds of the Authority treated as proceeds of the Bonds at any time during the term of the Bonds which would cause interest on the Bonds to be included in gross income for federal income tax purposes. The Authority also covenants that, to the extent arbitrage rebate requirements of Section 148 of the Code are applicable to the Bonds, it will take all actions necessary to comply (or to be treated as having complied) with that requirement in connection with the Bonds, including the calculation and payment of any penalties that the Authority has elected to pay as an alternative to calculating rebatable arbitrage, and the payment of any other penalties if required under Section 148 of the Code to prevent interest on the Bonds from being included in gross income for federal income tax purposes.

Section 7. Bond Fund. The Bond Fund is hereby established as a special fund of the Authority designated the Revenue Bond Fund, 2018 (Ballinger Commons Apartments). The Bond Fund shall be drawn upon for the sole purpose of paying the principal of and interest on the Bonds. The Authority irrevocably obligates and binds itself to set aside and pay into the Bond Fund money in an amount sufficient to make payments required to be made under the Bonds, and no other payments into the Bond Fund shall be required.

Upon the issuance of the Bonds, the Authority will execute the Indenture, and the Trustee shall thereafter shall apply amounts on deposit in the Bond Fund to the payment of the principal of and interest on the Bonds.

Section 8. Delegation; Authorization of Documents and Execution Thereof. The Board hereby delegates to the Executive Director the authority to negotiate and approve the forms of the Indenture, the Bond Purchase Agreement, the Continuing Disclosure Agreement, and the Federal Tax Certificate, with such changes as the Executive Director of the Authority shall deem necessary or appropriate and in the best interest of the Authority. The Authority authorizes and approves the execution and delivery of, and the performance by the Authority of its obligations contained in the Bonds, the Indenture, the Bond Purchase Agreement, the Continuing Disclosure Agreement, the Federal Tax Certificate and this resolution and the consummation by the Authority of all other transactions contemplated by this resolution in connection with the issuance of the Bonds.

The Executive Director of the Authority is further authorized and directed to do everything necessary for the issuance, execution and delivery of the Bonds, including appointing the Trustee and "deeming final" the preliminary official statement for the Bonds for the sole purpose of the Underwriter's compliance with Securities and Exchange Commission Rule 15c2-12(b)(1), and to execute and deliver, on behalf of the Authority, any other documents that may be useful or necessary in connection with the issuance of the Bonds and to ensure the proper use and application of the proceeds from the sale of the Bonds.

The delegation to the Executive Director set forth in this resolution shall include setting the final principal amount, maturity date, principal and interest payment dates, redemption provisions and interest rates for the Bonds; *provided* that (a) the aggregate principal amount of the Bonds does not exceed $90,000,000, (b) the final maturity of the Bonds shall not exceed forty years, and (c) the true interest cost for the Bonds does not exceed 5.00%.

The authority granted to the Executive Director by this Section 8 shall expire 90 days after the date of final approval of this resolution. If the Bonds do not close within 90 days after the date of final approval of this resolution, the authorization for the issuance the Bonds shall be rescinded, and the Bonds shall not be issued nor their sale approved unless the Bonds shall have been re-authorized by resolution of the Board of Directors. The resolution re-authorizing the issuance and sale of such Bonds may be in the form of a new resolution repealing this resolution or may be in the form of an amendatory resolution approving a sale or establishing terms and conditions for the authority delegated under this Section 8.

Section 9. Credit Enhancement Agreement. The Executive Director and other appropriate officers of the Authority are authorized to take any actions and to execute documents as in their judgment may be necessary or desirable in order to enter into the Credit Enhancement Agreement with the County.

Section 10. Acting Officers Authorized. Any action required by this resolution to be taken by the Chair of the Board or Executive Director of the Authority may in the absence of such person be taken by the duly authorized acting Chair of the Board or by a Deputy Executive Director, respectively.

Section 11. Ratification and Confirmation. Any actions of the Authority or its officers taken prior to the date of this resolution and consistent with its terms are hereby ratified and confirmed.

Section 12. Severability. If any provision in this resolution is declared by any court of competent jurisdiction to be contrary to law, then such provision shall be null and void and shall be deemed separable from the remaining provision of this resolution and shall in no way affect the validity of the other provisions of this resolution or of the Bonds.

Section 13. Legal Action. Any legal action concerning the enforcement of the terms of this resolution or the Bonds may be brought only in the Superior Court of King County, Washington, or in the United States District Court for the Western District of Washington. In any such legal action (including any arbitration, appeal, or insolvency proceeding), the nonprevailing party shall pay or reimburse the prevailing party for the reasonable attorneys' fees and other expenses incurred.

Section 14. Effective Date. This resolution shall be in full force and effect from and after its adoption and approval.

ADOPTED by the Board of Commissioners of the Housing Authority of the County of King at a regular meeting thereof this 19th day of March, 2018.

HOUSING AUTHORITY OF THE
COUNTY OF KING

By ___________________________________
Chair

ATTEST:

____
Secretary - Treasurer

CERTIFICATE

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

1. That the attached Resolution No. 5590 (the "Resolution") is a true and correct copy of the resolution of the Board of Commissioners (the "Board") of the Authority, as adopted at a meeting of the Authority held on March 19, 2018, and duly recorded in the minute books of the Authority.

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

IN WITNESS WHEREOF, I have hereunto set my hand this _____ day of March, 2018.

____
Executive Director of the Authority

TAB NUMBER 6

HOUSING AUTHORITY OF THE COUNTY OF KING

RESOLUTION NO. 5591

(Pooled Housing 2018)

A RESOLUTION of the Board of Commissioners of the Housing Authority of the County of King providing for the issuance of refunding revenue bonds of the Authority in the aggregate principal amount of not to exceed $80,000,000, for the purpose of providing all or a portion of the funds with which to (i) refund all of the Authority's outstanding Variable Rate Demand Pooled Housing Refunding Revenue Bonds, Series 2005A, (ii) refinance a portion of the acquisition and rehabilitation of the Ballinger Commons, (iii) fund a debt service reserve fund, and (iv) pay costs of issuing the bonds and related bonds; delegating to the Executive Director the authority to determine the form, terms and covenants of the bonds and to execute such documents as are useful or necessary to the purposes of this resolution.

ADOPTED MARCH 19, 2018

This document was prepared by:

PACIFICA LAW GROUP LLP
1191 Second Avenue, Suite 2000
Seattle, Washington 98101

RESOLUTION NO. 5591

A RESOLUTION of the Board of Commissioners of the Housing Authority of the County of King providing for the issuance of refunding revenue bonds of the Authority in the aggregate principal amount of not to exceed $80,000,000, for the purpose of providing all or a portion of the funds with which to (i) refund all of the Authority's outstanding Variable Rate Demand Pooled Housing Refunding Revenue Bonds, Series 2005A, (ii) refinance a portion of the acquisition and rehabilitation of the Ballinger Commons, (iii) fund a debt service reserve fund, and (iv) pay costs of issuing the bonds and related bonds; delegating to the Executive Director the authority to determine the form, terms and covenants of the bonds and to execute such documents as are useful or necessary to the purposes of this resolution.

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

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

WHEREAS, RCW 35.82.020 defines "housing project" to include, among other things, "any work or undertaking ... to provide decent, safe and sanitary urban or rural dwellings, apartments, mobile home parks or other living accommodations for persons of low income"; and

WHEREAS, RCW 35.82.070(5) provides that a housing authority may pledge any interest in real property; and

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

WHEREAS, pursuant to Resolution No. 5004 adopted May 9, 2005, the Authority previously issued its Variable Rate Demand Pooled Housing Refunding Revenue Bonds, Series 2005A (the "2005 Bonds"), in the principal amount of not to exceed $46,290,000, to (i) refund four prior bond issues of the Authority, proceeds of which financed and refinanced six affordable housing projects; (ii) repay a prior line of credit note, proceeds of which refinanced the acquisition and rehabilitation of an affordable housing project; (iii) finance the acquisition and rehabilitation of an affordable housing project; (iv) finance additional capital improvements at the refinanced affordable housing projects; and (v) pay costs of issuing the 2005 Bonds; and

WHEREAS, pursuant to Resolution No. 5575 adopted November 20, 2017, the Authority previously issued its Non-Revolving Line of Credit Revenue Note, 2017 (Ballinger Commons Project) (the "2017 Note"), drawn in the principal amount of $132,500,000, to finance the acquisition of and improvements to a 485-unit housing project known as Ballinger Commons (together with the projects financed and refinanced by the 2005 Bonds and as further described herein, the "Refunded Projects"); and

WHEREAS, the Board of Commissioners of the Authority deems it necessary and advisable and in the best interest of the Authority to issue its Pooled Housing Refunding Revenue Bonds, 2018 (the "2018 Bonds"), in an aggregate principal amount not to exceed $80,000,000, for the purpose of (i) refunding, on a current basis, all of the outstanding 2005 Bonds, (ii) refunding, on a current basis, a portion of the 2017 Note, (iii) funding a debt service reserve fund for the 2018 Bonds, and (iv) paying costs of issuing the 2018 Bonds and related bonds; and

WHEREAS, the Authority anticipates that it will in the future authorize the issuance of additional bonds for Authority purposes (collectively with the 2018 Bonds, the "Bonds") pursuant to the Indenture (as defined herein); and

WHEREAS, it is anticipated that KeyBanc Capital Markets Inc. will offer to purchase the 2018 Bonds under the terms and conditions set forth in this resolution; and

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

NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners of the Housing Authority of the County of King as follows:

Section 1. Definitions. As used in this resolution, unless a different meaning clearly appears from the context, the following words have the following meanings:

"Aspen Ridge Apartments" means the 88-unit apartment complex located at 12601 – 68th Avenue South in unincorporated King County, Washington.

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

"Authorized Officer" means the Chair of the Board, Executive Director of the Authority, or any Deputy Executive Director of the Authority.

"Ballinger Commons Apartments" means the 485-unit apartment complex known as Ballinger Commons Apartments located at 2405 North 202nd Place in Shoreline, Washington .

"Bellepark East Apartments" means the 118-unit apartment complex known as Bellepark East Apartments located at 16203 NE 13th Street in Bellevue, Washington.

"Board" means the Board of Commissioners of the Authority.

"Bond Purchase Agreement" means a Bond Purchase Agreement between the Underwriter and the Authority relating to the sale of the 2018 Bonds.

"Bond Registrar" means the entity serving as registrar, authenticating agent and paying agent under the Indenture, initially the Trustee.

"Bond" or "Bonds" means the one or more of the Authority's Pooled Housing Revenue Bonds authorized by, and at any time outstanding pursuant to, the Indenture or any supplement thereto, with such additional designations and series as an Authorized Officer of the Authority shall determine are necessary and appropriate.

"Carriage House Apartments" means the 236-unit apartment complex located at 3602-10 South 180th Street in SeaTac, Washington.

"Code" means the Internal Revenue Code of 1986, as amended.

"Continuing Disclosure Agreement" means the Continuing Disclosure Agreement between the Authority and The Bank of New York Mellon Trust Company, N.A., as dissemination agent, relating to the Bonds, including any supplements or amendments thereto.

"Cottonwood Apartments" means the 75-unit apartment complex located at 25919 25th Lane South in Kent, Washington.

"County" means King County, Washington.

"Cove East Apartments" means the 190-unit apartment complex located at 33030 First Avenue South in Federal Way, Washington.

"Deed of Trust" or "Deeds of Trust" means one or more deeds of trust, assignments of rents and security agreements under which the Authority will be the grantor and the Trustee will be the beneficiary, constituting a lien on the real property and improvements constituting the Project or Projects financed or refinanced with the proceeds of an issue of Bonds, including any supplements or amendments thereto made in conformity herewith and therewith.

"Executive Director" means the Executive Director of the Authority, or his or her designee.

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

“Indenture” means the Trust Indenture between the Authority and the Trustee relating to the Bonds as originally executed or as it may from time to time be supplemented, modified or amended by any Supplemental Indenture.

“Investment Earnings” means all net earnings derived from the investment of money held in any of the funds held under the Indenture.

“Newporter Apartments” means the 120-unit apartment complex located at 5900 119th Avenue S.E. in Bellevue, Washington.

“Project Revenues” means (1) all amounts due to or received by the Authority or by the Trustee for the account of the Authority pursuant or with respect to the Refunded Projects, including without limitation all rental revenue, subsidy payments, lease payments, payments on contractors’ bonds, insurance proceeds and condemnation awards and proceeds resulting from foreclosure of any Deed of Trust, but excluding refundable security deposits, and (2) all Investment Earnings.

“Projects” means, collectively, the Refunded Projects and any other projects financed or refinanced with proceeds of an issue of Bonds.

“Refunded Obligations” means, collectively, the 2005 Bonds and the 2017 Note.

"Refunded Projects" means, collectively, the Aspen Ridge Apartments, Ballinger Commons Apartments, Bellepark East Apartments, Carriage House Apartments, Cottonwood Apartments, Cove East Apartments, Newporter Apartments, and Timberwood Apartments.

"Supplemental Indenture" means any indenture supplementing the Indenture as contemplated herein.

"Timberwood Apartments" means the 240-unit apartment complex located at 3809 148th Avenue Northeast in Bellevue, Washington.

"Trustee" means the entity serving as trustee under the Indenture, initially The Bank of New York Mellon Trust Company, N.A.

"2005 Bonds" means the Authority's Variable Rate Demand Pooled Housing Refunding Revenue Bonds, Series 2005A, in the original aggregate principal amount of not to exceed $46,290,000, which are currently outstanding in the aggregate principal amount of $32,100,000.

"2005 Indenture" means the Master Trust Indenture dated as of June 14, 2005, between and among the Authority and Wells Fargo Bank, National Association, relating to the 2005 Bonds.

"2017 Note" means the Authority's Non-Revolving Line of Credit Revenue Note, 2017 (Ballinger Commons Project), drawn and currently outstanding in the original principal amount of $132,500,000.

"2018 Bond" or "2018 Bonds" means one or more of the Authority's Pooled Housing Refunding Revenue Bonds, 2018, issued pursuant to, under the authority of and for the purposes provided in this resolution.

"Underwriter" means KeyBanc Capital Markets Inc.

"Woodside East Apartments" means the 244-unit apartment complex known as the Woodside East Apartments located at 16240 N.E. 13th Avenue in Bellevue, Washington.

All capitalized terms used but not defined herein shall have the meanings assigned to, them in the Indenture.

Section 2. Authorization of 2018 Bonds and Application of Proceeds. For the purpose of providing all or part of the money required to (i) refund, on a current basis, the outstanding 2005 Bonds, (ii) refund, on a current basis, a portion of the 2017 Note, (iii) fund a debt service reserve fund for the 2018 Bonds, and (iv) pay costs of issuing the 2018 Bonds and bonds issued concurrently with the 2018 Bonds to provide additional funds to refund the 2017 Note, the Authority shall issue its Pooled Housing Refunding Revenue Bonds, 2018, in the maximum aggregate principal amount of not to exceed $80,000,000. Such financing with proceeds of the 2018 Bonds is declared and determined to be important for the feasibility of the Refunded Projects. All proceeds of the 2018 Bonds shall be deposited with the Trustee for those purposes, as provided in the Indenture. The Board finds that it is in the best interests of the Authority to issue the 2018 Bonds, payment of which will be secured by the Deeds of Trust, for the purposes set forth in this resolution.

Section 3. Description of 2018 Bonds. The 2018 Bonds shall be called the Pooled Housing Refunding Revenue Bonds, 2018, and shall be in an aggregate principal amount not to exceed $80,000,000. The 2018 Bonds shall be in authorized denominations of $5,000 or any integral multiple thereof within a single maturity, shall be dated such date, shall bear interest payable on such dates and at such rates, shall mature at such times and in such amounts, shall have such prepayment or redemption provisions and shall have such other provisions consistent with the terms of this resolution as are approved by the Executive Director and set forth in the Indenture, which document is incorporated herein by this reference.

Section 4. Security for the 2018 Bonds. The 2018 Bonds shall be secured by a pledge of the Project Revenues, a pledge of the Authority's General Revenues, a debt service reserve fund, all monies and securities held by the Trustee in the funds and accounts established under the Indenture, and, until released as provided in the Indenture, by the Trustee's interest in the Deeds of Trust, as set forth in the Indenture.

The 2018 Bonds shall be special, recourse obligations of the Authority payable solely from the Trust Estate pledged under the Indenture.

The 2018 Bonds shall not be a debt of the County, the State or any political subdivision thereof, and the 2018 Bonds shall so state on their face. Neither the County, the State nor any political subdivision thereof (except the Authority, from the sources identified herein and in the Indenture) shall be liable for payment of the 2018 Bonds nor in any event shall principal of, premium, if any, and interest on the 2018 Bonds be payable out of any funds or assets other than those pledged to that purpose by the Authority herein and in the Indenture. The Authority has no taxing power.

The Authority reserves without limitation the right to issue other obligations, the principal of and interest on which are to be paid from the General Revenues on a parity of lien with the 2018 Bonds. At its option, the Authority may pledge any revenues that comprise a portion of the General Revenues to the payment of other obligations, such payments to have priority over the payments to be made under the 2018 Bonds with respect to that portion of the General Revenues so pledged.

In addition, the Authority reserves the right to issue additional obligations under the Indenture for other housing projects ("Additional Bonds"), the principal of and interest on which are to be paid from the Trust Estate pledged under the Indenture on a parity of lien with the 2018 Bonds, provided that the debt service coverage requirements set forth in the Indenture are satisfied.

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

Section 5. Form and Execution of 2018 Bonds. The 2018 Bonds shall be in a form consistent with the provisions of this resolution, the Indenture and state law, shall bear the manual or facsimile signatures of the Chair of the Board and Executive Director of the Authority and shall be impressed with the seal of the Authority or shall bear a facsimile thereof.

The 2018 Bonds shall be authenticated by the Bond Registrar as set forth in the Indenture. No 2018 Bond shall be valid for any purpose until so authenticated. The authorized signing of a Certificate of Authentication shall be conclusive evidence that the 2018 Bond so authenticated has been duly executed, authenticated and delivered and is entitled to the benefits of this resolution.

Section 6. Preservation of Tax Exemption of Interest on the 2018 Bonds. The Authority covenants that it will take all actions necessary to prevent interest on the 2018 Bonds from being included in gross income for federal income tax purposes and it will neither take any action nor make or permit any use of proceeds of the 2018 Bonds or other funds of the Authority treated as proceeds of the 2018 Bonds at any time during the term of the 2018 Bonds which would cause interest on the 2018 Bonds to be included in gross income for federal income tax purposes. The Authority also covenants that, to the extent arbitrage rebate requirements of Section 148 of the

Code are applicable to the 2018 Bonds, it will take all actions necessary to comply (or to be treated as having complied) with that requirement in connection with the 2018 Bonds, including the calculation and payment of any penalties that the Authority has elected to pay as an alternative to calculating rebatable arbitrage, and the payment of any other penalties if required under Section 148 of the Code to prevent interest on the 2018 Bonds from being included in gross income for federal income tax purposes.

Section 7. Refunding of the Refunded Obligations. The proceeds of the sale of the 2018 Bonds necessary to pay and redeem the 2005 Bonds shall be transferred immediately upon the receipt thereof by the Trustee, along with other money of the Authority deposited with the Trustee for such purpose, if necessary, to the trustee for the 2005 Bonds and used to discharge the obligations of the Authority relating to the outstanding 2005 Bonds.

The proceeds of the sale of the 2018 Bonds necessary to pay and redeem a portion of the 2017 Note shall be transferred immediately upon the receipt thereof by the Trustee, along with other money of the Authority deposited with the Trustee for such purpose, if necessary, to the holder of the 2017 Note and used, together with proceeds of the Authority's Revenue Bonds, 2018 (Ballinger Commons Project), to discharge the obligations of the Authority relating to the outstanding 2017 Note.

Section 8. Call for Redemption of 2005 Bonds. The Authority calls for redemption all outstanding 2005 Bonds, at a price of par plus accrued interest to such date.

The proper officials of the Authority are authorized and directed to give or cause to be given such notices as required, at the times and in the manner required pursuant to the 2005 Indenture in order to effect the redemption of the 2005 Bonds prior to their maturity.

Section 9. Authority Findings with Respect to Refunding. The Board finds and determines that the issuance and sale of the 2018 Bonds at this time is in the best interest of the Authority. In making such finding and determination, the Board has given consideration to the proposed terms and maturities of the 2018 Bonds and the terms and fixed maturities of the Refunded Obligations, and the costs of issuance of the 2018 Bonds.

Section 10. Delegation; Authorization of Documents and Execution Thereof. The Board hereby delegates to the Executive Director the authority to negotiate and approve the forms of the Indenture, the Deeds of Trust, the Bond Purchase Agreement, the Continuing Disclosure Agreement, and the Federal Tax Certificate, with such changes as the Executive Director of the Authority shall deem necessary or appropriate and in the best interest of the Authority. The Authority authorizes and approves the execution and delivery of, and the performance by the Authority of its obligations contained in the 2018 Bonds, the Indenture, Deeds of Trust, the Bond Purchase Agreement, the Continuing Disclosure Agreement, the Federal Tax Certificate and this resolution and the consummation by the Authority of all other transactions contemplated by this resolution in connection with the issuance of the 2018 Bonds.

The Executive Director of the Authority is further authorized and directed to do everything necessary for the issuance, execution and delivery of the 2018 Bonds, including appointing the Trustee and "deeming final" the preliminary official statement for the 2018 Bonds for the sole purpose of the Underwriter's compliance with Securities and Exchange Commission Rule 15c2-12(b)(1), and to execute and deliver, on behalf of the Authority, any other documents that may be useful or necessary in connection with the refunding of the Refunded Obligations, the issuance of the 2018 Bonds and the perfection of the security interests in the Projects and other funds and assets of the Authority, and to ensure the proper use and application of the proceeds from the sale of the 2018 Bonds.

The delegation to the Executive Director set forth in this resolution shall include setting the final principal amount, maturity date, principal and interest payment dates, redemption provisions and interest rates for the 2018 Bonds; *provided* that (a) the aggregate principal amount of the 2018 Bonds does not exceed $80,000,000, (b) the final maturity of the 2018 Bonds shall not exceed forty years, and (c) the true interest cost for the 2018 Bonds does not exceed 5.25%.

The authority granted to the Executive Director by this Section 10 shall expire 90 days after the date of final approval of this resolution. If the 2018 Bonds do not close within 90 days after the date of final approval of this resolution, the authorization for the issuance the 2018 Bonds shall be rescinded, and the 2018 Bonds shall not be issued nor their sale approved unless the 2018 Bonds shall have been re-authorized by resolution of the Board of Directors. The resolution re-authorizing the issuance and sale of such 2018 Bonds may be in the form of a new resolution repealing this resolution or may be in the form of an amendatory resolution approving a sale or establishing terms and conditions for the authority delegated under this Section 10.

<u>Section 11</u>. <u>Acting Officers Authorized</u>. Any action required by this resolution to be taken by the Chair of the Board or Executive Director of the Authority may in the absence of such person be taken by the duly authorized acting Chair of the Board or by a Deputy Executive Director, respectively.

<u>Section 12</u>. <u>Ratification and Confirmation</u>. Any actions of the Authority or its officers taken prior to the date of this resolution and consistent with its terms are hereby ratified and confirmed.

Section 13. Severability. If any provision in this resolution is declared by any court of competent jurisdiction to be contrary to law, then such provision shall be null and void and shall be deemed separable from the remaining provision of this resolution and shall in no way affect the validity of the other provisions of this resolution or of the 2018 Bonds.

Section 14. Legal Action. Any legal action concerning the enforcement of the terms of this resolution or the 2018 Bonds may be brought only in the Superior Court of King County, Washington, or in the United States District Court for the Western District of Washington. In any such legal action (including any arbitration, appeal, or insolvency proceeding), the nonprevailing party shall pay or reimburse the prevailing party for the reasonable attorneys' fees and other expenses incurred.

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

ADOPTED by the Board of Commissioners of the Housing Authority of the County of King at a regular meeting thereof this 19th day of March, 2018.

HOUSING AUTHORITY OF THE
COUNTY OF KING

By ______________________________
Chair

ATTEST:

____
Secretary - Treasurer

CERTIFICATE

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

1. That the attached Resolution No. 5591 (the “Resolution”) is a true and correct copy of the resolution of the Board of Commissioners (the “Board”) of the Authority, as adopted at a meeting of the Authority held on March 19, 2018, and duly recorded in the minute books of the Authority.

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

IN WITNESS WHEREOF, I have hereunto set my hand this _____ day of March, 2018.

____
Executive Director of the Authority

TAB NUMBER 7

King County Housing Authority

T0: Board of Commissioners

From: Dan Landes, Senior Development Manager

Date March 15, 2018

Re: **Resolution No. 5592:** A resolution authorizing a modification to the previously-approved financing structure for the Highland Village and Somerset Gardens rental housing projects

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Executive Summary

At the December 7, 2017 Board Meeting, the Board of Commissioners adopted resolutions No. 5577 and 5579, authorizing the Authority to proceed with the developments of Highland Village Apartments and Somerset Gardens Apartments, including the forming of tax credit partnerships with tax credit investors and securing other financing as necessary to complete the developments.

Background

The December 2017 Board resolutions authorized the Authority to provide financing to the projects through Seller Financing, a Subordinate Loan, Deferred Development Fee and Soft Loans from the State of Washington Department of Commerce, King County and the City of Bellevue.

Resolution No. 5592, gives the Authority the flexibility to make larger Subordinate Loans to the Partnership at Highland Village and Somerset Gardens, which may include all or some of the financing that was authorized under the previous resolutions as Seller Financing, a Subordinate Loan, Deferred Development Fee and Soft Loans.

The Authority will still receive the proceeds of those Soft Loans listed in the earlier resolutions, but will have the flexibility to reloan them to the partnership as a part of the Subordinate Loan rather than as separate loans. This flexibility will assist the Authority in closing the transaction with the Tax Credit investor by the end of March. At Highland Village, we project this amount to be approximately $27,000,000, and at Somerset Gardens it will be approximately $14,500,000.

Staff Recommendation

Staff recommends the approval of Resolution No. 5592

HOUSING AUTHORITY OF THE COUNTY OF KING

RESOLUTION NO. 5592

(Highland Village and Somerset Gardens)

A RESOLUTION of the Housing Authority of the County of King authorizing a modification to the previously-approved financing structure for the Highland Village and Somerset Gardens rental housing projects.

ADOPTED March 19, 2018

HOUSING AUTHORITY OF THE COUNTY OF KING

RESOLUTION NO. 5592

(Highland Village and Somerset Gardens)

A RESOLUTION of the Housing Authority of the County of King authorizing a modification to the previously-approved financing structure for the Highland Village and Somerset Gardens rental housing projects.

WHEREAS, pursuant to Resolution No. 5577 of the Housing Authority of the County of King (the "Authority") adopted December 7, 2017, the Authority was authorized, in part, to obtain construction, permanent, subordinate and seller financing to finance the acquisition, rehabilitation and construction of the Highland Village Project;

WHEREAS, pursuant to Resolution No. 5579 of the Authority, adopted December 7, 2017, the Authority was authorized, in part, to obtain construction, permanent, subordinate and seller financing to finance the acquisition, rehabilitation and construction of the Somerset Gardens Project;

WHEREAS, pursuant to Resolution No. 5585 of the Authority, adopted February 26, 2018, the Authority was authorized, in part, to consolidate the ownership of the Highland Village Project and the Somerset Gardens Project into a single partnership in order to obtain more favorable terms on the investment to be made by the tax credit investor limited partner;

WHEREAS, as a result of negotiations with the tax credit investor limited partner and various public funders, the Authority has concluded that it is in the best interest of the parties to modify portions of the original financing structures as previously authorized in Resolution Nos. 5577 and 5579;

WHEREAS, with respect to the financing for the Highland Village Project, the Authority desires to (i) increase the amount of the Subordinate Loan (as defined in Resolution No. 5577) from approximately $16,000,000 to approximately $27,000,000, or such other amount as the Authority reasonably determines is necessary to acquire, rehabilitate, and construct the Highland Village Project, after taking into account all other sources of available funds, if any, for such purposes; (ii) decrease the amount of Seller Financing and Deferred Development Fee (as defined in Resolution No. 5577) by an amount yet to be determined by the Authority; and (iii) use the proceeds of the Soft Loans (as defined in Resolution No. 5577) to fund, in part, the Subordinate Loan to the Partnership (as re-defined in Resolution No. 5585);

WHEREAS, with respect to the financing for the Somerset Gardens Project, the Authority desires to (i) increase the amount of the Subordinate Loan (as defined in Resolution No. 5579) from approximately $8,500,000 to approximately $14,500,000, or such other amount as the Authority reasonably determines is necessary to acquire, rehabilitate, and construct the Somerset Gardens Project, after taking into account all other sources of available funds, if any, for such purposes; and (ii) decrease the amount of Seller Financing and Deferred Development Fee (as defined in Resolution No. 5579) by an amount yet to be determined by the Authority;

WHEREAS, the Board of Commissioners of the Authority has determined that it is in the best interest of the Authority to provide supplemental authority to permit the foregoing modifications to the financing for the Highland Village Project and Somerset Gardens Project; and

WHEREAS, the Authority wishes to undertake any and all steps as may be necessary to accomplish the foregoing.

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

Section 1. Modification to Financing for the Highland Village Project. The Authority is authorized and directed to (i) increase the amount of the Subordinate Loan (as defined in Resolution No. 5577) from approximately $16,000,000 to approximately $27,000,000, or such other amount as the Authority reasonably determines is necessary to acquire, rehabilitate, and construct the Highland Village Project, after taking into account all other sources of available funds, if any, for such purposes; (ii) decrease the amount of Deferred Development Fee (as defined in Resolution No. 5577) by an amount yet to be determined by the Authority; and (iii) use the proceeds of the Soft Loans (as defined in Resolution

No. 5577) to fund, in part, the Subordinate Loan to the Partnership (as re-defined in Resolution No. 5585).

Section 2. Modification to Financing for the Somerset Gardens Project. The Authority is authorized and directed to (i) increase the amount of the Subordinate Loan (as defined in Resolution No. 5579) from approximately $8,500,000 to approximately $14,500,000, or such other amount as the Authority reasonably determines is necessary to acquire, rehabilitate, and construct the Somerset Gardens Project, after taking into account all other sources of available funds, if any, for such purposes; and (ii) decrease the amount of Deferred Development Fee (as defined in Resolution No. 5579) by an amount yet to be determined by the Authority.

Section 3. Supplemental Authorization. The Authorized Officers, and each of them acting alone, are authorized on behalf of the Authority (acting on its own behalf or as general partner of Somerset Gardens Apartments LLLP) to execute and deliver and, if applicable, file (or cause to be delivered and/or filed) any government forms, affidavits, certificates, letters, documents, agreements and instruments that such officer determines to be necessary or advisable to give effect to this resolution and to consummate the transactions contemplated herein and/or further the acquisition, development, financing, construction, rehabilitation, and leasing of the Somerset Gardens Project and/or the Highland Village Project. The Board authorizes and directs the Authority's Executive Director to cause the Authority (whether acting on its own behalf or in its capacity as general partner of Somerset Gardens Apartments LLLP, as applicable) to fulfill the Authority's duties and obligations, and cause Somerset Gardens Apartments LLLP to fulfill such partnership's duties and obligations under the various transaction documents.

Section 4. No Other Changes. Except as modified by this resolution, all other provisions of Resolution Nos. 5577, 5579, and 5585 of the Authority shall remain in full force and effect.

Section 5. Acting Officers Authorized. Any action authorized by this resolution to be taken by the Executive Director of the Authority, may in his absence be taken by a duly authorized Deputy Executive Director of the Authority. Any action authorized by this resolution to be taken by a Deputy

Executive Director of the Authority may, in his or her absence, be taken by a duly authorized acting Deputy Executive Director of the Authority.

Section 6. Ratification and Confirmation. Any actions of the Authority or its officers prior to the date hereof and consistent with the terms of this resolution are ratified and confirmed.

Section 7. Effective Date. This resolution shall be in full force and effect from and after its adoption and approval.

ADOPTED by the Board of Commissioners of the Housing Authority of the County of King at an open public meeting thereof, of which due notice was given as provided by law, this ____ day of March, 2018.

HOUSING AUTHORITY OF THE COUNTY OF KING

By: ______________________________
Douglas J. Barnes, Chair

ATTEST:

____
Stephen J. Norman, Secretary

CERTIFICATE

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

1. That the attached Resolution No. ____5592__________ (the “Resolution”) is a true and correct copy of the resolution of the Board of Commissioners (the “Board”) of the Authority, as adopted at a meeting of the Authority held on March __, 2018, and duly recorded in the minute books of the Authority.

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

IN WITNESS WHEREOF, I have hereunto set my hand this ____ day of March 2018.

____
Executive Director of the Authority

TAB NUMBER 9

TO: Board of Commissioners

FROM: Dan Watson, Deputy Executive Director

DATE: March 6, 2018

RE: **2017 Year End Capital Expenditure Report & 2018 Budget**

This report provides a detailed summary of construction related capital expenditures in 2017, as well as information about budgeted activity for 2018.

The total amount budgeted in 2017, for capital construction projects planned and managed by various KCHA departments, was $45,105,964. The actual construction related capital expenditures totaled $ **39,337,745** or 87% of the budgeted amounts. A summary of expenditure by the various categories of projects in 2017 is as follows:

Dept.	Project Category	No. of projects	2017 Budget	2017 Year End Expenditures*	% Expended
Construction	Public Housing	24	$8,115,639	$7,855,362	97%
Construction	509 Properties	7	$1,426,916	$1,616,506	113%
Construction	Other	3	$2,031,351	$2,596,647	128%
	Subtotal	**34**	**$11,573,906**	**$12,068,515***	**104%**
HOPE VI**	Seola Gardens	1	$123,000	$60,502	49%
HOPE VI**	Greenbridge land dev.	4	$1,199,214	$1,277,489	102%
HOPE VI**	Retail TI	1	$541,641	$531,336	98%
	Subtotal	**6**	**$1,863,855**	**$1,869,327**	**100%**
Asset Mgmt.	Bond Properties	22	$4,902,250	$3,080,892	63%
Asset. Mgmt.	Tax Credit Prop.	5	$1,461,000	$1,273,188	87%
Asset Mgmt.	Other	5	$197,000	$1,446,322	734%
	Subtotal	**32**	**$6,560,250**	**$5,800,402**	88%
Housing Mgmt.	Unit Upgrades	150	$3,916,279	$3,961,866	101%
Housing Mgmt.	Other Projects	277	$3,697,389	$1,787,635	48%
Housing Mgmt.	Energy Perf. Contract	1	$17,494,185	$13,900,000	79%
	Subtotal	**428**	**$25,107,853**	**$19,649,501**	**78%**
All Construction	**Total**		**$45,105,964**	**$39,387,745**	**87%**

* Construction dept. includes $1,677,963 in expenditures using unbudgeted weatherization funds that supplanted other KCHA capital sources

** HOPE VI budgeted and actual expenditure amounts do not include capitalized staffing/payroll costs.

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 major capital repairs and improvements, primarily for KCHA's federally assisted housing inventory.

Projects completed in 2017 include:

Project	Project Cost
Ballinger Homes Water Lines	$749,242
Briarwood Site Improvements	$320,583
Burndale Building Envelope Upgrades	$1,605,436
Cascade Apartment Water Line Replacement	$702,036
Evergreen Court Envelope and Site Lighting	$1,207,462
Firwood Circle Envelope Upgrade	$1,404,482
Hidden Village Envelope Upgrade	$2,707,484
Kings Court Envelope Upgrade	$1,108,659
Northwood Emergency Deck Repair	$119,686
Valli Kee Site Improvements (Phase 2)	$835,380

The major project that began construction in 2017 that will not be completed until early 2018 is the Northridge (I and II) envelope project that expended $1,411,277 in 2017 out of a total budget of $2,356,277 (60% complete in 2017).

Projected vs. Planned Expenditures in 2017

The Capital Construction and Weatherization Department's overall 2017 construction related expenditures of $12,806,542 are 104% of the budget primarily due to the addition of $1,677,963 of unbudgeted energy conservation improvements financed by the weatherization program.

Capital Construction – 2018 Projects

In 2018, Capital Construction is budgeting design or construction work for 17 projects totaling $14,674,484. Of these, 12 projects are new and construction has yet to begin. Five projects were begun, or were planned to start in 2017, and will complete in 2018.

Major new projects planned for 2018 are as follows:

Project	Project Cost
Boulevard Manor Roof	$335,240
Burien Vets House Roof and Site Improvements	$139,651
Forest Glen Site Improvements	$1,340,632
Greenleaf Envelope Upgrade (siding, doors, windows) and Deck Replacement	$1,564,072
Juanita Court Site Improvements	$335,244
Juanita Trace Envelope Upgrades (siding, doors, windows)	$1,676,213
Lakehouse Site Improvements (Phase 2)	$558,456
Northwood Deck Replacement	$536,389
Paramount House Envelope Upgrades (siding, doors, windows, roof)	$1,197,295
Valli Kee Site Improvements (Phase 3)	$2,272,180
Tenant Improvements in the 700 Building	$390,917
Elevator Repairs (EPIC funds) Boulevard Manor, Munro Manor, Southridge	$2,679,915

In 2018, Capital Construction will implement the tenant improvements project for the area in the 700 Building formerly occupied by Southeast maintenance and the Unit Upgrade crew. The area will provide administrative office space.

In addition, the Department will begin work on a multi-year project to replace major components of aging elevators; the funding for which will come from the savings generated by the Energy Performance Contract. In 2018, the work will be completed on four elevators at three sites—Munro Manor, Boulevard Manor, and Southridge House (2 elevators). The ultimate goal of the project is to complete work on elevators at 13 additional sites.

HOPE VI - 2017 Activities

In 2017, HOPE VI focused on:

- Submission and approval of land development permits for Wind Rose at Greenbridge
- Preparing land development permits for Parcels 9, 10, 11 at Greenbridge
- Selling property 5b to Conner Homes,
- Securing grants and starting permitting for 4th Avenue street improvements
- Constructing the Nia tenant improvements
- Facilitating lot sales and overseeing homebuilding activity
- Close out of Seola Gardens and the sale of the last 6 remaining homes

At Greenbridge, HOPE VI closed the sale of property 5b to Conner Homes where 2 single family lots, 78 multifamily homes, and 3 parks will be built. The transaction brought in $3,800,000 in land sales revenue to KCHA, and includes 20% profit participation above the base sale price of each home in the bulk parcel. In addition, HOPE VI monitored the construction and sale of 14 homes built by BDR, in 2017 that resulted in profit participation revenue to KCHA of $376,136. The Wind Rose property, located on the northeast corner of Greenbridge featuring 31 single family lots and 3 parks, was offered to the builder market and resulted in a sales contract for $4,805,000 with Conner Homes. Conner Homes closed the purchase on February 28, 2018. HOPE VI also completed design and submitted for permits for the development of Parcel 9,10,11, which is located in the central 17.8 acres of Greenbridge. This parcel is being planned for the development of 107 single family homes and 6 parks. Completion of the permitting process for Parcels 9,10,11 is anticipated in the 1st quarter of 2019. A decision is planned for late summer of 2018 on the best time to put this parcel on the market to the builder community. Market conditions at Greenbridge and the sequencing of the 4th Avenue SW Street Improvement Project will inform this decision.

$1.8 million in funding was appropriated by the state legislature for the 4th Avenue SW Street Improvement Project. Design work was undertaken for the project that features traffic calming design, a pedestrian oriented streetscape and water quality rain gardens. Permits for the project will be submitted in the 2nd quarter of 2018, with construction anticipated to start in the late spring of 2019.

Design and construction of Nia retail space tenant improvements was nearly complete by year end for the planned optometrist clinic. The completion of all tenant improvements and occupancy by the tenant is expected at the beginning of the second quarter of 2018.

At Seola Gardens, the remaining 6 homes were sold with KCHA receiving $185,526 in profit participation revenue from these sales. Speed limit signage and cross walks were approved by King County and installed to enhance pedestrian safety.

HOPE VI – 2018 Budget

HOPE VI's budget for 2018 is $2,165,400, which is a 16% increase from last year. Seola Gardens now involves only noncapital administrative expenses and warranty repair.

Capital expenditures at Greenbridge will increase for additional design, engineering, and other land development costs for the 4th Avenue SW Street Improvement Project and for the permits and plat of Property 9, 10, 11. Conner Homes will begin construction of site and infrastructure improvements for Windrose in the second quarter of 2018 with home and park construction to follow, A series of distinct construction projects will be actively monitored in 2018: the completion of the Nia tenant improvements, infrastructure and homebuilding at BDR's Division 7 site, completion of homebuilding at BDR's property 5a, homebuilding, infrastructure and park construction by Conner Homes at property 5b, homebuilding, infrastructure and park construction at Windrose.

Asset Management– 2017 Projects

The Asset Management Department has a three person construction management staff that typically oversees smaller repair jobs such as roof replacement, building envelope upgrades, deck repairs, exterior painting, asphalt/concrete repair, plumbing system replacements, and similar improvements within the Asset Management Department portfolios. In 2018, Asset Management will also be overseeing two major renovation and upgrade projects: Somerset Gardens and Highland Village similar to what was done at Spiritwood Manor and the Corinthian 2016. Also, in Asset Management's work plan is the restoration and reconstruction of the 48 unit building at Carriage House which was significantly damaged by fire in 2017. This is an unbudgeted expense which will be paid from insurance proceeds.

In 2017, Asset Management expended $5,800,502 or 89% of its capital budget. These expenditures also included over $1 million in preconstruction costs for Somerset Gardens and Highland Village.

Completed small projects included:

Project	Project Cost
Bond Program	
Abbey Ridge Storm Drain System	$85,000
Abbey Ridge Bathroom Fans	$92,690
Aspen Ridge Asphalt	$27,000
Auburn Square Roof	$88,924
Cascadian Asphalt	$88,729
Cascadian Plumbing	$312,369
Cottonwood HVAC	$49,300
Fairwood Asphalt	$91,080
Gilman Square Asphalt	$50,606
Gilman Square Roof	$96,006
Gilman Square HVAC	$72,064
Gilman Square Playground	$69,136
Meadows on Lea Hill Asphalt	$49,337
Newporter Asphalt	$53,637
Parkwood Windows	$80,650
Rainier View I Roof	$19,116

Project	Project Cost
Southwood Square Asphalt	$27,915
Timberwood HVAC	$13,150
Timberwood Exterior Painting	$184,578
Villages at South Station Pool	$24,500
Villages at South Station Roof	$65,840
Walnut Park Building Envelope	$924,919
Windsor Heights Asphalt	$87,550
Woodland North Building Envelope	$426,796

Asset Management – 2018 Budget

In 2018, Asset Management is budgeting $3,812,000 for typical repair and upgrade projects, which is a 42% reduction from 2017. This reduction is necessary as Asset Management's construction staff focuses on the $25.6 million in substantial rehabilitation and new construction at Highland Village and Somerset Gardens. Other 2018 projects include:

Project	2018 Budget
Abbey Ridge Asphalt	$50,000
Abbey Ridge Roofing	$50,000
Abbey Ridge HVAC	$150,000
Abbey Ridge Site Work (Drainage)	$20,000
Abbey Ridge Electrical Panels	$150,000
Arbor Heights Exterior Stairs	$25,000
Aspen Ridge Asphalt	$40,000
Auburn Square Exterior Stairs	$160,000
Auburn Square Roofing	$100,000
Bellepark East Roofing	$45,000
Carriage House Asphalt	$50,000
Cascadian Asphalt	$100,000
Cascadian Plumbing	$300,000
Cove East Skylights	$100,000
Fairwood Asphalt	$160,000
Gilman Square Asphalt	$50,000
Gilman Square Roofing	$100,000
Gilman Square HVAC	$60,000
Heritage Park Roofing	$100,000
Landmark Pool	$25,000
Landmark Roofing	$45,000
Meadows on Lea Hill Asphalt	$100,000
Meadows on Lea Hill Roofing	$50,000
Newporter Asphalt	$50,000
Newporter Plumbing	$550,000
Parkwood Asphalt	$50,000
Parkwood Windows	$75,000
Plaza 17 Elevator Rebuild and Upgrade (20% or $141,200 incurred in 2017)	$565,000
Southwood Square Asphalt	$75,000
Timberwood Pool Resurfacing	$25,000
Villages at South Station Roofing	$60,000
Villages at South Station HVAC & Fireplaces	$150,000
Walnut Park Pool Resurfacing	$25,000
Windsor Heights Asphalt	$150,000
Windsor Heights Roofing	$40,000
Woodridge Park Ext. Walkway Repairs	$100,000
Woodside East Asphalt	$50,000
Woodridge Park Asphalt	$50,000
Woodside East Pool Deck	$50,000
Nike Manor Roofing	$50,000
Nike Manor Siding	$50,000
Nike Manor HVAC	$2,000
Vantage Glen Cold Water Submetering	$180,000

Highland Village and Somerset Gardens

$25.7 million or 46% of KCHA's 2018 Capital Budget will be for the rehabilitation of the 198 unit Somerset Gardens, and for the renovation and expansion of Highland Village from 76 to 100 units. The two properties will be financed as a single project using tax exempt private activity bond proceeds and equity from the syndication of 4% Low Income Housing Tax Credits. The renovation work at Somerset Gardens involves combining 24 one bedroom apartments to create 12 three bedroom units that will reduce the number of units, but increase the number of bedrooms. Also, 3 one bedroom units are being expanded to 3 two bedroom units by eliminating storage lockers. Additional renovation work will involve interior unit upgrades with new cabinets, countertops, interior finishes, flooring, bathtubs and plumbing. Exterior work includes roof repair, exterior painting, wall insulation, new landscaping, and asphalt repairs.

At Highland Village, 10 buildings will be renovated while 2 buildings comprised of a total 12 units will be demolished to make way for a new 36 unit building that will have two and three bedroom units for large families, a management office, and a laundry room. The renovation work includes new roofing, new siding, storm water drainage and detention, new asphalt and patios, and new landscaping. The interiors of all remaining units will be upgraded with new cabinets, countertops, fixtures, finishes and flooring. New lighting, outlets and switches will be installed. The popcorn ceilings will be abated and all units will be repainted.

It should be noted that construction of the new building is now scheduled to start in July. The original budget for the new building ($9,497,500) assumed an earlier start. About 50% of the budgeted amount is now expected to be expended in 2018 with the balance pushed into 2019. The change in schedule has been approved by KCHA's tax credit investors and is already factored into the equity pay-in.

Housing Management – 2017 Projects

In 2017, Housing Management expended $5,749,501 for unit upgrades and special projects, or 75% of its budgeted funds. Upgrades were completed on 150 units at a cost of $26,412 per unit. The special projects team completed 277 small projects, which is 47% more projects than planned, although spending was considerably less than planned due to much lower costs per project, and the deferral of 13 original projects into 2018 totaling $505,400, so these project could be coordinated or combined with much larger capital projects planned for 2018. Also, the Egis Plaza 17 elevator replacement project that was originally included in Housing Management's special projects budget was transferred to Asset Management.

Examples of the small special projects include such items as:

- Security cameras with monitors at four properties
- Multiple parking lot repairs/resurfacing
- Catch basin cleaning at multiple sites
- Common area lighting upgrades
- Signage installs
- Window replacements
- Exterior siding painting
- Install fall protection anchors at several properties
- Stair and deck railing repair/replacement

- Maintenance storage sheds
- Playground repairs and upgrades
- Common area carpet replacements
- Tree trimming/landscaping improvements
- Site drainage improvements
- Completed Birch Creek cabinet replacements
- Fire alarm panel replacements

In many cases, the projects were completed below the budgeted amounts, which allowed KCHA's small projects force account crew to paint 100 vacated units and complete a total of 95 other unbudgeted small projects that supported preparation for REAC (Real Estate Assessment Center) inspections. KCHA achieved an excellent overall REAC score of 94% on properties inspected in 2017, due in part to the increased capacity to undertake these special projects.

$17.5 million was budgeted during 2017 for energy and water savings improvements on KCHA's public housing portfolio under the Energy Performance Contract (EPC) with Johnson Controls Inc. This represented the entire balance of the original estimated cost of the project ($22.2 million) on January 1, 2017. The JCI portion of the project was reduced to $18.5 million with $15.8 million incurred since inception through December 31, 2017. At year end, 2017 expenditures totaled $13.9 million or 79% of the budgeted amount with remaining measures to be completed or encumbered in 2018 by either JCI or self performed by KCHA staff and contractors. EPC measures include energy efficient lighting, ductless heat pumps, and elevator upgrades.

Housing Management – 2018 Budget

For 2018, Housing Management has budgeted for an additional 120 unit upgrades at a projected cost of $3,290,082, or $27,417 per unit. KCHA's unit upgrade crew is assisting Asset Management with the conversion of 24 one bedroom units into 12 three bedroom units at Somerset Gardens. The Department is projecting to undertake 73 small projects at cost of $1,872,132, which include projects such as:

- Catch basin cleaning at multiple sites
- Patio deck replacements
- Window replacements
- Exterior siding painting
- Security camera installations at 14 communities
- New/repair several playground installations
- Multiple parking lot repairs/resurfacing
- Smoking shelters for residents at multiple sites
- Tree trimming/landscape improvements
- Signage installs
- Site drainage improvements
- Replace a Keyscan/intercom system at a senior building

$5,937,387 has also been budgeted for additional EPC work, in 2018. Due to cost savings, additional measures have been added to the scope of planned work under the EPC. Of note are the repair and upgrade of 4 elevators in KCHA's senior disabled buildings. Work will begin in the 2nd quarter of 2018.

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KCHA Executive Dashboard

2017 Q4

October - December, 2017

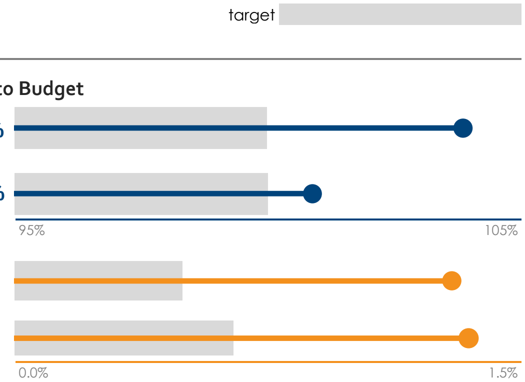
Households Served

January 1, 2018

19,836

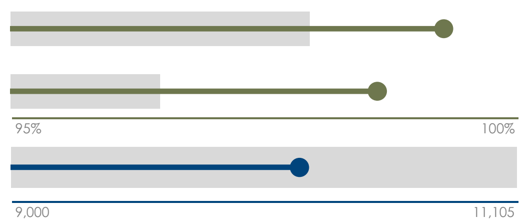
Finance

	Budgeted	Actual	Actual to Budget
Revenue year-to-date	$278,934,840	$289,779,173	**103.9%**
Expenditure year-to-date	$236,450,157	$238,519,911	**100.9%**
LGIP Rate Investments	0.50%	1.30%	**+0.8%**
Non-LGIP Investments	0.65%	1.35%	**+0.7%**



Housing Management

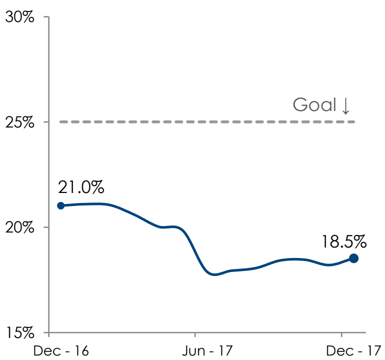
	Scope	Target	Dec '17
Public Housing Occupancy[1]	3,715 units	98.0%	**99.3%**
Local Programs Occupancy[2]	5,776 units	96.5%	**98.7%**
Total Units Online[3]	10,200 units	11,105	**10,200**



Housing Choice Voucher Program Operations

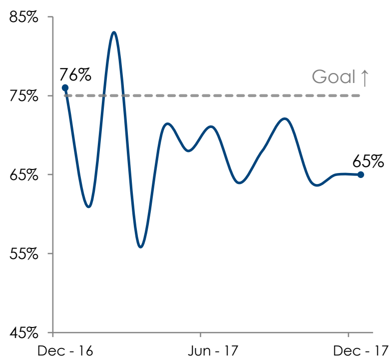
Shelter Burden

Households paying more than 40% income to rent.



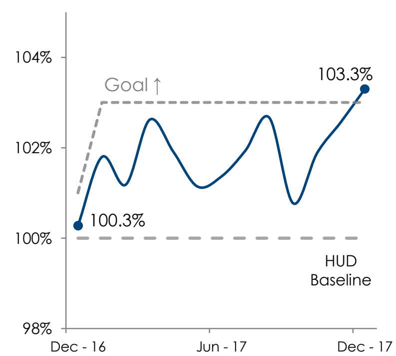
Shopping Success[4]

Lease-up within 240 days after voucher issuance, by cohort.



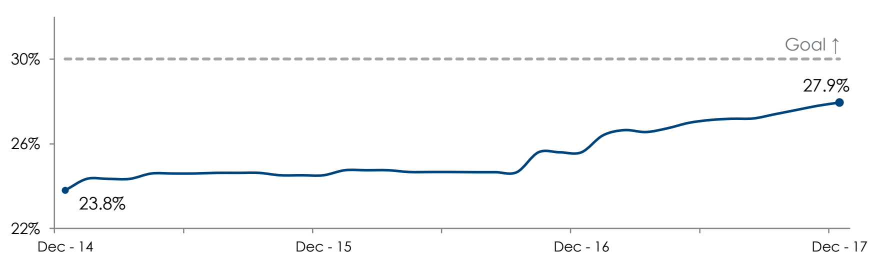
Utilization Rate[5]

Percentage of HUD ACC leased by month.



Increasing Access to Opportunity Areas

Percentage of federally-subsidized families with children living in high opportunity areas.[6]



Notes

1) Excludes 49 units in portfolio where turnover is not tracked monthly. **2)** For purposes of occupancy, the recent 2017 Q4 acquisitions of Ballinger Commons and Friendly Village are excluded. **3)** 11,105 represents the agency's acquisition stretch goal by the end of 2020. 4**)** Represents success of latest cohort to reach 240 days after voucher issuance. Averages only represent data from 5/2015 to present. 5**)** Adjusted for 12-month incremental lease-up of new vouchers. **6)** High opportunity areas are based on the Kirwan Institute's definitions.

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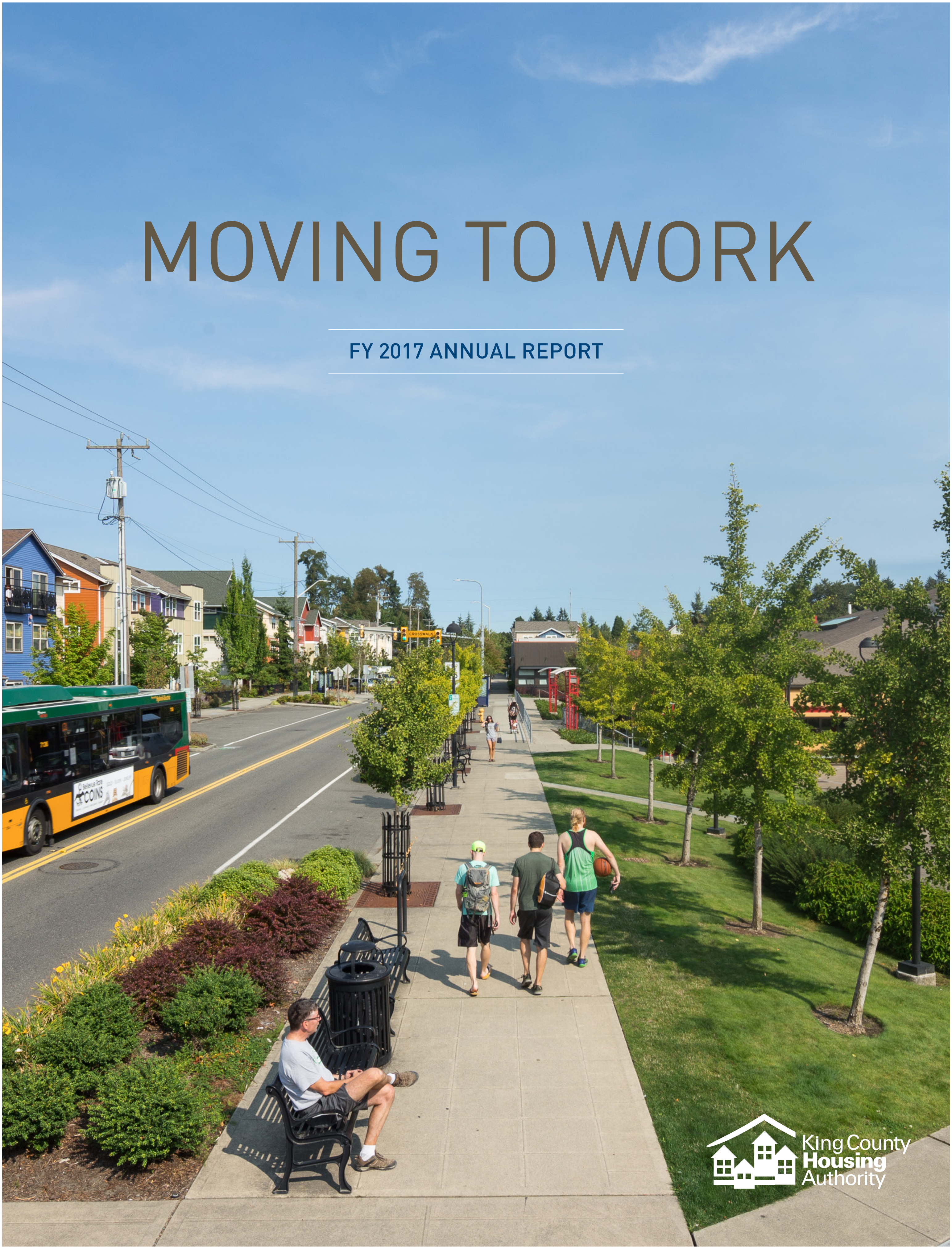
MOVING TO WORK

FY 2017 ANNUAL REPORT



King County Housing Authority

KING COUNTY HOUSING AUTHORITY

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Prepared By: Katie Escudero

Submitted to the Board: March 19, 2018

KING COUNTY HOUSING AUTHORITY

MOVING TO WORK ANNUAL REPORT FY 2017

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SECTION I

INTRODUCTION

A. OVERVIEW OF SHORT-TERM MTW GOALS AND OBJECTIVES

In 2017, we focused on ensuring that our housing assistance reached those with the greatest need while also dedicating significant resources toward supporting economic mobility for our residents and program participants. During the 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; the lease-up of new incremental vouchers; issuing vouchers beyond HUD's Housing Choice Voucher (HCV) baseline; and the continuation of flexible and stepped subsidy programs for special-needs populations. In 2017, KCHA grew the HCV program by an additional 452 vouchers. KCHA's 2017 occupancy rate for our "on-line" federally subsidized owned units was 98.65%. Our HCV Program block grant utilization rate never dropped below 100% and was at 103% of HUD baseline at the close of the year. Client shopping success rates, particularly for formerly homeless and disabled individuals, such as Veterans Affairs Supportive Housing (VASH) program participants, remains a growing challenge in the Puget Sound's rapidly accelerating rental market.

- **EXPANDEDED OUR PORTFOLIO OF HOUSING DEDICATED TO LOW-INCOME HOUSEHOLDS.**
  KCHA continued to actively seek out property acquisitions in strategic areas of King County, including current and emerging high-opportunity neighborhoods and transit-oriented development sites. This year, we purchased two properties, Ballinger Commons in Shoreline and Friendly Village in Redmond, preserving 709 affordable units in high-opportunity areas of the county. By year's end, KCHA's portfolio had grown to 10,200 units.

- **FOSTERED PARTNERSHIPS THAT ADDRESSED THE MULTI-FACETED NEEDS OF THE MOST VULNERABLE POPULATIONS IN OUR REGION.**
  50 percent of the households that entered our federally assisted programs in 2017 were homeless or living in temporary or emergency housing prior to receiving KCHA assistance. This figure includes a diverse population with varying needs: disabled veterans; individuals living with chronic mental illness; those with involvement with the criminal justice system; youth who are homeless or transitioning out of foster care; and high-need homeless families with children engaged with the child welfare system. In late 2016, we received the maximum number of VASH project-based

vouchers available to a single housing authority – 150 vouchers – through HUD's national competitive process. With this new allocation, we were able to welcome home 150 veterans experiencing homelessness and grow our VASH program to nearly 700 supportive voucher subsidies. Additionally, we began to provide housing resources for formerly chronically homeless individuals who had stabilized in supportive housing and felt they no longer needed the services associated with these communities. 80 individuals were referred into this program in 2017, opening up additional housing for new residents.

- **EXPANDED ASSISTANCE TO HOMELESS AND AT-RISK HOUSEHOLDS THROUGH FLEXIBLE RENTAL ASSISTANCE PROGRAMS.**

  Working with our service provider partners, KCHA continued to expand and evaluate new ways to effectively use housing assistance dollars to address the needs of our region's growing homeless population. We continued to refine our initiative with the Highline School District and its McKinney-Vento liaisons to provide short-term rent subsidies to the growing number of homeless students in our public schools. As the year ended KCHA was in the process of expanding this program to the Tukwila School District, which has the largest proportion of homeless students in the county.

- **INCREASED HOUSING CHOICES IN HIGH-OPPORTUNITY NEIGHBORHOODS.**

  This multi-pronged initiative included the use of a six-tiered, ZIP code-based payment standard system, landlord liaisons, expedited inspections, client assistance funds, new property acquisitions, and the placement of project-based rental subsidies in targeted high-opportunity neighborhoods within King County. Currently, more than 28 percent of KCHA's HUD-subsidized households with children live in high- or very high-opportunity neighborhoods. We are committed to increasing this number to 30 percent by the end of 2020. In 2017, KCHA, in partnership with Seattle Housing Authority and a national research team headed by Stanford economist Raj Chetty, began implementation of a three-year mobility pilot, Creating Moves to Opportunity (CMTO). This randomized study, funded by the Gates Foundation, will test various approaches to educating incoming voucher holders with young children about their neighborhood choices and assisting them in leasing up in competitive submarkets.

- **DEEPENED PARTNERSHIPS WITH PARENTS AND LOCAL SCHOOL DISTRICTS TO IMPROVE EDUCATIONAL OUTCOMES.**

  More than 14,800 children lived in KCHA's federally subsidized housing during 2017. Our support of their academic success is the cornerstone of our efforts to prevent multi-generational cycles of poverty and promote social mobility. In 2017, we focused in particular on early learning interventions to ensure the kids who live in our housing enter kindergarten ready to learn. This approach includes fostering connections between early education providers, elementary schools, and families with young children and a variety of programs, including "baby academies," play and learning groups, Head Start, and Educare. KCHA continued to partner with families, school districts, and local education stakeholders across the county around shared outcomes. These approaches included housing and school stability, increased parental engagement, quality afterschool programs, and mentoring opportunities. Key metrics include improved attendance, entering kindergarten ready to learn, achieving grade-level reading competency by third grade and math by fourth grade, overall academic performance, and graduation rates. One particularly encouraging result was the reduction in chronic absenteeism in one targeted elementary school from 18% to 9% over a two-year period.

- **STRENGTHENED OUR MEASUREMENT, LEARNING, AND RESEARCH CAPACITIES.**
  KCHA continues to increase its internal capacities regarding program design, data management and analytics, and assessment/evaluation as well as external partnerships that advance our long-term research agenda. In 2017, we partnered with Highline Public Schools to match and analyze the behavioral and educational outcomes of KCHA students; undertook planning for the CMTO mobility study in collaboration with our university research partners from Harvard and Stanford; continued a housing and health data collaboration with Public Health Seattle-King County; and engaged research partners to conduct third-party evaluations of our programs. These efforts support the MTW program's mission to pilot and assess new approaches that more effectively and efficiently address the housing needs and improve life outcomes for our communities' low-income residents.

- **SUPPORTED FAMILIES IN GAINING GREATER ECONOMIC SELF-SUFFICIENCY**.
  During 2017, KCHA assisted over 300 Public Housing and HCV households in the Family Self-Sufficiency program and graduated 27 of these families from subsidized housing. This program advances families toward economic self-sufficiency through individualized case management, supportive services, and program incentives. We continued to explore new strategies for promoting improved economic outcomes among residents by assessing needs, identifying gaps in service programs, and engaging local education, workforce development, and employment sector partners.

- **INVESTED IN THE ELIMINATION OF ACCRUED CAPITAL REPAIR AND SYSTEM REPLACEMENT NEEDS IN OUR FEDERALLY SUBSIDIZED HOUSING INVENTORY.**
  In 2017, KCHA invested close to $14 million in the upkeep of our federally subsidized housing stock, ensuring these units are available to the community for years to come. This investment improved

housing quality, reduced maintenance costs and energy consumption, and extended the life expectancy of our federally assisted housing stock. The average Real Estate Assessment Center (REAC) score for KCHA's Public Housing inventory in 2017 was 97.4 percent.

- **CREATED MORE COST-EFFECTIVE PROGRAMS BY STANDARDIZING LEADERSHIP PRACTICES, STREAMLINING BUSINESS PROCESSES, AND LEVERAGING TECHNOLOGY IN CORE BUSINESS FUNCTIONS.** KCHA continued to foster a leadership culture of continuous improvement that supports and encourages employees to improve the performance of our programs. One key element in 2017 was continued refinements to our new software platform for core business processes. New elements included an on-line landlord portal, the ability for Public Housing tenants to pay their rent on-line using a mobile device, handheld devices for maintenance staff to use in processing work orders and improved intake, re-certification, interim review, and "mover" assistance workflow in the HCV program.
- **REDUCED THE ENVIRONMENTAL IMPACT OF KCHA'S PROGRAMS AND FACILITIES.** In 2017, KCHA initiated a new Five-Year Resource Management Plan. The plan includes goals for reduced energy and water consumption in the 10,200 units of housing that we own, diversion of materials from the waste stream, safe handling and reductions in hazardous waste, and the promotion of conservation awareness among our residents. Through our Energy Performance Contract, we installed $13.9 million in conservation measures in 2017 and will continue to see improvements in our consumption performance. Increased data sharing with local utilities is helping us identify problem properties and evaluate the efficacy of individual measures. In addition, KCHA continued to serve as the region's primary weatherization program manager, utilizing federal, state and utility funding to install $4.2 million in additional weatherization measures in government, nonprofit, and privately owned affordable housing.

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 through MTW to support our overarching strategic goals:

- **STRATEGY 1:** Continue to strengthen the physical, operational, financial, and environmental sustainability of our portfolio of 10,200 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 through expansion in the size and reach of our rental subsidy programs.
- **STRATEGY 3:** Provide greater geographic choice for low-income households, including disabled residents, elderly residents with mobility impairments, and families with young children, 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 health and other social services systems to increase the supply of supportive housing for people who have been chronically homeless and/or have special needs, with the goal of making homelessness rare, brief, and one-time in King County.
- **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 government, regional transit agencies and suburban cities to support sustainable and equitable regional development by integrating new affordable housing into regional growth corridors aligned with current and planned mass transit investments.
- **STRATEGY 7:** Expand and deepen partnerships with local school districts, Head Start programs, after-school program providers, public health departments, community colleges, the philanthropic community and our residents, with the goal to improve educational and life outcomes for the low-income children and families we serve.
- **STRATEGY 8:** Promote greater economic independence for families and individuals living 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 in decision-making and policy formulation.

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
LIHI Renton Commons	26	12	Housing for Homeless Veterans and Families
Imagine Housing 30Bellevue	28	28	Housing for Homeless Families (20 units) Housing for Low-Income Families (8 units)
Imagine Housing Velocity	8	8	VASH Units Dedicated to Homeless Veterans
KCHA Villages at South Station	16	16	VASH Units Dedicated to Homeless Veterans
KCHA Cove East	16	16	VASH Units Dedicated to Homeless Veterans
KCHA Carriage House	21	21	VASH Units Dedicated to Homeless Veterans
KCHA Timberwood[1]	14	0	VASH Units Dedicated to Homeless Veterans
Southwood Square	0	104	Housing for Low-income Families

[1] Timberwood came under contract ahead of schedule, in 2016, and was reported on in the 2016 MTW Report.

TBD[2]	75	39	VASH Units Dedicated to Homeless Veterans
	204	**244**	

Anticipated Total Number of Project-based Vouchers Committed at the End of the Fiscal Year[3]	Actual Total Number of Project-based Vouchers Committed at the End of the Fiscal Year
2,655	2,571

Anticipated Total Number of Project-based Vouchers Leased-up or Issued to a Potential Tenant at the End of the Fiscal Year[4]	Actual Total Number of Project-based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year[5]
2,211	2,139

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

At the close of 2016, KCHA was awarded the maximum number of VASH vouchers any single housing authority can receive – 150 subsidies – through HUD's national competitive process. In order to expediently meet the need of homeless veterans, KCHA is utilizing every tool available to provide a path to housing, including our stock of asset-managed properties. By project-basing at our own sites, we are able to quickly make units available and, in some cases, deliver them ahead of schedule. For example, Timberwood's 14 units, slated for 2017, were able to come on in 2016 thanks to this new allocation. The remaining 36 VASH vouchers will come under contract in 2018.

In addition, the Southwood Square project was originally anticipated to transition from a HUD project-based rental assistance contract to a KCHA project-based voucher contract in 2016. Due to an unanticipated delay in receiving the enhanced vouchers, this transition did not take place until 2017.

[2] Houser Terrace (25 units), LIHI Renton Commons (14 units), and Catholic Housing Services (36 units that will go under contract in 2018).
[3] AHAP and HAP.
[4] HAP only. This projection takes into consideration the slow and unpredictable nature of leasing up at opt-out properties with enhanced vouchers. Units turn over to project-based assistance only when current residents decide to move with their tenant protection voucher. Additionally, the projection also accounts for the competitive VASH allocation and the likelihood that many of these units may take a year to two years to be funded, come under contract, and fully lease-up.
[5] KCHA's former opt-out developments are only able to lease-up when a current resident with a tenant protection voucher moves out, resulting in a lower leasing rate.

General Description of Actual Capital Fund Expenditures During the Plan Year[6]

KCHA continued to improve the quality and long-term viability of our aging affordable housing inventory by investing close to $14 million in capital repairs, unit upgrades, capital construction, and non-routine maintenance. These investments ensure that our housing stock is available and livable for years to come.

- **UNIT UPGRADES ($3.4 MILLION).** KCHA's ongoing efforts to significantly upgrade the interiors of our affordable housing inventory as units turn over continued in 2017. KCHA's in-house, skilled workforce performed the renovations, which include installation of new flooring, cabinets, and fixtures that extended the useful life of 120 additional units by 20 years.
- **SITE IMPROVEMENTS ($1.2 MILLION).** The design for site improvements at Forest Glen (Redmond), Lake House (Shoreline), and Burien Vets House (Burien) was finalized and construction was rescheduled to 2018. Second phase site improvement work, including new sidewalks, gutters, parking, and improved drainage, was completed at Valli Kee (Kent).
- **BUILDING ENVELOPE AND RELATED COMPONENTS UPGRADES ($5.8 MILLION).** Burndale Homes (Auburn), Firwood Circle (Auburn), and Hidden Village (Bellevue) received new siding, doors, and windows in 2017. Building envelope improvement work began at Northridge I and II (Shoreline) and will be completed in early 2018. In mid-2017, KCHA identified that the decks were failing at Northwood Apartments (Kenmore) and made temporary, emergency repairs. Permanent repairs will be made in 2018.
- **DOMESTIC WASTE AND WATER LINE WORK ($1.5 MILLION).** New water lines were installed at Ballinger Homes (Shoreline) and Cascade Homes (Kent).
- **"509" INITIATIVE IMPROVEMENTS ($1.4 MILLION).** In 2017, significant capital improvements were completed at the properties included in the 2013 conversion of 509 scattered-site Public Housing units to project-based Section 8 subsidies. New windows, doors, and siding were installed at Kings Court (Federal Way). The design for site improvements at Juanita Court (Kirkland) and envelope upgrades at Juanita Trace (Kirkland) was completed and construction was scheduled for 2018.
- **OTHER IMPROVEMENTS ($185,000).** Work began on the replacement of outdated electrical panels at Boulevard Manor (Burien) and Yardley Arms (Burien) and will be completed in early 2018.

[6] As part of our Energy Performance Contract, we installed $13.9 million in conservation measures across our portfolio of federally subsidized housing.

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[7]	41	This program maintains a federally subsidized (LIPHRA) community in a high-opportunity King County neighborhood.
Home Ownership Program[8]	654	KCHA's home ownership program offers qualified low-income individuals, families, and seniors the opportunity to own a manufactured home located on a leased lot in one of five housing communities.
Bond-Financed Program[9]	4,726	The bond-finance program is composed of workforce housing (for households earning 80% of AMI or below) that does not receive operating subsidy from the federal government. This program is a key strategy for preserving affordable housing in high-opportunity areas and coordinates closely with the tenant- and project-based HCV programs.
Low-Income Housing Tax Credit Program (LIHTC)[10]	604	Owned by separate limited partnerships, these units typically are available to households earning 60% of 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.
Mixed Finance Housing[11]	602	Properties in this portfolio contain multiple funding sources including LIHTC, project-based Section 8, and Public Housing. This mixed-finance approach allows KCHA to support a property's debt while allowing our lowest-income residents access to these units.
Local Programs[12]	127	This inventory is made up of emergency and transitional housing units. Some of the programs offer supportive services to homeless families, veterans, victims of domestic violence, and people with special needs.
Total Other Housing Owned and/or Managed	6,754	

[7] Parkway.
[8] Friendly Village, Rainier View Mobile Homes, Tall Cedars, Vantage Glen, Wonderland Estates.
[9] Abbey Ridge, Alpine Ridge, Aspen Ridge, Auburn Square, Ballinger Commons, Bellepark East, Carriage House, Cascadian, Colonial Gardens, Cottonwood, Cove East, Fairwood Apartments, Gilman Square, Heritage Park, Highland Village, Landmark, Laurelwood, Meadowbrook Apartments, Meadows at Lea Hill, Newporter, Parkwood, Rainier View I, Rainier View II, Si View, Somerset Gardens East, Somerset Gardens West, Timberwood, Vashon Terrace, Villages at South Station, Walnut Park, Windsor Heights, Woodland North, Woodridge Park, Woodside East.
[10] Arbor Heights, Corinthian Apartments, Overlake, Southwood Square.
[11] Eastbridge, Harrison House, Nia, Salmon Creek, Seola Crossing I, Valley Park.
[12] 520 SW 102nd St., Anita Vista, Brookside, Burien Vets House, Campus Green, Echo Cove, Federal Way Duplexes, Harbour Villa, Holt Property, Nike, Slater Park, Shadrach, Sunnydale.

Federally Subsidized Housing Owned and/or Managed by the PHA at Fiscal Year-end

Housing Program	Total Units	Overview of the Program
Public Housing[13]	2,236	KCHA's Public Housing program serves those with the most limited incomes, including seniors, people with disabilities, and families. Many of our Public Housing properties offer on-site services to meet the residents' unique and varied needs.
Project-based Section 8[14]	1,210	Similar to Public Housing, project-based Section 8 housing targets the county's lowest-income households and, in some cases, includes site-specific supportive services.
Total Subsidized Housing Owned and/or Managed	3,446	

[13] Ballinger Homes, Boulevard Manor, Briarwood, Brittany Park, Burien Park, Burndale, Casa Juanita, Casa Madrona, Cascade Apartments, College Place, Eastside Terrace, Fairwind, Firwood Circle, Forest Glen, Gustaves Manor, Island Crest Apartments, Kirkland Place Apartments, Lake House, Mardi Gras, Munro Manor, Northlake House, Northridge, Northwood, Pacific Court, Paramount, Park Royal, Pepper Tree, Plaza Seventeen, Riverton Terrace-Senior, Shelcor, Sixth Place Apartments, Southridge, Valli Kee, Vantage Point, Wayland Arms, Westminster, Yardley Arms, Zephyr.

[14] Avondale, Bellevue 8, Bellevue Manor, Birch Creek, Campus Court, Campus Court II, Cedarwood, Eastridge House, Evergreen Court, Federal Way 3, Forest Grove, Glenview Heights, Green River II, Greenleaf, Hidden Village, Juanita Court, Juanita Trace, Kings Court, Kirkwood Terrace, Newport Apartments, Northwood Square, Patricia Harris Manor, Pickering Court, Riverton Terrace-Family, Shoreham, Spiritwood, Victorian Woods, Vista Heights, Wellswood, Woodcreek Lane Apartments, Young´s Lake.

B. LEASING INFORMATION

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

KCHA served close to 200 households through locally designed, non-traditional programs, including the sponsor-based housing program for chronically homeless individuals, a stepped rent program for young adults exiting homelessness, and flexible rent subsidy for homeless students and their families and survivors of domestic violence. The flat subsidy program was not implemented in 2017, which accounts for the additional 30 households we had projected serving in the 2017 MTW Plan.

Housing Program	Planned Number of Households Served	Actual Number of Households Served
Number of Units to be Occupied/Leased through Local, Non-traditional, MTW Funded, Property-based Assistance Programs	0	0
Number of Units to be Occupied/Leased through Local, Non-traditional, MTW Funded, Tenant-based Assistance Programs[15]	227	197
Port-in Vouchers (not absorbed)	N/A	3,091
Total Projected and Actual Households Served	**227**	**3,288**

Housing Program	Planned Unit Months Occupied/Leased	Actual Unit Months Occupied/Leased
Number of Units to be Occupied/Leased through Local, Non-traditional, MTW Funded, Property-based Assistance Programs	0	0
Number of Units to be Occupied/Leased through Local, Non-traditional, MTW Funded, Tenant-based Assistance Programs	2,724	2,364
Port-in Vouchers (not absorbed)	N/A	37,092
Total Projected and Annual Unit Months Occupied/Leased	**2,724**	**39,456**

	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

[15] Sponsor-based Supportive Housing (87), Next Step (1), Coming Up (31), SFSI (48), and DV Housing First (30).

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

Fiscal Year:	2014	2015	2016	2017
Total Number of Local, Non-traditional MTW Households Assisted	247	214	242	196
Number of Local, Non-traditional MTW Households with Incomes Below 50% of AMI[16]	247	214	242	196
Percentage of Local, Non-traditional MTW Households with Incomes Below 50% of AMI	100%	100%	100%	100%

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 Housing Choice 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%

[16] All local, non-traditional programs serve those experiencing homelessness so program admissions are assumed at or below 50% of AMI.

Explanation for Baseline Adjustments to the Distribution of Household Sizes Utilized	Between 2003 and 2014, King County experienced a 64 percent increase of unsheltered individuals. To account for this, we adjusted the baseline for the one-person household to reflect the growth in street homelessness [(1,201 + 1,929) x 64% = 2,003].[17]

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	45.85%	19.39%	13.76%	10.11%	5.62%	5.27%	**100%**
Number of Households Served by Family Size This Fiscal Year	6,041	3,149	1,738	1,280	747	787	**13,742**
Percentages of Households Served by Household Size This Fiscal Year	43.96%	22.92%	12.65%	9.31%	5.44%	5.73%	**100%**
Percentage Change	1.89%	-3.53%	1.11%	0.80%	0.18%	-0.46%	**0%**

[17] 2003 One Night Count (1,899 persons): http://homelessinfo.org/resources/one_night_count/2004_ONC_Report.pdf; 2015 One Night Count (3,123 persons): http://www.homelessinfo.org/resources/one_night_count/2014_ONC_Street_Count_Summary.pdf.

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 2017.
Housing Choice Vouchers	King County continued to have one of the most competitive rental markets and lowest vacancy rates in the nation, making it difficult for our voucher holders to compete with nonsubsidized renters. Special purpose voucher holders, those individuals and families facing even greater barriers to securing housing, were even more impacted by the market. Source of Income Discrimination statutes are in place in only seven of 39 suburban jurisdictions in King County. We continue to use a tiered ZIP code-based payment standard system that more closely matches area submarket costs to reduce barriers to housing. Additionally, we organized caseloads by zip codes and hired a Landlord Liaison to improve customer service to owners. We are also exploring additional measures to support voucher holders in securing a home, including: unit holding fees; expedited lease-up processes for preferred landlords; ongoing re-evaluation of payment standards; and flexible funding to assist participants with back rent and utilities, application fees, and deposits. Voucher shopping success rates at the end of the year stood at 66 percent.
Local, Non-traditional	Successfully leasing an apartment and maintaining housing stability in a tight rental market with a population that already faces multiple barriers remained a challenge for our local, non-traditional programs in 2017. The sponsor-based supportive housing program remained a key strategy to housing individuals who are otherwise unsuccessful finding and securing a place to live on the private market. Our locally designed project-based Section 8 program is another tool that allows us to successfully house this population by having the ability to more nimbly partner with local nonprofits and determine the size of our program. Alongside our partners, we also continued to explore the use of additional resources, such as landlord engagement, housing search navigation services, and housing stability support to encourage lease-up on the private market.

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)	32	Maintain housing
Passage Point Re-entry Housing Program (2013-1)	10	Positive move to Public Housing or other independent housing
EASY & WIN Rent (2008-10, 2008-11)	118	Positive move from KCHA to unsubsidized housing
Develop a Sponsor-based Housing Program (2007-6)	75	Maintain housing
Households Duplicated Across Activities/Definitions	0	
ANNUAL TOTAL NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF-SUFFICIENCY	**235**	

In 2017, 235 households in KCHA's federally subsidized housing programs achieved self-sufficiency milestones. Of those, 118 achieved self-sufficiency by moving to non-subsidized housing and 117 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?
Housing Choice Voucher	Community-wide	3,200	Closed	Yes
Public Housing	Other: Regional	6,679	Open	Yes
Public Housing	Site-based	6,396	Open	Yes
Project-based	Other: Regional	2,516	Open	Yes
Public Housing - Conditional Housing	Program-specific	22	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 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 process for the Public Housing regional wait list described above. Applicants are given the opportunity to apply for the region of their choice. KCHA may pre-screen a cluster of applicants prior to receiving notice of available units from an owner in order to ensure eligibility and facilitate rapid referral.

SECTION III

PROPOSED MTW ACTIVITIES

New activities are proposed in the annual MTW Plan.

SECTION IV

APPROVED MTW ACTIVITIES

A. IMPLEMENTED ACTIVITIES

The following table provides an overview of KCHA's implemented activities, the statutory objectives they aim to meet, and the page number in which more detail can be found.

Year-Activity #	MTW Activity	Statutory Objective	Page Number
2016-2	Conversion of Former Opt-out Developments to Public Housing	Cost-effectiveness	21
2015-2	Reporting on the Use of Net Proceeds from Disposition Activities	Cost-effectiveness	22
2014-1	Stepped-down Assistance for Homeless Youth	Self-sufficiency	23
2014-2	Revised Definition of "Family"	Housing Choice	25
2013-1	Passage Point Re-entry Housing Program	Housing Choice	26
2013-2	Flexible Rental Assistance	Housing Choice	27
2009-1	Project-based Section 8 Local Program Contract Term	Housing Choice	28
2008-1	Acquire New Public Housing	Housing Choice	29
2008-10 & 2008-11	EASY and WIN Rent Policies	Cost-effectiveness	30
2008-21	Public Housing and Housing Choice Voucher Utility Allowances	Cost-effectiveness	32
2007-6	Develop a Sponsor-based Housing Program	Housing Choice	33
2007-14	Enhanced Transfer Policy	Cost-effectiveness	35
2005-4	Payment Standard Changes	Housing Choice	36
2004-2	Local Project-based Section 8 Program	Cost-effectiveness	37
2004-3	Develop Site-based Waiting Lists	Housing Choice	40
2004-5	Modified Housing Quality Standards (HQS) Inspection Protocols	Cost-effectiveness	41
2004-7	Streamlining Public Housing and Housing Choice Voucher Forms and Data Processing	Cost-effectiveness	42
2004-9	Rent Reasonableness Modifications	Cost-effectiveness	44
2004-12	Energy Performance Contracting	Cost-effectiveness	45
2004-16	Housing Choice Voucher Occupancy Requirements	Cost-effectiveness	46

ACTIVITY 2016-2: Conversion of Former Opt-out Developments to Public Housing

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness
APPROVAL: 2016
IMPLEMENTED: 2016

CHALLENGE: The process to convert a property's subsidy model from project-based Section 8 to Public Housing is slow, burdensome, and administratively complex.

SOLUTION: This policy allows KCHA to convert entire project-based Section 8 opt-out properties to Public Housing at once. Under current federal guidelines, units convert only when the original resident moves out with a voucher. This transition is gradual, and at properties housing seniors or disabled residents, turnover of units tends to be especially slow. In the meantime, two sets of rules – project-based Section 8 and Public Housing – simultaneously govern the management of the development, adding to the administrative complexity of providing housing assistance.

This activity builds upon KCHA's previously approved initiative (2008-1) to expand housing through use of banked Public Housing ACC units. KCHA can convert former project-based "opt-out" sites to Public Housing through the development process outlined in 24 CFR 905, rather than through the typical gradual transition. As a result, this policy greatly streamlines operations and increases administrative efficiency.

With transition to Public Housing subsidy, current enhanced voucher participants retain protections against future rent increases in much the same manner as previously provided. As a Public Housing resident, these households pay an affordable rent (based on policies outlined in KCHA's Public Housing Admissions and Continued Occupancy Policy [ACOP]) and thus remain protected from a private owner's decision to increase the contract rent. At the same time, KCHA's MTW-enhanced Transfer Policy ensures that former enhanced voucher recipients retain the same (if not greater) opportunity for mobility by providing access to transfer to other subsidized units within KCHA's portfolio or use of a general HCV should future need arise.

KCHA works with affected residents of selected former opt-out properties,[18] providing ample notification and information (including the right to move using a general voucher for current enhanced voucher participants) in order to ensure the development's seamless transition to the Public Housing program.

[18] The Chaussee portfolio may be converted to Public Housing in the future.

PROGRESS AND OUTCOMES: KCHA did not convert any opt-out developments to Public Housing in 2017.

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	$1,320[19] saved	N/A	N/A
Reduce costs and achieve greater cost-effectiveness	CE #2: Total time to complete task in staff hours	0 hours saved	40 hours saved	N/A	N/A

ACTIVITY 2015-2: Reporting on the Use of Net Proceeds from Disposition Activities

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness
APPROVAL: 2015
IMPLEMENTED: 2016

CHALLENGE: The reporting process for the use of net proceeds from KCHA's disposition activities is duplicative and burdensome, taking up to 160 hours to complete each year. The reporting protocol for the MTW program aligns with the Section 18 disposition code reporting requirements, allowing for an opportunity to simplify this process.

SOLUTION: KCHA reports on the use of net proceeds from disposition activities in the annual MTW report. This streamlining activity allows us to realize time-savings and administrative efficiencies while continuing to adhere to the guidelines outlined in 24 CFR 941 Subpart F of Section 18 demolition and disposition code.

We use our net proceeds from the last HOPE VI disposition, Seola Gardens, in some of the following ways, all of which are accepted uses under Section 18(a)(5):

1. Repair or rehabilitation of existing ACC units.

2. Development and/or acquisition of new ACC units.

3. Provision of social services for residents.

4. Implementation of a preventative and routine maintenance strategy for specific single-family scattered-site ACC units.

5. Modernization of a portion of a residential building in our inventory to develop a recreation room, laundry room or day-care facility for residents.

[19] This figure was calculated by multiplying the median hourly wage and benefits ($33) of staff who oversee this activity by the number of hours saved. The number is a monetization of the hours saved through the implementation of this program.

7. Leveraging of proceeds in order to partner with a private entity for the purpose of developing mixed-finance Public Housing under 24 CFR 905.604.

We report on the proceeds' uses, including administrative and overhead costs, in the MTW reports. The net proceeds from this project are estimated to be $5 million.

PROGRESS AND OUTCOMES: KCHA did not use any net proceeds in 2017.

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	$11,840[20] saved	N/A	N/A
Reduce costs and achieve greater cost-effectiveness	CE #2: Total time to complete task in staff hours	0 hours saved	160 hours saved	N/A	N/A

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

MTW STATUTORY OBJECTIVE: Increase Self-sufficiency
APPROVAL: 2014
IMPLEMENTED: 2014

CHALLENGE: During the January 2017 point-in-time homeless count in King County, 1,498 youth and young adults were identified as homeless or unstably housed.[21] 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 implemented a flexible, "stepped-down" rental assistance model in partnership with local youth service providers. Our 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 them do not require extended tenure in a supportive housing environment. By providing limited-term rental assistance and promoting graduation to independent living, more youth can be served effectively. KCHA is partnering with Valley Cities Counseling and Consultation to operate the Coming Up initiative. This program offers independent housing opportunities to young adults (ages 18 to 25) who are either exiting homelessness or currently living in service-rich transitional housing. With support from the provider, participants move into housing in the private rental market, sign a lease, and work with a

[20] This figure was calculated by multiplying the median hourly wage and benefits ($74) 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.
[21] Count Us In 2017: King County's Point-in-Time Count of Homeless & Unstably Housed Young People. http://allhomekc.org/wp-content/uploads/2016/11/2017-King-PIT-Count-Comprehensive-Report-FINAL-DRAFT-5.31.17.pdf

resource specialist who prepares them to take over the lease after a period of being stabilized in housing.

PROGRESS AND OUTCOMES: Successful client outcomes demonstrated under the Next Step pilot have enabled King County's Continuum of Care to secure additional federal and local resources and to scale the stepped rent program concept beyond the pilot. For this reason, KCHA began ramping down the Next Step program in 2016 and closed out the program through participant attrition in August 2017.

As the rental market continues to escalate at unprecedented rates across King County, KCHA and Valley Cities Counseling are closely monitoring the outcomes of young adults exiting the Coming Up program model to ensure it remains an effective tool in setting up young adults to maintain their housing by program completion.

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/month	Next Step: $777/month Coming Up: $200/month	Next Step: $1,650/month Coming Up: $853/month	Exceeded
Increase self-sufficiency	SS #3: Employment status for heads of household	(1) Employed Full-time 0 participants	5 participants	6 participants	Partially Achieved
		(2) Employed Part-time 0 participants	10 participants	13 participants	
		(3) Enrolled in an Educational Program 0 participants	5 participants	4 participants	
		(4) Enrolled in Job-training Program 0 participants	2 participants	2 participants	
		(5) Unemployed 0 participants	0 participants	13 participants	
		(6) Other 0 participants	0 participants	0 participants	
Increase self-sufficiency	SS #5: Number of households receiving services	0 households	45 households	32 households	Partially Achieved

Increase self-sufficiency	SS #7: Tenant rent share	0 households	Next Step: 4 households at 30% of contract rent Coming Up: 10 paying $50 or more toward contract rent	Next Step: 1 household at 60% of contract rent Coming Up: 15 paying $50 or more toward contract rent	Exceeded
Increase self-sufficiency	SS #8: Households transition to self-sufficiency[22]	0 households	45 households	32 households	Partially Achieved

ACTIVITY 2014-2: Revised Definition of "Family"

MTW STATUTORY OBJECTIVE: Increase Housing Choice
APPROVAL: 2014
IMPLEMENTED: 2014

CHALLENGE: According to a January 2017 point-in-time count, over 900 families with children were living unsheltered or in temporary housing in King County.[23] Thousands more elderly and disabled people, many with severe rent burdens, are on our waiting lists with no new federal resources anticipated.

SOLUTION: This policy directs KCHA's limited resources to populations facing the greatest need: elderly, near-elderly and disabled households; and families with minor children. We modified the eligibility standards outlined in the Public Housing ACOP and HCV Administrative Plans to limit eligible households to those that include at least one elderly or disabled individual or a minor/dependent child. The current policy affects only admissions and does not affect the eligibility of households currently receiving assistance. Exceptions will be made for participants in programs that target specialized populations such as domestic violence victims or individuals who have been chronically homeless.

PROGRESS AND OUTCOMES: KCHA continued to apply this policy to new applicants, sustaining a reduced wait list time of 25 months.

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	25 months	Achieved

[22] Self-sufficiency for this activity is defined as securing and maintaining housing.
[23] HUD's 2017 Continuum of Care Homeless Assistance Programs Homeless Populations and Subpopulations (WA-500). https://www.hudexchange.info/resource/reportmanagement/published/CoC_PopSub_CoC_WA-500-2017_WA_2017.pdf.

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 Re-entry Housing Program

MTW STATUTORY OBJECTIVE: Increase Housing Choice
APPROVAL: 2013
IMPLEMENTED: 2013

CHALLENGE: In 2017, 1,441 individuals in King County returned to the community after a period of incarceration.[24] 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.[25] Without a home or employment, many of these parents are unable to reunite with their children.

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

PROGRESS AND OUTCOMES: In 2017, 46 households lived and participated in services at Passage Point. Of these households, 10 were able to graduate to permanent housing.

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	$645,000	Exceeded

[24] Washington State Department of Corrections. Number of Prison Releases by County of Release. http://www.doc.wa.gov/docs/publications/reports/200-RE001.pdf
[25] Glaze, L E and Maruschak, M M (2008). Parents in Prison and Their Minor Children. http://www.bjs.gov/index.cfm?ty=pbdetail&iid=823

Increase housing choices	HC #5: Number of households able to move to a better unit[26]	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	46 households	Exceeded
Increase self-sufficiency	SS #1: Average earned income of households affected by this policy	$0	$3,584	$3,925	Exceeded
Increase self-sufficiency	SS #3: Employment status for heads of household	(1) Employed Full-time 0 (2) Employed Part-time 0 (3) Enrolled in an Educational Program 0 (4) Enrolled in Job Training Program 0 (5) Unemployed 0 (6) Other: engaged in services 0	15 15 15 12 0 0	21 10 10 5 0 0	Partially Achieved
Increase self-sufficiency	SS #8: Number of households transitioned to self-sufficiency[27]	0 households	5 households	10 households	Exceeded

ACTIVITY 2013-2: Flexible Rental Assistance

MTW STATUTORY OBJECTIVE: Increase Housing Choice
APPROVAL: 2013
IMPLEMENTED: 2013

CHALLENGE: The one-size-fits-all approach of traditional housing programs does not provide the flexibility needed to quickly and effectively meet the needs of low-income individuals facing distinct housing crises, such as homelessness and domestic violence. In many of these cases, a short-term rental

[26] Better unit is defined as stable housing.
[27] Self-sufficiency in this activity is defined as graduating to Public Housing or other independent housing.

subsidy paired with responsive, individualized case management can help a family out of a crisis situation and into safe, stable housing.

SOLUTION: This activity, developed with local service providers, offers tailored flexible housing assistance to families and individuals in crisis. KCHA provides flexible financial assistance, including time-limited rental subsidy, security deposits, rent arrears, and funds to cover move-in costs, while our partners provide individualized support services. For example, the Student and Family Stability Initiative (SFSI) pairs short-term rental assistance with housing stability and employment navigation 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 while caseworkers have the flexibility to determine the most effective approach to quickly stabilize participants in housing.

PROGRESS AND OUTCOMES: As King County's rental market continues to escalate at unprecedented rates, our partners are facing significant challenges locating affordable units for families. We are closely monitoring the housing placement and stability rates to evaluate the effectiveness of this model with current rental market conditions.

KCHA provided flexible rental assistance to 78 formerly homeless families in 2017.

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	50 households	78 households[28]	Exceeded
Increase housing choices	HC #7: Number of households receiving services aimed to increase housing choice	0 households	100 households	126 households[29]	Exceeded

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

MTW STATUTORY OBJECTIVE: Increase Housing Choice
APPROVAL: 2009
IMPLEMENTED: 2009

CHALLENGE: Prior to 2009, our nonprofit development partners faced difficulties securing private financing for the development and acquisition of affordable housing projects. Measured against banking

[28] SFSI: 48 families housed; DVHF: 30 families housed.
[29] SFSI: 86 households served; DVHF: 40 households served.

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 allowable term for project-based Section 8 contracts to 15 years. The longer term assists our partners in underwriting and leveraging private financing for development and acquisition projects. At the same time, the longer-term commitment from KCHA signals to lenders and underwriters that proposed projects have sufficient cash flow to take on the debt necessary to develop or acquire affordable housing units. In 2018, KCHA will increase the contract term to 30 years for both initial contracts and contract extensions.

PROGRESS AND OUTCOMES: KCHA continued to save 20 hours of staff time per 15-year contract.

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	$880 saved	$880 saved per contract[30]	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 contract	Achieved

ACTIVITY 2008-1: Acquire New Public Housing

MTW STATUTORY OBJECTIVE: Increase Housing Choice
APPROVAL: 2008
IMPLEMENTED: 2008

CHALLENGE: In King County, about half of all renter households spend more than 30 percent of their income on rent.[31] Countywide, fewer than 15 percent of all apartments are considered affordable to households earning less than 30 percent of AMI.[32] In context of these challenges, KCHA's Public Housing wait lists continue to grow. Given the 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.

[30] 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. The number is a monetization of the hours saved through the implementation of this program.
[31] US Census Bureau, ACS 2016 5-year estimates: 46.4% of King County renter households pay 30% or more of household income on gross rent.
https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_16_5YR_DP04&prodType=table.
[32] US Census Bureau, ACS 2014 5-year estimates: 14.4% of King County rental units have gross rents under $750.
http://factfinder.census.gov/bkmk/table/1.0/en/ACS/14_5YR/DP04/0500000US53033. HUD FY2014 Income Limits Documentation System: 30% AMI for a household of four is $26,450. For a household making $30,197 per year, spending no more than 30% of income on rent translates to $754.80 or less in asking rent per month.

SOLUTION: KCHA's Public Housing 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. This approach is challenging, however, because Public Housing units cannot support debt. We continued our innovative use of MTW working capital, with a particular focus on the creation or preservation of units in high-opportunity neighborhoods.[33]

We further simplify the acquisition and addition of units to our Public Housing inventory by partnering with the local HUD field office to streamline the information needed to add these units to the PIH Information Center system and obtain operating and capital subsidies. We also use a process for self-certification of neighborhood suitability standards and Faircloth limits, necessitating the flexibility granted in Attachment D, Section D of our MTW Agreement.[34]

PROGRESS AND OUTCOMES: KCHA did not add any new units to the Public Housing program in 2017. We remained over halfway to our goal of turning on subsidy for 700 units by the end of 2018.

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)	443 cumulative units	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)	443 cumulative units	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	N/A	N/A

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

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness and Self-sufficiency
APPROVAL: 2008
IMPLEMENTED: 2008

CHALLENGE: The administration of rental subsidies under existing HUD rules can be complex and confusing to the households we serve. Significant staff time was being spent complying with federal requirements that do not promote better outcomes for residents, safeguard program integrity or save

[33] Neighborhood opportunity designations are from the Puget Sound Regional Council and Kirwan Institute's Opportunity Mapping index (https://www.psrc.org/opportunity-mapping).
[34] Some Public Housing units might be designated MTW Neighborhood Services units over this next year upon approval from the HUD field office.

taxpayer money. The rules regarding deductions, annual reviews and recertifications, and income calculations were 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, HUD's rent rules include complicated earned-income disregards that can manifest as disincentives to income progression and employment advancement.

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, HCV 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 at $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 implemented in FY 2010 to encourage increased economic self-sufficiency among households where individuals are 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 reprieve during which they are able to pay a lower rent or, in some cases, receive a credit payment. Following this period, a WIN Rent household pays a minimum rent of $25 regardless of income calculation.

In addition to 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 in the WIN Rent program. We estimate that these policy and operational modifications have reduced the relevant administrative workloads in the HCV and Public Housing programs by 20 percent.

PROGRESS AND OUTCOMES: KCHA continues to realize significant savings in staff time and resources through the simplified rent calculation protocol, saving close to 6,000 hours in 2017.

MTW Statutory Objective	Unit of Measurement	Baseline[35]	Benchmark	Outcome	Benchmark Achieved?
Reduce costs and achieve greater cost-effectiveness	CE #1: Total cost of task in dollars	$0 saved	$116,787 saved[36]	$197,439 saved	Exceeded
Reduce costs and achieve greater cost-effectiveness	CE #2: Total time to complete task in staff hours	0 hours saved	3,000 HCV staff hours saved; 450 PH staff hours saved	4,760 HCV staff hours saved; 1,223 PH staff hours saved	Exceeded
Increase self-sufficiency	SS #1: Average income of households (EASY)	HCV: $10,617 PH: $10,514	2% increase	HCV: $11,711 PH: $11,237	Exceeded
Increase self-sufficiency	SS #1: Average earned income of households (WIN)	HCV: $7,983 PH: $14,120	3% increase	HCV: $19,863 PH: $20,975	Exceeded
Increase self-sufficiency	SS #8: Households transition to self-sufficiency[37]	0 households	25 households	118 households	Exceeded

ACTIVITY 2008-21: Public Housing and Housing Choice Voucher Utility Allowances

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness
APPROVAL: 2008
IMPLEMENTED: 2010

CHALLENGE: KCHA would spend almost $22,000 annually in additional staff time to administer 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 HCV 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 HCV 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 adjustments annually when the Consumer Price Index produces a change (decrease or increase) of more than 10 percent rather than each time an adjustment is made to the utility

[35] 2010 earned income baseline from Rent Reform Impact Report, John Seasholtz.
[36] This figure was calculated by multiplying the median hourly wage and benefits ($33) of the staff members who oversee this activity by the number of hours saved. This number is a monetization of the hours saved through the implementation of this program.
[37] Self-sufficiency is defined as a positive move from subsidized housing.

equation. We worked with data from a Seattle City Light study completed in late 2009, allowing us to 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 to the streamlined regional utility schedule, allowing us to save more than 300 hours of staff time this past year.

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	$22,116 saved[38]	$23,256 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	306 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 5 minutes saved per PH file	Achieved

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

MTW STATUTORY OBJECTIVE: Increase Housing Choice
APPROVAL: 2007
IMPLEMENTED: 2007

CHALLENGE: According to a January 2017 point-in-time count, 2,481 individuals in King County were chronically homeless.[39] Many landlords are hesitant to sign a lease with an individual who has been chronically homeless, usually due to that person's poor or non-existent rental history, lack of consistent employment or criminal background. Most people who have been chronically homeless require additional support, beyond rental subsidy, to secure and maintain a safe, stable place to live.

[38] This figure was calculated by multiplying the median hourly wage and benefits ($76) of the staff member who oversees this activity by the number of hours saved. The number is a monetization of the hours saved through the implementation of this program.
[39] CoC Dashboard Report (WA-500). 2017 Continuum of Care Homeless Assistance Programs Homeless Populations and Subpopulations. https://www.hudexchange.info/resource/reportmanagement/published/CoC_PopSub_CoC_WA-500-2017_WA_2017.pdf

SOLUTION: In the sponsor-based housing program, KCHA provides housing funds directly to our behavioral health care partners, including Sound, Navos Mental Health Solutions, and Valley Cities Counseling and Consultation. These providers use the funds to secure private market rentals that are then sub-leased to program participants. The programs operate under the "Housing First" model of supportive housing, which couples low-barrier placement in permanent, scattered-site housing with intensive, individualized services that help residents maintain long-term housing stability. Recipients of this type of support are referred through the mental health system, street outreach teams, and King County's Coordinated Entry for All system. Once a resident is stabilized and ready for a more independent living environment, KCHA offers a move-on strategy through a tenant-based non-elderly disability voucher.

PROGRESS AND OUTCOMES: We continued to serve the hardest-to-house populations through a Housing First model that coordinates across the housing, mental health, and homeless systems. With the increasingly competitive and expensive rental market, sponsor agencies have found it even more challenging to retain landlords willing to master lease their units. KCHA works closely with our partners to help them retain and recruit landlords in order to ensure housing opportunities remain available for this vulnerable population.

In 2017, the program provided stable, supportive housing to 87 households who previously experienced long periods of homelessness.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark[40]	Outcome	Benchmark Achieved?
Increase housing choices	HC #1: Number of new units made available for households at or below 80% AMI	0 units	95 units	95 units	Achieved
Increase housing choices	HC #5: Number of households able to move to a better unit	0 households	95 households	87 households	Partially Achieved
Increase self-sufficiency	SS #5: Number of households receiving services aimed to increase self-sufficiency	0 households	95 households	87 households	Partially Achieved
Increase self-sufficiency	SS #8: Number of households transitioned to self-sufficiency	0 households	90 households	75 households	Partially Achieved

[40] The benchmark was adjusted down to account for the Coming Up program now being reported under Activity 2014-1 and the transition of the Forensic Assertive Treatment (FACT) program participants to a different program model.

ACTIVITY 2007-14: Enhanced Transfer Policy

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness
APPROVAL: 2007
IMPLEMENTED: 2007

CHALLENGE: HUD rules restrict a resident from moving from Public Housing to HCV or from HCV to Public Housing, which hampers our ability to meet the needs of our residents. For example, PBS8 residents may need to move if their physical abilities change and they no longer can access their second-story, walk-up apartment. A Public Housing property may have an accessible unit available. Under traditional HUD regulations, this resident would not be able to move into this available unit.

SOLUTION: Under existing HUD guidelines, a resident cannot transfer between the HCV and Public Housing programs, regardless of whether a more appropriate unit for the resident is available in the other program. This policy allows a resident to transfer among KCHA's various subsidized programs and expedites 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. The enhanced transfer policy allows a household to move 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 of our residents by housing them in a unit that suits their situation best, regardless of which federal subsidy they receive.

PROGRESS AND OUTCOMES: In 2017, 54 households that traditionally would not have been eligible for a change of unit were able to move to a more suitable unit.

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	54 households	Exceeded

ACTIVITY 2005-4: Payment Standard Changes

MTW STATUTORY OBJECTIVE: Increase Housing Choice
APPROVAL: 2005
IMPLEMENTED: 2005

CHALLENGE: Currently, 31 percent of KCHA's tenant-based voucher households live in high-opportunity neighborhoods of King County, which means 70 percent are unable to reap the benefits that come with residing in such an area. These benefits include improved educational opportunities, increased access to public transportation, and greater economic opportunities.[41] Not surprisingly, high-opportunity neighborhoods have more expensive rents. According to recent market data, a two-bedroom rental unit at the 40th percentile in East King County – typically a high-opportunity area – costs $600 more than the same unit in South King County, which includes several high-poverty neighborhoods.[42] To move to high-opportunity areas, voucher holders need sufficient resources, which are not available under traditional payment standards. Conversely, broadly applied payment standards that encompass multiple housing markets – low and high – result in HCV rents "leading the market" in lower-priced areas.

SOLUTION: This initiative develops local criteria for the determination and assignment of payment standards to better match local rental markets, with the goals of increasing affordability in high-opportunity neighborhoods and 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 high-opportunity areas of the county and not have to pay market-leading rents in less expensive neighborhoods. As a result, our residents are less likely to be squeezed out by tighter rental markets and have greater geographic choice. 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 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 rents in Puget Sound's submarkets. Current payment standards for two-bedroom apartments range from 84 percent to 132 percent of the regional HUD FMR.

In 2016, KCHA implemented a five-tiered payment standard system based on ZIP codes. We arrived at a five-tiered approach by analyzing recent tenant lease-up records, consulting local real estate data,

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[41] Neighborhood opportunity designations are from the Puget Sound Regional Council and Kirwan Institute's Opportunity Mapping index (https://www.psrc.org/opportunity-mapping).
[42] Dupree & Scott, March 2017 King County Rental Data Report.

holding forums with residents and staff, reviewing small area FMR payment standard systems implemented by other housing authorities, and assessing the financial implications of various approaches. In designing the new system, we sought to have enough tiers to account for submarket variations but not so many that the new system became burdensome and confusing for staff and residents. Early outcomes demonstrate a promising increase in lease-up rates in high-opportunity neighborhoods within the top two tiers.

PROGRESS AND OUTCOMES: At the end of 2017, we implemented an additional sixth payment standard tier to more closely account for variations in a local housing market.

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[43]	Achieved
Increase housing choices	HC # 5: Number of households able to move to an opportunity neighborhood	21% of HCV households live in high-opportunity neighborhoods	30% of HCV households live in high-opportunity neighborhoods	31% of HCV households live in high-opportunity neighborhoods	Exceeded

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

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness and Housing Choice
APPROVAL: 2004
IMPLEMENTED: 2004

CHALLENGE: Current project-basing regulations are cumbersome and present multiple obstacles to serving high-need households, partnering effectively and efficiently with nonprofit developers, 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 voucher holders, as these jurisdictions have not enacted legislation prohibiting discrimination based on source of income.

Meanwhile, nonprofit 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

[43] 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 project-based Section 8 program is an important factor in addressing the distribution of affordable housing in King County and coordinating effectively 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.[44] We also partner with nonprofit 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 young adults and families traditionally not served through our mainstream Public Housing and HCV programs. Additionally, we coordinate with county government and suburban jurisdictions to underwrite a pipeline of new affordable housing developed by local nonprofit 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 subsidy to a limited number of demonstration projects not qualifying under standard policy in order to serve important public purposes. (FY 2004)
- Modifying eligibility and selection policies as needed to align with entry criteria for nonprofit-operated housing programs. (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 lower than 20 percent. (FY 2004)
- Waiving the 25 percent cap on the number of units that can be project-based on a single site. (FY 2004)
- Allocating PBS8 subsidy non-competitively to KCHA-controlled sites or other jurisdictions and using 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 having the management entity complete the initial inspection rather than KCHA, with inspection sampling at annual review. (FY 2004)

[44] Neighborhood opportunity designations are from the Puget Sound Regional Council and Kirwan Institute's Opportunity Mapping index (https://www.psrc.org/opportunity-mapping).

- 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)
- Partnering with local municipalities to develop a local competitive process that pairs project-based assistance with local zoning incentives. (FY 2016)

IMPROVE PROGRAM ADMINISTRATION BY:

- Allowing project sponsors to manage project wait 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 KCHA where deemed appropriate. (FY 2004)
- Offering moves to Public Housing in lieu of an HCV exit voucher (FY 2004) or allowing offer of a tenant-based voucher 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. (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 HQS within 180 days. (FY 2009)
- Allowing direct owner or provider referrals 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.

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 per contract	$1,980 saved per contract[45]	$1,980 saved per contract	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	38 months	In Progress
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	50% 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

CHALLENGE: Under traditional HUD wait list guidelines, an individual can wait more than two-and-a-half years for a Public Housing unit. This wait is too long. And once a unit does become 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 wait-list system for our Public Housing program that provides applicants additional options for choosing the location where they want to live. In addition to offering site-based wait lists, we also maintain regional wait lists and have established a 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 transitional housing applicant pools, based on an equal ratio. Units are not held vacant if a particular wait list is lacking an eligible applicant. Instead, a qualified applicant is pulled from the next wait list in the rotation.

PROGRESS AND OUTCOMES: This streamlined process continued to save an estimated 168 hours of staff time annually.

[45] 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. The number is a monetization of the hours saved through the implementation of this program.

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[46]	$4,872 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	168 hours saved	Exceeded
Increase housing choices	HC #3: Average applicant time on wait list in months (decrease)	0 months	28 months	40 months	In Progress
Increase housing choices	HC #5: Number of households able to move to a better unit and/or opportunity neighborhood	0% of applicants	100% of Public Housing and project-based applicants housed from site-based or regional wait lists	100% of Public Housing and project-based applicants housed from site-based or regional wait lists	Achieved

ACTIVITY 2004-5: Modified Housing Quality Standards (HQS) Inspection Protocols

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness
APPROVAL: 2004
IMPLEMENTED: 2004

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 more than $93,000 to annual administrative costs. Follow-up inspections for minor "fail" items impose additional burdens on landlords, who in turn may resist renting to families with HCVs.

SOLUTION: Through a series of HCV 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 and initial move-in inspections); (2) geographically clustering inspections to reduce repeat trips to the same neighborhood or building by accepting annual inspections completed 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. KCHA also piloted a risk-based inspection model that places well-maintained, multi-family apartment complexes on a biennial inspection schedule.

[46] 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. The number is a monetization of the hours saved through the implementation of this program.

After closely monitoring the outcomes from the risk-based inspection pilot, KCHA decided to expand the program and move all units in multi-family apartment complexes to a biennial inspection schedule.

PROGRESS AND OUTCOMES: Our streamlined processes included in this activity allow KCHA to save close to 5,000 hours of staff time annually.

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[47]	$157,839 saved	Exceeded
Reduce costs and achieve greater cost-effectiveness	CE #2: Total time to complete task in staff hours	0 hours saved	1,810 hours saved	4,783 hours saved	Exceeded

ACTIVITY 2004-7: Streamlining Public Housing and Housing Choice Voucher Forms and Data Processing

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness
APPROVAL: 2004
IMPLEMENTED: 2004

CHALLENGE: Duplicative recertifications, complex 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: After analyzing our business processes, forms, and verification requirements, we have 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 that tasks can be accomplished more efficiently and intrude less into the lives of program participants, while still assuring program integrity and quality control. Under this initiative, we have made a number of changes to our business practices and processes for verifying and calculating tenant income and rent.

CHANGES TO BUSINESS PROCESSES:

- Modify HCV policy to require notice to move prior to the 20th of the month in order to have paperwork processed during the month. (FY 2004)

[47] This figure was calculated by multiplying the median inspector hourly wage and benefits ($33) by the number of hours saved. This figure is a monetization of the hours saved through the implementation of this program. 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.

- 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 the most recent recertification (within last 12 months) to substitute for the full recertification 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 programs. (FY 2011)
- Modify the HQS inspection process to allow streamlined processing of inspection data. (FY 2010)
- Establish a local release form that replaces the HUD form 9986 and is renewed every 40 months. (FY 2014)

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 HCV program. (FY 2004)
- Allow HCV 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 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 HCV residents who are at $0 HAP to self-certify income at the time of review. (FY 2004)

PROGRESS AND OUTCOMES: These streamlined processes saved the agency over 2,000 hours in staff time this year.

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[48]	$60,204 saved	Exceeded
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	2,076 hours saved	Exceeded

ACTIVITY 2004-9: Rent Reasonableness Modifications

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness
APPROVAL: 2004
IMPLEMENTED: 2004

CHALLENGE: Under current HUD regulations, a housing authority must perform an annual Rent Reasonableness review for each voucher holder. If a property owner is not requesting a rent increase, however, the rent does not fall out of federal guidelines and does not necessitate a review.

SOLUTION: KCHA now saves close to 1,000 hours of staff time annually by performing 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. By bypassing this burdensome process, we intrude in the lives of residents less and can redirect our resources to more pressing needs. Additionally, KCHA performs Rent Reasonableness inspections at our own properties, rather than contracting with a third party, allowing us to save additional resources.

PROGRESS AND OUTCOMES: With the elimination of this non-essential regulation, KCHA has been able to adopt a policy that is less disruptive to residents while saving an estimated 1,000 hours in staff time each year.

[48] This figure was calculated by multiplying the median Property Management Specialist hourly wage and benefits ($29) by the number of hours saved. It is a monetization of the hours saved through the implementation of this program.

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[49]	$34,254 saved	Exceeded
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	1,038 staff hours saved	Exceeded

ACTIVITY 2004-12: Energy Performance Contracting

MTW STATUTORY OBJECTIVE: Increase Cost Effectiveness
APPROVAL: 2004
IMPLEMENTED: 2004

CHALLENGE: KCHA could recapture up to $4 million in energy savings per year if provided the upfront investment necessary to make efficiency upgrades to its aging housing stock.

SOLUTION: KCHA employs energy conservation measures and improvements through the use of Energy Performance Contracts (EPC) – a financing tool that allows PHAs to make needed energy upgrades without having to self-fund the upfront necessary capital expenses. The energy services partner (in this case, Johnson Controls) identifies these improvements through an investment-grade energy audit that is then used to underwrite loans to pay for the measures. Project expenses, including debt service, are then paid for out of the energy savings while KCHA and its residents receive the long-term savings and benefits. Upgrades may include: installation of energy-efficient light fixtures, solar panels, and low-flow faucets, toilets, and showerheads; upgraded appliances and plumbing; and improved irrigation and HVAC systems. In 2016, we extended the existing EPC for an additional eight years and implemented a new 20-year EPC for incremental Public Housing properties to make needed improvements.

PROGRESS AND OUTCOMES: TBD

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	$800,000 saved	TBD	TBD

[49] 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.

ACTIVITY 2004-16: Housing Choice Voucher Occupancy Requirements

MTW STATUTORY OBJECTIVE: Increase Cost Effectiveness
APPROVAL: 2004
IMPLEMENTED: 2004

CHALLENGE: More than 20 percent of tenant-based voucher households move two or more times while receiving subsidy. Moves can be beneficial if they lead to gains in neighborhood or housing quality for the household, but moves can also be burdensome to residents because they incur the costs of finding a new unit through application fees and other moving expenses. KCHA also incurs additional costs in staff time through processing moves and working with families to locate 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. 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 its 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 rule, KCHA saves an estimated 480 hours in staff time each year while helping families avoid the disruption and costs of a move.

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[50]	$15,840 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	480 hours saved[51]	Exceeded
Increase housing choices	HC #4: Number of households at or below 80% AMI that would lose assistance or need to move	0 households	150 households	160 households	Achieved

[50] This dollar figure was calculated by multiplying the median Property Management Specialist hourly wage and benefits ($33) by the number of hours saved.
[51] According to current program data, 160 families currently exceed the occupancy standard. At three hours saved per file, we estimate that KCHA continues to save 480 hours annually.

B. NOT YET IMPLEMENTED ACTIVITIES

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

ACTIVITY 2016-1: Budget-based Rent Model

APPROVAL: 2016

This activity allows KCHA to adopt a budget-based approach to calculating the contract rent at its project-based Section 8 developments. Traditionally, HUD requires Public Housing Authorities to set rent in accordance with Rent Reasonableness statutes. These statutes require that a property's costs reflect the average costs of a comparable building in the same geographic region at a particular point in time. However, a property's needs and purpose can change over time. This set of rules does not take into consideration variations in costs, which might include added operational expenses, necessary upgrades, and increased debt service to pay for renovations.

This budget-based rent model allows KCHA to create an appropriate annual budget for each property from which a reasonable, cost-conscious rent level would derive. These budgets may set some units above the Rent Reasonableness rent level and in that case, KCHA will contribute more toward the rent, not to exceed 120 percent of the payment standard. The calculation of a resident's rent payment does not change as it is still determined by that resident's income level. KCHA offsets any increase in a resident's portion of rent, allowing a property to support debt without any undue burden on residents.

We are monitoring the implementation costs of our Energy Performance Contract and will implement this activity if properties need to support more debt to complete the upgrades.

ACTIVITY 2015-1: Flat Subsidy for Local, Non-traditional Housing Programs

APPROVAL: 2015

This activity provides a flat, per-unit subsidy in lieu of a monthly HAP and allows the service provider to dictate the terms of the tenancy (such as length of stay and the tenant portion of rent). The funding would be block-granted based on the number of units authorized under contract and occupied in each program. This flexibility would allow KCHA to better support a "Housing First" approach that places high-risk homeless populations in supportive housing programs tailored to nimbly meet an individual's needs. This activity will be reconsidered for implementation in 2019 when KCHA has more capacity to develop the program.

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

APPROVAL: 2010

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

ACTIVITY 2010-9: Limit Number of Moves for a Housing Choice Voucher Participant

APPROVAL: 2010

This policy aims to 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 currently is deferred for consideration in a future year, if the need arises.

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

APPROVAL: 2010

This activity limits 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.

ACTIVITY 2010-11: Incentive Payments to Housing Choice Voucher Participants to Leave the Program

APPROVAL: 2010

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

ACTIVITY 2008-3: FSS Program Modifications

APPROVAL: 2008

KCHA is exploring possible modifications to the FSS program that could increase incentives for resident participation and income growth. These outcomes could pave the way for residents to realize a higher degree of economic independence. The program currently includes elements that unintentionally act as disincentives by punishing higher-income earners, the very residents who could benefit most from additional incentives to exit subsidized housing programs. To address these issues, KCHA is considering modifying the escrow calculation so as not to unintentionally punish higher-earning households.

This activity is part of a larger strategic planning process with local service providers that seeks to increase positive economic outcomes for residents.

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

APPROVAL: 2008

This policy change facilitates program transfers in limited circumstances, increases landlord participation, and reduces the impact on the Public Housing program when tenants transfer. Following the initial review, this activity was placed on hold for future consideration.

ACTIVITY 2008-17: Income Eligibility and Maximum Income Limits

APPROVAL: 2008

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

C. ACTIVITIES ON HOLD

There are no activities on hold.

D. CLOSED-OUT ACTIVITIES

Activities listed in this section are closed out, meaning that we currently do not have plans to implement them in the future or they are completed.

ACTIVITY 2013-3: Short-term Rental Assistance Program

APPROVAL: 2013
CLOSEOUT YEAR: 2015

In partnership with the Highline School District, KCHA implemented the 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. This activity has been combined with Activity 2013-2: Flexible Rental Assistance as the program models are similar and enlist the same MTW flexibilities.

ACTIVITY 2012-2: Community Choice Program

APPROVAL: 2012
CLOSEOUT YEAR: 2017

This initiative aimed to encourage and enable HCV households with young children to relocate to areas of the county with higher-achieving school districts. In addition to formidable barriers to accessing these neighborhoods, many households are not aware of the link between location and educational and employment opportunities. Through collaboration with local nonprofits and landlords, the Community Choice Program offered one-on-one counseling to households deciding where to live, along with ongoing support once a family moves to a new neighborhood. KCHA transitioned to a structured Housing Voucher Mobility pilot, supported with foundation funding, in 2017. As a consequence, KCHA closed out the Community Choice Program through attrition to support the new approach. The final households graduated from the program in the summer of 2017. An evaluation of the program is appended to this report.

We will continue to test various approaches to promoting geographic mobility among our voucher holders through the CMTO Northwest Mobility Study. This multi-year research project will utilize control groups to better assess the effectiveness of specific interventions in encouraging opportunity moves by voucher holders.

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

APPROVAL: 2012

CLOSEOUT YEAR: 2012

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

APPROVAL: 2011
CLOSEOUT YEAR: 2012

By transferring Public Housing units to project-based subsidy, KCHA preserved the long-term viability of 509 units of Public Housing. By disposing these units to a KCHA-controlled entity, we were able to leverage funds to accelerate capital repairs and increase tenant mobility through the provision of tenant-based voucher options to existing Public Housing residents. This activity is completed.

ACTIVITY 2011-2: Redesign the Sound Families Program

APPROVAL: 2011
CLOSEOUT YEAR: 2014

KCHA developed an alternative model to the Sound Families program that combines 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 and the services have been incorporated into our existing conditional housing program.

ACTIVITY 2010-2: Resident Satisfaction Survey

APPROVAL: 2010
CLOSEOUT YEAR: 2010

KCHA 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, HCV households and HCV landlords on an ongoing basis.*

ACTIVITY 2009-2: Definition of Live-in Attendant

APPROVAL: 2009
CLOSEOUT YEAR: 2014

In 2009, KCHA 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

This activity 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.

ACTIVITY 2008-6: Performance Standards

APPROVAL: 2008
CLOSEOUT YEAR: 2014

In 2008, KCHA investigated the idea of 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: Housing Choice Voucher Applicant Eligibility

APPROVAL: 2007
CLOSEOUT YEAR: 2007

This activity increased program efficiency by removing eligibility for those currently on a federal subsidy program.

ACTIVITY 2007-8: Remove Cap on Voucher Utilization

APPROVAL: 2007
CLOSEOUT YEAR: 2014

This initiative allows us to award HCV assistance to more households than permissible under the HUD-established baseline. Our savings from a multi-tiered payment standard system, 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 now are permitted to lease above their ACC limit.

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

APPROVAL: 2007
CLOSEOUT YEAR: 2007

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

ACTIVITY 2007-18: Resident Opportunity Plan (ROP)

APPROVAL: 2007
CLOSEOUT YEAR: 2016

An expanded and locally designed version of FSS, ROP's mission was 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 the HCV program into private market rental housing or home ownership. KCHA implemented this five-year pilot in collaboration with community partners, including Bellevue College and the YWCA. These partners provided 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 received a monthly deposit into a savings account, which continued throughout program participation. Deposits to the household savings account were made available to residents upon graduation from Public Housing or HCV subsidy. The final year of the five-year pilot was 2015. After a multi-year evaluation revealed mixed outcomes, KCHA decided to close out the program and re-evaluate the best ways to assist the families we serve in achieving economic independence.

ACTIVITY 2006-1: Block Grant Non-mainstream Vouchers

APPROVAL: 2006
CLOSEOUT YEAR: 2006

This policy change expanded KCHA's MTW Block Grant by including all non-mainstream program vouchers. This activity is completed.

ACTIVITY 2005-18: Modified Rent Cap for Housing Choice Voucher Participants

APPROVAL: 2005
CLOSEOUT YEAR: 2005

This modification allowed a tenant's 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

This grant 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.

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. The audited FDS will be submitted in September 2018.

Activities that Used Only MTW Single-fund Flexibility

KCHA is committed to making the most efficient, effective, and creative use of our single-fund flexibility under MTW while adhering to the statutory requirements of the program. Our ability to blend funding sources gives 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. With MTW flexibility, we have 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 HOMELESS HOUSING INITIATIVES.** These initiatives address the varied and diverse needs of the county's homeless and most vulnerable populations – those experiencing chronic mental illness, individuals with criminal justice involvement, homeless young adults and foster youth, homeless students and their families, and people escaping domestic violence. The traditional housing subsidy programs have failed to reach many of these households and lack the supportive services necessary to successfully serve these individuals and families. In 2017, KCHA invested nearly $40 million in housing-related resources into these programs.
- **HOUSING STABILITY FUND.** This fund provides emergency financial assistance to qualified residents to cover housing costs, including rental assistance, security deposits, and utility support. Under the program design, a designated agency partner disburses funding to qualified program participants, screening for eligibility according to the program's guidelines, which were revised in 2015. We assist up to 100 households through the awarding of emergency grants. As

a result of this assistance, families are able to maintain their housing, avoiding the far greater safety net costs that could occur if they become homeless.

- **EDUCATION INITIATIVES.** KCHA continued to actively partner with local education stakeholders to improve outcomes for the over 14,800 children who lived in our federally assisted housing in 2017. Educational outcomes, including improved attendance, grade-level performance, and graduation, are an integral part of our core mission. By investing in the next generation, we are working to close the cycle of poverty that persists among the families we serve.
- **REDEVELOPMENT OF DISTRESSED PUBLIC HOUSING.** With MTW's single-fund flexibility, KCHA continues to undertake the repairs necessary to preserve more than 3,000 units of federally subsidized housing over the long term. For example, this flexibility enables effective use of the five-year increments of Replacement Housing Factor funds from the former Springwood and Park Lake I and II developments and the disposition of 509 scattered-site Public Housing units to finance the redevelopment of the Birch Creek and Green River complexes. Following HUD disposition approval in 2012, KCHA is using MTW flexibility to successfully address the substantial deferred maintenance needs of 509 former Public Housing units in 22 different communities. Utilizing MTW authorizations, we have transitioned these properties to the project-based Section 8 program and have leveraged $18 million from the Federal Home Loan Bank (FHLB) on extremely favorable terms for property repairs. As the FHLB requires such loans to be collateralized by cash, investments, and/or underlying mortgages on real property, we continue to use a portion of our MTW working capital as collateral for this loan.
- **ACQUISITION AND PRESERVATION OF AFFORDABLE HOUSING.** We continued to use MTW resources to preserve affordable housing that is at risk of for-profit re-development and to create additional affordable housing opportunities in partnership with state and local jurisdictions. Where possible, we have been acquiring additional housing adjacent to existing KCHA properties in emerging and current high-opportunity neighborhoods where banked Public Housing subsidies can be utilized.
- **LONG-TERM VIABILITY OF OUR GROWING PORTFOLIO.** KCHA used our single-fund flexibility to reduce outstanding financial liabilities and protect the long-term viability of our inventory. Single-fund flexibility allows us to make loans in conjunction with Low Income Housing Tax Credit (LIHTC) financing to recapitalize properties in our federally subsidized inventory. MTW working capital continued to support the redevelopment of the Greenbridge HOPE VI site through infrastructure financing that will be retired with proceeds from land sales as the build-

out of this 100-acre, 900-unit site continues. MTW funds also supported energy conservation measures as part of our EPC project, with energy savings over the life of the contract repaying the loan. MTW working capital also provided an essential backstop for outside debt, addressing risk concerns of lenders, enhancing our credit worthiness, and enabling our continued access to private capital markets.

- **ENSURING A VOUCHER HOLDER'S SUCCESS IN LEASING UP.** We are committed to our voucher holders' continued success in securing housing in an increasingly competitive and constrained private housing market. To sustain and improve our shopping success rate, KCHA continued to dedicate staff time and MTW resources to recruit and retain landlords and build mutually beneficial relationships with them. Some retention and recruitment strategies that we started exploring include incentive payments, damage-claim funds, a preferred-owners program, and/or priority placement in advertising materials.
- **REMOVAL OF THE CAP ON VOUCHER UTILIZATION.** This initiative enabled us to utilize savings achieved through MTW initiatives to overlease and provide HCV assistance to more households than permissible under our HUD-established baseline. Our savings from a multi-tiered, ZIP code-based payment standard system, 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 continued to use MTW program flexibility to support housing voucher issuance above HUD baseline levels.

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 HCV using our MTW block grant authority. Under our current agreement, KCHA's Public Housing Operating, Capital, and HCV 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. The average REAC score for KCHA's Public Housing inventory in 2017 was 97.4 per cent.

B. RESULTS OF LATEST KCHA-DIRECTED EVALUATIONS

We continued to expand and enhance our research and evaluation capacities in 2017. KCHA's research staff completed an analysis of our multi-tiered payment standards after one year of implementation. We also contracted with the Urban Institute to conduct an assessment of SFSI, our short-term rental assistance program that targets homeless families and children enrolled in the Highline School District. The evaluation provides an assessment of fidelity to program design and three years of program outcomes in enabling families with children to achieve housing and school stability. Additionally, a final program evaluation of the Community Choice Program was completed at the program's close in 2017 and a draft of the report is included in the appendix. Finally, we continued to analyze outcomes from KCHA's educational initiatives by contracting with Berk Consulting to complete a program summary of the GLEA Early Learning program.

Reports for each of these evaluation and research activities can be found attached in Appendix B.

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, and extended on September 19, 2016. Specifically, KCHA has adhered to the following requirements of the MTW demonstration during FY 2016:

- 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 19, 2018

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.

- 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.

- 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.

- 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.

- 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.

- 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.

APPENDIX B

EVALUATIONS

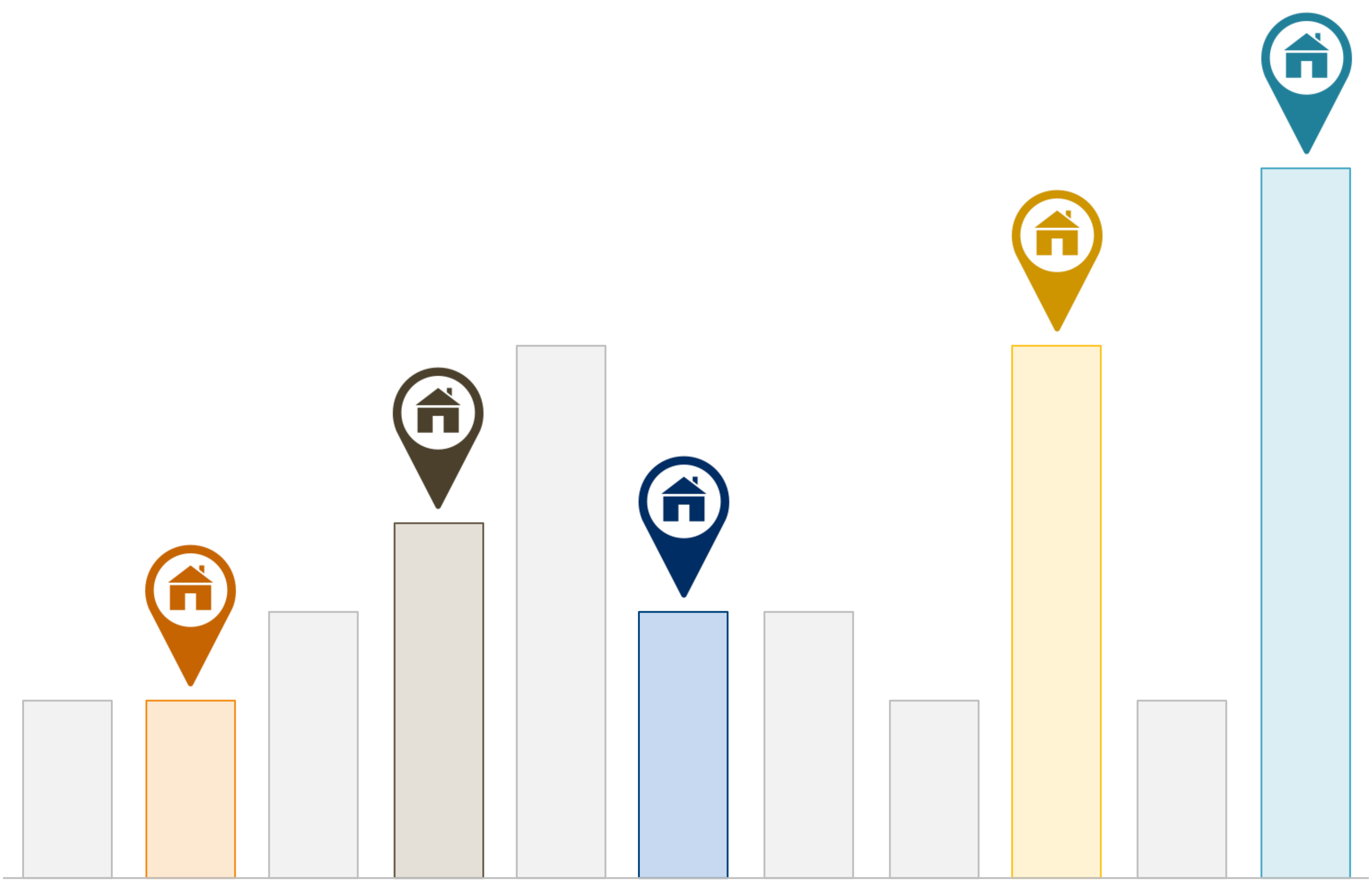
MULTI-TIERED

PAYMENT STANDARDS

PROCESS & OUTCOMES ASSESSMENT

June 2017

Prepared for: Section 8 Department, King County Housing Authority
Prepared by: Department of Policy and Research, King County Housing Authority



Introduction: Market Context

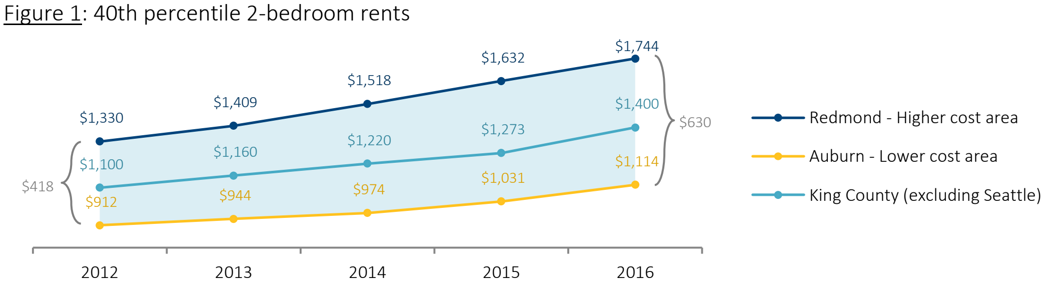
The King County Housing Authority (KCHA) has long-recognized the need for payment standards that reflect local market conditions as a means of maintaining voucher holder shopping success levels, effectively using taxpayer dollars, and promoting geographic choice. While most public housing authorities (PHAs) set a single payment standard for their entire market as mandated by the Department of Housing and Urban Development (HUD), KCHA, through its Moving to Work (MTW) status, instituted a second and higher set of payment standards in 2001 to better account for the rental costs in the County's eastside cities. In 2016, KCHA expanded this policy through the implementation of a zip code-based five-tiered system of payment standards.

KCHA's adoption of a five-tiered system was propelled by a combination of geographic and market pressures. KCHA's jurisdiction covers 38 cities and towns and large swaths of unincorporated areas (see Map in Appendix A), including large suburban cities such as Kent and Auburn, growing urban centers such as Bellevue, and smaller and more rural cities such as Snoqualmie and Sammamish. Nested in the Puget Sound region, King County began to see especially rapid economic and population growth during the recovery from the Great Recession – growing by 52,300 people between 2015 and 2016, much from in-migration.[1]

Between 2012 and 2016, two bedroom 40th percentile rents in King County increased by 27%, with a 10% increase occurring between 2015 and 2016.[2] In the year preceding the adoption of the five-tiered payment standards, countywide vacancy rates fell to 3%.[3] At the close of 2016, Zillow ranked the Seattle-Metro region as having the fastest growing rents in the entire nation. While rents rose in both lower and higher cost markets, varying rates in some submarkets further widened the cost gap, as illustrated in Figure 1.[4] This widening gap and accompanying increases in economic segregation provided an important rationale for sub-market subsidy standards.

Amidst these conditions, new and moving voucher holders were unable to find housing in the traditional amount of allotted search time, with only 42% of those issued a new voucher in 2015 being in a leased unit 120 days later. Additionally, existing program participants were taking on increasingly high shelter burdens, with 30% of tenant-based voucher holders at the end of 2015 spending more than 40% of their income on rent and utilities. The adoption of this new payment standard approach, more granular in its geography and representative of the varying costs of housing in King County, was an opportunity to a) respond to market pressures negatively impacting voucher holders, b) allow KCHA to no longer offer subsidies that led lower cost rental markets, and c) expand geographic choice throughout the County.

Figure 1: 40th percentile 2-bedroom rents



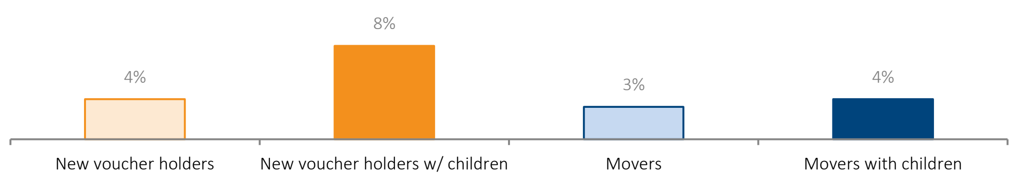
[1] Puget Sound Regional Council.
[2] KCHA Payment Standard Effectiveness reports. Dupre Scott.
[3] All rental data per Dupre Scott.
[4] In some instances, higher cost areas experienced more rapid growth than lower cost areas (e.g. between 2012 and 2016 Redmond and Auburn saw 40th percentile rents increase by 31% and 22%, respectively).

Executive Summary

King County has a cost-diverse rental market, is home to some of the best public school districts in the U.S.,[5] and boasts a metropolitan area that is one of the nation's most economically vibrant.[6] At its foundation, KCHA's five-tiered payment standard policy was established to broaden geographic choice to enable all residents' access to high-opportunity neighborhoods.[7] This assessment provides a preliminary analysis of the development and implementation of this five-tier payment standard system. As a proxy for high- and low-opportunity neighborhoods, a framework is used that bisects the County into "higher" (tiers four and five) and "lower" (tiers one through three) cost areas. This segmentation allows for an understanding of resident mobility between payment tiers, while overlaying well with opportunity areas.

KCHA households, particularly those with children, experienced greater access to higher cost areas.
Between 2015 and 2016, 1) the proportion of new voucher holders, and new voucher holders with children leasing in higher cost areas increased by 3.6% and 8.4%, respectively; 2) movers and movers with children relocating from lower to higher cost areas increased by 3% and 4%, respectively; and 3) nearly all[8] racial groups experienced increased access to higher cost areas.

Figure 2: Proportional shift in leasing relative to higher cost areas | 2015 -2016



KCHA goal update

In 2015, KCHA set a goal to see 30% of its federally assisted households with children living in opportunity neighborhoods by 2020. If new voucher holder and mover patterns of families with children persist, KCHA could potentially anticipate up to **34%** of its households with children residing in higher cost areas by 2020 (this estimate excludes porting households).

Shopping success[9] rates and median days to lease improved between 2015 and 2016.
While these trends are not solely attributable to the five-tiered payment standard policy, KCHA residents did experience improvements in shopping success and decreases in the amount of time spent searching for housing in 2016. Shopping success rates at the initial 120 benchmark between March and November of 2015 and 2016 increased from 41% to 49%.[10] Median days to lease for households that found housing between these same time periods decreased from 66 to 63 days, with those leasing in higher cost areas experiencing a more dramatic decrease from 78 to 57 days.

Increasing access to opportunity neighborhoods through acquisition and development

KCHA's tenant mobility efforts are complemented by on-going acquisition and development of housing in high opportunity areas. As of March 2017, 48% of KCHA's federally-subsidized households with children living in high opportunity neighborhoods reside in KCHA owned properties.

The five-tiered payment standard system enabled cost containment for KCHA.
By aligning payment standards at the zip code level into five tiers, KCHA is able to provide assistance that more accurately reflects the intended subsidy level of 40% of local area rental markets. Through preliminary cost comparisons that hold unit addresses and rental costs constant, the five-tier payment standard system was estimated to have saved KCHA an average of

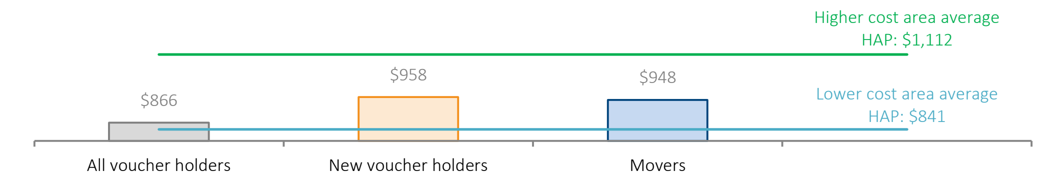
[5] According to Niche, a website that provides school rankings nationally, in 2017, Bellevue School District ranked first in WA and 192 out of 10,364 nationally (top 2%).
[6] Seattle Times. "Ranking Seattle against America's top city economies."
[7] The Kirwan Institute defines high-opportunity neighborhoods as those that have: low-poverty rates, high rates of college completion, and high-job-density areas.
[8] Asian and American Indian/Alaskan Native saw decreased representation in higher cost areas; however, sample sizes were small (see appendix for data tables).
[9] Defined as the proportion of households that were issued a voucher within a particular time period who have successfully signed a lease and have received a HAP.
[10] Shopping success rates rise to roughly 70% at 240 days post-voucher issuance.

$10 and $15 per household per month in housing assistance payments (HAP) as compared to two- and one-tiered systems, respectively. When aggregated, the two- and one-tiered systems estimated to have cost KCHA an additional $821,160 and $1,231,740 annually in HAP costs.

If the multi-tiered payment standard policy significantly increases mobility to lower poverty areas of the County, KCHA's average housing assistance payment (HAP) will increase.

The average HAP issued by KCHA at the end of 2016 was $886. However, new voucher holders and movers in 2016 received comparatively higher HAPs of $958 and $948, respectively. Average HAPs at the end of 2016 indicate a voucher issued in a higher cost area carries an additional cost of $271/month as compared to a voucher issued in a lower cost area.[11]

Figure 3: Average HAPs at end of 2016



Enabling factors uniquely positioned KCHA to implement a multi-tiered payment standard policy.

KCHA's ability to develop and implement a five-tier payment standard policy was facilitated by several factors, including a) flexibility as an MTW agency, b) a cost-diverse and fast-paced rental market, c) buy-in from agency leadership, d) the analytic capacity to develop market-aligned payment tiers, and e) the necessary technology to administratively implement the new system.

Staff buy-in, understanding, and ability to communicate the goals of the new policy were mixed.

At the core of the multi-tiered payment standard policy was the intent to equitably increase geographic choice for residents. However, staff expressed varied perspectives on the policy, particularly as it related to a) how specific payment tiers were determined, b) why funds couldn't be shifted from tier-to-tier, c) how the policy addressed vs. perpetuated inequities, and d) their comfort level in communicating the nuances of the policy to residents.

Greater understanding of the resident experience with multi-tiered payment standards is needed.

Interviews with residents provided preliminary insights into their experience, but a more rigorous qualitative approach is needed to fully understand the influence of the multi-tiered payment standards on residents' housing search process and stability. KCHA's participation in the upcoming Creating Moves to Opportunity (CMTO^{SKC}) project[12] will provide an opportunity for further learning.

[11] It is likely this increase is due in part to 1) new voucher holders and movers accessing the new five-tier payment standards which were higher than the previous year; and 2) a larger proportion of new voucher holders and movers leasing in higher cost areas.

[12] CMTO^{SKC} is a national collaboration between leading academic institutions, research agencies, and Housing Authorities intended to test the relative effects of varying approaches to supporting opportunity moves among Housing Choice Voucher (HCV) families with children under the age of 15.

Evaluation Overview

PURPOSE OF THE EVALUATION

The Payment Standards Outcomes Assessment was produced by KCHA's Department of Policy and Research as a resource to document and provide initial insights into the development, implementation, and preliminary outcomes of the five-tier payment standard policy put into effect in March 2016. Findings within this report are intended to inform a) internal process and policy improvements; b) future impact evaluations; c) financial projections and program costs; and d) external audiences hoping to learn from KCHA's experience using a multi-tiered payment standard policy to administer housing choice vouchers.

EVALUATION QUESTIONS

The following research questions were examined through this assessment:

- How did KCHA develop the multi-tiered policy?
- How did KCHA implement the multi-tiered policy?
- What was the experience of KCHA residents utilizing the new payment tiers?
- What are the housing outcomes of residents – how did the leasing locations change in relation to the policy implementation?
- What are the cost implications of the new policy as compared to other ways of administering housing choice vouchers?

DATA SOURCES

This assessment incorporates both quantitative and qualitative data sources, to include:

- KCHA administrative data (new voucher holders and movers): Individual-level household data that includes demographic and socio-economic characteristics as well housing location. The comparative evaluation time periods are March – December of 2015 and 2016. The data set used is comprised of new voucher holders – new residents issued their first KCHA voucher during the evaluation time periods – and movers – current residents that experienced a move during the evaluation time periods.
- KCHA administrative data (all KCHA residents in 2016): This data set is comprised of rental cost and location data for tenant based voucher holders during the 2016 calendar year. This data was used in the cost analysis portion of this report.
- Interviews with KCHA staff: Interviews were conducted with 15 KCHA staff from a variety of roles ranging from senior leadership to front-line staff. Interview prompts were focused on staff involvement and perceptions related to a) the policy development process; b) communication and training to staff; and c) communication efforts targeted to voucher holders.
- Interviews with KCHA residents: Interviews were conducted with 16 KCHA program participants, to include both new voucher holders and current voucher holders that experienced a move during the 2016 evaluation time period.

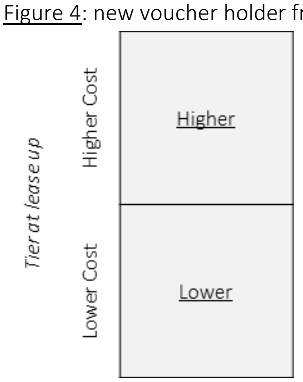
ANALYSIS FRAMEWORK

To understand the unique experiences of households included in the administrative dataset and qualitative interviews as it pertains to the multi-tiered payment standard policy, households were grouped into categories based on the payment standard tier associated with their address:

- Lower cost: Includes zip codes within tiers one through three.
- Higher cost: Includes zip codes within tiers four or five.

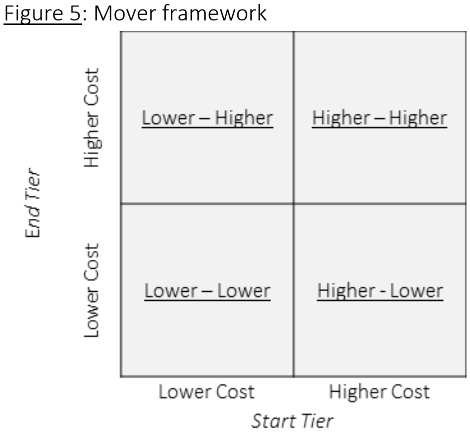
While KCHA has made great improvements in the data quality pertaining to new voucher holders' address prior to voucher issuance, this data was not sufficiently complete to enable comparison of pre and post voucher issuance neighborhood quality. Therefore, the following 2x1 framework was used in analyzing the experience of new voucher holders:

Figure 4: new voucher holder framework



Address data for movers, both prior to and at the conclusion of the move was much more complete, allowing for a more nuanced 2x2 framework:

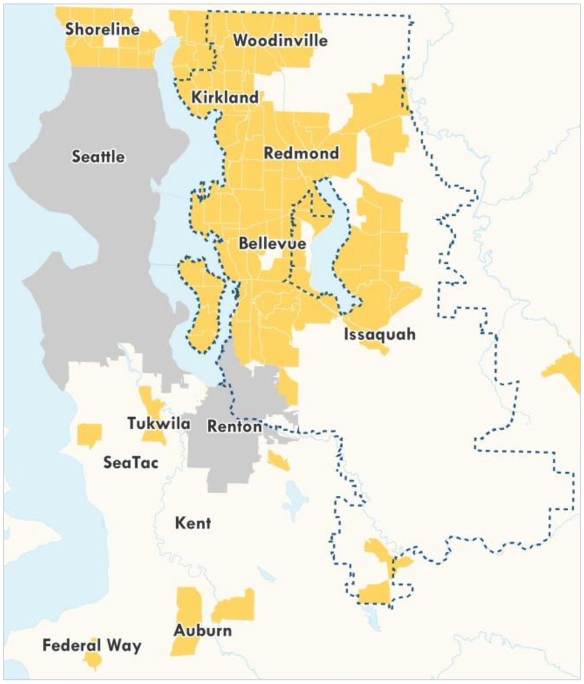
Figure 5: Mover framework



FRAMEWORK LIMITATIONS

It is important to note that the higher and lower cost framework used in this analysis is not intended to be a complete analog for the opportunity mapping done by the Kirwan Institute. As illustrated in Figure 6, Kirwan-defined high-opportunity areas are almost exclusively within higher cost areas of the County; however, there are some high-opportunity areas that fall within lower cost areas of the County (e.g. Shoreline and some areas in south King County). Therefore, the relationship between the multi-tiered payment standard mapping and opportunity neighborhoods is not precise, but the higher and lower cost framework serves as a close proxy.[13]

Figure 6: Relationship between Kirwan-defined high-opportunity neighborhoods and higher cost areas



Color Key

Kirwan-defined high-opportunity areas
Higher cost areas

---

[13] Nearly all movers in 2016 (98%) relocating to or within a higher cost area are within a Kirwan-defined high-opportunity neighborhood. However, of all movers relocating to or within a Kirwan-defined opportunity neighborhood, 76% were movers ending in a higher cost area.

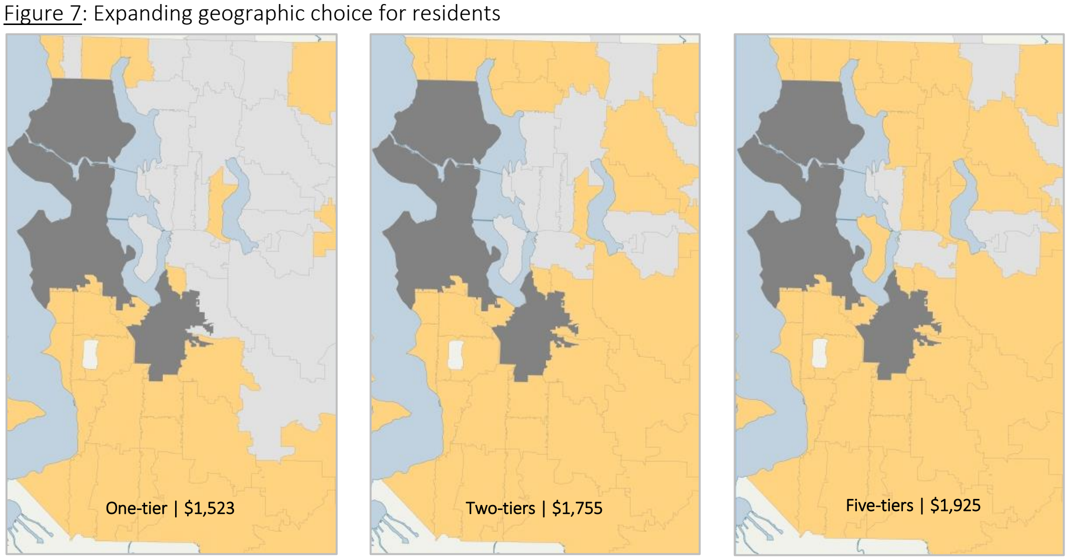
Process Evaluation

Policy Timeline and Implementation

EVOLUTION FROM HUD FAIR MARKET RENTS TO A MULTI-TIERED APPROACH

As noted in the introduction, KCHA had used two payment tiers, with a higher payment standard for the more expensive areas in East King County, since 2001. As mandated by HUD, these tiers were required to fall within the 90^{th} and 110^{th} percentile of HUD's Fair Market Rent (FMR) calculation for the King County metropolitan region. In 2010, KCHA used its MTW authority to decouple its payment standard from HUD's FMR, gaining the ability set payment standards outside of the 90^{th} – 110^{th} percentile. From 2010 to 2016 KCHA's payment standards on the Eastside ranged from 103% to 126% of regional FMR, and in other markets from 75% to 98% of the FMR. During this period, KCHA engaged in a five-year process of information gathering, analysis, and planning that resulted in the implementation of a five-tiered payment standard system based on ZIP codes in 2016. By grouping zip codes with similar markets, KCHA set each tier to match the average 40^{th} percentile of sub-market rents.[14] By expanding its payment tiers, KCHA aimed to increase 1) efficiency in how KCHA resources were expended, 2) clients' geographic choice, and 3) voucher utilization rates. To illustrate geographic choice, Figure 7 depicts the zip code boundaries that would be accessible to residents based on using the area FMR, a two-tiered system, and a five-tiered system.

Figure 7: Expanding geographic choice for residents



Shaded yellow areas represent rent-accessible zip codes in 2016. Dollar amounts in each image represent the highest 2-bedroom payment standard available given KCHA's use of a one-, two-, or five-tier payment standard system. Accessibility is defined as a zip code area with 40^{th} percentile 2-bedroom rental costs falling below the highest 2-bedroom payment standard available.

STAFF TRAINING

Formal staff training on the policy was limited to discussion and progress updates regarding the development of the policy at department meetings. Staff responsible for entering client data into KCHA's administrative database participated in at least one technical simulation training to become familiar with the new user interface. There were also opportunities for staff to hear from key leaders. For example, KCHA Executive Director, Stephen Norman, and former Deputy

[14] More description on KCHA's methodology for establishing its payment standards can be found in the appendix.

Secretary of the United States Department of HUD and King County Executive, Ron Sims spoke to staff on the topic of geographic choice and opportunity neighborhoods.

RESIDENT ROLL-OUT AND COMMUNICATION

KCHA officially launched the five-tier system in March 2016 through a staggered roll-out where residents would receive a voucher based on the new payment standard if they were a) new clients, b) existing clients requiring a recertification (required every two-three years), and/or c) existing clients initiating a change to their status (e.g. a move, rent increase, etc.). There was no formal communication effort made to all KCHA residents regarding the move to a five-tier system. This was a strategic decision influenced largely by the staff capacity necessary to respond to the anticipated volume of client requests if such a communication effort were executed. However, with the client recertification process, which all current residents will undergo within two-three years (as well as other client-initiated changes and an automatic adjustment for currently rent-burdened households which may occur sooner), KCHA anticipates all current clients benefiting from the five-tier system by March 2019.

There are four main points at which KCHA had opportunities to communicate the intent and practical use of the multi-tiered payment standard policy to clients:

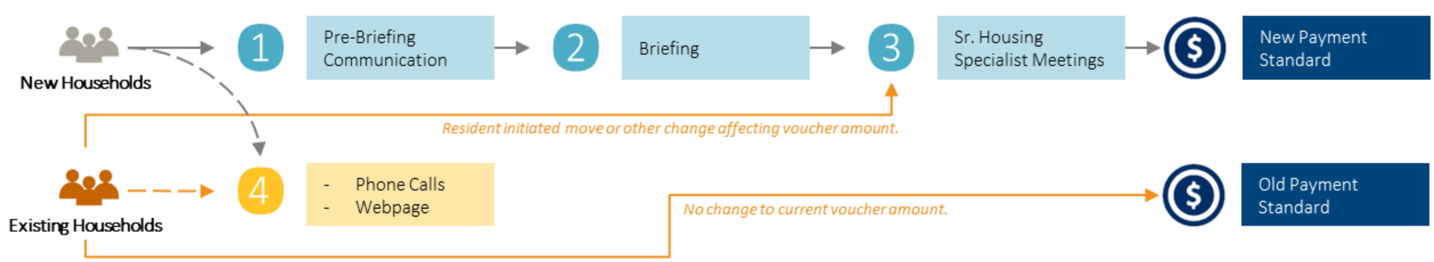
1. Pre-briefing communication: Typically taking the form of a letter, this communication notifies potential residents that they have been selected from the housing choice voucher waitlist.

2. Briefing: A formal presentation delivered to a group of potential residents to introduce them to the process of working with KCHA and the voucher issuance and housing search process. This is the first time residents formally learn about the payment standards from KCHA staff. Residents leave the briefing knowing the amount of subsidy for which they are eligible.

3. Meetings with Senior Housing Specialists: After the briefing, residents meet individually with housing specialists as they narrow their search process and identify a place to live. Existing households that initiate a move or otherwise have any changes to their voucher are also required to meet with a Housing Specialist.

4. Client driven calls and visits to KCHA web content: These modes of communication represent potential methods that residents could access information about the new payment standard policy.

Figure 8: Communication opportunities between KCHA and residents

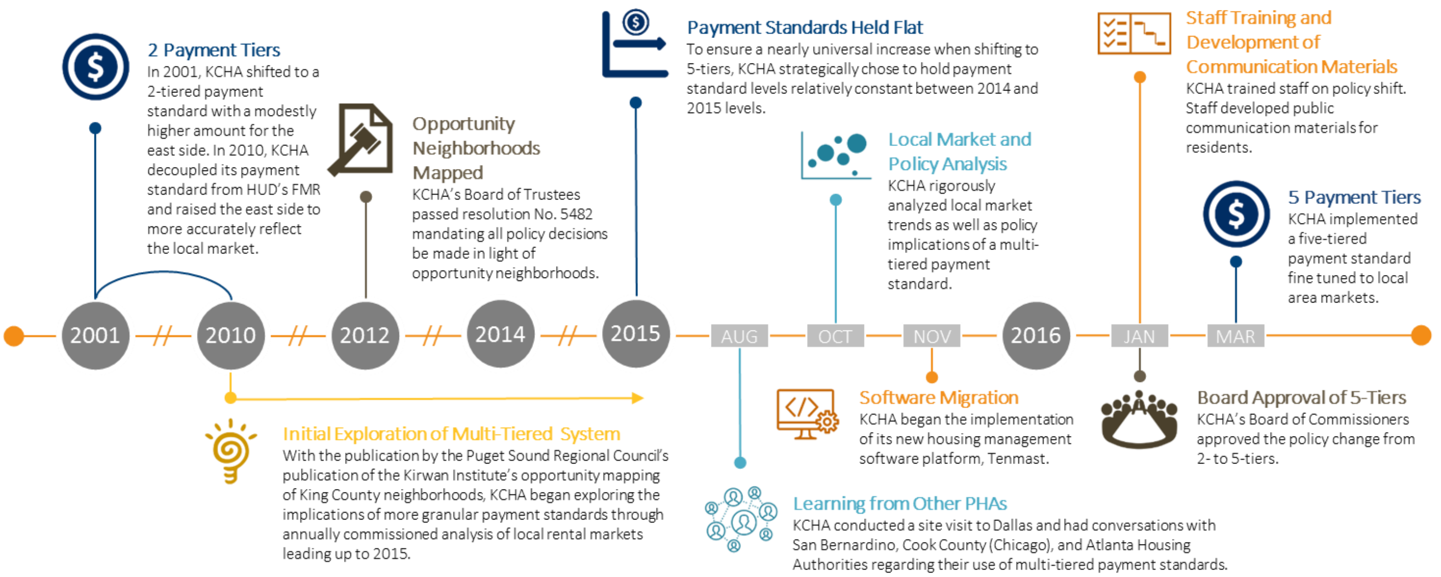


*Dashed lines indicate potential resident initiated modes of communicating with KCHA, but may not always occur before receiving housing assistance.
**As of March 2017, 78% of tenant-based voucher holders were receiving a subsidy based on the new payment standard system.

KEY MILESTONES

Figure 9 depicts the key moments in KCHA's process of developing and implementing a multi-tiered payment standard policy, beginning in 2001 when KCHA administered vouchers based on a two-tiered system.

Figure 9: Key Milestones and Timeline



Enabling Factors

In considering the multi-tiered payment standard policy development and implementation process, several enabling factors were identified through staff interviews that helped KCHA to move to a multi-tiered system.

Local flexibility due to MTW authority.
Underlying all of these internal factors was KCHA's status as an MTW agency. The ability and decision to decouple KCHA's payment standards from HUD's FMR in 2010 was a critical step in implementing a multi-tiered system. This flexibility created the space for KCHA to segment its payment standards and be responsive to area rental markets. MTW flexibility also enabled KCHA's property acquisition and project-basing activities which complement tenant-based mobility strategies.

Positioned to raise payment standards for all.
There were both market and agency-driven conditions that enabled KCHA to provide a nearly universal raise[15] in the payment standard when shifting to a five-tier system – resolving the issue of decreased payment standards in lower tier sub-markets being experienced across the country as part of the shift to small market FMR's.

Perhaps most notably, Seattle/King County was among the nation's highest and fastest growing rental markets in recent years. Between 2012 and 2016, 40^{th} percentile rents in King County experienced a 27% increase. With such dramatic growth, regardless of policy changes, KCHA needed to raise all its payment standards to keep pace with area rental markets.

Internally, KCHA had a bifurcated payment standard system that was initiated at a time when area rents were much more homogenous. As area rents grew apart, the two-tier system gradually created a structure to support a more cost-diverse market. Additionally, as KCHA was planning for the shift to a five-tier system, increases to payment standards in 2015 were strategically held below market in order to ensure a County-wide raise in payment standards for nearly all clients.

Geographic and cost-diverse rental market offered an opportunity for more equitable and cost-efficient policy.
KCHA's physical jurisdiction is vast, spanning nearly 2,200 square miles.[16] Within this jurisdiction, 40^{th} percentile rents in 2016 for 2-bedroom apartments ranged from $916 in Black Diamond, WA to $2,377 in Bellevue, WA. This diversity created a scenario where KCHA vouchers were leading the market in some areas while falling behind in others. Moving to a locally fine-tuned payment standard corrected this inefficiency.

Buy-in from agency leadership.
Buy-in for the multi-tiered policy built over time, beginning with KCHA's board of commissioners and senior leadership, and later Section 8 program directors. In 2010, KCHA's board of commissioners passed Resolution No. 5382: Adopting a Policy on Opportunity Neighborhoods which mandated that all future policy decisions be made in consideration of the Puget Sound Regional Council and Kirwan Institute's identification of Opportunity Neighborhoods. In 2015 KCHA established the agency's first quantitative benchmark related to opportunity neighborhoods: to have 30% of its families with children living in opportunity neighborhoods by 2020.

Analytic capacity to demonstrate a more efficient use of housing choice voucher resources.
In 2014, KCHA began building a new department of Policy and Research with the hire of three research and policy analysts. This enhanced analytic capacity enabled KCHA to develop a data-informed case for shifting to a multi-tiered system.

Technology to facilitate a smooth implementation.
While KCHA was debating the shift to a multi-tiered payment standard system, the agency was simultaneously managing a database migration from an outdated MST platform to the new Tenmast software. A variety of business reasons led to this software change, including the inability of MST to support a multi-tiered approach. This software change was a major organizational effort, but one that was necessary to administratively implement a multi-tiered system.

[15] In two zip code areas (33 households), some households would have seen decreases to their subsidy amount. To avoid a drop for these households, KCHA created a 'hold harmless' policy which held subsidy levels untouched until their next recertification.

[16] Represents all of King County except the City of Seattle (83.78 mi^2) and the City of Renton (23.54 mi^2). As a reference point, Rhode Island and Delaware are 1,045 and 1,954 mi^2, respectively.

Key Themes from Staff Interviews

Seven themes emerged from conversations with staff as it pertains to the policy development, staff training, and communication to residents.

1. Varying perceptions of policy intent and impact.

Staff descriptions of the policy rationale and impact varied, particularly between front-line and management staff. Common themes included:

USING KCHA RESOURCES MORE EFFECTIVELY & IMPROVING LEASE UP RATES

Several staff, including senior leadership and managers spoke to the policy as a means of being more financially responsible with public funds.

Some managers viewed the policy through a more singular lens of improving performance measurement metrics. With payment standards increasing, some felt this was an opportunity for clients to have more success finding housing.

"It is a more effective way to use public funds to serve more people. By fine tuning the subsidy to the market, we are in a much better place financially despite the direction of the market."

"The goal was to help residents to lease up – make them more competitive in the market."

ADDRESSING OR PERPETUATING INEQUALITY

Senior leadership described the policy as one that was intended to shift KCHA away from historical housing policies that unintentionally perpetuated inequity. With a new multi-tiered system, KCHA was offering greater geographic choice to residents by removing economic barriers. Meanwhile, even though staff that work more closely with residents recognized the increased resident choice, they also felt the policy was unequitable in that not all residents receive the same subsidy amount.

Additionally, there was confusion among front-line staff as to why a resident who could be issued a higher voucher amount in a neighborhood they may not be interested in moving to could not also receive that same amount to make their search process easier in a lower priced neighborhood of their choosing.

"You're giving the people on the lower side a lower amount of money, and the people who choose to live on the East Side more money. It's just not fair…Don't force families to move somewhere they aren't comfortable. Make it better where they live already. Make it equal."

2. Misunderstanding of how payment standard amounts are established.

Historically, fair market rents established by HUD have been set at the area's 40th percentile. This system, especially in a diverse market, led to disparities in the value a voucher carried across the region. When shifting to a multi-tiered system, KCHA rigorously analyzed local trends to create groupings of similar market areas while maintaining the 40th percentile level within each – a methodology that led to more efficient allocation of resources.

Despite efforts to communicate this methodology and build consensus for the levels assigned to tiers, staff remain largely unconvinced that levels are sufficient in their area markets. There also were misconceptions related to the payment standard amounts. Some believed these values represented actual KCHA expenditures (e.g. housing assistance payments) that perhaps should be redistributed from higher to lower tiers to create greater equity.

"However many ways we can show [the payment standards rationale] statistically, it doesn't seem to shift staff buy-in."

"You should balance it out. Take away from some to give to the others – make it a more even fit."

This staff sentiment is perhaps a byproduct of 1) a misunderstanding of how and why the levels were established and 2) the fact that the vast majority of residents that staff engage with are from or are searching for housing in lower tiers. While lease up success is not exclusively a function of voucher amount, it is a visible lever for staff. When staff witness clients struggling to find housing where they are searching, yet could be issued a larger subsidy to lease elsewhere, the underlying methodology for how and why payment standards are established becomes vital for staff to support clients during their search process.

3. A top-down approach with varying levels of buy-in.

The multi-tiered payment standard policy was brought to KCHA via a top-down approach, led by senior leadership; however, staff buy-in for the policy was acknowledged as paramount from the onset. Initially and still, there exists varying levels of buy-in for the policy among front-line staff. It is clear that the new policy represented not only an operational change in how vouchers were issued, but more notably, a cultural and philosophical shift for the agency that is still evolving.

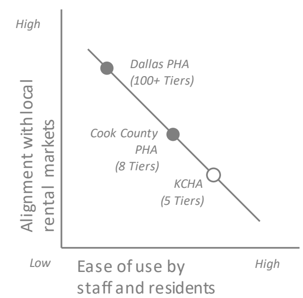
"We knew that this policy would not work if we didn't have staff buy-in."

"It was hard for staff to buy-in when they saw what the payment standards were in tiers 4 and 5. They're incredibly large numbers…it was hard for staff to buy-in that we could provide a subsidy up to that amount."

4. Process for identifying the number of tiers.

During the policy development, KCHA staff conducted site visits and consulted with other public housing authorities that have implemented a multi-tiered payment standard system – some with numerous tiers and others with fewer. In deciding how many tiers to include in KCHA's multi-tiered system, there were two key factors being weighed: 1) ease of use and understandability of the policy by residents and staff and 2) alignment with local rental markets. In considering the number of tiers, KCHA visited and spoke with several PHAs, including Dallas and Chicago to learn about their approach. Figure 10 shows this relationship.

Figure 10: Weighing the #of tiers



5. Challenges to simultaneously implementing two significant change projects.

The shift to a five-tier system was accompanied by a database migration project from an outdated MST housing operations management software to a new platform, Tenmast. Both of these projects wielded agency-wide implications, but were most closely felt among Section 8 staff– the staff responsible for implementing the new five-tier payment standards as well as data entry and day-to-day use of the housing operations management software. All staff interviewed recognized these simultaneous transitions as challenging from a time and effort perspective. However, staff also acknowledged that the new Tenmast software was critical to implement the five-tiered payment standards as MST was unable to accommodate such a policy shift.

6. Differing perceptions regarding staff ability to communicate the policy to residents.

Front-line staff described the communication of the complexities of the multi-tiered policy to be a challenge (e.g. why would you receive more for living in a different neighborhood?). Some staff also expressed that the forms used to describe payment tiers to clients were at times difficult to understand. Several front-line staff also expressed the desire to have had more training related to the policy change. In contrast, senior management seemed to feel like staff had a good grasp on the policy and how to explain it to residents.

"The clients were more confused, so you were getting more phone calls."

"Give us a little more research on why you feel it will work and how it will benefit all clients… so we can communicate it better to clients."

7. Operationally a breeze to implement.

From a workload perspective, the shift to a multi-tiered system was not administratively burdensome for front-line staff. The change was described as simply a different way of doing business – instead of two there were five. The Tenmast software's ability to structure its interface around zip codes and tiers enabled staff to implement the multi-tiered system with ease.

Key Themes from Resident Interviews

As sixteen resident interviews were conducted from a pool of more than 1,700 new voucher holders and movers, themes identified from resident interviews are in no way a representative sample of resident experiences; but, these conversations do offer some context for understanding the resident experience and may also suggest further areas for qualitative inquiry. For the analysis that follows, the following rubric was used in categorizing resident knowledge of payment tiers:

Knowledge of tiers	Description
Minimal	▪ Reported not receiving paper work, or; ▪ Reported receiving paperwork, but understanding of the framework was minimal, or; ▪ Made a decision regarding their move without knowledge of tiers.
Moderate	▪ Reported receiving paperwork, but understanding of the framework was mixed.
Strong	▪ Reported receiving paperwork and understanding of the framework was reported.

NEW VOUCHER HOLDERS

New voucher holders had the greatest opportunity to learn about the payment tiers as they were engaged in in-person briefings and meetings with housing specialists before pursuing a lease. Understanding of the payment standard framework was mixed among new voucher holders, with some demonstrating a strong and others minimal understanding of the tiered system. At least one new voucher holder from each interview group expressed a desire to live in higher cost areas, with some currently residing in lower cost areas being comfortable remaining in their current neighborhood. At least one new voucher holder from each interview group experienced challenges in finding a unit that wouldn't place them above a 40% rental burden status. This policy often complicated their search and in some cases took them into neighborhoods they did not initially consider. New voucher holders moving into higher cost areas reported their new connections to both the school district and their proximity to work as being key reasons they would like to remain in these areas. Many new voucher holders also expressed challenges in navigating landlord relationships, citing their unwillingness to work with Section 8 vouchers.[17]

Figure 11: Summary of new voucher holder interviews

Households interviewed by leasing cost area	Knowledge of Tiers	**Themes** (check mark indicates at least one interviewee mentioning the theme)					
		Desired future neighborhood		Reported the **40% rent burden** cap as a barrier	Reported **schools** were reason for moving to or staying	Reported an **easier commute** was a reason for move	Reported **Section 8 discrimination**.
		Higher cost area	*Lower cost area*				
Lower cost n=3	Moderate to Strong	✓	✓	✓			
Higher cost n=3	Moderate	✓		✓	✓	✓	✓

NEW VOUCHER HOLDER CASE EXAMPLES

DAVIS, A NEW VOUCHER HOLDER THAT LEASED IN S. KING COUNTY | LOWER COST AREA

Davis and his wife resided in Renton prior to receiving their voucher. With a strong understanding of the payment standard amounts, they took a geographically broad approach to their housing search, looking at units from Federal Way to Bellevue. When finding a unit, it was often the case that their voucher amount left them just above a 40% rental burden, sometimes by as little as $10. Despite this challenge, they were able to lease up in 31 days. In the future, they hope to move to the Eastside because "KCHA is willing to pay more and you can find a better place!"

TANIA, A NEW VOUCHER HOLDER THAT LEASED IN REDMOND | HIGHER COST AREA

Tania is a single mother with a 16 year old daughter that moved from Grand Prairie, TX. She managed much of her paperwork and communications with KCHA via fax and phone. She has a brother that lives in Seattle. Initially, she began her search in lower cost areas, and found a unit she was interested in for $1,300/month. Unfortunately, this put her above the 40% rental burden limit. With limited knowledge of King County, she happened to find a place in Redmond for $1,900/month where she now resides. Tania is extremely pleased with how things turned out – her daughter is in a fantastic school, and Tania is close to her job. She was confused however, stating "I don't understand why you wouldn't let me move into a lower tier and pay less rent– I'm costing you more money to live in Redmond."

[17] Many communities at this time already had source of income discrimination laws passed, including Bellevue, Kirkland, and Redmond.

MOVERS

Movers in 2016 received no proactive communication from KCHA related to the new five-tiered payment standards. Their contact with the new policy was dependent upon their initiating a change to their voucher. At that point they were briefed on the new policy. Movers' understanding of the multi-tiered framework varied – those moving within higher cost areas were least familiar, and those moving from lower to higher cost areas were most familiar with the payment tiers. All movers cited their desire to live in higher cost areas. Resident moving from or within lower cost areas also expressed willingness to remain in their neighborhood of origin. Residents moving to or within higher cost areas reported their connection to the area schools as a reason for staying in that neighborhood; some also cited their employment/commute as a move factor. All residents moving from higher to lower cost areas reported increased rent as the reason for their move – a factor that the multi-tiered system aims to alleviate – yet, all wish to move back to higher cost areas in the future. Many movers reported experiencing a period of homelessness as they transitioned between residences. Nearly all reported challenges in navigating landlord relationships, citing their unwillingness to work with Section 8 vouchers.

Figure 12: Summary of mover interviews

		Themes (check mark indicates at least one interviewee mentioning the theme)						
Households interviewed by leasing cost areas	Knowledge of Tiers	Desired future neighborhood		Reported **schools** were reason for moving to or staying	Reported an **easier commute** was a reason for move	Reported **rising rental costs** as reason for move.	Reported **homelessness** during transition.	Reported the **40% rent burden** cap as a barrier
		Higher cost area	*Lower cost area*					
Lower - Lower n=2	Moderate	✓	✓					✓
Lower - Higher n=3	Strong	✓	✓	✓	✓		✓	✓
Higher - Higher n=2	Minimal	✓		✓				
Higher - Lower n=3	Moderate	✓				✓	✓	✓

MOVER CASE EXAMPLES

MARY, A MOVER FROM AUBURN TO FEDERAL WAY | **LOWER – LOWER**

Mary is a single mother with three children ranging from 10 to 19 years of age. The owner of her place in Auburn decided to sell the house, resulting in Mary's search for a new unit. She never fully understood the payment standard tiers, and focused her search exclusively in the Federal Way and Auburn areas. She explained that she didn't think she was qualified to look in other areas, particularly the Eastside. Her kids had to change schools and they are still adjusting to the new environment. In the future she would be interested in higher cost neighborhoods.

SUSAN, A MOVER FROM SEATAC TO BELLEVUE| **LOWER – HIGHER**

Susan is a single mother with two children, ages 3 and 5. She found the Seatac area unsafe, and after completing a culinary program, her job in Redmond drew her to the Bellevue area. During this transition, her family was homeless for a week. She faced steep move-in fees, has an array of expenses from childcare to a car note, and is currently experiencing a more than 50% rental burden. Despite her challenging finances, she is happy with Bellevue – citing the Bellevue School District as a fantastic opportunity for her kids and the neighborhood as gorgeous.

SOPHIE, A MOVER FROM BELLEVUE TO BELLEVUE| **HIGHER – HIGHER**

Sophie is a single mother with two 17 year old children. She has resided in Bellevue since 2005. She had been on a waitlist for an apartment complex she had been eyeing for some time. When a unit became available, she jumped at the opportunity, borrowing money from friends to pay for the fees associated with breaking her lease. She wasn't interested in moving outside of Bellevue and wasn't provided any information about the payment standards prior to planning her move. She wanted her kids to be stable in their final year at Bellevue Public Schools.

HERBERT, A MOVER FROM BELLEVUE TO RENTON | **HIGHER – LOWER**

Herbert is disabled and lives independently. When his rent was due to increase, he decided to move, beginning his search with no knowledge of the new payment standard framework. He chose S. King County because he thought it was an affordable option. He found the move to be stressful and is uncomfortable in his new neighborhood. He would be interested in moving back to Bellevue in the future.

Outcomes Evaluation

Overview

The outcomes evaluation explores potential influences that the multi-tiered payment standard had on new voucher holders and movers between 2015, when there were only two payment tiers, and 2016, when five payment tiers were implemented. To understand the experience of households with children, the following resident subgroups were used in the analysis:

- All new voucher holders
- New voucher holders with children
- All movers
- Movers with children

Within each subgroup, the following characteristics were analyzed:

- Race/ethnicity
- Household area median income
- Household size
- Move distance (when applicable)

A comparison between each subgroup and the overall KCHA voucher population is provided, followed by individual analysis of each subgroup. Additionally, this report explores voucher utilization rates and median days to lease between 2015 and 2016; and finally, the costs associated with implementing a multi-tiered payment standard system are discussed.

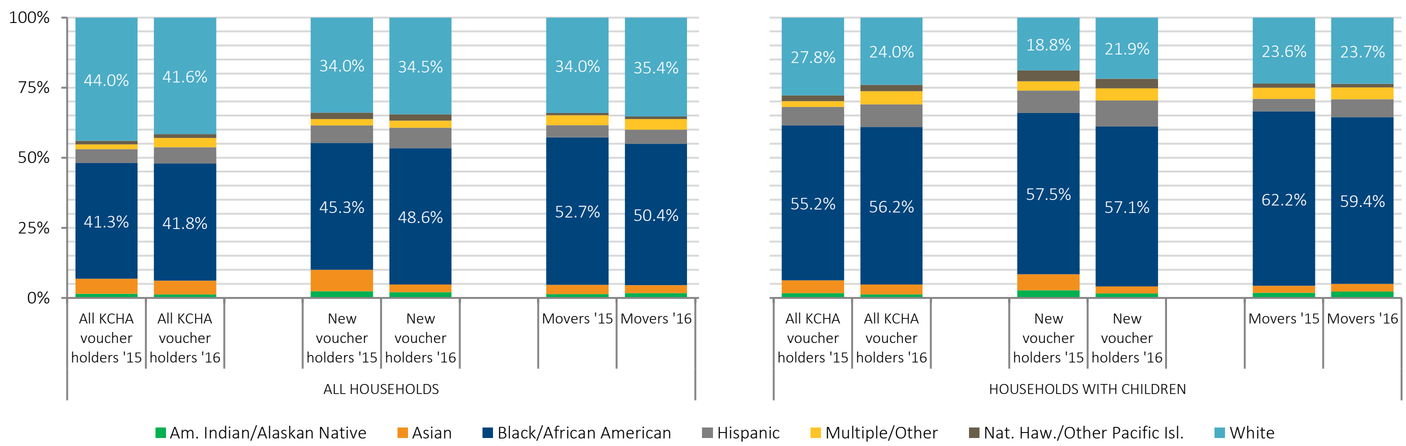
Data tables associated with the outcomes analysis are included as appendices.

Summary of Demographic Characteristics

RACE/ETHNICITY

As compared to the total population of KCHA subsidized households, the racial/ethnic composition within the new voucher holder and mover analysis subgroups were comprised of proportionately more Black/African American and less White households. Black/African American households tended to be over-represented among the new voucher and mover subgroups at rates ranging from 1% to 12% as compared to the overall voucher population. The total voucher population comparison group is comprised of year-long and port-in households only.

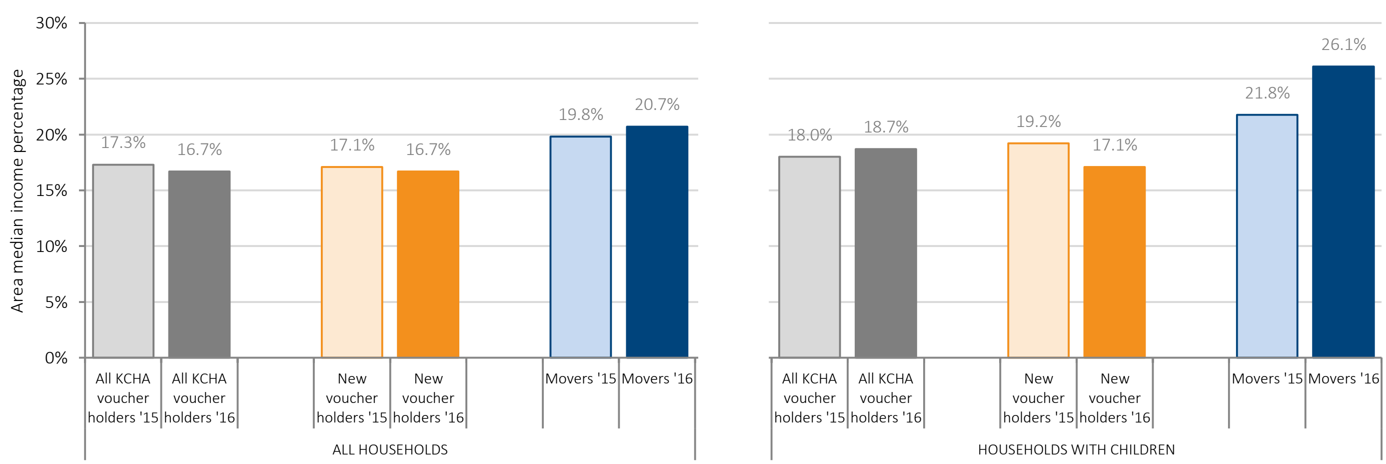
Figure 13: Racial/ethnic composition of all KCHA voucher holders, new voucher holders, and movers



OTHER CHARACTERISTICS: *Household size, move distance, and income*

The typical KCHA voucher holder had a household size of 2.5 in both 2015 and 2016, with the new voucher holder and mover analysis subgroups ranging from 2.5 to 2.9. The typical mover experienced a move between 3 and 4 miles in distance; however, some moved upwards of 10 to 25 miles. The typical KCHA household is extremely low income, falling below the HUD threshold of 30% AMI. New voucher holders' incomes were similar to that of the typical KCHA household; however, movers, particularly movers with children, had markedly higher incomes.

Figure 14: Median incomes for all KCHA voucher holders, new voucher holders, and movers

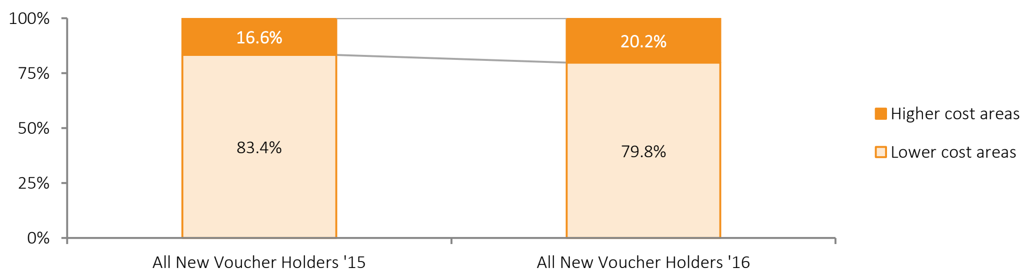


Leasing Patterns

ALL NEW VOUCHER HOLDERS

Relative to high cost areas, the distribution of all new voucher holders increased by 4% between 2015 and 2016. Access to higher cost areas increased proportionally among all racial/ethnic subgroups except households identifying as Asian and American Indian/Alaskan Native. New voucher holders' household incomes were 17% of the area median income, with no difference in incomes between households choosing to lease in higher or lower cost areas. Households leasing in lower cost areas tended to have moderately larger household sizes as compared to those leasing in higher cost areas, though this difference narrowed slightly in 2016.

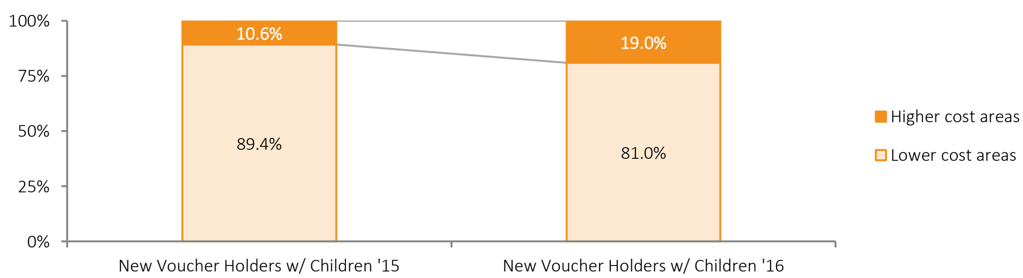
Figure 15: Proportional change in leasing location, all new voucher holders, 2015 and 2016



NEW VOUCHER HOLDERS WITH CHILDREN

Relative to high cost areas, the distribution of all new voucher holders with children increased by 8% between 2015 and 2016. Access to high cost areas increased proportionally among all racial subgroups except households identifying as Multiple/Other. Among families leasing in higher cost areas, household incomes decreased between 2015 and 2016 by 5% relative to AMI, perhaps suggesting the multi-tiered policy removed what were previously financial barriers to accessing higher cost areas. Household sizes remained relatively similar between years, ranging between a household size of three and four.

Figure 16: Proportional change in leasing location, new voucher holders with children, 2015 and 2016



Complete data tables for new voucher holders are available in the appendix.

Between 2015 and 2016:

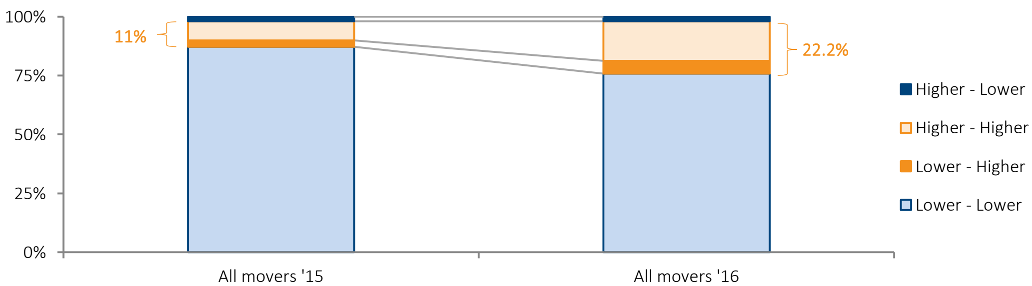
1) A greater proportion of NEW VOUCHER HOLDERS leased in higher cost areas (16% vs 20%).

2) A greater proportion of NEW VOUCHER HOLDERS WITH CHILDREN leased in higher cost areas (10% vs. 19%) – a relatively larger proportional shift.

ALL MOVERS

Between 2015 and 2016, the total number of movers increased by 103 households – the largest household increase among all subgroups analyzed. Among movers, 1) moves within lower-cost areas decreased by 11.4%, 2) moves from lower to higher cost areas increased by 2.8%, 3) moves within higher cost areas increased by 8.6%, and 4) there was no change among moves from higher to lower cost areas, holding steady at 2% of all moves. Household incomes among movers were consistent between 2015 and 2016 at 20% of AMI. The typical mover household size remained at roughly 3 members. Median distance moved among the lower to higher cost subgroup increased by 5 miles, while on a whole, median move distance was unchanged at 3.3 miles.

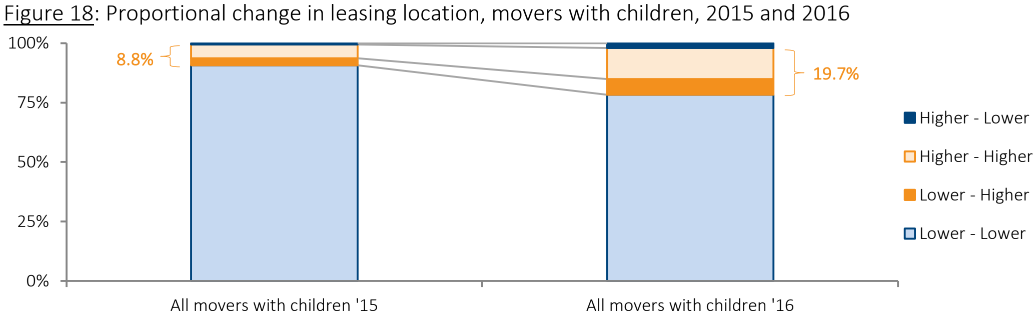
Figure 17: Proportional change in leasing location, all movers, 2015 and 2016



MOVERS WITH CHILDREN

Among movers with children, 1) moves within lower cost areas decreased by 12.4%, 2) moves from lower to higher cost areas increased by 3.3%, 3) moves within higher cost areas increased by 7.6%, and 4) moves from higher to lower cost areas increased by 1.4%. Incomes increased and were also higher as compared to all movers, with the typical mover with children earning 26% of AMI in 2016. The typical household size remained unchanged at 3.8 members. Median distance moved among the lower to higher cost subgroup increased by 8 miles, while on a whole, median move distance was unchanged at 3.5 – 4 miles.

Figure 18: Proportional change in leasing location, movers with children, 2015 and 2016



Complete data tables for movers are available in the appendix.

Between 2015 and 2016:

1) A greater proportion of ALL MOVERS relocated to or within higher cost areas (11% vs. 22%).

2) A greater proportion of MOVERS WITH CHILDREN relocated to or within higher cost areas (9% vs 20%).

3) All racial/ethnic subgroups, except Asian households*, experienced increased access to higher cost areas.

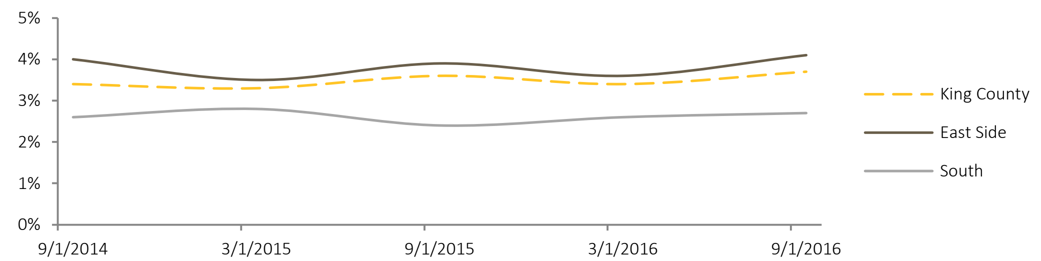
4) Incomes among MOVERS WITH CHILDREN were highest of all subgroups analyzed (26% AMI).

**Sample size was relatively small (<30 households)*

Voucher Utilization and Median Days to Lease

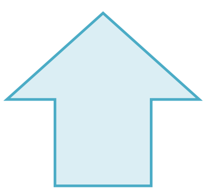
The shopping success rate is defined as the proportion of vouchers issued that have successfully entered a lease at a particular time benchmark (e.g. 120 days since voucher issuance). Many factors may influence a resident's shopping success (e.g. rental market trends, intentional rental search supports, flexible funding to aid in paying arears etc.). Recent vacancy rates across King County are presented below to put the competitiveness of the local rental market in context.

Figure 19: Recent rental vacancy rates across King County

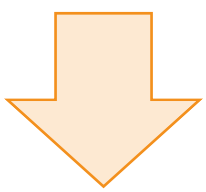


The payment standard also plays a contributing role in resident's shopping success; though, to isolate the individual influence of the five-tiered payment standard system on resident's shopping success would require a more rigorous analysis and evaluation design. However, shopping success rates, as well median days to lease both showed positive trends between 2015 and 2016.

Figure 20: Shopping success and median days to lease* trends, 2015 and 2016



The shopping success rate at 120 days post-voucher issuance increased from 41% to 49% between 2015 and 2016.



Median days to lease decreased between 2015 and 2016 from 66 to 63 days. In lower cost areas, median days to lease remained at 65 days, however in higher cost areas, median days to lease decreased from 78 to 57 days.

*Because many vouchers issued in 2016 are still searching, median days to lease are comprised of vouchers issued between March and November of 2015 and 2016 that successfully leased within 120 days. Shopping success rates, if compared at 240 days post-voucher issuance, can be compared for a smaller subset of issued vouchers for the timer period of March – June of 2015 and 2016. Success rates for 2015 and 2016 at 240 days post-voucher issuance for this smaller subset were 68% and 71%, respectively.

Cost analysis

OVERVIEW

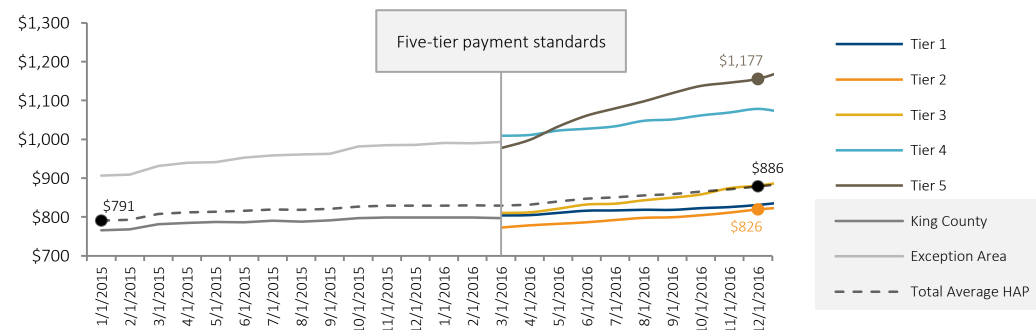
The cost analysis explores the following questions:

1. Recent per household trends: How have KCHA's housing assistance payments (HAP) changed? What are the differences between higher and lower cost areas?
2. Total agency costs: What are the comparative costs associated with serving tenant based voucher holders under a five-tier as compared to a two- or one-tier payment standard system? What are the potential long-term implications of using a multi-tiered system?

RECENT PER HOUSEHOLD TRENDS

Figure 21 depicts recent HAP trends, showing the disaggregation to a five-tier system in March 2016. Average HAP amounts increased 12% between the January 2015 and December 2016, from $791 to $886. The tier five payment standard HAP, depicted in brown, experienced quickest growth at 20% between March and December.

Figure 21: Average HAP* by 2016 multi-tiered payment standard tiers



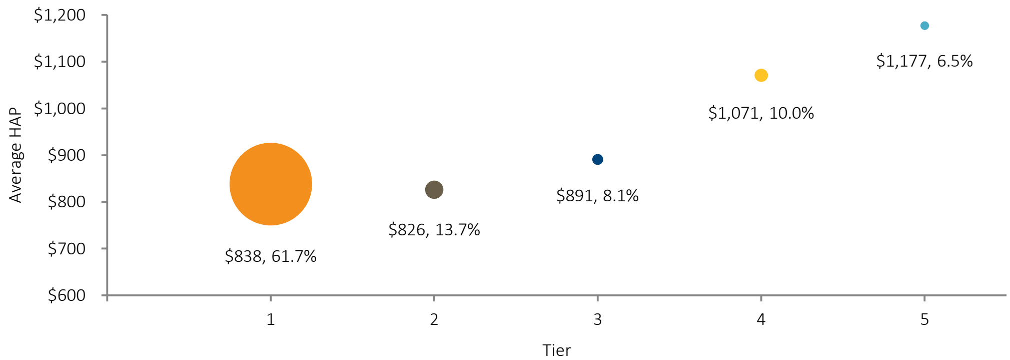
**HAP values are not standardized by voucher bedroom size (e.g. there may be proportionally a greater number of larger bedroom sizes within tier 1, which could enlarge the average HAP)*

Average HAPs at the end of 2016 are depicted in Figure 22. Averages range from just over $800 to nearly $1,500; however, the overall average is held at only $886 due to the large proportion of households residing in lower cost areas (visually depicted in Figure 23). Preliminarily, averages suggest differences between the total voucher population and new voucher holders/movers – specifically, new and moving households, or perhaps households receiving a voucher based on the new five-tier system, are more likely to lease in higher cost areas and generate a higher HAP.

Figure 22: Average HAP, December 2016 (point in time)

Cost Areas	All voucher holders n=9,614		New voucher holders n=831		Movers n=908	
	Average HAP	*% of households*	*Average HAP*	*% of households*	*Average HAP*	*% of households*
Lower cost areas	$841	83.5%	$871	81.2%	$854	77.6%
Tier 1	$838	61.7%	$854	59.4%	$837	60.1%
Tier 2	$826	13.7%	$885	13.5%	$877	10.2%
Tier 3	$891	8.1%	$966	8.3%	$964	7.3%
Higher cost areas	$1,113	16.5%	$1,332	18.8%	$1,272	22.3%
Tier 4	$1,071	10.0%	$1,144	6.6%	$1,150	12.7%
Tier 5	$1,177	6.5%	$1,433	12.2%	$1,434	9.6%
Total	$886	100.0%	$958	100.0%	$948	100.0%

Figure 23: Weighting of average HAP by tier, All voucher holders, end of 2016, n=9,614

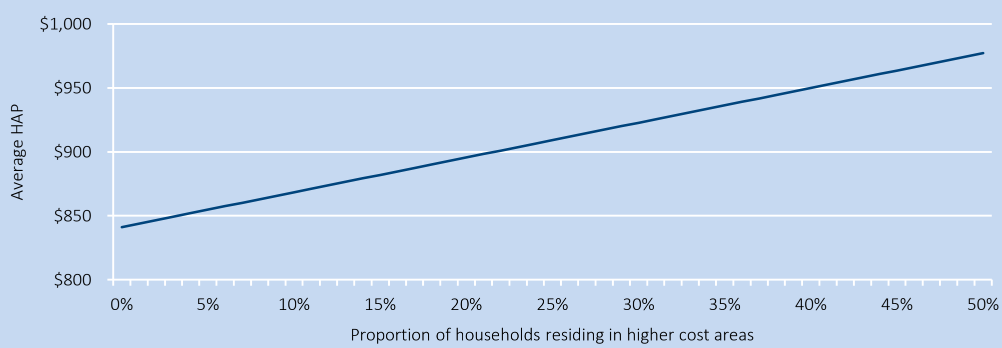


Circle size corresponds to the proportion of households residing within each respective tier.

TOPIC FOR FURTHER INQUIRY: *THE EFFECT OF MOBILITY ON HAPs*

Currently, as depicted in the 'recent per household trends' cost section above, the majority of KCHA households reside in areas of the County that are relatively less expensive. However, under the new five-tier payment standards, a new array of neighborhood options have become available to KCHA residents, with a potential pattern of mobility to higher cost areas emerging (as noted in the 'leasing patterns' section above). Also, KCHA as an agency is aiming to enable 30% of its households with children to reside in opportunity areas (areas that align strongly with higher cost areas of the County). Future geographic shifts among the resident population are worth further analysis and modeling to better understand the longer-term cost implications of housing greater proportions of households in higher opportunity (i.e. higher cost) areas. To illustrate the potential effect of mobility on HAPs, the figure below uses the 2016 average HAP costs within lower and higher cost areas to demonstrate the hypothetical average HAP KCHA would have incurred in 2016 depending on the proportion of households residing in higher cost areas.

Figure 24: Average HAP based on proportion of households residing in higher cost areas (*a hypothetical scenario*)



TOTAL AGENCY COSTS

Since it is difficult to know exactly what resident move patterns would be under a different payment standard system, this report makes the following assumptions as a method for thinking about the relative cost implications of implementing a five-tiered payment standard system as compared to the previous two-tiered and HUD's single-tier FMR system:

Assumptions

Residents' addresses, rents, and incomes at the end of 2016 are held constant while the payment standards used to administer vouchers are shifted to simulate what the costs would have been under a two- and one-tier payment standard system.

Based on this scenario, Figure 25 depicts estimated average and annual HAP amounts if KCHA were to issue its tenant-based vouchers under a one-, two-, or five-tiered payment standard system. The differences in average HAP translate into significant cost containment when applied to a full year of voucher administration.

Figure 25: Cost comparison of different payment standard systems

Payment Standard System	Avg. HAP*	Annual HAP*
1 Tier System	$930	$76,367,880
2 Tier System	$925	$75,957,300
5 Tier System	$915	$75,136,140
Cost difference relative to 5 Tier System	**Avg. per unit per month cost difference**	**Annual cost difference**
1 Tier System	-$15	-$1,231,740
2 Tier System	-10	-$821,160

*As this portion of the analysis is meant to depict costs to KCHA, HAP values in this table exclude porting households as these HAPs are incurred by the porting housing authority and not KCHA.

KCHA believes these cost estimates to be conservative as a variety of factors are being controlled that could further exaggerate the comparative cost savings, for example:

a) <u>Resident mobility as a reaction to a change in the payment standard</u>: If for instance, the payment standards were shifted back to the FMR, many residents in higher cost areas would not be able to afford the rents and would likely be forced to move.
b) <u>The rents landlords offer in response to payment standard shifts</u>: Currently, the payment standards in lower cost areas are held below the regional FMR to be better aligned with local area rents; however, if KCHA were to implement a single-tier system based on regional FMR, the payment standard in these areas would be significantly higher, creating a market incentive for landlords to increase their rents.
c) <u>The resident contribution towards rent as a proportion of their payment standard</u>: Similar to the landlord scenario above, if residents in lower cost areas have access to a higher payment standard based on the FMR, they too may be incentivized to find more expensive unit that fully utilizes the subsidy amount for which they are eligible.

While these are only three likely factors that could have significant cost implications, these, among others numerous other factors, are held constant in order to simplify the cost analysis above.

<u>TOPIC FOR FURTHER INQUIRY</u>: *THE TIPPING POINT WHEN A FIVE-TIER SYSTEM IS NO LONGER FINANCIALLY SUSTAINABLE*

The five-tier payment standards system appears to be a more cost efficient way of administering vouchers as compared to a one- or two-tier system. However, as noted above, the average HAPs incurred by KCHA could quickly increase if more households choose to reside in higher cost areas of the County. The extent to which KCHA can anticipate mobility trends to and from higher cost areas of the County could have a significant influence on agency budgeting and policy decisions. This hypothetical example explores 1) the cost implications of mobility to higher cost areas, and 2) the rate at which mobility to higher cost areas may occur.

Cost implications of mobility to higher cost areas

Based on the assumptions for comparing the costs of administering vouchers under different payment standard systems, implementing a five-tier system as compared to a one-tier system saves an estimated $1.23M annually. This cost containment is based on the actual distribution at the end of 2016 (19% of all tenant based voucher holders* living in higher cost areas). To demonstrate how the changes in where KCHA voucher holders live effects overall agency costs, the table below looks at this current household distribution at the end of 2016 and compares that to a hypothetical future distribution that would create an additional $1.23M in costs (where 24% of all tenant-based voucher holders reside in higher cost areas).

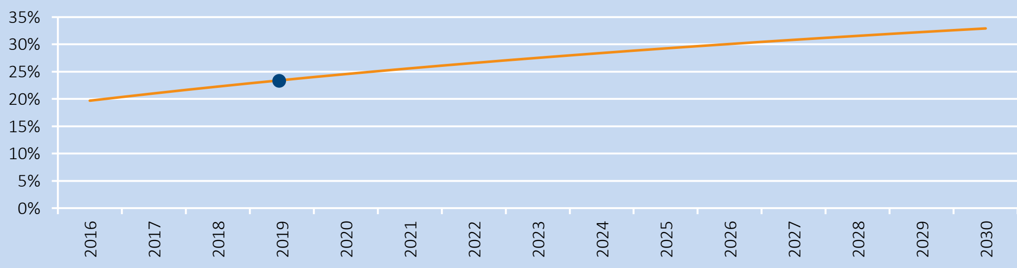
<u>Figure 26</u>: Determining the resident distribution (between higher and lower cost areas) at which a five-tier payment standard system is less cost effective than a one-tier system

KCHA Househols	2016		Hypothetical future distribution	
	n	%	n	%
Lower cost areas	5,883	81%	5,506	76%
Higher cost areas	1,372	19%	1,749	24%
Total	*7,255*	*100%*	*7,255*	*100%*
Total costs†	$77,695,409		$78,926,785	
Cost saving calculation	$78,926,785 – $77,695,409 ≈ **$1.23M**			
†Costs based on an average HAP in higher and lower cost areas of $841 and $1,113, respectively.				

Rate at which mobility to higher cost areas may occur

To illustrate the rate at which mobility may occur, the household entries and exits from higher cost areas in 2016 were modeled. The figure below, using a single year of resident mobility data from 2016, provides an estimate of the proportion of tenant based households KCHA might expect to reside in higher cost areas in the near future.

<u>Figure 27</u>: Projected tenant based households residing in higher cost areas (*a hypothetical scenario*)



By combining the two hypothetical analyses, a future point in time at which the five-tier payment standard system no longer provides relative cost savings can be estimated. The point at which all households in higher cost areas equals 24%, thereby eliminating the relative cost savings as compared to a one-tier system, may be as early as 2019. This estimate is conservative as it does not consider the additional diminishing annual cost savings as mobility to higher cost areas occurs gradually (i.e. theoretically, a diminishing additional cost savings would accumulate in addition to the year one's $1.23M). This estimate is based on preliminary data and modeling. To more fully understand mobility trends and their cost implications, a more rigorous cost analysis is recommended.

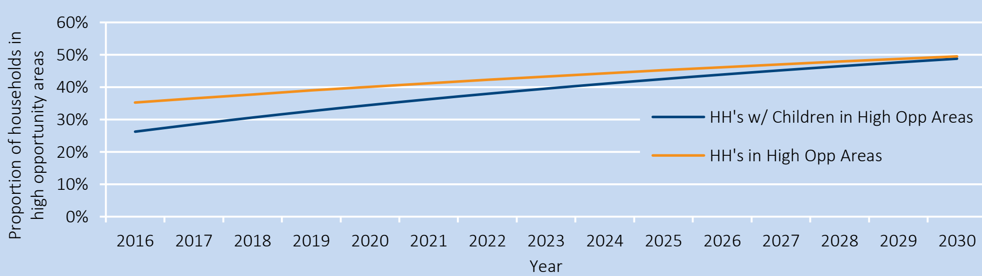
**As this example is meant to depict costs to KCHA, HAP values in this table exclude porting households as these HAPs are incurred by the porting housing authority and not KCHA.*

Implications

This assessment documents the development and implementation process of KCHA's five-tier payment standard policy, and also offers a preliminary look at residents' experience and leasing outcomes during the first nine months that the five-tier payment standards policy was in place. The findings from this assessment suggest a variety of areas for further consideration, including:

- **Opportunities for enhancing communication to residents**: In the small number of resident interviews conducted among new voucher holders and movers, residents' understanding of the multi-tiered payment standards was varied. As depicted in Figure 8: Communication opportunities between KCHA and residents, KCHA currently has few formal methods of communicating its policies to incoming and existing residents. In light of the varied understanding among residents interviewed and the vast majority of existing residents yet to benefit from the five-tiered policy, these communication points should be scrutinized to ensure KCHA is communicating effectively to its clients.
- **Opportunities to engage staff**: As mentioned, staff buy-in for the multi-tiered policy was mixed. KCHA should explore ways to build broader understanding for the multi-tiered payment standard policy as it is a core agency strategy in promoting geographic choice.
- **Monitoring KCHA's goal of having 30% of families with children residing in high opportunity areas by 2020**: The framework used in this analysis consisted of higher and lower cost areas; however, from a resident outcome perspective, KCHA established its mobility goal using the Kirwan-defined opportunity index as it accounts for a variety of metrics, including health, education, and economic. By geo-coding resident addresses and overlaying them with the opportunity index, similar projections around mobility can be made. Based on the trends of this past year as depicted in the hypothetical projection below, KCHA may expect up to 34% of all residents with children residing in high opportunity areas by 2020.

Figure 28: Projected households in high opportunity areas (*a hypothetical scenario*)



- **Future evaluation**: This internal assessment suggests several areas where further inquiry would enhance KCHA's understanding of the effects of the five-tier payment standard policy:
  - A more comprehensive understanding of how residents perceive the policy and what challenges or benefits it provides in the leasing process.
  - An understanding of the landlord perspective on the policy, as this was not explored in this internal assessment.
  - A more thorough exploration of the financial implications of the policy, particularly as it relates to financial sustainability while promoting geographic choice across higher and lower cost rental markets.
  - A closer look at the patterns of persistence among families within higher cost areas due to the new payment standard structure.

Appendix A: King County and payment standard map

Figure 29 depicts KCHA's jurisdiction and categorization of zip codes to the various payment standard tiers. The corresponding payment standard values by bedroom size and tier are represented in Figure 30 below.

Figure 29: Multi-tiered payment standard zip code reference map (as implemented in March 2016)

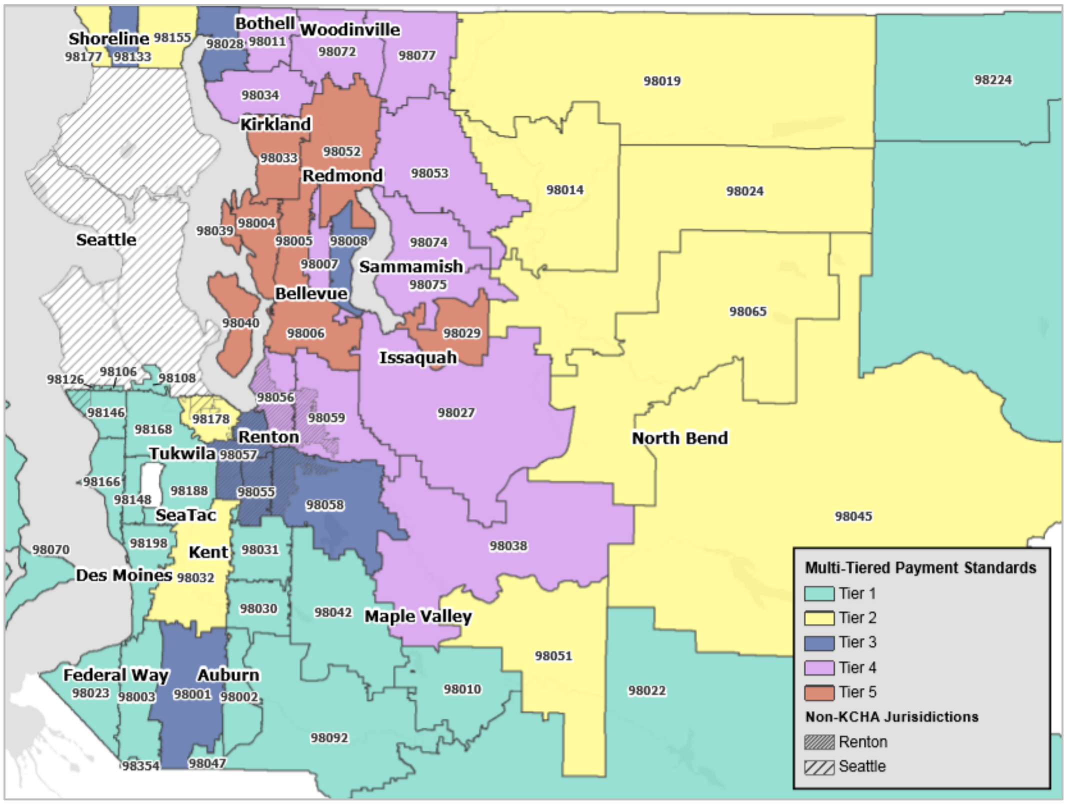


Figure 30: Payment standard amounts by tier (as implemented in March 2016)

Tier	Studios	1 BR	2 BR	3 BR	4 BR	5 BR	6 BR
1	$795	$980	$1,175	$1,560	$2,090	$2,340	$2,665
2	$880	$1,065	$1,240	$1,675	$2,230	$2,595	$2,900
3	$905	$1,215	$1,445	$1,770	$2,340	$2,695	$3,035
4	$1,225	$1,430	$1,655	$2,005	$2,605	$2,995	$3,385
5	$1,390	$1,570	$1,925	$2,235	$2,990	$3,545	$3,885

Appendix B: Tier-to-tier mover patterns

In addition to the low and high cost framework, it can also be helpful to understand moves at a more granular payment tier level. Figure 31 demonstrates moves to and from the five payment tiers.

Figure 31: Tier-to-tier mover patterns

Tier of Origin				***Tier of Destination***			
Tier 1, moving to…	n	% w/in Tier	% of all movers	*Tier 1, coming from…*	n	% w/in Tier	% of all movers
1	451	78%	50%	1	451	83%	50%
2	49	9%	5%	2	59	11%	7%
3	39	7%	4%	3	24	4%	3%
4	14	2%	2%	4	7	1%	1%
5	22	4%	2%	5	2	0%	0%
Subtotal	*575*	*100%*	*64%*	*Subtotal*	*543*	*100%*	*60%*
Tier 2, moving to…				*Tier 2, coming from…*			
1	59	56%	7%	1	49	53%	5%
2	37	35%	4%	2	37	40%	4%
3	5	5%	1%	3	3	3%	0%
4	2	2%	0%	4	2	2%	0%
5	2	2%	0%	5	1	1%	0%
Subtotal	*105*	*100%*	*12%*	*Subtotal*	*92*	*100%*	*10%*
Tier 3, moving to…				*Tier 3, coming from…*			
1	24	45%	3%	1	39	59%	4%
2	3	6%	0%	2	5	8%	1%
3	16	30%	2%	3	16	24%	2%
4	4	8%	0%	4	3	5%	0%
5	6	11%	1%	5	3	5%	0%
Subtotal	*53*	*100%*	*6%*	*Subtotal*	*66*	*100%*	*7%*
Tier 4, moving to…				*Tier 4, coming from…*			
1	7	5%	1%	1	14	12%	2%
2	2	2%	0%	2	2	2%	0%
3	3	2%	0%	3	4	3%	0%
4	88	67%	10%	4	88	77%	10%
5	31	24%	3%	5	7	6%	1%
Subtotal	*131*	*100%*	*15%*	*Subtotal*	*115*	*100%*	*13%*
Tier 5, moving to…				*Tier 5, coming from…*			
1	2	5%	0%	1	22	25%	2%
2	1	3%	0%	2	2	2%	0%
3	3	8%	0%	3	6	7%	1%
4	7	18%	1%	4	31	36%	3%
5	26	67%	3%	5	26	30%	3%
Subtotal	*39*	*100%*	*4%*	*Subtotal*	*87*	*100%*	*10%*
Total	903			Total	903		

MOVE PATTERN SUMMARY

- 81% of moves were initiated from lower cost areas
- 78% of moves ended in lower cost areas
- 76% of moves were within lower cost areas
- 68% of moves were within their respective tier
- 19% of moves were to higher tiers
- 17% of moves were within higher cost areas
- 12% of moves were to lower tiers
- 11% of moves were from a lower cost area to a higher cost area
- 6% of moves were from higher cost to lower cost areas

Appendix C: Summary of resident demographics

Figure 32: Summary of race/ethnicity data for all KCHA voucher holders, new voucher holders, and movers | 2015 and 2016

KCHA Household Type	Am. Indian/Alaskan Native		Asian		Black/African American		Hispanic		Multiple/Other		Nat. Haw./Other Pacific Isl.		White		Total	
	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%
All KCHA voucher holders '15	145	1.5%	531	5.3%	4,116	41.3%	499	5.0%	168	1.7%	122	1.2%	4,380	44.0%	9,961	100%
All KCHA voucher holders '16	119	1.2%	495	4.9%	4,242	41.8%	590	5.8%	339	3.3%	139	1.4%	4,225	41.6%	10,149	100%
All new voucher Holders '15	20	2.3%	65	7.6%	387	45.3%	53	6.2%	20	2.3%	19	2.2%	290	34.0%	854	100%
All new voucher holders '16	17	2.0%	23	2.8%	404	48.6%	60	7.2%	21	2.5%	19	2.3%	287	34.5%	831	100%
All movers '15	11	1.4%	26	3.2%	424	52.7%	35	4.3%	28	3.5%	7	0.9%	274	34.0%	805	100%
All movers '16	15	1.7%	26	2.9%	458	50.4%	46	5.1%	34	3.7%	8	0.9%	321	35.4%	908	100%
KCHA voucher holders with children '15	73	1.7%	194	4.5%	2,367	55.2%	284	6.6%	91	2.1%	84	2.0%	1,192	27.8%	4,285	100%
KCHA voucher holders with children '16	52	1.2%	152	3.5%	2,427	56.2%	351	8.1%	202	4.7%	98	2.3%	1,037	24.0%	4,319	100%
New voucher holders with children '15	11	2.7%	24	5.8%	238	57.5%	33	8.0%	14	3.4%	16	3.9%	78	18.8%	414	100%
New voucher holders with children '16	7	1.6%	11	2.5%	253	57.1%	41	9.3%	19	4.3%	15	3.4%	97	21.9%	443	100%
Movers with Children '15	9	1.8%	12	2.4%	306	62.2%	22	4.5%	20	4.1%	7	1.4%	116	23.6%	492	100%
Movers with Children '16	11	2.2%	14	2.8%	296	59.4%	32	6.4%	21	4.2%	6	1.2%	118	23.7%	498	100%

Figure 33: Summary of other household characteristics for all KCHA voucher holders, new voucher holders, and movers | 2015 and 2016

KCHA Household Type	Median AMI	Average HH Size	Median move distance (miles)
All KCHA voucher holders '15	17.3%	2.5	N/A
All KCHA voucher holders '16	16.7%	2.5	N/A
All New Voucher Holders '15	17.1%	2.6	N/A
All New Voucher Holders '16	16.7%	2.5	N/A
All Movers '15	19.8%	2.9	3.31
All Movers '16	20.7%	2.8	3.38
KCHA voucher holders with Children '15	18.0%	4.0	N/A
KCHA voucher holders with Children '16	18.7%	4.0	N/A
New Voucher Holders with Children '15	19.2%	4.1	N/A
New Voucher Holders with Children '16	17.1%	3.7	N/A
Movers with Children '15	21.8%	3.8	3.31
Movers with Children '16	26.1%	3.8	3.38

Appendix D: Leasing pattern data tables

Figure 34: All new voucher holder leasing patterns

	Lower cost areas		Higher cost areas		Total		Proportional shift relative to higher cost areas	
	n	%	n	%	n	%		
All New Vouchers '15	712	83.4%	142	16.6%	854	100%	↑	3.6%
All New Vouchers '16	663	79.8%	168	20.2%	831	100%		
Am. Indian/Alaskan Native '15	16	80.0%	4	20.0%	20	100%	↓	-2.4%
Am. Indian/Alaskan Native '16	14	82.4%	3	17.6%	17	100%		
Asian '15	38	58.5%	27	41.5%	65	100%	↓	-24.1%
Asian '16	19	82.6%	4	17.4%	23	100%		
Black/African American '15	361	93.3%	26	6.7%	387	100%	↑	4.9%
Black/African American '16	357	88.4%	47	11.6%	404	100%		
Hispanic '15	45	84.9%	8	15.1%	53	100%	↑	13.2%
Hispanic '16	43	71.7%	17	28.3%	60	100%		
Multiple/Other '15	16	80.0%	4	20.0%	20	100%	≈	-1.0 %
Multiple/Other '16	17	81.0%	4	19.0%	21	100%		
Nat. Haw. /Other Pacific Isl. '15	19	100.0%	0	0.0%	19	100%	↑	15.8%
Nat. Haw./Other Pacific Isl. '16	16	84.2%	3	15.8%	19	100%		
White '15	217	74.8%	73	25.2%	290	100%	↑	6.2%
White '16	197	68.6%	90	31.4%	287	100%		
Median AMI '15	17.5%		14.8%		17.1%		≈	-0.2%
Median AMI '16	17.2%		14.6%		16.7%			
Average HH Size '15	2.8		2.0		2.6		≈	0.3
Average HH Size '16	2.6		2.3		2.5			

Appendix D continued: Leasing pattern data tables

Figure 35: All new voucher holder with children leasing patterns

	Lower cost areas		Higher cost areas		Total		Proportional shift relative to higher cost areas
	n	%	n	%	n	%	
New Vouchers w/ Children '15	370	89.4%	44	10.6%	414	100%	↑ 8.4%
New Vouchers w/ Children '16	359	81.0%	84	19.0%	443	100%	
Am. Indian/Alaskan Native '15	10	90.9%	1	9.1%	11	100%	↑ 5.2%
Am. Indian/Alaskan Native '16	6	85.7%	1	14.3%	7	100%	
Asian '15	20	83.3%	4	16.7%	24	100%	↑ 1.5%
Asian '16	9	81.8%	2	18.2%	11	100%	
Black/African American '15	224	94.1%	14	5.9%	238	100%	↑ 5.6%
Black/African American '16	224	88.5%	29	11.5%	253	100%	
Hispanic '15	28	84.8%	5	15.2%	33	100%	↑ 19.0%
Hispanic '16	27	65.9%	14	34.1%	41	100%	
Multiple/Other '15	11	78.6%	3	21.4%	14	100%	↓ -5.6%
Multiple/Other '16	16	84.2%	3	15.8%	19	100%	
Nat. Haw./Other Pacific Isl. '15	16	100.0%	0	0.0%	16	100%	↑ 6.7%
Nat. Haw./Other Pacific Isl. '16	14	93.3%	1	6.7%	15	100%	
White '15	61	78.2%	17	21.8%	78	100%	↑ 13.3%
White '16	63	64.9%	34	35.1%	97	100%	
Median AMI '15	19.3%		17.5%		19.2%		↓ -5.3%
Median AMI '16	17.8%		12.2%		17.1%		
Average HH Size '15	4.1		3.6		4.1		≈ 0.3
Average HH Size '16	3.8		3.3		3.7		

Appendix D continued: Leasing pattern data tables

Figure 36: All mover leasing patterns

	Lower-Lower Cost		Lower-Higher Cost		Higher-Higher Cost		Higher-Lower Cost		Total		Proportional shift from lower to higher cost areas	Proportional shift to or within higher cost areas
	n	%	n	%	n	%	n	%	n	%		
All movers '15	702	87.2%	22	2.7%	65	8.1%	16	2.0%	805	100%	↑ 2.8%	↑ 11.2%
All movers '16	688	75.8%	50	5.5%	152	16.7%	18	2.0%	908	100%		
Am. Indian/Alaskan Native '15	11	100%	0	0.0%	0	0.0%	0	0.0%	11	100%	↑ 6.7%	↑ 13.1%
Am. Indian/Alaskan Native '16	11	73.3%	1	6.7%	2	13.3%	1	6.7%	15	100%		
Asian '15	18	69.2%	2	7.7%	5	19.2%	1	3.8%	26	100%	↓ -7.7%	↑ 23.1%
Asian '16	13	50.0%	0	0.0%	13	50.0%	0	0.0%	26	100%		
Black/African American '15	402	94.8%	7	1.7%	11	2.6%	4	0.9%	424	100%	↑ 3.4%	↑ 23.1%
Black/African American '16	405	88.4%	23	5.0%	24	5.2%	6	1.3%	458	100%		
Hispanic '15	31	88.6%	1	2.9%	3	8.6%	0	0.0%	35	100%	↑ 5.8%	↑ 25.5%
Hispanic '16	28	60.9%	4	8.7%	13	28.3%	1	2.2%	46	100%		
Multiple/Other '15	28	100%	0	0.0%	0	0.0%	0	0.0%	28	100%	↑ 5.9%	↑ 38.2%
Multiple/Other '16	21	61.8%	2	5.9%	11	32.4%	0	0.0%	34	100%		
Nat. Haw. /Other Pacific Isl. '15	7	100%	0	0.0%	0	0.0%	0	0.0%	7	100%	≈ 0.0	↑ 12.5%
Nat. Haw./Other Pacific Isl. '16	7	87.5%	0	0.0%	1	12.5%	0	0.0%	8	100%		
White '15	205	74.8%	12	4.4%	46	16.8%	11	4.0%	274	100%	↑ 1.9%	↑ 12.5%
White '16	203	63.2%	20	6.2%	88	27.4%	10	3.1%	321	100%		
Median AMI '15	19.6%		14.9%		24.1%		14.3%		19.7%		↑ 5.8%	≈ 0.9%
Median AMI '16	21.3%		20.7%		19.7%		25.4%		20.7%			
Average HH Size '15	2.9		2.9		2.3		2.0		2.9		≈ 0.04	≈ -0.09
Average HH Size '16	2.8		2.9		2.4		2.6		2.8			
Median move distance (miles) '15	3.27		11.6		1.8		7.33		3.31		↑ 4.92	≈ 0.5
Median move distance (miles) '16	3.63		16.52		0.09		8.09		3.38			

Appendix D continued: Leasing pattern data tables

Figure 37: Movers with children leasing patterns

	Lower-Lower Cost		Lower-Higher Cost		Higher-Higher Cost		Higher-Lower Cost		Total		Proportional shift **from lower to higher** cost areas	Proportional shift **to or within higher** cost areas
	n	%	n	%	n	%	n	%	n	%		
All movers '15	446	90.7%	16	3.3%	27	5.5%	3	0.6%	492	100%	↑ 3.4%	↑ 10.9%
All movers '16	390	78.3%	33	6.6%	65	13.1%	10	2.0%	498	100%		
Am. Indian/Alaskan Native '15	9	100%	0	0.0%	0	0.0%	0	0.0%	9	100%	≈ 0.0%	↑ 18.2%
Am. Indian/Alaskan Native '16	8	72.7%	0	0.0%	2	18.2%	1	9.1%	11	100%		
Asian '15	10	83.3%	1	8.3%	1	8.3%	0	0.0%	12	100%	↓ -8.3%	↑ 19.0%
Asian '16	9	64.3%	0	0.0%	5	35.7%	0	0.0%	14	100%		
Black/African American '15	290	94.8%	7	2.3%	7	2.3%	2	0.7%	306	100%	↑ 4.1%	↑ 6.6%
Black/African American '16	260	87.8%	19	6.4%	14	4.7%	3	1.0%	296	100%		
Hispanic '15	20	90.9%	0	0.0%	2	9.1%	0	0.0%	22	100%	↑ 9.4%	↑ 34.7%
Hispanic '16	17	53.1%	3	9.4%	11	34.4%	1	3.1%	32	100%		
Multiple/Other '15	20	100%	0	0.0%	0	0.0%	0	0.0%	20	100%	↑ 9.5%	↑ 28.6%
Multiple/Other '16	15	71.4%	2	9.5%	4	19.0%	0	0.0%	21	100%		
Nat. Haw. /Other Pacific Isl. '15	7	100%	0	0.0%	0	0.0%	0	0.0%	7	100%	≈ 0.0%	≈ 0.0%
Nat. Haw./Other Pacific Isl. '16	6	100%	0	0.0%	0	0.0%	0	0.0%	6	100%		
White '15	90	77.6%	8	6.9%	17	14.7%	1	0.9%	116	100%	≈ 0.7%	↑ 10.7%
White '16	75	63.6%	9	7.6%	29	24.6%	5	4.2%	118	100%		
Median AMI '15	21.2%		11.1%		28.4%		14.1%		21.5%		↑ 11.6%	≈ 0.9%
Median AMI '16	26.9%		22.6%		23.3%		30.0%		26.5%			
Average HH Size '15	3.8		3.4		3.5		4.7		3.8		≈ 0.2	≈ -0.1
Average HH Size '16	3.9		3.6		3.6		3.5		3.8			
Median move distance (miles) '15	3.5		7.9		1.6		18.6		3.5		↑ 8.2	↑ 2.4
Median move distance (miles) '16	4.0		16.1		1.4		7.1		4.0			

Appendix E: Methodology for determining tiers & payment standards

The methodology used to determine the configuration of the KCHA's ZIP code-based payment standards system in 2016 had three main components: 1) determining the 40th percentile rent levels in each ZIP code, 2) grouping ZIP codes into tiers, and 3) setting the payment standard levels.

1. **Determine ZIP code-level 40th percentile rents**

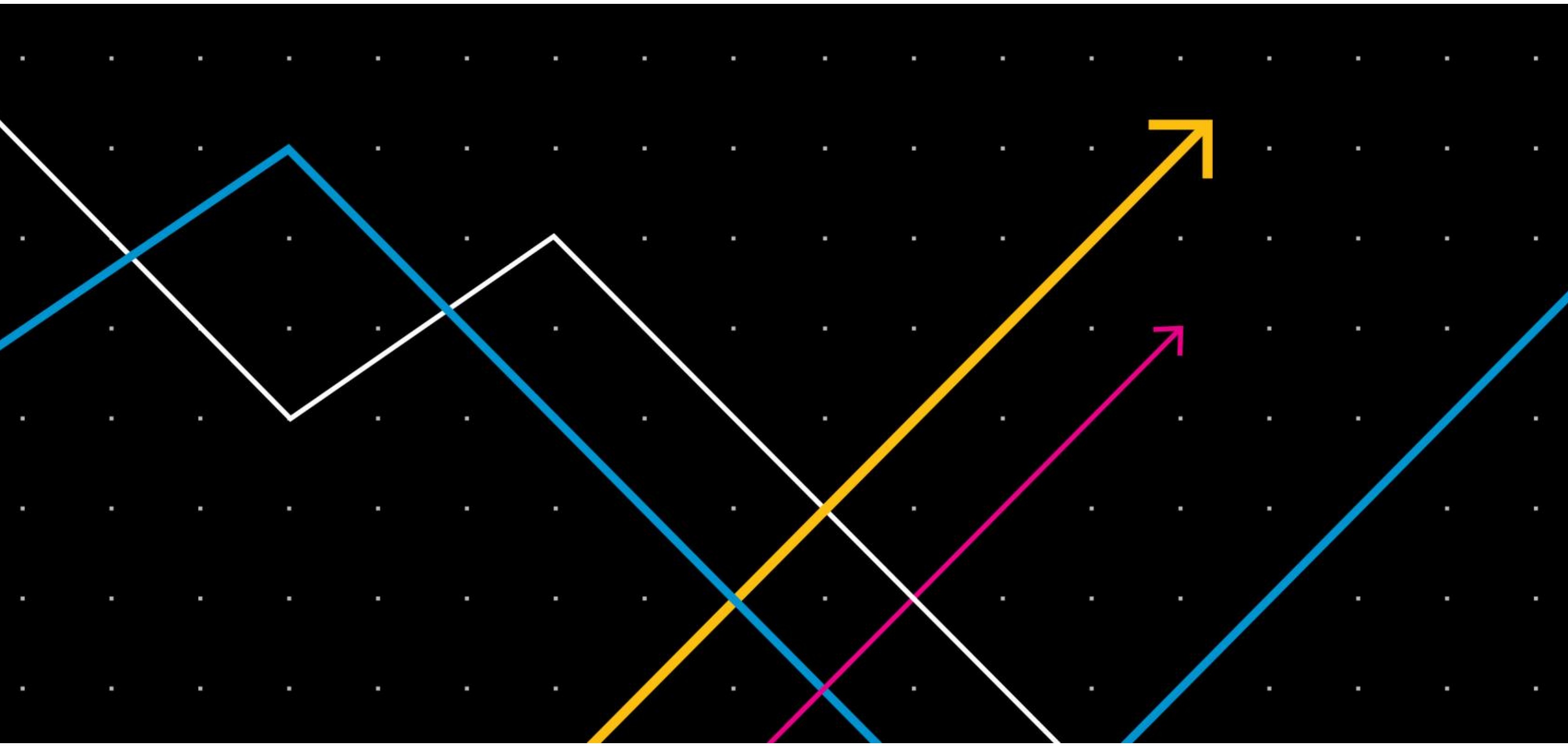
   The payment standard analysis and final payment standard amounts were primarily based on third party data from a local real estate research firm, Dupre Scott. The report from Dupre Scott provides the 40th percentile gross rent estimates for each ZIP code in KCHA's jurisdiction – the intention is to create a version of HUD's Small Area Fair Market Rents (SAFMR) using local (rather than American Community Survey) data. ZIP codes were ranked based on the estimated two bedroom 40th percentile rent, as the survey of two bedroom units had the largest sample size. The Dupre Scott data was complimented by data from Apartment Insights, HUD's own Small Area Fair Market Rents, and voucher lease-up data. When warranted, 40th percentile rent estimates with small sample sizes were adjusted based on the supplemental sources. By using a local rent survey, KCHA had the advantage of allowing for unique bedroom size ratios (i.e. the proportional dollar value difference between bedroom sizes) for each ZIP code and tier, whereas the SAFMR methodology, due to sample size issues, extrapolates from regional data and uses uniform bedroom size ratios for all ZIP codes in a region.

2. **Determine the Number of Tiers**

   Staff then analyzed a number of ways to group the ZIP codes, generally limiting the analysis to between four and eight tiers. The groupings balanced the desire to 1) minimize 40th percentile rent variance within a tier, and 2) maintain some amount of geographic cohesion. ZIP codes were grouped primarily through the natural breaks (or Jenks) methodology, which minimizes variance. A five-tiered system was determined to have a moderate cost relative to having an option with more tiers, while also being administratively feasible to implement for staff and residents.

3. **Set Payment Standard Levels**

   Staff then created a weighted average for each bedroom size based on the 40th percentile rent amounts and the survey's sample size. This methodology pulls the final payment standard amount towards the ZIP codes with a larger inventory of units. The payment standard amounts were then compared to recent lease-up trends and historical bedroom size ratios. Ultimately, the amounts were then trended forward to account for increased rents since the time of the survey.



RESEARCH REPORT

Evaluation of the Student and Family Stability Initiative

Final Report

Martha Galvez *Amanda Gold* *Sara McTarnaghan*

June 2017

URBAN INSTITUTE · ELEVATE · THE · DEBATE

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Executive Summary

The King County Housing Authority (KCHA), in partnership with the Highline School District and the nonprofit social service organization Neighborhood House, launched the Student and Family Stability Initiative (SFSI) pilot program in 2013 to provide housing and employment supports to homeless and unstably housed families with children enrolled in Highline elementary schools. In 2016, KCHA contracted with the Urban Institute (Urban) to conduct a process and outcome evaluation of the program's first three pilot years. The evaluation goals are to document how SFSI works, who it serves, and how well it helps participants achieve housing stability, focusing on 242 clients who enrolled in the program between September 2013 through August 2016.

Overview

Interviews, document review, and administrative data analysis reveal that the program model evolved over its early implementation years, with four characteristics providing the backbone of the SFSI program as of 2017.

First, SFSI intends to reach households with at least one member who is willing and able to work. Second, the program uses the US Department of Education definition of homelessness in the McKinney-Vento Homeless Assistance Act, which is broader than the US Department of Housing and Urban Development's definition and allows the program to reach households who are doubled-up and living in motels as well as households who are unsheltered or in emergency shelter. Third, SFSI uses a progressive engagement model that emphasizes client-directed assistance to set and meet housing and employment goals. Finally, the housing and employment case management is coupled with flexible, short-term financial assistance covering a wide range of housing-related costs, such as search or move expenses, rent arrears, and rent payments. These eligibility criteria and program characteristics have important implications for enrollment and outcome expectations.

Findings

During the first three program years, most of the households who enrolled in SFSI were doubled-up or in motels, with a small proportion unsheltered at the point they enrolled in the program. In keeping with program targets, most SFSI participants also had wage income at the point of enrollment.

Evaluation findings suggest promising outcomes for these participants and some areas of concern. For example, successful participants had income gains while participating in SFSI, and a subset of successful participants maintained their income gains and housing for the first year after exit. But program attrition rates are high, timelines are relatively lengthy—particularly in the early stages of program enrollment—and a large share of successful households changed schools because of their SFSI move. During the first three years, 60 percent of referred households enrolled in the program, 56 percent of enrolled households were placed into housing, and just over half of enrolled households successfully exited the program into permanent housing they could maintain without SFSI assistance. The characteristics of the enrolled and successful households suggests that a possible trade-off of SFSI's eligibility criteria and employment targets is that fewer households experiencing urgent housing crises participate in the program.

Little information is available about the households who opted out, failed to find housing, or failed to complete the program. Two thirds of the households who did not enroll in the program either fell out of touch with SFSI staff or opted out, and nearly all the households who left the program without finding housing were "exited" by staff because they fell out of touch with their case managers, left voluntarily, or left the Highline School District. Only a handful was exited for failing to make progress on housing or employment goals.

Interpreting these findings is challenging, due in part to SFSI's unique service model. The program incorporates the core components of a conventional rapid re-housing model, but also deviates from it in several ways, mainly related to the target population and client-directed outcome goals. This is not in itself problematic: rapid re-housing is a relatively new and evolving program model, with wide variations in screening and service delivery approaches that reflect diverse local resources, constraints, and priorities. But SFSI administrative data and outcome measures, which appear more consistent with a conventional rapid re-housing approach, do not account for key aspects of the SFSI program model—including the importance of client-directed goals, or the fact that much of the enrolled population is doubled-up but not necessarily in immediate housing crisis.

These possible disconnects between SFSI's client population and engagement model and the program's milestones and outcome measures makes it difficult to understand how well SFSI is working. Administrative data only partially explain whether SFSI outcomes may reflect the program's target population and service model versus entry points for program improvements.

Recommendations

Five sets of recommendations focus on how SFSI partners can use the evaluation findings to improve the program and to explore unanswered questions about SFSI services. Broadly stated, findings point to two courses of action. First, partners should assess SFSI client characteristics to collectively determine whether the program is currently reaching the preferred client population—and if so, whether outcome measures accurately reflect client progress towards housing and financial stability goals. Second, more attention can be paid to contacting, communicating with, and capturing information about SFSI clients to improve program attrition and better understand how families experience housing instability and navigate the program.

With this in mind, we first recommend that program partners revisit and affirm SFSI's population targets in light of the evidence on current participants' housing situations at enrollment, and housing placement rates. Partners should also assess whether current program milestones and outcome measures adequately capture client progress toward self-directed housing and financial stability goals. We then provide recommendations for refining SFSI referral and enrollment procedures, and for improving data collection. We conclude with considerations for ongoing program evaluation efforts, including collecting additional information from SFSI clients.

The five recommendations are:

- **Reaffirm SFSI's target population** among program partners to assess whether SFSI should be reaching more households with immediate housing needs.
- **Examine SFSI outcome measures** by reviewing SFSI family plan or service use information and considering whether additional program milestones or exit indicators are needed to fully capture SFSI participants' progress toward self-directed housing and financial stability goals.
- **Streamline SFSI referrals, screening, and enrollment** to improve client contact and communication, speed up enrollment process, and minimize attrition.
- **Improve data management and quality** by transitioning to a robust case management system and incorporating best practices for data management.
- **Pursue ongoing evaluation efforts** that include qualitative data collection with program participants, improving ongoing contact with SFSI clients, and additional formative evaluation work to lay the foundation for a possible impact study.

The Student and Family Stability Initiative

Introduction

In 2016, the King County Housing Authority (KCHA) contracted with the Urban Institute (Urban) to conduct a process and outcome evaluation of the first three pilot years of the Student and Family Stability Initiative (SFSI). The one-year Urban evaluation was launched as SFSI entered its fourth pilot year and builds on early evaluation work by a previous third party evaluator (Blume and Leon 2015).

The goals of the evaluation are to collect and analyze qualitative and quantitative data to document how SFSI was implemented and how much the program model holds promise as a tool to help unstably housed families with children achieve housing stability. In addition, Urban was to provide KCHA technical assistance and recommendations to strengthen SFSI data collection and management processes and to refine the program model. Results from this evaluation intend to inform possible program expansion to other schools or school districts in KCHA's jurisdiction and a possible impact evaluation.

This report synthesizes findings from data collection conducted over approximately 10 months that included document review, interviews with SFSI stakeholders, and analysis of program and other relevant KCHA administrative data. It is the second and final deliverable for the SFSI evaluation and builds on findings from a June 2016 interim report provided to KCHA that focused on data collection and management.

In the sections that follow, we document how the SFSI program works and describe early outcomes for 242 families enrolled in SFSI between September 2013 and August 2016 (the first three program years). We then provide recommendations to KCHA to inform ongoing program improvement and to strengthen the foundation for a future impact evaluation.

Overview of the Student and Family Stability Initiative

The KCHA's SFSI is a pilot program launched in 2013 in partnership with the Highline School District and the nonprofit social service organization Neighborhood House to provide housing and employment supports to homeless and unstably housed families with children enrolled in Highline elementary schools (figure 1).

SFSI intends to help participating families find and maintain safe, stable housing through a combination of short-term financial assistance coupled with self-directed housing and employment services and case management.[1] Financial assistance may cover monthly rental payments and other housing-related costs that may be barriers to housing stability, such as rent arrears, deposits, application fees, transportation costs, or moving costs. Enrolled families also have access to job search help, which helps participants increase or stabilize their wage income. Whereas KCHA is the primary SFSI funder through a contract with Neighborhood House, employment case management and portions of the flexible financial support are funded through additional Neighborhood House funders.

KCHA is among the nation's largest public housing authorities and provides rental assistance to approximately 22,000 households annually in 37 cities and towns that fall within its jurisdiction.[2] The SFSI pilot is related to two KCHA efforts. Since 2012, KCHA has developed an active partnership with the Puget Sound Educational Service District through the region's 2012 Race to the Top proposal and award, which included a school-based rapid re-housing pilot program,[3] and since 2014, has partnered with three school districts in their jurisdiction that serve many KCHA-assisted students. The partnership between the housing authority and the Highline School District, as well as the pilot initiative, is made possible by KCHA's status as a Moving to Work Agency (box 1), which grants it unique policy and fiscal flexibility to launch locally designed programs, partnerships with service providers and stakeholders, and nontraditional forms of housing assistance. Each partner has invested substantial resources into the partnership and ongoing SFSI program coordination and communication.

SFSI is also part of a larger portfolio of housing programs launched by KCHA to test innovative housing assistance models. These include efforts to support King County's homeless population by dedicating tenant- and project-based voucher assistance or funds to homeless households or individuals or to vulnerable populations at risk of homelessness. In early 2017, the housing authority reported that 2,800 Housing Choice Vouchers were dedicated to at-risk groups. Programs include rapid re-housing assistance for survivors of domestic violence, a housing counseling program to help voucher holders access opportunity-rich neighborhoods, and "sponsor-based" supportive housing programs in partnership with service providers who deliver service-enriched housing to homeless or individuals or households.[4]

Housing authority staff describe SFSI as part of ongoing efforts to "right-size" or tailor housing assistance to meet the needs of specific target populations and to identify interventions that are more efficient, flexible, and cost less than traditional long-term subsidies through tenant-based vouchers, public housing, or project-based voucher assistance. SFSI assistance is intended for households who can achieve financial and housing stability with short-term, more flexible support. Narrowing the target population to families with children in Highline elementary schools created the additional opportunity for KCHA and the Highline School District to explore how the program may support secondary outcome goals, such as stabilizing classrooms and schools with high student mobility rates, reducing costs to the district for transporting homeless students to and from school, and improving attendance or academic performance for unstably housed students.

BOX 1

What Is Moving to Work?

Moving to Work (MTW) is a demonstration program launched in 2008 by the US Department of Housing and Urban Development (HUD) to allow a small subset of public housing authorities the policy and fiscal flexibility to design and test innovative, locally driven housing assistance strategies.

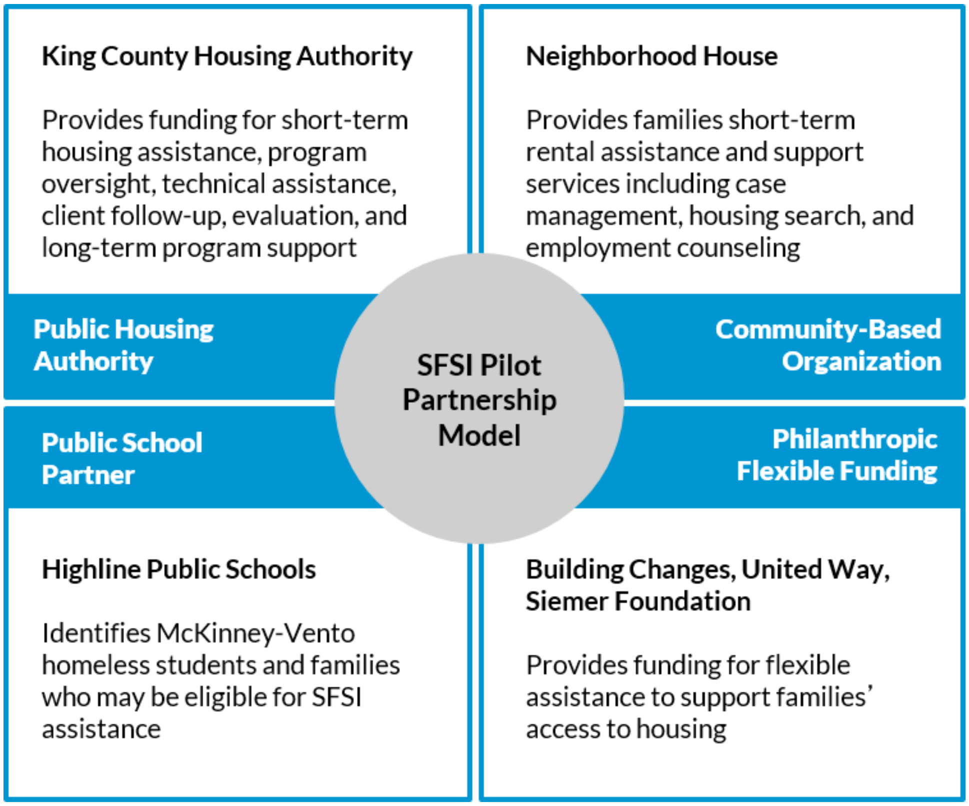
Thirty-nine public housing authorities nationwide have MTW designation, which allows exemptions from many public housing and voucher program rules and restrictions and provides flexibility in using federal funds. The program aims to identify new approaches to using federal housing assistance dollars more efficiently, to help residents find employment and become self-sufficient, and to increase housing choice for low-income families. Over the next seven years, HUD will designate 100 additional housing authorities with MTW status to join the current 39 MTW housing authorities nationwide.

Note: More information on MTW can be found on HUD's website. See "Moving to Work," US Department of Housing and Urban Development, accessed March 9, 2017, https://portal.hud.gov/hudportal/HUD?src=/program_offices/public_indian_housing/programs/ph/mtw.

Rising housing costs and a shortage of affordable rental housing in the King County region also motivated SFSI. Urban Institute research found that between 2000 and 2014, the number of extremely low–income families (earning at or below 30 percent of area median income) in King County increased roughly 45 percent, while the number of rental housing units available to these families remained at only 39 units for every 100 extremely low–income household.[5] KCHA staff also noted that Highline schools—and the schools targeted for the first year of program launch—were selected in part because Highline has the highest number of McKinney-Vento homeless students.

FIGURE 1

Student and Family Stability Initiative Partnership



Source: Adapted from June 2016 SFSI Interim Outcomes Assessment.

The SFSI Service Model

SFSI families are identified and prescreened by Highline School District staff and referred to Neighborhood House staff for additional eligibility screens and enrollment. Households who enroll in SFSI are provided access to individualized counseling, flexible financial support for housing costs, and various housing and employment support services. Access to financial assistance and self-directed services is intended to help households remove barriers to stable housing and increase their household earnings, which will allow them to maintain their housing after SFSI assistance ends.

The SFSI partners—including KCHA, Neighborhood House, and the school district counselors—meet monthly for about two hours, which is the main formal structure for communication between the partners. The first hour is open to all program partners, including school counselors, and the last hour is for Neighborhood House and KCHA. Informal communication occurs regularly on an ad-hoc basis as issues arise.

Document review and interviews highlight that the initiative's goals and program model have evolved over the first three years of implementation and continue to develop (figure 2). The program's initial intent was to encourage families to remain within the catchment area of their school of origin to minimize school changes for students. This was changed during the second program year (2014–15 school year) to allow families to remain within the Highline district as a whole—in part because of rising housing costs.[6] In addition, the program expanded from an initial 8 elementary schools to 18 during the second program year and to middle schools in the third program year (2015–16 school year). Finally, whereas discussions about the potential to reduce school district transportation costs—mainly from taxi vouchers provided to homeless families to ensure students attend their schools of origin—were an early motivating factor for SFSI, transportation costs are not a main program priority. This is in part because of the 2014 shift to allowing moves within the Highline school district and in part because of difficulty reliably measuring transportation costs.

More significantly, when the initiative launched, it was modeled as a conventional rapid re-housing program with an emphasis on time limits for assistance. SFSI partners have since revised their approach. Neighborhood House initially provided clients up to 100 percent of housing costs for three to six months, with staff discretion to extend assistance as needed. In the third program year, SFSI shifted away from a fixed housing subsidy period to a maximum subsidy amount. KCHA staff describe the program as based on a progressive engagement model offering flexible, short-term assistance paired with client-directed case management.

SFSI incorporates what are typically considered the key components of a rapid re-housing program model (Cunningham, Gillespie, and Anderson 2015; NAEH 2014)—housing search assistance, time-limited financial assistance for a range of housing-related expenses, and case management—but with significant adaptations (box 2). As of early 2017, four characteristics provide the backbone of the SFSI program model:

- ***Targets working families.*** The program intends to reach households with at least one member who can work or is motivated to increase wage income. The ideal family is one that is working or has a history of employment and may be experiencing episodic housing instability as opposed to chronic housing, financial, or family instability.

- ***Reaches a broad population of families.*** Rather than using the US Department of Housing and Urban Development (HUD) definition of homelessness, SFSI families must meet the US Department of Education (DoE) definition of homelessness in the McKinney-Vento Homeless Assistance Act, which allows participants to be doubled-up or living in motels in addition to being unsheltered, in an emergency shelter, or in a transitional housing program.[7] This allows the program to reach families who might not be eligible for housing assistance under the narrower HUD definition.

- ***Provides client-directed services.*** Neighborhood House case managers develop individualized service plans with each family and provide access to various housing and employment services, but without a required set of services. Families are expected to be self-directed and willing to take advantage of SFSI services.

- ***Provides flexible housing funds.*** A unique aspect of SFSI's program model is the availability of limited, flexible funds that households can use for various housing-related costs. These include housing search or move expenses, arrears or other housing-related debt that may limit a household's ability to find new housing, and rent payments. As of 2016, clients have access to up to $6,000 in financial assistance, with some staff discretion to access additional funds.

Helping families find and sign a lease for rental housing that will be affordable without assistance is an important SFSI milestone, which triggers help with rent payments. Once housed, families should continue making progress toward self-sufficiency through employment services and case management. Throughout the program participation period, participants drive service intensity.

In the short term, program staff consider the ability to maintain housing independently as a successful outcome for SFSI participants, and "exit" successful households from the program when they can transition off housing subsidies with rent burdens no higher than 60 percent. In the long term, KCHA considers maintaining stable housing for two years after transitioning off SFSI to be a successful outcome. Families are considered stable if they no longer meet the DoE McKinney-Vento definition of homelessness. Ideally, families also avoid moves that require school changes for students. KCHA staff will attempt to collect follow-up survey information from all successful exiters for 24 months after exit.

FIGURE 2

SFSI Program Timeline

2012

- KCHA began partnering with the Puget Sound Educational Service District through the region's Race to the Top award, which included a school-based rapid re-housing pilot.

2013

- KCHA launched SFSI program.
- KCHA selected program partners: Highline School District, Neighborhood House, and GeoResearch.
- Program Year 1 begins (September 1, 2013–August 31, 2014) at 8 Highline School District elementary schools.

2014

- Program Year 2 begins (September 1, 2014–August 31, 2015).
- Program expands to 18 Highline School District schools.
- SFSI shifts emphasis from remaining within original school catchment area to remaining within broader Highline School District boundaries.

2015

- Program Year 3 begins (September 1, 2015–August 31, 2016).
- Year 1 Evaluation Report released by Geo Education Research.

2016

- Cohort 4 begins (September 1, 2016– August 31, 2017).
- Per enrolled household subsidy changed from 3 to 6 months per family to $6,000 cap.
- Program expands to Highline School District middle schools.
- Urban Institute contracted for process evaluation and interim outcomes study.

Source: Adapted from 2013 and 2016 SFSI Program Manuals and interviews with SFSI staff.
Notes: KCHA = King County Housing Authority; SFSI = Student and Family Stability Initiative.

BOX 2

State of the Research on Rapid Re-housing

The literature on rapid re-housing (RRH) remains nascent, offering mixed evidence on program models and outcomes. Considered together, the literature suggests there is no single prevailing RRH model, although programs tend to share some common core components. Broadly stated, RRH programs provide time-limited housing assistance coupled with case management to people facing homelessness or housing instability, with the goal of quickly moving people into permanent housing and reducing spells of homelessness (Cunningham, Gillespie, and Anderson 2015). Programs should include housing search assistance, financial assistance, and case management (NAEH 2014). Within those parameters, there is a lot of variation in how assistance is provided, how much funding is available, how funds are used, and assistance periods. Financial assistance typically includes rent subsidies, application fees, security deposits, utility payments, and moving assistance (USICH 2015). Length of assistance may vary from 1 to 24 months, but program guidance suggests rental assistance should be short-term (Cunningham, Gillespie, and Anderson 2015; HUD 2013; NAEH 2014).

Rapid re-housing is often presented as appropriate for most people facing homelessness, and program guidance suggests harder-to-house clients need not be screened out (HUD 2014; NAEH 2014; USICH 2014). But the short-term approach may be challenging for families with more barriers to finding and maintaining housing. In practice programs may consider local contexts like housing or employment markets and program resources to set screening criteria and screen out families with a history of substance abuse, mental illness, criminal records, or past evictions (Burt et al. 2016). People may also opt out of RRH if they are concerned they will not meet financial self-sufficiency expectations. The experimental Family Options Study found low take-up rates for RRH compared with other assistance models. Qualitative interviews suggested that families worried they could not meet income goals and pay housing costs after the assistance ended (Gubtis et al. 2013), and the uncertainty about when assistance would end was stressful for participants (Fisher et al. 2014).

The most common outcomes of interest for RRH programs are speed of housing placements and preventing returns homelessness after exit, although housing and neighborhood quality, income, and overall well-being for program participants may also be of interest (Cunningham, Gillespie, and Anderson 2015). Research suggests that RRH programs have relatively high placement rates, participants tend to find permanent housing within about 30 days—particularly those with fewer barriers—and have relatively few returns to the homeless system within 12 months after exit (Cunningham, Gillespie, and Anderson 2015; HUD 2013; Silverbush et al. 2014). But they continue to face housing instability after exit, and employment may not sustain stable housing (Oliva 2014; Spellman 2015a, 2015b). The Family Options Study showed RRH did not improve housing stability compared with usual care, but evaluations have noted small but positive income gains for RRH participants (Gubits et al. 2015).

Evaluation Approach

The evaluation goals are to document how the SFSI program works and how well it helps participants achieve housing stability, focusing on the first three pilot years from program launch in September 2013 through August 2016. The main research questions are as follows:

- How does SFSI identify, enroll, and serve clients?
- Who did SFSI serve during the first three pilot years?
- What services did SFSI clients receive?
- What are housing stability outcomes for SFSI participants?
- Does SFSI offer cost savings compared with voucher assistance?

Between March 2016 and January 2017, the Urban Institute evaluation team, with KCHA support, gathered relevant documents and literature, conducted interviews with key informants, and analyzed administrative and follow-up data collected by Neighborhood House and KCHA staff for SFSI participants. KCHA staff provided ongoing feedback and clarification on SFSI documents, data, and procedures through regular conference calls.

Document Review

KCHA provided Urban various program-related materials and direct access to the SFSI SharePoint site that maintains all program documents and data management tools developed by Neighborhood House and KCHA staff. Key documents include SFSI Procedures and Policy Guides and attachments for 2014 and 2016, the SFSI One Year Evaluation Report produced by Geo Education and Research, and KCHA's Interim Outcomes Assessment. Administrative materials, such as the SFSI program scope of work from Neighborhood House's contract with KCHA and case manager position descriptions, were also made available by KCHA staff. The document review was the foundation for the SFSI evaluation interim report, which provided five recommendations to improve SFSI data collection and management procedures. The document review and report also informed the goals and approach of the qualitative data collection and administrative data analysis conducted for this report.

Administrative Data

To understand program participation and early outcomes for families enrolled in the first three program years, Urban relied on several data sources:

- Household-level SFSI program administrative data compiled by the Highline School District, Neighborhood House, and KCHA for SFSI referred and enrolled households
- Quarterly survey data collected by KCHA following successful exits[8]
- Demographic information for SFSI households, including race, age, country of origin, and language of the head of household and size, member ages, and number of dependents
- Data on SFSI and KCHA Housing Choice Voucher program costs, including KCHA estimates of the costs associated with administering vouchers for families in the Highline School District
- Data on student populations and homeless student counts for Highline elementary schools

Data for households referred to the program through August 2016 are included in this report.[9] The final sample includes 455 households identified as potential candidates for SFSI, 404 referred households, and 242 enrolled households (table 1). At the time of the evaluation, exit information was available for nearly all (235) of the enrolled households.

Qualitative Data

Between June and December 2016, the Urban team conducted 16 semi-structured interviews with SFSI stakeholders in person or by phone. These included two interviews with KCHA staff, five with Neighborhood House staff, three with current or former Highline McKinney-Vento liaisons, and six with school counselors. The Urban team developed an interview guide tailored for various SFSI roles, with questions about local context, SFSI program design and goals, program implementation, data collection procedures, experience with clients, perceptions of client outcomes, and perceptions of challenges and lessons learned through implementation. The research team coded all interview transcripts thematically to analyze interview data across respondents.

In addition to formal interviews with SFSI stakeholders, an Urban team member visited Neighborhood House to observe case managers, documenting how case managers interacted with clients, entered data or maintained case notes, and managed their time. No in-person interactions were captured during that visit, but the Urban research team member observed case managers contacting clients and interacting with clients by phone and text message.

Data Limitations

For the qualitative data collection, we conducted interviews during the fourth year of the pilot. As a result, it is difficult to capture how services and processes may have changed over the earlier pilot years. In addition, we could not interview counselors from the four elementary schools with highest numbers of SFSI referrals or enrollments. These counselors with exposure to larger numbers of SFSI families or unstably housed families may have unique insights about the referral process and families' experiences with SFSI. Finally, because we did not have access to SFSI families, we could not capture the client perspective on SFSI services and outcomes. The client perspective would enrich any future SFSI evaluation.

Administrative data available to Urban for this evaluation also have some limitations, as discussed in the findings and recommendations sections of this report. SFSI administrative data are pulled mainly from the program's case management system, which does not track all the services that SFSI participants may receive.

Findings

Findings for each research question combine insights from the qualitative and administrative data analysis.

How Does SFSI Identify and Enroll Clients?

Box 3 defines the terms used in this report to refer to SFSI participants. Figure 3 illustrates how SFSI families move through the program and the various touch points with program staff from identification and referral to exit and follow-up. Table 1 provides an overview of program referral, enrollment, and exit activity during the first three pilot years.

BOX 3

Student and Family Stability Initiative Program Evaluation Terminology

In this report, we refer to various program stages and exit outcomes for SFSI participants.

- **Identified.** Households identified by Highline School District staff as eligible for McKinney-Vento homelessness assistance and potentially eligible for SFSI.
- **Referred.** Households referred to SFSI by Highline staff for screening.
- **Enrolled.** Families who pass all screening steps and begin the SFSI program.
- **Housed.** Families who sign a lease and start receiving a short-term rental housing subsidy.
- **Successful exit.** Families who successfully transition off the rental housing subsidy.
- **Incomplete exit.** We refer to participants as "incomplete" exits or exiters if they left SFSI before finding housing or completing other milestones. Incomplete exit reasons include: lack of follow-up with case manager, lack of progress on employment plan, voluntary withdrawal, left program before housed, moved out of district, and subsidy ended (non-positive exit). These exits may occur before or after being housed through SFSI.
- **Missing or Still active.** Families who are missing exit information or are still active in the program as of January 2017.

Recruitment and Referrals

Over the first three program years, 455 families were identified and prescreened by participating schools as potential candidates for SFSI, with 404 ultimately referred to Neighborhood House staff for eligibility screening and enrollment. Close to half of the sample was enrolled in the third program year (August 2015 through September 2016). See appendix table A.1 for cohort sizes.

Referrals have been made from all 18 Highline School District elementary schools, with the largest numbers of referrals (26 percent) coming from two schools: Midway and Hazel Valley (see appendix table A.2 for referral and enrollment activity by school for the 2015–16 school year). Data provided by KCHA show these schools also had the largest McKinney-Vento–eligible populations in the school district as of 2015–16, estimated at approximately 12 percent of the student population at each school (appendix table A.3). Based on each school's homeless student counts, it appears that approximately 70 percent of the district's eligible families were referred to SFSI, and approximately 40 percent were ultimately enrolled in the program. Referral rates varied widely by school.

McKinney-Vento liaisons and school counselors at each of the 18 schools handle SFSI recruitment. Homeless or unstably housed families are primarily identified as McKinney-Vento eligible at the start of each school year through the school enrollment process. The liaison provides each school counselor a list of McKinney-Vento–eligible families for outreach and to connect them to services they may be eligible for, including SFSI. School counselors are typically the first to engage with a family about the SFSI program, but the McKinney-Vento liaison may also contact families. Additional McKinney-Vento– and SFSI-eligible families are then identified during the school year, either through referrals to counselors from teachers or other school staff or through counselors' individual relationships with students and families.

Counselors are responsible for telling families about SFSI services, prescreening families, obtaining consent for Neighborhood House contact, and notifying the district's McKinney-Vento liaison when likely SFSI candidates are identified. Prescreening (according to the 2016 SFSI policy and procedures manual) involves asking families questions about housing status, income, and employment potential for at least one adult in the household, as well as gauging families' interest in learning more or participating in SFSI. This prescreening conversation is intended to be broad and is not systematically captured by school district or SFSI staff. Counselors noted that most McKinney-Vento–eligible families who received information about the program were interested in participating.

Counselors noted that when the program was initially launched, the SFSI prescreen form was three pages as opposed to the current single page, and counselors were more involved in determining family eligibility. Because of initial concerns of overscreening and burden on counselors and families, that process is now simplified, and counselors simply make families aware of the program opportunity and obtain families' consent to be contacted by Neighborhood House staff for a full eligibility screening. School counselors and other SFSI staff called this a positive program development.

Families interested in the SFSI must sign a consent form allowing counselors to provide their contact information to Neighborhood House to start the screening process. In total, 51 households (11 percent of all prescreened households) declined to sign the consent form or were determined by school staff to be ineligible to participate in SFSI.

Signed consent forms are faxed to the district's McKinney-Vento liaison, who formally refers families to Neighborhood House by entering the names of all family members into an Excel workbook housed on the SharePoint site used by Neighborhood House and KCHA staff. Neighborhood House staff log in to the SharePoint site and spreadsheet regularly to monitor new entries and are notified by e-mail when newly referred families are added.

TABLE 1

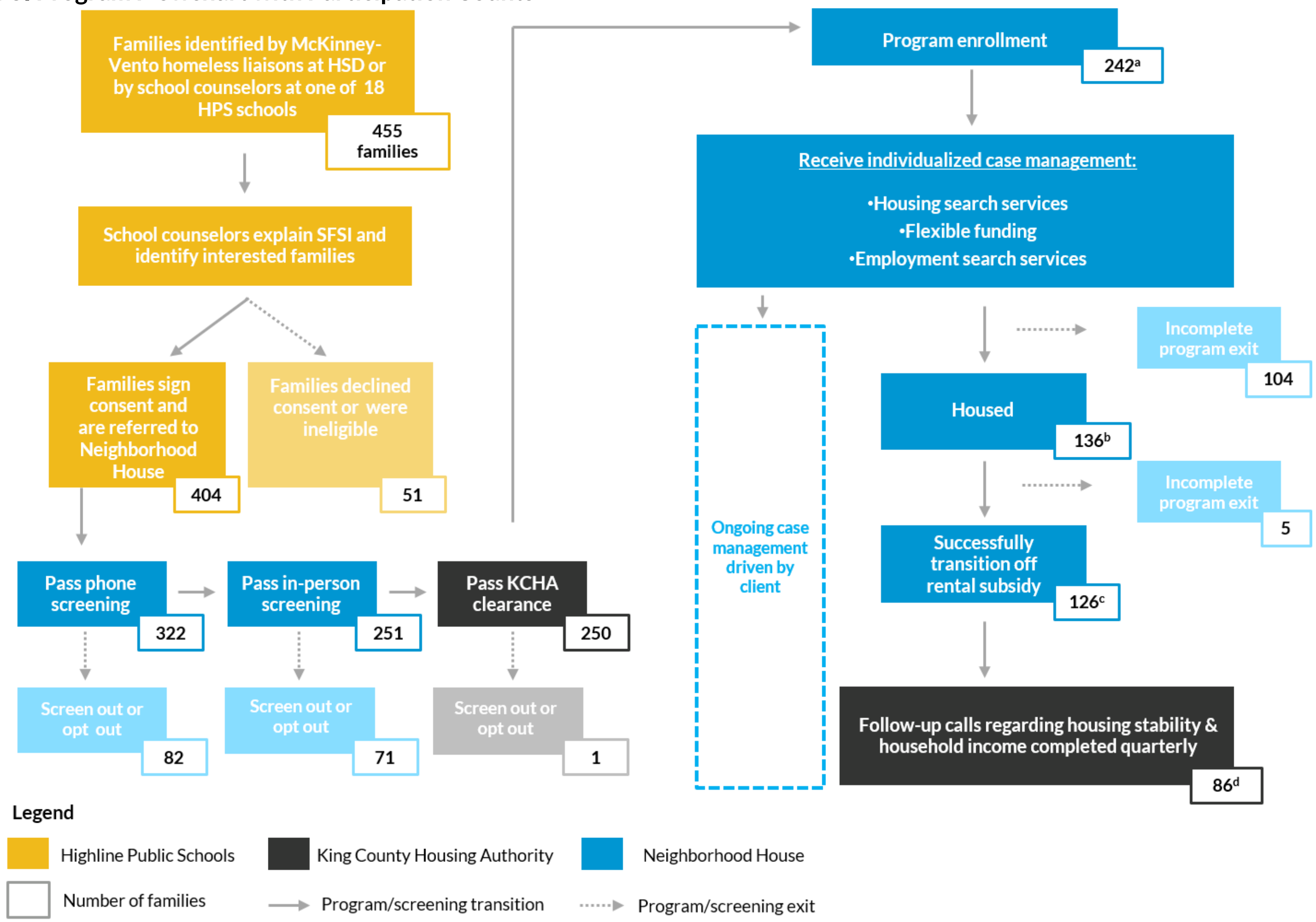
SFSI Referrals, Enrollments and Exits

	Obs.	Percent
Identified households	**455**	
Referred to Neighborhood House	*404*	88.8
Found ineligible or decline consent	*51*	11.2
Referred households	**404**	
Enrolled	*242*[a]	59.9
Screened or opt out	*154*	38.1
Enrolled households	**242**	
Housed	*136*[b]	56.2
Not housed	*104*	43.0
Exited households	**235**	
Successfully transition off rental subsidy	*126*	53.6
Incomplete program exit	*109*	46.4
Still active or missing exit data	*7*	*2.9*

Source: SFSI administrative data for households enrolled September 2013 through August 2016 and exited by January 2017.
Notes: SFSI = Student and Family Stability Initiative. A household is assumed referred if they are noted in SFSI administrative data as having provided a release form for Neighborhood House contact. A household is assumed "enrolled" if they clear all four SFSI screening steps. [a] Eight households have missing enrollment information or enrolled outside the study period. [b] Two households were still active in the program at the time of the evaluation but had not signed a lease.

FIGURE 3

SFSI Program Flowchart with Participation Counts



Source: Urban Institute. Developed from SFSI program materials and qualitative data collection.

Notes: HPS = Highline Public Schools; HSD = Highline School District; KCHA = King County Housing Authority; SFSI = Student and Family Stability Initiative. [a] An additional eight households are missing enrollment information or enrolled outside the study period. [b] An additional two households were still active as of 2017 but had not signed a lease. [c] An additional five households were housed as of January 2017 but missing final exit information. [d] Follow-up data are unavailable for 40 of the 126 successfully exited households.

Neighborhood House Screening and Enrollment

Approximately 60 percent (242) of the 404 families referred to SFSI were ultimately enrolled in the program (table 1). Once a family is referred to SFSI, one of five Neighborhood House staff (two case managers, an employment navigator, a program manager, and a supervisor) is assigned to conduct a two-part screening: a phone call asking about income, family composition, and current housing conditions, followed by an in-person meeting at Neighborhood House for households who pass the phone screen and includes additional questions about the candidates' current housing situation and housing history, as well as employment, debt, and credit history.[10] Staff noted that the in-person screen typically doubles as an enrollment process.

Administrative data record seven reasons families may be screened out of SFSI, all related to a client's failure to engage with the program or inability or unwillingness to work. Reasons include (1) failure to schedule or reschedule a screening, (2) lack of contact for 30 days or more, (3) failure to meet program requirements, (4) not employable or capable of paying rent, (5) lack of interest in the program, (6) unwillingness or insufficient capacity to participate in all the program's components, and (7) (for the in-person screen) refusal to sign a HUD release of information form allowing KCHA to establish they did not owe money to a housing authority.[11] Once families fail to respond to two contact attempts, Neighborhood House case managers put them on a "nonresponsive" list, pending further action from the potential client, and drop them from the screening process if they remain unresponsive for 30 days.

Clients who Neighborhood House staff deem eligible for enrollment must be cleared by KCHA before official enrollment to ensure they do not have outstanding debt with the housing authority, to verify they are not already receiving rental assistance, and to complete a criminal background screening. Staff noted this final screening step is handled exclusively by Neighborhood House and KCHA staff and does not require any action by the participant aside from signing a release of information for KCHA's financial check. Only one family otherwise eligible for participation after Neighborhood House screenings was dropped from SFSI because they failed the KCHA screening.

Of the 38 percent of households (154 of 404) who were referred but not enrolled, administrative data show that two-thirds (107) were exited from the program because they failed to maintain contact with Neighborhood House staff or declined to participate. The remaining 47 referred households were deemed ineligible for SFSI by Neighborhood House staff during screening.

One possible explanation for the high rate of client attrition during prescreening and screening is that families may be wary of a short-term assistance program. The Family Options Study found similarly low take-up rates (less than 60 percent) for households randomly assigned to a rapid re-housing intervention, with interviews suggesting families were concerned they could not pay housing costs after the assistance ended (Gubits et al. 2013).

In addition, both Neighborhood House staff and school counselors described challenges reaching families referred to SFSI. Some counselors shared that families may fall out of contact unintentionally as a reflection of their housing or financial instability. Contact information may change or be inaccurate, or families may not be able to respond to calls or texts because they have limited monthly cell phone minutes. One case manager described a family who seemed motivated to participate, but did not have a functioning phone for part of each month.

Although school counselors do not have a formal role in SFSI after referrals are made, they noted that Neighborhood House case managers may contact them for help reaching families who are nonresponsive or cannot be reached by phone. This can sometimes be effective, but counselors reported experiencing similar challenges communicating with families.

Alternately, counselors noted delays before initial contact from Neighborhood House can be lengthy because of backlogs and staff capacity. In the interim, parents may contact a school counselor for updates or help following up with SFSI program staff. Counselors felt this reflected a capacity issue at Neighborhood House rather than case managers' efficiency or effort. Observing case managers at Neighborhood House also suggested that significant time is devoted to attempting to reach or maintain contact with clients. Nevertheless, some school counselors expressed concern that the timeline for initial contact and enrollment procedures was too long for families in housing crisis.

Length of Program Participation

Table 2 presents average and median days of participation based on major SFSI milestones. Calculating precise program participation periods is difficult given wide variation in program participation span, and lags in entering exit dates, particularly for households who lose contact with staff. In addition, some respondents described successful transitions off SFSI assistance as a "false" exit, because households are encouraged to access ongoing nonfinancial services as needed, even after the subsidy has ended. This suggests that for some successful households, participation extends beyond the subsidy period or the data summarized below, but how many exited families return to Neighborhood House for ongoing services is unclear from interviews. Case manager contact with clients after exit is not captured in SFSI administrative data.

Median time from referral to enrollment was 25 days. Once enrolled, households needed approximately 60 more days to find housing and sign a lease, with housed families remaining in the program for an additional 98 days before exiting. In total, enrolled households remained in SFSI for approximately 141 days/4.6 months, with longer participation for successful households (162 days/5.3 months) and shorter for incomplete exiters (89 days/3 months). Successful clients were enrolled faster than incomplete exiters, and longer participation time reflects their time housed through SFSI.

TABLE 2

Time Spent in Program Stages for Enrolled Families

	Mean days	Median days	Obs. included in analysis	*N*
Referral to enrollment	29.8	25.0	237	242
Referral to enrollment (successful exit)	25.2	23.0	126	126
Referral to enrollment (incomplete exit)	35.1	28.0	104	109
Enrollment to housed	86.6	60.0	134	136
Housed to exit (all exits)	97.6	98.0	127	136
Enrollment to exit (all exits)	163.4	141.0	225	242
Enrollment to exit (successful exit)	189.4	162.0	122	126
Enrollment to exit (incomplete exit)	132.5	89.0	103	109

Source: Student and Family Stability Initiative administrative data for households enrolled from September 2013 through August 2016.

Note: Families who were referred multiple times, list a negative number of days between enrollment and exit due to data entry errors, or do not list an exit date were not included.

TIME TO HOUSING PLACEMENT

The explicit goal of rapid re-housing programs is to reduce the amount of time spent homeless, and although program participation periods vary widely across programs, an emphasis is placed on housing participants as quickly as possible, ideally within weeks or 30 days (Cunningham, Gillespie, and Anderson 2015). Taken at face value, SFSI's timelines to the housing search or housing placement milestones appear out of step with goals for immediate housing placements. But SFSI's target population of primarily doubled-up households and client-directed service model does not necessarily align with rapid re-housing placements.

Interviews reflected that the families can drive the pace of housing searches or moves and whether housing searches start immediately (at enrollment or soon after, for example) or if job searches take immediate priority. One interview respondent noted that if a family was doubled-up but not at risk of losing their housing, they may prioritize employment as a step toward improving their housing prospects, whereas a family in crisis would move directly into a housing search. Others similarly suggested that sometimes it made sense for families to start their employment search first or that they might delay starting a client's housing search to avoid overwhelming them with too much information at once. Staff noted this as a key difference from rapid re-housing programs that may be dealing mainly with people experiencing more acute housing crisis.

Disaggregating the housing milestone data reflects these different possible scenarios and reveals that households nevertheless tended to start a housing search relatively soon after their enrollment. Forty-four families begin their housing search on the same day they were enrolled in SFSI. And most (150) started their search within a month of enrollment. Only 33 families started a search more than one month after enrollment, and 11 started a search more than three months after enrollment.

Who Did SFSI Serve during the Three Pilot Years?

Table 3 describes the 242 households enrolled in SFSI during the first three pilot years. Approximately 40 percent of SFSI families are black or Hispanic, with 16 percent white and 2 percent Asian. Race information and ethnicity information were “other” or unknown for a nearly a third of all enrollees (20 percent and 12 percent, respectively). Although 16 languages are identified in administrative data, most SFSI enrollees speak English (67 percent) or Spanish (16 percent). About 10 percent of enrolled households accessed an interpreter through Neighborhood House.

The Hispanic population (21 percent) is significantly larger for SFSI than for KCHA-assisted population as a whole (approximately 6 percent).[12] This is consistent with observations by interview respondents who perceived the program to be reaching a larger number of Latinos compared with KCHA’s standard tenant-based voucher program. Reasons for the larger share of Latino families in SFSI compared with voucher assistance are not clear and could be related to the composition of SFSI schools, the availability of Spanish-speaking staff, and the direct outreach to eligible families through school staff.

TABLE 3

Household Characteristics of Enrolled SFSI Families

		Percent
Head of household race or ethnicity	Hispanic	20.6
	Black	20.3
	Other	19.8
	White	16.1
	Missing	11.6
	Multiracial	9.1
	Asian	2.0
Head of household primary language	English	66.5
	Spanish	15.7
	Unknown	10.7
	Other	7.1
		Mean
Other family characteristics	Number of dependents	2.5
	Age of enrolled parent	34.1

Source: Student and Family Stability Initiative (SFSI) administrative data for households enrolled from September 2013 through August 2016.

Notes: Other languages include Amharic, Chuukese, French, Korean, Kosrae, Palauan, Punjabi, Somali, Swahili, Tagolog, Ukrainian, and Vietnamese.

Housing and Income Status

The majority (63 percent) was doubled-up at enrollment, followed by residing in a motel (17 percent). A similar share (60 percent) reported employment income at referral. Tables 4 and 5 show SFSI families' housing and income status at enrollment.

Notably, the share of doubled-up families who enrolled in the program increased from 45 percent at referral to 63 percent at enrollment (appendix table A.4). This echoes interview respondents' comments on the importance of their ability to use the DoE definition of homelessness rather than HUD's. Multiple respondents noted how this opened up the eligible population to include families in need, who may otherwise fall between the cracks of available housing assistance options until they are homeless. Some school counselors also commented on a general shift in the makeup of the homeless populations in their district over the past several years to include more working families, perhaps because of high housing costs in the region.[13] It is also possible that doubled-up households may be easier to maintain contact with during enrollment.

TABLE 4

Housing Status at Enrollment

	Obs.	Percent
Doubled-up	152	62.8
Motel	42	17.4
Unsheltered	30	12.4
Shelter/housing support	16	6.6
Unknown	2	0.8
Total	**242**	**100.0**

Source: Student and Family Stability Initiative administrative data for all households enrolled between September 2013 and August 2016.
Notes: Housing status at enrollment is missing for two households. Housing support includes emergency shelter, transitional or time-limited housing, and other housing assistance.

Income trends are similar. About 45 percent of referred families reported employment income at referral, with the share reporting employment income increasing to 60 percent for enrolled families (appendix table A.4). It is not available from SFSI program data, but some of the 13 percent of enrolled clients without income may have been recently employed or experiencing job loss. This would be consistent with SFSI's targeting people willing and able to work. A common theme among interview respondents was the importance of motivation to participate in SFSI services and a willingness to work and be self-sufficient. This echoes explicit program goals outlined in SFSI policy manuals and exit categories captured in administrative data. The SFSI program manuals describe target clients as (1) having employment history and able to work, (2) interested in employment services, and (3) able to take over 100 percent of rental cost at end of three months.[14] In keeping with these criteria, one of the exit reasons captured in SFSI data for is "not employable or capable of paying rent."

Respondents noted that SFSI is most effective for families who are "ready for housing," suggesting working families who are "down on their luck" more so than families experiencing chronic homelessness or financial instability. Respondents also noted the program works best for families who need help overcoming barriers to housing that are mainly financial (e.g., up-front rental costs, housing debt, or negotiations with landlords regarding eviction histories). Respondents suggested that for families with wage income, the main barriers to accessing housing may be these initial costs of moving or of finding new housing, as well as rent arrears or landlord requirements that monthly income must be two to three times the monthly rent. This was contrasted with the more complex needs many chronically homeless or financially unstable households without work histories face and leave them less equipped to succeed through short-term or self-directed assistance.

TABLE 5

Income at Enrollment

	Obs.	Percent
Employment	145	59.9
Fixed income	60	24.8
No income	32	13.2
Missing	3	1.2
Unemployment income	2	0.8
Total	**242**	**100.0**

Source: Student and Family Stability Initiative administrative data for households enrolled from September 2013 through August 2016.
Note: Source of wages or fixed income is not recorded in administrative data.

What Services Do SFSI Clients Receive?

SFSI clients have access to case management services, which include housing search assistance, employment services, family financial planning, and referrals to external services in addition to flexible housing funds up to $6,000. Little administrative data document services that households receive. This is particularly true for employment services, which are not documented in any SFSI database. Neighborhood House case managers noted that they keep detailed information about family service plans and the services clients receive, but the information is maintained separately from the SFSI client tracking data used to measure outcomes and was not available for this evaluation.

Two main housing-related service-use indicators are captured through administrative data. First, the housing search start date is entered, which staff described as reflecting a client having accessed any search-related resources or services through a case manager. We use the start date for housing search services as an indicator that a household used at least one search-related service.

Second, Neighborhood House tracks the amount and use of funds provided to clients for housing-related costs. Table 6 shows the number of households who used housing search or financial supports during the first three program years.

Of the 242 families enrolled, 85 percent (206) received housing search services or financial assistance for housing-related costs. This includes 187 households who received search assistance and 168 households who used financial support. The majority received both housing search assistance and flexible funds.

TABLE 6

Use of Housing Services

Description	Definition	Obs.
Total enrolled		**242**
Housing services (any)		**206**
Housing search	Households with housing search start date	187
Flexible funds	Received financial support for housing-related costs	168

Source: Student and Family Stability Initiative administrative data for households enrolled September 2013 to August 2016.

Seventy-four enrolled households (30 percent) did not receive financial support, and 36 households (15 percent) did not receive any service captured in SFSI data. These households may have received employment-related assistance or referrals to other service providers that are not captured in SFSI data or, more likely, left the program before accessing services. The outcomes analysis results presented below suggest that most households who did not start a housing search or access funding did not find housing through SFSI. These households had incomplete program exits.

Qualitative Data on SFSI Housing Search Services

Qualitative interviews provide additional insights into the types of services households may receive. Staff described a range of services available to SFSI participants, which vary based on the family's interest, needs, and priorities. Both KCHA and Neighborhood House staff emphasized a progressive engagement case management approach that is client centered and does not follow a prescribed curriculum.

ORIENTATION AND FAMILY PLANS

The first stage of SFSI services is a small-group orientation. These are typically held weekly, with three to seven participants. Case managers stated that clients receive a standard overview of SFSI housing and employment search services. The orientation typically includes an introduction to tenant rights, tips for managing an apartment and paying rent, financial empowerment and budgets, and an introduction to housing case manager and housing search tools (e.g., Craigslist search functionality, a transportation search tool to make sure unit is within school boundary) and a standardized landlord letter to explain program and benefits). Each participant is expected to draft an individual housing plan that includes two goals and four action steps that participants will make toward achieving goals. The housing plan is intended to be the blueprint for the client's case management and housing search process going forward. SFSI participants are also introduced to an employment navigator at orientation and provided an overview of employment services, including initial resume-building or job search paperwork.

HOUSING SEARCH SERVICES

Housing search services described by program staff fall broadly into three categories: individualized housing search assistance, support for the lease-up process, and landlord outreach. Search services may start at enrollment or soon after for some clients, based on client needs and preferences.

Individualized housing search assistance reintroduces concepts from orientation, such as housing search tools, and assists families with searches, ideally building on a client's initial housing plan developed during the orientation session. Case managers may also provide participants with a packet of leads on available units. Clients are responsible for leading the search process, but are asked to keep a housing search log and to maintain regular communication with their case manager about their search. In some instances, case managers will refer clients to landlords who have worked with Neighborhood House staff or rented to SFSI participants in the past.

Case managers noted that they may counsel families on how to search for housing and interact with landlords. As one Neighborhood House case manager described it, "We would let them know that when they went to look for housing, they should treat it like a job interview, dressing professionally, and to envision themselves saying 'this would be a great area for my son to work, I love the outside area or the lighting.' Place yourself in that unit."

Families are encouraged to stay within their child's same school boundary, and case managers inform families if a move means their child will need to change schools for the next school year.

Support with the lease-up process. Once a family has located housing and the unit meets KCHA rent, occupancy, and quality standards, the case manager assists with the formal leasing process. For example, case managers will ask landlords to fill out required forms and for explanations of rental costs.

A "habitability" inspection is also required for all SFSI-subsidized units, completed by Neighborhood House. Staff noted that the inspection is not as extensive as standard housing quality inspections required for Housing Choice Voucher program participation, and units rarely failed. Finding units that meet KCHA housing payment standards was noted as slightly more challenging in an increasingly expensive housing market, particularly for large families in need of large (three or more bedroom) units. In these cases, staff must submit requests to KCHA to approve a higher payment standard for more expensive units.

Landlord outreach may include working with landlords on behalf of clients or to resolve conflicts, as well as outreach to develop relationships and trust with local landlords more generally. For landlord engagement around conflict resolution, case managers may advocate on behalf of families with rent arrears or who are facing eviction. Case managers noted that in some cases this was also an effective way to address stringent tenant screening criteria and help house families with more complex barriers to finding private market housing. This was mentioned as working particularly well with a group of local landlords who now contact Neighborhood House directly when rental units become available. SFSI staff noted that building trust with local landlords and educating them about SFSI was a key Neighborhood House role and they would like to do more outreach and work to identifying housing opportunities, but caseloads limit the time available for this work.

In interviews, Neighborhood House staff noted that despite efforts to support families and work with landlords through the housing search process, the increasingly competitive local housing market presents a major barrier for SFSI families.

FINANCIAL ASSISTANCE

Using funds from KCHA, Neighborhood House is responsible for allocating financial support to SFSI families with housing application fees, security deposits, move-in costs, rent arrears, rent payments, and some utility payments. For the first two program years, rent payments were available for up to three months, with discretion from program staff to assess progress and extend assistance. As of 2016, the program has moved to the $6,000 flexible funding cap. Respondents described the flexible funding as a unique strength of the program that allows program staff to help families with past problems (e.g., previous housing debt) and immediate moving costs.

Table 7 shows how households used housing funds over the study period. Ten categories of financial support are documented in SFSI data. Direct rental assistance was the most common and the most expensive (123 families accessed nearly $417,000 of assistance over three years). Security deposits were the second-most-expensive form of assistance, followed by rent arrears ($137,964 and $109,006 over the study period, respectively). Notably, few households used flexible funding for rent arrears (50), but the average amount of funds used by those households was second only to monthly rent payments. In total, 168 families received some form of flexible housing funds (totaling approximately $820,919 in assistance).

There were some variations in financial assistance use by successful and incomplete exiters, as noted in the outcomes section and in appendix tables A.5 and A.6. All the successful households and about one-third of incomplete exiters used financial assistance.

TABLE 7

Use of Flexible Housing Funds by Enrolled Households

	SFSI Flexible Financial Assistance		
	Families receiving assistance type	Average cost per family ($)	Total cost ($)
Monthly rent	123	3,389.71	416,933.67
Security deposit	123	1,121.67	137,964.92
Application fee	90	80.43	7,238.28
First month's rent	68	896.36	60,952.17
Move-in fee	54	480.84	25,965.51
Assistance from other funding sources	56	583.14	32,045.70
Rent arrears	50	2,180.13	109,006.64
Non-leasing client assistance	46	152.18	7,000.34
Utility cost	44	186.94	8,225.53
Utility arrears	26	596.10	16094.65
Total receiving any type of assistance	**168**	**4,893.08**	**820,919.10**

Source: Student and Family Stability Initiative administrative data for households enrolled September 2013 through August 2016.

Note: Families may receive multiple forms of assistance.

EMPLOYMENT SERVICES AND REFERRALS

Employment-related services are available throughout the process, led by an employment case manager. Employment case management identifies barriers to employment, navigates eligibility for public benefits, and provides job search tools, such as résumé development and interview training. The employment case manager works with clients to assess their job needs and prospects, starting with a basic profile that includes prior work experience and education. The case manager keeps a weekly service log of client case notes that includes information about topics covered with clients, whether contact is by phone or in person, client needs, and when clients apply for jobs. The log is primarily a case management tool to track client needs and progress, and data are not tracked systematically. Referrals to training and education programs are available through the employment case manager, although staff interviews suggest referrals are usually offered only if directly requested by client.

Determining when Clients Exit SFSI

One of the questions of interest is how SFSI staff determines when families are not making progress toward housing or employment plans and, alternatively, how staff determine when households are ready to successfully end the housing subsidy period.

As discussed in the outcomes section below, administrative data suggest that in practice, staff record few exits for failing to make progress on an employment or housing plan or for not being able to sustain the rents of housing identified through SFSI. Instead, most exits are positive (transitions off assistance), voluntary withdrawals, or loss of contact with the program.

For successful exits, interviews suggest that staff rely primarily on program guidelines and rules of thumb to determine when transitions should be made. Currently, reaching the $6,000 funding cap is the point when SFSI assistance should end and case managers make determinations about a family's readiness to assume 100 percent of their housing costs. Staff noted that this was a relatively new policy when interviews were conducted. Previously, after three months of rental assistance, a determination would be made as to whether a household was prepared to assume responsibility for rent payments or if an extension on assistance could be made.

Staff noted that the funding cap may affect the amount of time families spend in the program before exiting. One family may use a larger portion of flexible funds to pay down past rent debt and then less for month-to-month rental support. This family may have a shorter program duration, but a similarly successfully exit. Another family may use the subsidy primarily to pay a portion of rent payments and stretch the funds over a longer period.

In cases where the three months or $6,000 cap are met but case managers and clients have concerns over self-sufficiency and ability to pay rent, case managers can use their discretion to grant a "hardship extension." The extension is designed to support clients to remain in housing while looking for work. Extensions are made on a case by case basis, although the program manual (KCHA 2016) stipulates the following conditions: client is 100 percent active in their job search, client is employable and qualified for the jobs they are applying for, client or family member has a health issue that temporarily postpones their job search and they are willing to work at the earliest point possible.

Staff noted that rent burdens should be no higher than 60 percent at the point of exit, which is typically considered extremely high.[15] Staff stated that they expect families may be rent burdened at the start of the housing placement or at the point they transition off assistance, but the goal was not to have families at an unsustainable level of rent burden for the long term and that families should ideally be on a trajectory to lower their rent burdens through increased income both during and after their time in the program. One case manager mentioned that families will accept even extremely high rent burdens, to get into housing, noting "when you are in a crisis you are willing to pay all of your money for rent. But it's not realistic to maintain given all the other costs you have, like utilities and food. We have to be realistic and help them see the big picture."

KCHA staff interviews reflect the desire to balance the ability to use resources effectively to serve a large group of families in need with ensuring adequate funds allocated per family to achieve housing stability. One staff member remarked that staff may want to provide an extra month of rental assistance to give a family extra time before assuming full responsibility for the rent, but if the family is unlikely to be able to take over its rent the next month, staff may not do so and exit the family from the program. In practice, during the first three years of SFSI, only two of the 136 households who were housed through SFSI were later exited for "lack of progress" or inability to transition off the housing subsidy (table 8).

What Are SFSI Participant Outcomes?

KCHA and Neighborhood House administrative data offer three opportunities to measure housing stability outcomes for SFSI participants. First, SFSI program data indicate whether a household signed a lease while enrolled in SFSI. Second, program data capture whether the household later exited the program successfully by transitioning from a rent subsidy to unassisted permanent housing. Third, quarterly follow-up survey data capture self-reported measures of housing stability outcomes for a subset of successful exiters for up to 24 months following exit, although few households reached a 24-month follow-up by the evaluation.

Housing Placements and Successful Exits

Table 8 shows exit outcomes for SFSI participants. Fifty-six percent of participants enrolled in the first three program years (136 households) successfully found housing through SFSI, and about 53 percent (126 households) successfully transitioned off rental assistance at the point of the evaluation. Signing a lease through SFSI is a strong indicator of a successful exit. All but 10 of the households who signed a lease later exited the program successfully.

These success rates are lower than the approximately 80 percent performance benchmark for housing placements that is suggested by the National Alliance to End Homelessness (2016) and found in the rapid re-housing evaluation literature (Cunningham, Gillespie, and Anderson 2015). But, given the differences between SFSI's program model and a traditional RRH approach, it is difficult to assess SFSI's success rates against this national standard. As noted, a portion of SFSI clients may not need immediate housing placements because they are sheltered at the time of enrollment, while rapid re-housing typically emphasizes immediate housing placements to minimize spells of homelessness or shelter stays. In total, about 43 percent of all enrolled households left SFSI without being placed in housing.

Neighborhood House records several reasons households may exit SFSI without completing the program (table 8). As with screening procedures, these mainly reflect failure to maintain contact with the program or failure to make progress on housing or financial stability goals. Over the first three program years, only six enrolled households exited because they "failed to make progress on their housing or employment plans," and only one failed to achieve self-sufficiency after leasing up. In contrast, most exiters who failed to complete the program fell out of touch with their case managers, left voluntarily, or left the Highline school district. Characteristics of the successful and "incomplete" exiters are discussed below.

TABLE 8

Exit Reasons

	All Enrolled		Housed		Not Housed	
Exit reason	**Obs.**	**%**	**Obs.**	**%**	**Obs.**	**%**
Successfully transitioned off rental subsidy	126	52.1	126	92.6	0	0.0
Lack of follow up with case manager	66	27.3	1	0.7	65	61.3
Voluntary withdrawal	17	7.0	0	0.0	17	16.0
Left district	13	5.4	1	0.7	12	11.3
Lack of progress	6	2.5	1	0.7	5	4.7
Left program before housed	6	2.5	1	0.7	5	4.7
Subsidy ended, non-positive exit	1	0.4	1	0.7	0	0.0
Missing or still active	7	2.9	5	3.7	2	1.9
Total	**242**	**100.0**	**136**	**100.0**	**106**	**100.0**

Source: Student and Family Stability Initiative administrative data for households enrolled from September 2013 through August 2016.

Note: Active households had not exited as of January 2017. One "housed" observation was recorded in SFSI administrative data as leaving before housed.

SCHOOL CHANGES DURING SFSI PARTICIPATION

Among the 136 families who were housed through SFSI, about 54 percent signed a lease for housing in their school of origin's catchment area. The remaining 46 percent moved to housing outside the school catchment area, which may have required a school change for the next school year (table 9). An additional 5 percent of enrolled households exited the program because they moved outside the Highline School District jurisdiction and were no longer eligible for SFSI (table 8). School changes are also tracked in the follow-up surveys and discussed below.

Although any school change can be traumatic for students, SFSI school changes should be interpreted with caution. Moves that required a school change—including exits from SFSI to move outside of the Highline district—might have been moves to more stable housing, in higher-quality units or neighborhoods. Nevertheless, minimizing school moves was an initial program goal, yet more than half of moves through the program triggered a school change. Future research should investigate this pattern.

Direct comparisons to student mobility rates for similar non-SFSI households are not possible, but one 2015 study examining school changes for Washington State students by housing status found that homeless students and those in temporary housing situations changed schools at similarly high rates (Shah, Black, and Felver 2015). For example, during the 2011–12 school year, between 36 and 52 percent of Washington State K–12 students who were homeless, doubled-up, or temporarily staying with family or friends changed schools at least one time, with percentages varying based on the student's age and the housing situation (Shah, Black, and Felver 2015). These patterns appear roughly consistent with the frequency of school changes seen among the SFSI population. But interpreting SFSI school changes or understanding how they may compare with the mobility seem among the unstably housed population more broadly would require additional data and longer-term follow-up, including information directly from SFSI families.

TABLE 9

Housing Placement and School Moves

	Obs.	Percent
Moves within school attendance area	74	54.4
Moves outside school attendance area (within district)	62	45.6
Total moves through SFSI participation	136	100.0

Source: Student and Family Stability Initiative (SFSI) administrative data for households enrolled from September 2013 through August 2016.

CHARACTERISTICS OF SUCCESSFUL HOUSEHOLDS

Statistical tests using administrative data provide some insights about the characteristics and service use of successful SFSI participants, with success defined as having signed a lease through SFSI and transitioned off the housing subsidy. These households are compared with the remaining enrolled participants with "incomplete" exits.

Household characteristics. Statistical tests examining household characteristics by exit outcome did not identify any significant differences by language, household size, or housing status at enrollment for successful versus households who did not complete the program (appendix table A.7). Black households were overrepresented among successful exiters (compared with nonblack households), and white households were overrepresented among the "incomplete" exiters (compared with nonwhite households). But given that over 10 percent of households had missing race information, the small size of each racial and ethnic category, and the weak significance of these results (statistically significant at the 90 percent level), this finding may not be reliable.

Income at Enrollment and Income Gains. Self-reported income—both at enrollment and gains while enrolled—is associated with finding housing and exiting SFSI successfully. Compared with families who did not complete the program, successful families were more likely to have employment income reported at enrollment (65 percent compared with 55 percent of incomplete exiters), had higher self-reported monthly income on average at enrollment ($1,543 versus $1,080), and reported higher monthly income at exit ($1,971 versus $1,112) (appendix table A.6).

Successful families were also significantly more likely to report income gains between enrollment and exit compared with families with incomplete exits. On average, successful families reported an average monthly income increase of about $429 from enrollment to exit, compared with almost no increase ($5 on average) for clients with incomplete exits. Income gain estimates are unlikely to be precise for clients with incomplete program exits because those who fell out of touch with the program may not have updated their information before falling out of contact. Although these gains seen among the successful households are positive, even with the increased income, these households remain extremely low income.

Achieving program milestones. Successful households were more likely to reach key program milestones. Nearly all the successful households started a housing search, received some flexible funding, and signed a lease. In comparison, only half of incomplete exiters started a search, one-third received financial assistance, and only 5 percent signed a lease. Successful households enrolled in SFSI faster but remained in the program longer on average (table 2).

Use of Financial Assistance. Successful families used more in rental assistance through SFSI ($4,650 versus $624) and more total assistance ($5,809 versus $2,025) compared with households with incomplete exits (table 10), but successful households received *less* in debt assistance ($653 versus $1,119). See appendix table A.6 for detailed funding use. On average, households with incomplete program exits appear to have left SFSI with unused potential resources available. Within each group, however, a few households used substantial housing assistance funds exceeding the cap implemented in

2016. Administrative data show these households were served before the assistance cap, which staff reported was based on the average assistance used by SFSI families.

TABLE 10

Average Flexible Funding Allocation by Exit Type

Exit type	Obs.	Mean ($)	Min ($)	Max ($)
Successful exit	125	5,808.76	244.00	12,314.00
Incomplete exit	36	2,024.81	30.00	12,051.00

Source: Student and Family Stability Initiative administrative data for households enrolled from September 2013 through August 2016.
Note: Excludes 74 enrolled households who did not use flexible funding and 7 households who remain active or whose exit outcomes were missing. One successful household did not use funding through SFSI.

Understanding Incomplete Program Exits

Aside from administrative data, no information is available for this evaluation to help understand individual households' circumstances or why households left SFSI without finding housing or taking advantage of financial assistance.

The incomplete exiters had lower monthly income compared with successful households, and used more financial assistance for housing-related debt (approximately $2,488 on average in rent arrears and $740 on average in utility debt) (appendix table A.6). This could suggest that the incomplete exiters had more financial barriers at entry compared with successful exiters, difficulty maintaining employment, or other issues that can complicate a housing search. These households may have fallen out of contact with SFSI because they could not make progress toward finding housing or increasing their wage income. Administrative data—although unlikely to capture all income gains—show incomes remained flat between enrollment and exit for households with incomplete program exits.

Also, some of the doubled-up or sheltered households may not have been in immediate danger of losing their housing and used employment services and help with housing debt, but then left SFSI without pursuing a housing search or move. "Doubled-up" could reflect a range of living situations. Families could be living in unsuitable or overcrowded situations that are unhealthy for children and a precursor to losing shelter entirely. Or doubled-up situations could be relatively safe and stable, allowing low-income families to share resources with other family members, for example. For SFSI families in more stable and sustainable situations, the prospect of maintaining housing independently at a high rent burden after a short period of assistance may have been daunting. SFSI administrative data does not provide information about the specifics of doubled-up families' housing situations.

In either case, however, the financial and housing search assistance accessed through SFSI may have helped some of the incomplete exiters stabilize their employment or housing situations and improve their future housing prospects, even if they did not sign a lease for new housing through SFSI. Additional service and case management information would be useful to understand participants' housing situations and goals and shed light on how to interpret the voluntary withdrawals, leaving the program before leasing up, or falling out of contact. Exploring employment goals and exit reasons would require family plan or case management information about client goals and services received and qualitative work with SFSI families.

TABLE 11

Completion of Post-Exit Follow-Up Surveys

Check in	Eligible for survey	Respondents	Response rate (%)
3 month	102	86	84.3
6 month	98	77	78.6
9 month	86	69	80.2
12 month	69	50	72.5
15 month	60	40	66.7
18 month	55	36	65.5
21 month	47	24	51.1
24 month	25	16	64.0

Source: Student and Family Stability Initiative administrative data for households enrolled from September 2013 through August 2016.
Note: Of 126 clients who exited successfully in the study period, 24 had not reached their three-month follow-up point.

Post-SFSI Housing Stability Outcomes for Successful Households

KCHA staff attempt to collect quarterly self-reported housing and income information from all successful families who enrolled before September 2016. The survey has 11 sets of questions related to housing status, school changes, and household income.

Table 11 shows sample sizes for follow-up survey responses and that both response rates and the population eligible for follow-up decline over time.[16] In completed surveys, response rates for specific survey items also diminish over time, particularly for questions about financial hardship or possible precursors to housing instability. For example, over 40 percent of responses were missing for a question about late rent payments at the three-month survey. By the 12-month follow-up, over 60 percent of responses were missing for this item (see appendix tables A.8 and A.9 for detailed response rates).

Given these limitations, we focus on the first 12 months after exit and on housing stability outcome indicators that offer robust response rates, even though these results still represent only a subset of enrolled households and of successful households. For example, only 50 households are included in the 12-month follow-up survey sample, representing about 73 percent of households eligible for a 12-month survey and 40 percent of all successful households. The results discussed in this section must be considered preliminary, and can be updated as longer-term follow-up survey data are collected.

We focus on three main outcomes:

- Share of households stably housed 12 months after exit
- Share of households continuously stable for the full 12 months
- Share of households who changed schools during the follow-up period

We also examine self-reported income provided by households at each follow-up point, but these findings are tenuous, given small samples sizes and self-reported data.

MOST SUCCESSFUL HOUSEHOLDS WERE STABLY HOUSED ONE YEAR AFTER SFSI

For housing stability measures, we rely on survey responses that capture whether a family has moved since exit (for the three-month survey) or their previous survey, and whether they appear to be eligible for McKinney-Vento services based on their reported housing situation (e.g., doubled-up, in a motel, unsheltered, in emergency shelter, or in a temporary housing situation). We focus in this section on whether SFSI families return to McKinney-Vento eligibility—and SFSI eligibility—after leaving the program and do not include rent burdens in the post-exit stability measure. Rent burdens and income are discussed below.

At the three-month follow-up survey, 87 percent of follow-up survey respondents (75 households) were in stable housing. This decreased over time, but at the 12-month check-in, 76 percent of respondents reported they were stably housed (table 12).

A higher bar for housing stability is whether households remained stably housed continuously after exiting SFSI through the 12-month follow-up survey. We measure this by identifying households who consistently indicated at each follow-up survey that they remained in the same unit they rented through SFSI or lived in a new unit (not doubled-up). Because we eliminate households who were missing follow-up surveys from the first 12 months after exit, this presents a higher bar for housing stability and may underestimate stability over time. By the 12-month follow-up, 70 percent of the 50 respondents (35 households) with consistent follow-up surveys had been continuously housed since exit. While promising, these households represent only a small subset of all successful exiters, and the 35 households who consistently responded to follow-up surveys over time may represent the most stable subset of SFSI exiters. Going forward, follow-up survey data may provide more robust results.

These positive stability outcomes during the first year after exit are consistent with the literature on rapid re-housing programs. But, as has been found in other evaluations, households may continue to experience financial hardship even if they remain stably housed. Response rates for the financial hardship questions are too low to include in analyses and should be a priority for follow-up survey work going forward.

TABLE 12

Outcomes for Successfully Exited SFSI Families at 3 and 12 Months

	3 months			12 months		
	86 completed			50 completed		
Percent (%)	**Yes**	**No**	**Missing**	**Yes**	**No**	**Missing**
Stably housed at check-in	87.2	12.8	0.0	76.0	22.0	2.0
Continuously stable	87.2	12.8	0.0	70.0	28.0	2.0
Change in school at check-in	14.0	76.7	9.3	8.0	74.0	18.0
Change in school since program exit	14.0	76.7	9.3	18.0	56.0	26.0

Source: Student and Family Stability Initiative (SFSI) administrative data for households enrolled from September 2013 through August 2016.

ADDITIONAL SCHOOL CHANGES WERE REPORTED AFTER EXIT

To measure school changes, we rely on responses to questions about whether a child has changed schools since exit or the previous follow-up survey, aside from a natural progression to middle school.

Few SFSI households reported a school change during the first 12 months following program exit. At the three-month follow-up, only 14 percent reported a school change. By the 12-month follow-up, 18 percent of SFSI families reported a school change (with one quarter of households not responding to the question). Some of these families would have been required to move at the start of the new school year because of the initial SFSI move, as opposed to a subsequent move and additional school change. Others may be reporting a new school change resulting from a post-SFSI move.

INCOME GAINS AND RENT BURDENS AFTER EXIT

Follow-up data showed modest increases in average household income during the follow-up period. Average monthly income increased $339 between the 3- and 12-month follow-ups. This is consistent with modest income gains seen in other rapid re-housing evaluations. Considered together with income gains during SFSI participation, this suggests that income for some successful families increased as much as $769 a month. These findings are promising, and verified income data would be useful to capture income gains for SFSI participants during and after program participation.

Notably, self-reported average housing costs decreased by $118 over the follow-up period. The combined change in housing costs and income lowers average rent burdens from close to 60 percent at three months to nearly 30 percent. See appendix table A.10 for income, housing expenses, and rent burdens reported at each follow-up period. Findings about rent burdens and housing cost changes are difficult to interpret without additional information about the reason for the decrease, particularly in light of rising regional housing costs reported by SFSI stakeholders. Few households are included in later follow-up periods, and each follow-up period may represent a unique mix of households. With relatively small variations in self-reported income and housing costs across surveys, it is also possible that changes reflect inaccurate or imprecise reporting by respondents.

How Do SFSI Costs Compare with Voucher Assistance?

One question of interest to SFSI administrators is the potential cost effectiveness of a rapid re-housing approach compared with longer-term, deeper subsidies through tenant-based Housing Choice Vouchers.

To calculate SFSI services' potential cost-effectiveness, we estimated average monthly and total costs per enrolled SFSI family for the evaluation period, regardless of exit outcomes, as well as average costs per successful exit. These calculations attempt to provide an overall estimate of the cost of maintaining SFSI's enrolled household caseload during the pilot period and of achieving a successful housing outcome. The estimates are not intended to be comprehensive, but rather to provide a framework for understanding program operating costs. They represent costs incurred through Neighborhood House and funded by KCHA. Available data omit Highline School District costs for time spent on outreach and referrals by school counselors and the McKinney-Vento liaison, employment services funded separately from SFSI, and KCHA administrative costs. Costs associated with any additional Neighborhood House resources available to SFSI clients may also be omitted.

Monthly costs for SFSI are roughly comparable to voucher assistance provided to similar KCHA households, but when participants' average tenures on each program are considered, the per-family costs for SFSI are far lower than for voucher assistance. However, direct cost comparisons are difficult because of the fundamentally different natures and goals of the two programs. Voucher holders experience a significantly longer period of housing and financial stability compared to short-term assistance recipients, during which their rent burdens are capped at roughly 30 to 40 percent of their income, they live in units held to more stringent housing quality standards, and they likely experience fewer moves over time. In contrast, households who receive short-term assistance soon re-enter the private market where they may experience high rent burdens and live in lower-quality units. More information about SFSI participants' experience during and after program participation, and longer-term costs to the broader homelessness, health, and social service systems would need to be considered when directly comparing rapid re-housing or short-term assistance with a deeper, longer-term subsidy.

Average SFSI Costs

Table 13 shows monthly and total costs per enrolled family by cost category. Average total costs per successful exit over the three-year pilot period are shown in table 14, using the 126 successful exits as the denominator.

We first calculated the average total cost per enrolled SFSI family using cost data for the three-year study period divided by 242 enrolled families. Costs are broken out into two broad categories: staffing and administrative costs, and housing assistance costs. Staffing and administrative costs include total payroll and administrative overhead for the three-year pilot period, as reported on monthly invoices submitted by Neighborhood House to KCHA. Housing assistance costs are the flexible housing funds provided to all enrolled SFSI participants in the same period. We then estimate average per household costs based on successful exits only.

TABLE 13

Average Costs per SFSI-Enrolled Household (*N* = 242)

	Average monthly cost per family ($)	Average total cost per family ($)	Total cost first three pilot years ($)
Staffing and administration	257.27	1,631.08	394,721.19
Financial assistance	535.78	3,396.85	822,038.00
Combined costs	793.05	5,027.93	1,216,759.19

Source: Student and Family Stability Initiative (SFSI) administrative data for households enrolled from September 2013 through August 2016.

Costs for administering KCHA tenant-based voucher assistance are provided by KCHA staff for families with young children living in the Highline School District. KCHA provided three average Housing Assistance Payment and average administrative cost data points for 889 voucher holder families (average monthly Housing Assistance Payments costs are for December 2014, December 2015, and December 2016). This is not a precise comparison group for SFSI households, but provides a useful approximation for similar families living in the same jurisdiction during roughly the same periods.

On average, enrolling 242 families over three program years cost approximately $5,028 per family. Given the average participation period of approximately 6.3 months, that amounts to an average monthly participation cost of approximately $793 per enrolled family. Financial assistance accounts for most of the costs (approximately $3,397 per enrolled family).

Successful households accounted for the lion's share of total program costs (table 14). Of the roughly $1.2 million in SFSI costs devoted to households enrolled during the first three program years, over $930,000 were spent on the 126 households who exited the program successfully. The average total cost of achieving each successful exit was nearly $7,400 for the 126 enrolled families. This includes roughly $5,800 in flexible housing assistance. The average is close to the current spending cap, and staff noted in interviews that the cap was chosen primarily based on average spending for the first two program years. Average monthly costs for each successful SFSI exit was approximately $1,165 over the three years, based on a 6.3-month period from referral to exit.

TABLE 14

Average Costs per SFSI Successful Household (*N* = 126)

	Average monthly cost per family ($)	Average total cost per family ($)	Total cost first three pilot years ($)
Staffing and administration	257.27	1,631.08	205,516.08
Financial assistance	907.51	5,762.66	726,095.00
Combined costs	1,164.77	7,393.74	931,611.08

Source: Student and Family Stability Initiative (SFSI) administrative data for households enrolled from September 2013 through August 2016.

Note: One family who exited successfully did not receive any financial assistance. Staffing costs were calculated based on the average program participation length of 6.3 months.

Table 15 shows average monthly costs for all SFSI-enrolled families and for the successful families compared with KCHA voucher recipient families living in the Highline school district. Average monthly costs fro SFSI are lower than average monthly KCHA voucher program costs when all SFSI-enrolled households are considered, but higher when only the successful households are included in the calculations.

Taking the full length of participation in each program into account, total costs are significantly lower for SFSI families (with an average enrollment time of only 6.3 months) compared with voucher recipients. KCHA staff provided average length of voucher program participation for Highline families. On average, Highline households with children who exited KCHA voucher assistance in 2016 remained in the program for 6.04 years, which suggests an approximate total cost to KCHA of nearly $73,000 for their tenure. This is significantly more expensive than short-term assistance under SFSI. But, as noted above, direct comparisons between SFSI's short-term model and longer-term voucher assistance are problematic. Compared with SFSI participants, voucher-assisted households experience lower rent burdens and an extended period of housing and financial security because of voucher assistance. Successful SFSI participants may avoid new spells of homelessness, but may not achieve the same level of housing or financial stability that voucher participants experience. A more rigorous analysis of the relative values of each investment would take into account each group's relative stability and experience while receiving housing assistance, as well as how households fare after exiting each program.

TABLE 15

Average Monthly Costs per SFSI and Housing Choice Voucher Family

	SFSI average monthly cost/enrolled family ($)	SFSI average monthly cost/ successful family ($)	KCHA HCV average monthly cost per family ($)
Staffing and administration	257.27	257.27	76.00
Financial assistance	535.78	907.51	931.00
Combined costs	793.05	1,164.77	1,007.00

Source: SFSI administrative data for households enrolled from September 2013 through August 2016. KCHA staff provided average HCV costs.

Notes: HCV = Housing Choice Voucher; KCHA = King County Housing Authority; SFSI = Student and Family Stability Initiative. Staffing costs were calculated based on average program participation length of 6.3 months. "Financial assistance" for the HCV program includes monthly housing assistance payments.

Discussion and Recommendations

The findings discussed above suggest some promising outcomes for SFSI participants while also highlighting areas of concern. For example, although successful participants had income gains while participating in the program and appear to maintain their housing after exit, SFSI attrition rates are high and timelines are relatively lengthy. About 60 percent of referred households enroll in the program, about 56 percent of the enrolled households successfully found housing, and just over half of enrolled households successfully exited the program into permanent housing they could maintain without SFSI assistance.

Little is known about the households who fail to enroll in or complete the program. Over the first three program years, two thirds of the referred household who failed to enroll in SFSI either fell out of touch with the program or opted out, and nearly all the enrolled households who left the program without finding housing were "exited" by staff because they fell out of touch with their case managers, left voluntarily, or left the Highline school district. Only a handful was exited for failing to make progress on their housing or employment goals.

Interpreting these findings is challenging due to SFSI's unique service model and data limitations. SFSI incorporates the core components of rapid re-housing but deviates from a conventional rapid re-housing model in several important ways, mainly related to the target population and client-directed outcome goals. This is not in itself problematic: rapid re-housing is a relatively new and evolving program model, with wide variations in screening and service delivery approaches that reflect diverse local resources, constraints, and priorities. But SFSI administrative data and outcome measures, which appear more consistent with a conventional rapid re-housing approach, do not account for these key aspects of the SFSI program model, including the importance of client-directed goals and a target population that may be doubled-up but not necessarily in immediate housing crisis.

These possible disconnects between SFSI's client population and engagement model and the program's milestones and outcome measures makes it difficult to understand how well SFSI is working. Administrative data only partially explain whether SFSI outcomes may reflect the program's target population and service model versus entry points for program improvements. It may be that households that fall out of touch with the program or leave without finding housing do so because they are unable to make progress on their housing or employment goals. But it also seems plausible that current outcome measures may be missing some aspects of clients' progress towards their goals.

The five sets of recommendations below focus on how SFSI partners can explore some of the questions raised through the course of the evaluation, and improve the current program model. Broadly stated, findings point to two courses of action. First, partners should assess SFSI client characteristics to collectively determine whether the program is currently reaching the preferred client population—and if so, whether outcome measures accurately reflect client progress towards housing and financial stability goals. Second, more attention can be paid to contacting, communicating with, and capturing information about SFSI clients, to improve program attrition and better understand how families experience housing instability and navigate the program.

With this in mind, we first recommend that program partners revisit and affirm SFSI's population targets in light of the evidence on current participants' housing situations at enrollment, and housing placement rates. Partners should also assess whether current program milestones and outcome measures adequately capture client progress toward self-directed housing and financial stability goals. We then provide recommendations for refining SFSI referral and enrollment procedures, and for improving data management. We conclude with considerations for ongoing program evaluation efforts, including collecting additional information from SFSI clients.

Reaffirm SFSI's Target Population

One of SFSI's strengths, articulated by program staff, is that it offers a housing assistance option to families who might otherwise be ineligible for homelessness assistance. And, SFSI's policy guidance clearly states that clients should be employed or willing to work. Staff interviews confirmed the importance of employment and client motivation to the program model. Administrative data suggest that SFSI is reaching households who meet these eligibility criteria and targets. During the first three pilot years, most SFSI clients were doubled-up (63 percent), with a smaller share sheltered in motels (17 percent). They would presumably be ineligible for homelessness assistance under the HUD definition of homelessness. Only about 12 percent of SFSI participants were unsheltered at enrollment. Most enrolled participants had some wage income, and income at enrollment and exit was strongly associated with a successful exit.

A possible trade-off of these eligibility criteria and employment targets is that fewer households experiencing urgent housing crisis participate in the program. Being doubled-up is not an explicit program criterion, but these households may have been more likely to be employed or to be willing and able to work. Doubled-up or sheltered households may also have been the most prepared to engage in SFSI's enrollment process or case management services.

Interviews and discussions with SFSI stakeholders during the course of the evaluation suggested some concern about the program mainly reaching households who are easier to house at the expense of households who may be in more immediate need of housing assistance. In light of this, an initial step for SFSI partners should be to ***clarify or confirm their target population priorities*** in light of evaluation findings, and determine whether SFSI staff should revisit targeting, recruitment, or screening efforts to ensure that households who need immediate help with housing searches and placements can access SFSI and be successful. At minimum, learning more about doubled-up clients' housing situations would shed light on how much they are living in shared but relatively stable housing situations, or in unsustainable housing. If partners determine that reaching more households in immediate crisis is a program priority, explicitly adopting more of a housing-first approach for these families could help with their retention and success.

Examine SFSI Outcomes and Outcome Measures

About 56 percent of SFSI clients are placed into housing, and just over half transition off SFSI assistance into permanent housing. These success rates are relatively low compared with the 80 percent benchmark set for rapid re-housing programs and seen in other program evaluations (NAEH 2016). It is difficult to fully understand SFSI success rates, however, because so many households lose contact with SFSI or leave voluntarily, and just a handful are exited by staff for failing to make progress on their housing or employment goals. Similarly, SFSI timelines for enrolling and housing participants are relatively lengthy but difficult to interpret because they vary widely within the small sample of households, and because some portion of SFSI's population may benefit from a longer housing search process if it allows them to find sustainable housing that meets their needs or reflects their preferences.

Clients are expected to create employment or housing plans that outline achievable goals, and staff noted that some households might emphasize a job search before a housing search, delaying housing searches. It also seems plausible that some clients may opt not to move and that help finding a job or eliminating housing debt could support future housing stability, even if a move is not the client's main goal upon entering SFSI or does not happen quickly. Or, given that successful SFSI clients exited into 60 percent rent burdens, remaining doubled-up but without severe rent burdens may be the more attractive option for some SFSI clients.

Considered together, these factors suggest that SFSI administrators should ***consider additional program milestones or exit indicators***. SFSI currently captures one exit outcome as a success indicator—transitions into permanent housing—with placement into housing an important milestone toward that outcome. Client goals are not explicitly incorporated into program milestones, exit measures, or outcomes tracking. A question for SFSI administrators to explore is whether clients who do not lease up through SFSI or who lease up relatively slowly may be prioritizing other housing or financial stability goals, and if so, whether progress toward these goals should be measured as an additional SFSI performance indicator.

One step toward understanding these possible scenarios would be to ***review SFSI family plan and service use information*** that is maintained separately from SFSI administrative data to understand whether clients prioritized employment or other goals over housing searches or placements. The goal of the review should be to understand possible differences between client goals and the measures currently used to gauge success through SFSI. For example, can goals be gleaned from family plans and compared with program outcomes to shed light on whether clients who exited SFSI voluntarily or by falling out of touch with the program appeared to have made progress toward housing or financial stability before exiting? If so, program partners should identify ways to refine exit measures or milestones to capture this progress in addition to housing placements and transitions off assistance.

An option to consider is ***capturing a target housing placement date*** in program data for each family. Documenting target move dates could shed light on to what degree longer times to starting a housing search or signing a lease through SFSI are the result of client preferences versus program or housing search challenges.

Streamline SFSI Referrals, Screening, and Enrollment

Administrative data and interviews with SFSI staff highlight opportunities to reduce the amount of time spent in the program, particularly in the early stages. Challenges to more rapid screening and enrollment appear to be a combination of Neighborhood House staff capacity, difficulty communicating with households, and possibly the multistep screening process itself. A simplified referral and screening process could engage more households and free up staff time for housing search assistance or landlord outreach.

An initial step is for school and Neighborhood House staff to ***collaboratively identify opportunities to streamline the referral and screening process*** and ***improve communication with households referred to SFSI***.

For example, school counselors noted that SFSI would benefit from more direct connections with schools and families and "meeting families where they are." The National Alliance to End Homelessness (2016) guidelines similarly suggest making participation easier on participants by meeting in their homes or places of their choosing. One option is for SFSI case managers to periodically go to schools—particularly schools that make the most referrals—or other accessible locations to screen and enroll participants in person, ideally in a single step. This might be most useful at the points in the school year when McKinney-Vento determinations are made, but could also be done periodically and in coordination with school events or programming. Case managers might also coordinate with school counselors to schedule phone calls or in-person meetings with families when they are at schools. Or, for families who counselors know lack working cell phones or cars, the program could consider providing prepaid calling cards, correspond by e-mail, or provide transportation assistance. School-based staff might identify additional opportunities to improve communication and contact with SFSI-eligible families.

It may also be possible to develop a screening questionnaire for families to fill out and return to Neighborhood House staff or to complete with school counselors when counselors initially present the SFSI opportunity. The form can capture information typically collected during phone or in-person screenings and provide clear guidelines for families about participation expectations and timelines. These materials can be provided to Neighborhood House with the client consent for contact, to give SFSI staff baseline information for families interested in participating.

In interviews, school counselors noted they previously used a more extensive pre-screening questionnaire and the current version is easier to administer. Any new approach should consider the potential impact on school staff. It will be necessary to work with school counselors and McKinney-Vento liaisons, as well as possibly school principals or other district staff, to identify efficient options for bringing Neighborhood House or KCHA staff into schools and involving school staff in SFSI processes that avoid overburdening school staff.

Improve Data Management and Quality

Improving the type and quality of data collected about SFSI clients and services will be important for performance management, can inform the service model's potential expansion, and help establish the data capacity for a more rigorous outcome or impact evaluation. Recommendations for improved data collection, also addressed in the interim report provided to KCHA in 2016, include the following:

Transition to a robust case management system. Excel is SFSI's main data collection tool and has several limitations. Even with drop-down fields, data entry errors can easily go unnoticed (e.g., through overwriting, inadvertent entries into incorrect cells, or inappropriately formatted cells). This possibility increases with time and new users. Excel data should be periodically reviewed for accuracy, and staff should be trained on how to use and maintain the database. Data managers should periodically conduct basic analytics—checking for mean, minimum, and maximum values for specific fields of interest—to identify problematic data entry, consistently missing data, or impossible values. Also, entries for such fields as dates, age, or income can be restricted to acceptable formats or ranges, and coded responses can be created (e.g., codes for individual case management services or for missing or refused data).

Program administrators are exploring options for a new data management platform. A robust relational database or case management system could decrease human error, improve workflow, reduce staff time spent on data entry, and improve data organization and quality by managing all SFSI participant records in a single database. The ideal case management system would include a single point of data entry for new households that relates to separate data entry screens for different service providers or relevant touch points with the program and display only information relevant to the person interacting with the family. The system may allow staff to see information relevant to their work with families (e.g., student attendance, school of origin, or family income history), but not allow them to change information. Or staff can design summary-level reports for individuals or groups of clients, such as families entering from individual schools or during a specific period, clients who identify as doubled-up versus living in a shelter, households working with individual case managers, or households who have been housed.

Improve data quality. Case management databases should use a ***unique client or household identifier*** that can be assigned at referral or enrollment and be attached to all records for families and household members. An SFSI identifier would make tracking outcomes more efficient and could provide an additional layer of security for sensitive personal data. Similarly, if the transition off SFSI rent subsidies is not a final exit from the program and families may return for additional services, the program should ***track returns to SFSI*** and the specific services families receive.

Finally, more attention can be paid to ***how program metrics are collected and specified***. This includes creating mutually exclusive categorical variables and documenting ways empty data cells can be interpreted or auto-populated to avoid ambiguous missing values (e.g., zero numeric values, "don't know," "refused," "not applicable"). Assessing how data are collected over time or across collection tools can also help avoid inconsistent data and unnecessary staff burden of collecting duplicates of measures unlikely to change, such as head of household characteristics.

Pursue Ongoing Evaluation Efforts

Partners should pursue qualitative work with SFSI clients and additional formative evaluation to inform ongoing program improvements and lay the foundation for a possible impact study.

Collect qualitative data from SFSI participants

Administrative data can only tell part of the story of how well SFSI meets its goals. SFSI clients hold valuable information about how well the program is working and opportunities to improve program services. This evaluation raises several questions about SFSI clients, their housing and financial circumstances, and how they experience the program that would benefit from qualitative investigation.

SFSI partners should enlist an independent evaluator to conduct focus groups or individual interviews with a diverse mix of SFSI families to understand how households experience and navigate the program, from referral through exit. Qualitative insights can also shed light on secondary SFSI goals, such as student attendance or achievement and minimizing school mobility. Sample questions of interest include the following:

- What are clients' housing histories and current needs at SFSI referral?
- How much are households in housing crisis and in need of immediate housing placement?
- What are challenges with maintaining contact with SFSI through screening and enrollment? Why do clients fall out of contact with SFSI?
- What immediate supports may be useful for families during the initial engagement period to ensure they can take advantage of the program?
- How do clients perceive SFSI services and the short-term assistance model?
- How do families interact with SFSI staff?
- What are participants' immediate and long-term housing and financial goals? And how much are employment or income goals more pressing than immediate housing goals?
- Which SFSI services are perceived the most valuable?
- What challenges do SFSI clients face searching for housing? How do landlords respond to SFSI assistance?

- What are the causes and implications of the 60 days spent searching for housing?
- How do families balance employment and housing searches and goals?
- How much are housing quality and neighborhood quality priorities for SFSI participants?
- How do families and students experience school changes through SFSI?
- How do clients maintain housing stability after exit and high rent burdens?
- What are the long-term impacts of SFSI on clients' housing or financial stability?

Feedback from clients would be useful to understand program options. For example, the approximately 60 days from housing search start to signing a lease could be because of housing market obstacles, staff capacity, or more deliberate housing searches. If clients report that longer searches are mainly attributable to King County's increasingly expensive housing market, one response could be to dedicate more staff time to landlord recruitment.

School staff can be useful for outreach and recruitment for qualitative work, for example, by offering households who decline participation in SFSI the opportunity to participate in a survey, interview, or focus group. KCHA follow-up surveys may also offer an opportunity to reach successful clients, by either including a brief, semistructured phone interview at the end of a survey wave or by offering respondents the opportunity participate in a separate interview or focus group. For all interactions, clients should be compensated for their time as an incentive to participate.

A related step is to ***encourage clients to maintain contact with SFSI.*** An ongoing challenge for programs that work with vulnerable families is maintaining contact with people who are in crisis, have limited resources, and may be unresponsive. For SFSI, this affects the level of effort needed for enrollment and case managers' ability to capture program exits. At all program touch points, staff should encourage clients to maintain contact with case managers—even if they leave or are facing instability—so that case managers can capture more accurate reasons for opting out of SFSI services, track outcomes for households with incomplete program exits, improve response rates for quarterly follow-up surveys for successful households, and recruit clients for qualitative work.

For example, participants can be reminded at each case manager contact that they will be provided an exit incentive in exchange for completing a brief exit interview or questionnaire if they think they will no longer participate in SFSI. A gift card or other financial incentive—offered for a pilot period to test its value to improve data quality and contact with clients before and after they leave the program—may reduce exits from failure to maintain contact and provide insights into why clients leave SFSI without taking full advantage of program services. At enrollment, clients can also be asked to provide contact information for a family member or friend who can reach them for follow-up if they fall out of contact with the program.

Alternatively, school staff could contact unresponsive clients, determine if families who fall out of touch with SFSI have left their original school, or determine if they remain eligible for SFSI as homeless under McKinney-Vento. At referral or enrollment in SFSI, school counselors or Neighborhood House staff should obtain consent for ongoing tracking and contact.

Considerations for an Impact Study

In addition to the current evaluation and previous interim evaluations conducted by KCHA and an external evaluator (Blume and Leon 2015), KCHA is considering ongoing evaluation work, including a retrospective impact evaluation for the cohort of SFSI clients described in this evaluation.

There are three main issues to consider before pursuing an impact evaluation. First, program partners continue to refine the program model and may adapt it based on this evaluation. If so, results from an impact evaluation based on the first three pilot years may not be directly relevant to future iterations of the program. Similarly, if replication or expansion decisions have already been made, the results from an impact evaluation based on early implementation years may have limited value.

Second, results from this evaluation suggest that SFSI outcome expectations are not fully articulated. Program partners will need to work with evaluators to articulate a clear analytical framework for the evaluation, including where to look for outcomes and how to measure them. For example, a traditional rapid re-housing program evaluation might measure outcomes as returns to homelessness or use of homelessness assistance as captured in Homelessness Assistance Management System data. But SFSI clients may be unlikely to have used homelessness assistance such as emergency shelter in the past, and may remain unlikely to use it after exit, regardless of their housing outcome through SFSI. Instead, indicators of housing instability captured in other social service and education system data would be more useful to identify comparison group households and capture outcomes.

Finally, impact evaluations can be constrained by relatively small sample sizes for treatment or subgroups, as would be the case with SFSI. Evaluators will need to establish which analyses will be possible with SFSI data.

An interim step before pursuing an impact evaluation—and ideally done concurrently with qualitative or ongoing formative evaluation work—would be to develop detailed descriptive profiles of SFSI clients using Washington State's integrated data system, including characteristics such as housing and homelessness histories documented in various service system data, employment and income, social service use, and key health characteristics before SFSI referral and after. This information could inform SFSI program design and future impact study design. A comprehensive assessment of SFSI client characteristics could help SFSI partners understand who SFSI serves and the eligible population, including variations in household characteristics by successful and incomplete exits, referred households who declined participation, or all McKinney-Vento–eligible families at participating schools.

In addition to creating opportunities to refine the target population and recruitment approaches, a more nuanced understanding of SFSI clients could help identify new program stakeholders. For example, if SFSI tends to serve families with children involved with the child welfare system, partners could engage additional service providers and assess child welfare system outcomes for SFSI families.

Conclusion

The goal of this evaluation was to document how the SFSI pilot program was implemented, and whether it holds promise as a tool to help unstably housed families with children achieve housing stability. Ideally, results from this evaluation will help inform ongoing program improvements and the possible expansion of the program to other schools or school districts in KCHA's jurisdiction.

Findings suggest the KCHA, Highline School District, and Neighborhood House have developed a strong and innovative collaboration that connects two distinct service systems to reach a target population that may otherwise be ineligible for homelessness assistance. School counselors in particular value SFSI as a tool to support households they might otherwise have few housing assistance resources to offer. But evaluation findings raise questions about whether SFSI is reaching all eligible families—particularly those with the most pressing housing needs—and about the program's relatively low completion rates. Fully understanding SFSI's potential to stabilize homeless or unstably housed families will require additional attention to these open questions, as well as ongoing evaluation and program monitoring efforts.

Appendix

TABLE A.1

SFSI Enrollment by Program Year

	Obs.	Percent
September 2013–August 2014	52	21.5
September 2014–August 2015	78	32.2
August 2015–September 2016	112	46.3
Total	242	100.0

Source: SFSI administrative data for households enrolled from September 2013 through August 2016.

TABLE A.2

Referral and Enrollment in SFSI by Elementary School, 2015–16 Academic Year

School	Referred	Share of referrals (%)	Enrolled	Share of enrollment (%)
Midway	63	13.9	35	14.5
Hazel Valley	56	12.3	28	11.6
Shorewood	34	7.5	12	5.0
Parkside	32	7.0	2	8.3
White Center Heights	27	5.9	16	6.6
Seahurst	26	5.7	13	5.4
Beverly Park	25	5.5	11	4.6
Bow Lake	25	5.5	15	6.2
McMicken Heights	25	5.5	12	5.0
Mount View	21	4.6	7	2.9
Des Moines	20	4.4	14	5.8
North Hill	19	4.2	9	3.7
Madrona	17	3.7	10	4.1
Cedarhurst	16	3.5	10	4.1
Gregory Heights	16	3.5	10	4.1
Southern Heights	15	3.3	9	3.7
Marvista	11	2.4	6	2.5
Hilltop	7	1.5	5	2.1
Total	**455**	**100.0**	**242**	**100.0**

Source: SFSI administrative data for households enrolled from September 2013 through August 2016.
Note: SFSI = Student and Family Stability Initiative.

TABLE A.3

School Characteristics and Participation in SFSI Program, 2015–16 Academic Year

School	Enrollment	Percent homeless	Identified SFSI families	SFSI enrollment	Percent of MV homeless referred to SFSI	Percent of MV homeless enrolled in SFSI
Beverly Park	464	8.2	25	11	65.8	28.9
Bow Lake	700	5.9	25	15	61.0	36.6
Cedarhurst	689	4.2	16	10	55.2	34.5
Des Moines	408	4.4	20	14	111.1	77.8
Gregory Heights	666	5.4	16	10	44.4	27.8
Hazel Valley	665	12.5	56	28	67.5	33.7
Hilltop	634	2.7	7	5	41.2	29.4
Madrona	666	5.3	17	10	48.6	28.6
Marvista	628	2.2	11	6	78.6	42.9
McMicken Heights	546	5.3	25	12	86.2	41.4
Midway	645	11.8	63	35	82.9	46.1
Mount View	684	5.0	21	7	61.8	20.6
North Hill	597	4.9	19	9	65.5	31.0
Parkside	595	5.7	32	20	94.1	58.8
Seahurst	589	7.1	26	13	61.9	31.0
Shorewood	491	7.1	34	12	97.1	34.3
Southern Heights	322	5.9	15	9	78.9	47.4
White Center Heights	626	6.2	27	16	69.2	41.0
Total	**10,614**		**455**	**242**		
Mean	**590**	**6.1**	**25**	**13**	**70.6**	**38.4**

Source: SFSI administrative data for households enrolled from September 2013 through August 2016. Count of homeless students in Washington State by school district from the 2015–16 data is file from "Education of Homeless Children and Youth Data Collection and Reports," State of Washington Office of Superintendent of Public Instruction, accessed March 9, 2017, http://www.k12.wa.us/HOMELESSED/DATA.ASPX. Total school enrollment is from 2015–16 "Washington State Report Card," Office of Superintendent of Public Instruction, accessed March 9, 2017, http://reportcard.ospi.k12.wa.us/summary.aspx?groupLevel=District&schoolId=104&reportLevel=District&yrs=2015-16&year=2015-16.

Notes: MV = McKinney-Vento. In some instances, as in Des Moines, the number of referrals exceeds the number of homeless counts by school. This is likely because families were homeless and identified by school counselors during SFSI outreach, but were not captured by the county data. It is also possible that families were being referred who were not homeless and were later screened out.

TABLE A.4

Income and Housing Characteristics of Referred and Enrolled Households

		Referred, Not Enrolled		Enrolled		Statistical Significance
		Obs.	**Mean (%)**	**Obs.**	**Mean (%)**	
Income source	No income	123	17.1	239	13.4	
	Employment income	123	45.5	239	60.7	***
	Fixed income	123	35.8	239	25.1	**
Housing situation	Doubled-up	213	44.6	242	62.8	***
	Unsheltered or motel	213	20.2	242	29.8	**
	Receiving some housing support (e.g., shelter) or unknown	213	35.2	242	7.4	***

Source: SFSI administrative data for households enrolled from September 2013 through August 2016.
Note: *** $p < 0.01$; ** $p < 0.05$; * $p < 0.10$. Sources of employment or fixed income are not included in SFSI administrative data.

TABLE A.5

Use of Flexible Funds by Exit Type

	Exit Reason					
	Successful		Incomplete		Missing	
	Obs.	**Mean**	**Obs.**	**Mean**	**Obs.**	**Mean**
Housing assistance	125	$4,650.36	36	$624.25	7	$2,760.26
Debt assistance	125	$652.60	36	$1,119.22	7	$462.00
Other assistance	125	$505.79	36	$281.38	7	$70.57
Total		**$5,809.76**		**$2,024.81**		**$3,293.86**

Source: SFSI administrative data for households enrolled September 2013 through August 2016.
Notes: Housing assistance includes monthly rental assistance, security deposit assistance, application fee assistance, and assistance with first month's rent. Debt includes rent arrears and utility arrears. Other assistance includes move-in fees, utility assistance, non-leasing assistance (e.g., bus vouchers), and any other assistance.

TABLE A.6

Flexible Housing Funds for Enrolled Households by Exit Type

	Families with Successful Exit			Families with Incomplete Exit		
	Families receiving assistance	Average cost per family ($)	Total cost ($)	Families receiving assistance	Average cost per family ($)	Total cost ($)
Program service categories						
Monthly rent	113	3,415.77	385,982.21	5	3,292.11	16,460.53
Security deposit	113	1,150.22	129,974.92	6	752.33	4,514.00
Application fee	77	79.93	6,154.28	11	86.36	949.99
Sum of first month's rent	66	896.71	59,182.94	1	548.33	548.33
Move-in fee	52	463.18	24,085.51	2	940.00	1,880.00
Assistance from other funding sources	40	623.23	24,929.27	15	497.16	7,457.43
Rent arrears	33	2,073.97	68,441.06	15	2,488.77	37,331.58
Non-leasing client assistance	39	161.80	6,310.34	5	93.00	465.00
Utility cost	43	183.68	7,898.28	1	327.25	327.25
Utility arrears	23	571.06	13,134.33	4	740.08	2,960.32
Total costs of the SFSI program:	**125**	**5,808.76**	**726,095.00**	**36**	**2,024.81**	**72,894.43**
Staffing/administrative cost	**126**	**256.86**	**32,364.74**	**109**	**256.86**	**27,998.07**

Source: SFSI administrative data for households enrolled September 2013 through August 2016.
Note: Families may receive multiple forms of assistance. One family exited successfully, but did not receive any flexible funding, leading to costs for 125 successful families but staffing and administrative costs for 126 successful families.

TABLE A.7

Households Characteristics of Successful and Incomplete Exiters

	Incomplete Exiters		Successful Exiters		Statistical Significance
	Obs.	Percent	Obs.	Percent	
English	91	75.8%	119	74.8%	
Spanish	91	16.5%	119	17.7%	
Other language	91	7.7%	119	7.6%	
White	90	24.4%	118	14.4%	*
Black	90	16.7%	118	27.1%	*
Hispanic	90	22.2%	118	23.7%	
Other race	90	36.7%	118	34.8%	
		Mean		Mean	
Age	92	33.9	120	34.2	
Dependents	109	2.4	126	2.5	

Source: SFSI administrative data for households enrolled from September 2013 through August 2016.
Note: * $p < 0.1$.

TABLE A.8

Follow-Up Survey Self-Reported Housing and School Stability for 24 Months after Exit

	HOUSING STABILITY				SCHOOL STABILITY			
	Housing Stable at Check-In		Continuously Stable		School Stable at Check-In		Continuously School Stable	
Survey month (*N* completed)	Stable (%)	Missing (%)	Stable (%)	Missing (%)	Stable (%)	Missing (%)	Stable (%)	Missing (%)
3 month (86)	87.2	0.0	87.2	0.0	76.7	9.3	76.7	9.3
6 months (77)	83.1	1.3	81.8	1.3	75.3	11.7	70.1	13.0
9 months (69)	72.4	1.5	71.0	1.5	73.9	15.9	60.9	20.3
12 months (50)	76.0	2.0	70.0	2.0	74.0	18.0	56.0	26.0
15 months (40)	72.5	2.5	60.0	5.0	77.5	2.5	50.0	25.0
18 months (36)	77.8	0.0	63.9	5.6	91.7	2.8	47.2	27.8
21 months (24)	66.7	0.0	58.3	0.0	83.3	8.3	41.7	29.2
24 months (16)	68.8	6.3	50.0	6.3	93.8	6.3	31.3	37.5

Source: SFSI administrative data for households enrolled from September 2013 through August 2016.
Note: School stable at check-in indicates whether a family has changed schools since the previous check-in. Continuously school stable indicates whether a family has changed schools since exiting the program.

TABLE A.9

Follow-Up Survey Self-Reported Financial Stability Response Rates for 24 Months after Exit

Survey month (*N* completed)	Financial Stability Indicators and Item Response Rates											
	Receiving Housing Assistance		Late Paying Rent		Concerns that Your Housing May Be at Risk		Unable to Pay Full Amount of Utility Bills		Utility Shut Off		Received Vacate Notice	
	%	Missing	%	Missing	%	Missing	%	Missing	%	Missing	%	Missing
3 months (86)	3.5	60.5	15.1	40.7	18.6	15.1	16.3	40.7	1.2	41.9	8.1	41.9
6 months *(77)*	0.0	61.0	20.8	45.5	24.7	15.6	14.3	48.1	5.2	46.8	15.6	45.5
9 months (69)	1.5	65.2	20.3	40.6	26.1	18.8	20.3	43.5	2.9	40.6	14.5	40.6
12 months (50)	2.0	78.0	4.0	62.0	8.0	40.0	10.0	64.0	8.0	60.0	2.0	62.0
15 months *(40)*	2.5	80.0	17.5	62.5	27.5	60.6	15.0	70.0	5.0	65.0	5.0	65.0
18 months *(36)*	2.8	47.2	25.0	38.9	36.1	36.1	25.0	41.7	5.6	44.4	11.1	41.7
21 months (24)	4.2	45.8	37.5	41.7	37.5	33.3	29.2	41.7	20.8	37.8	16.7	41.7
24 months *(16)*	12.5	12.5	37.5	12.5	31.3	6.3	31.3	31.3	12.5	18.8	6.3	12.5

Source: SFSI administrative data for households enrolled from September 2013 through August 2016.

TABLE A.10

Self-Reported Housing Costs, Income, and Rent Burden for 24 Months after Exit

Check-in	Monthly Rent and Utility Costs		Monthly Household Income		Rent Burden: Ratio of Monthly Housing Costs to Household Income	
	Obs.	Mean ($)	Obs.	Mean ($)	Obs.	Mean (%)
3 month	83	995.06	86	1,977.71	79	57.6
6 month	74	976.79	77	2,060.72	66	52.3
9 month	63	939.52	69	2,374.35	61	41.5
12 month	47	877.10	50	2,317.07	46	35.9
15 month	36	777.49	40	2,082.30	33	32.9
18 month	32	932.56	36	2,174.11	30	47.2
21 month	21	978.43	24	2,526.13	20	45.7
24 month	15	888.93	16	2,196.88	14	44.2

Source: SFSI administrative data for households enrolled from September 2013 through August 2016.

Notes

1. Because Student and Family Stability Initiative households all contain at least one school-aged child, household and family are used interchangeably to refer to SFSI clients.
2. See https://www.kcha.org/ for more information about the King County Housing Authority.
3. For more information on the Race to the Top award, see "Race to the Top," The Road Map Project, accessed May 25, 2017, http://www.roadmapproject.org/collective-action/race-to-the-top/.
4. See Escudero (2017), the King County Housing Authority's 2017 Moving to Work plan, for more information about KCHA activities.
5. For information about affordable rental housing in King Count and nationally, see "Mapping America's Rental Housing Crisis," Urban Institute, last updated April 27, 2017, http://apps.urban.org/features/rental-housing-crisis-map/.
6. This policy change was noted by KHCA staff and in a Year 1 Evaluation report produced for KCHA by Geo Education and Research (Blume and Leon 2015).
7. As defined in section 752(2) of the McKinney-Vento Homeless Assistance Act, *homeless children and youths* refer to people who "lack a fixed, regular, and adequate nighttime residence" and those are either doubled-up with family or friends; living in motels, hotels, trailer parks, or camping grounds; living in emergency or transitional shelters; living in cars, parks, public spaces, or similar settings; or those who have a primary nighttime residence that is a public or private place not designed for accommodation.
8. Neighborhood House staff initially administered the survey. King County Housing Authority began administering the follow-up survey in 2016.
9. Because SFSI did not expand to middle schools until the 2016 school year, the data included in this report do not include families of Highline middle school students.
10. When referencing statements made in interviews by Neighborhood House staff, we refer to all interview respondents as "case managers" to avoid attributing comments to individual staff members.
11. Urban Institute analysis of family exit reasons in data from the SFSI Family Tracking Sheet, provided to Urban in January 2017.
12. Student and Family Stability Initiative Hispanic households may be of any race. See "Picture of Subsidized Households" data for characteristics of households served by public housing authorities, US Department of Housing and Urban Development, Office of Policy Development and Research, accessed March 8, 2017, https://www.huduser.gov/portal/datasets/assthsg.html#2009-2016.
13. See, for example, "Out of Reach 2016: Washington," National Low Income Housing Coalition, accessed May 25, 2017, http://nlihc.org/oor/washington. In King County, a worker would need to earn $29.29 an hour and over $60,000 a year to afford a two-bedroom apartment.
14. 2014 and 2016 SFSI program manuals note target population and program goals.
15. For example, KCHA policy encourages rent burdens no higher than 30 to 40 percent for the Housing Choice Voucher program.
16. King County Housing Authority staff will collect follow-up data for the successful exiters included in this report for 24 months after exit. Housing authority staff noted that survey items and collection methods were revised during the study period, which may account for some of the nonresponse issues. In addition, as of January 2017, 24 households had not yet reached their three-month follow-up or been identified by program staff as having successfully exited the program.

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2017

Community Choice Program

FINAL PROGRAM EVALUATION

BERK CONSULTING prepared for KCHA

DRAFT

1.0 Program Overview and Broader Contexts

1.1. SUMMARY OF THE CCP PROGRAM

The Community Choice Program (CCP) is a housing mobility program piloted by the King County Housing Authority (KCHA) that provides counseling and support to families with school-age children looking to relocate with a federal Housing Choice Voucher. The program encourages families to consider education opportunity as part of their relocation decision-making, and provides additional subsidies and housing search support that allows these families to afford housing in high educational opportunity areas.

The program began design in 2013 and was implemented from 2014 through 2017.

Primary Goals and Secondary Outcomes

The primary goal of CCP was to facilitate long-lasting moves by public housing client families with school-aged children to high-opportunity neighborhoods and schools. As supported by the existing literature, the program hypothesizes that secondary benefits in academic achievement and economic mobility become available to families the longer they stay in high-opportunity neighborhoods and schools.

Theory of Change

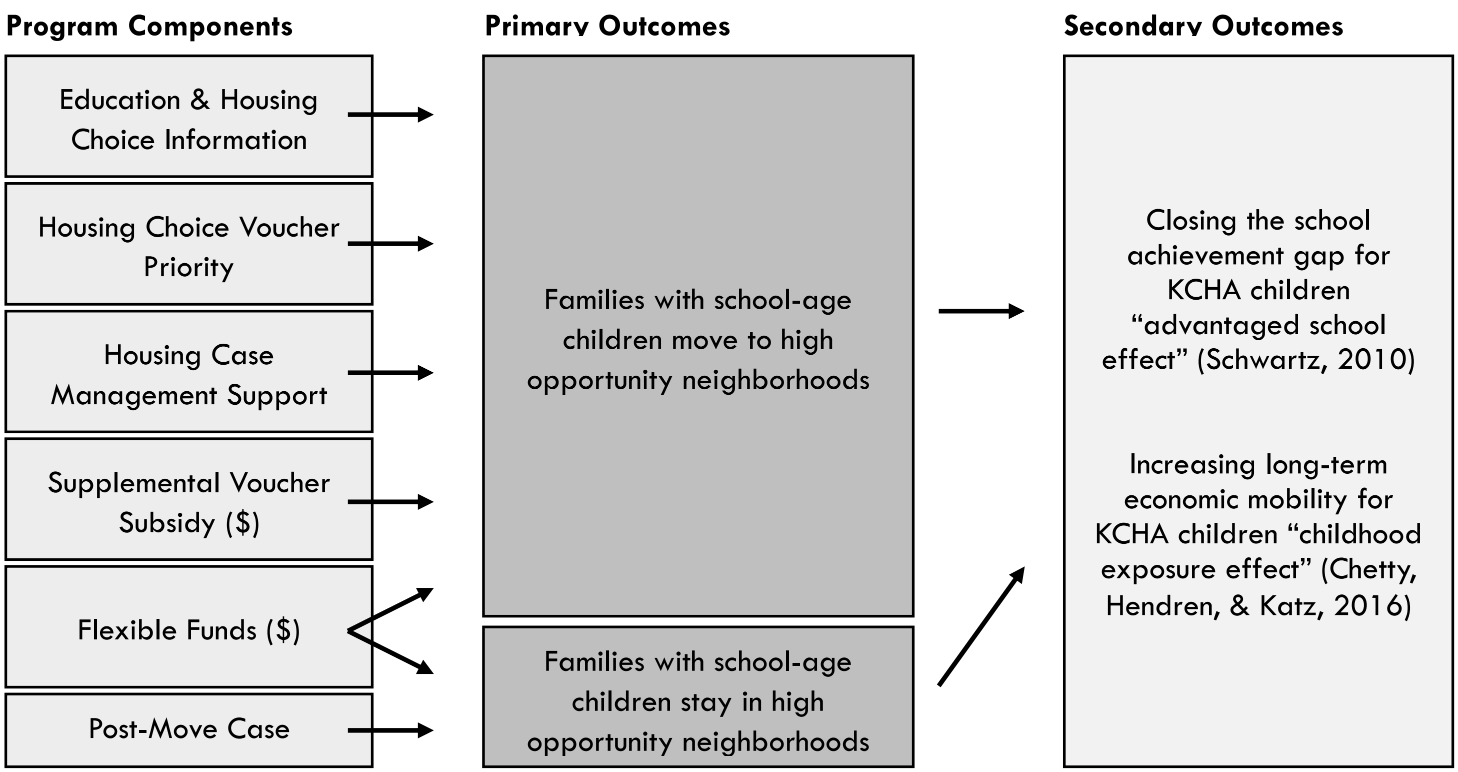


Exhibit 1 Program Theory of Change

1.2. THE HOUSING MOBILITY CONTEXT

Why Housing Mobility?

The place where a low-income family lives matters for a range of economic, health, and educational reasons. Research to understand more fully how place affects family and individual outcomes has been underway for the last several decades. While the evidence is mixed on adult outcomes, evidence of positive long-term effects for children in families that move has been growing. Given the importance of place for children's outcomes, a major policy choice rests between (1) improving low-opportunity neighborhoods to better serve families with young children, or (2) moving families to higher opportunity neighborhoods; the CCP program pilots and tests the latter.

In a study of low-income children in public housing in Montgomery County (a Washington DC suburb), Heather L. Schwartz (2010) found that children in low-poverty schools were able to close the achievement gap in reading and math over a seven-year period compared to their peers who were assigned to moderate- or high-poverty schools. These gains were attributed in part to the neighborhood, but mostly to the effect of attending a low-poverty school, the "advantaged school effect". More recently, a new set of results from the five-city Moving to Opportunity (MTO) experiment run by the U.S. Department of Housing and Urban development (1994-1998) demonstrated long-term positive increases in adult earnings for children who moved as a part of this program. This research identified a "childhood exposure effect" on economic mobility that indicated additional adult earnings for every year a child spends in a better environment, a total improvement in lifetime earnings of $302,000. Not only are adult earnings higher, but the likelihood of college attendance is increased and the probability of a teenage birth is decreased (Chetty, Hendren, & Katz, 2016).

As the evidence continues to confirm that "high-opportunity" places have demonstrable positive impacts for children, inquiry is beginning to shift to what it takes to get low-income families into those areas and to ensure a family's success once there. This question begs close examination of the mobility programs that have attempted to achieve these positive moves, and their strategies and relative successes.

We have abundant qualitative indication from existing mobility programs about what factors may induce or inhibit these moves, and what factors contribute to retention. For example, David Varady highlighted proximity to relatives, friends, and services as critical factors in neighborhood choice (Varady, 2003). Transportation options, proximity to work, quality of home or unit, the competitiveness of the housing market (and the relative value of Housing Choice Vouchers), and landlord resistance to accepting vouchers in opportunity areas are other factors. In addition, the short-term administrative and time-burden of entering a housing search in the absence of push factors (such as an expiring lease) can create an inertia that is difficult to overcome. KCHA's Community Choice Program aims to take this exploration further as documented in this report.

1.3. THE KING COUNTY CONTEXT

King County Housing Authority manages over 11,000 Housing Choice Voucher subsidies in King County across a large and diverse geographic area encompassing thirty-seven cities and unincorporated areas.[1]

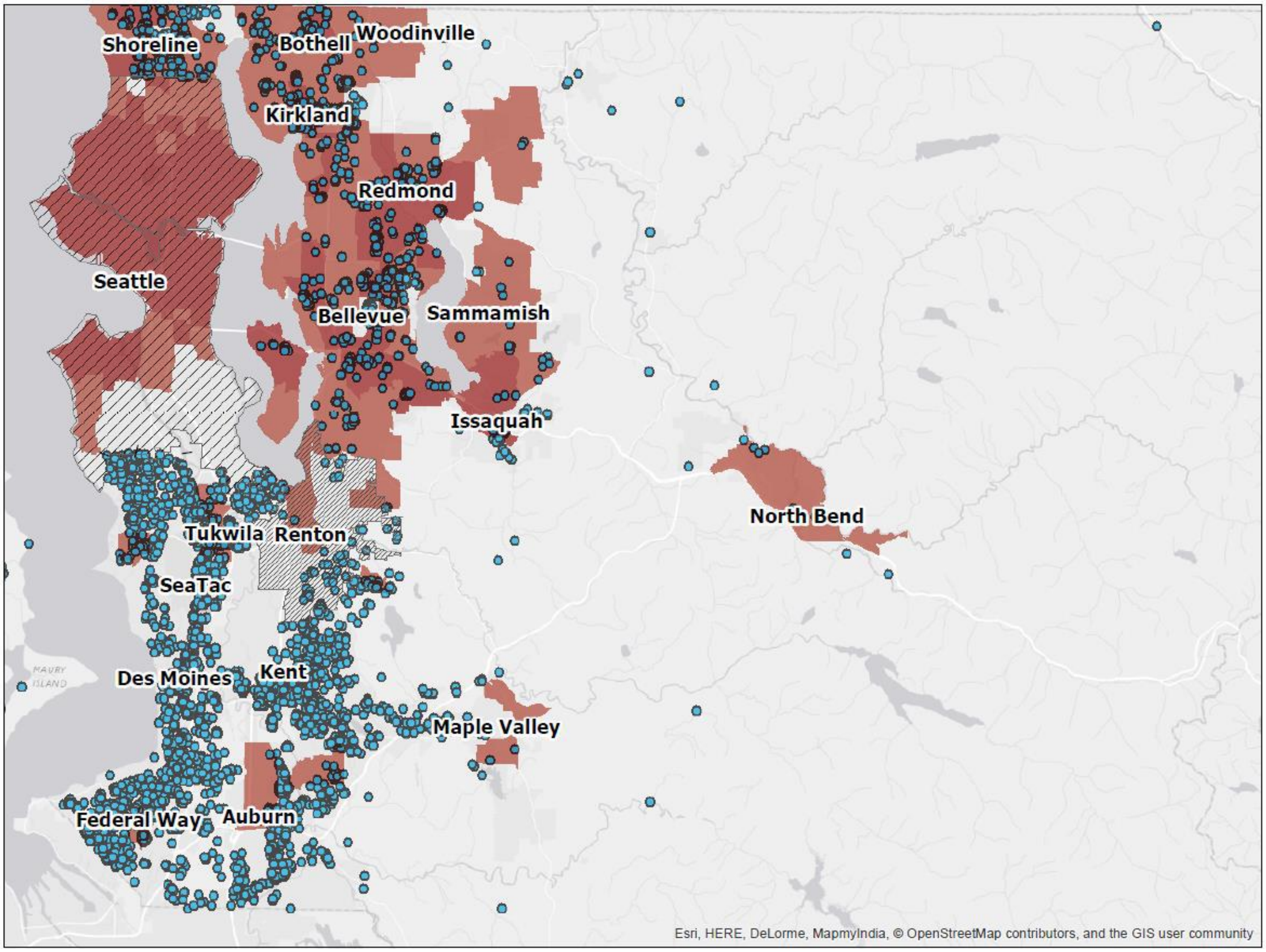
In a pattern consistent with that found by public housing authorities across the country, KCHA found that its voucher holders tended to concentrate in lower opportunity neighborhoods, where market rents are lower. This is illustrated by KCHA voucher density in Exhibit 2.

To counter this prevailing pattern, the housing authority has, for the last several years, intentionally developed strategies to increase the geographic choice for the low-income families it serves. These strategies include the direct purchase of multifamily properties in higher opportunity areas, partnerships to encourage developers to build more affordable housing in those areas, and policy actions to allow multi-tiered housing choice voucher payment standards to reflect local variation in market rents.

One of KCHA's strategies to provide more geographic choice was the Community Choice program. Motivated by positive findings in the housing mobility literature and KCHA's increased focus on improving educational outcomes for children and youth in families using their services, this pilot program aims to help Housing Choice Voucher (HCV) holders with school-aged children make informed housing choices that factor in neighborhood and school quality, and access high-opportunity neighborhoods and schools.

[1] The City of Seattle and the City of Renton in King County are each served by a separate housing authority.

Exhibit 2 KCHA Voucher Density (blue dots) by Kirwan Institute Opportunity Areas (in red)



Note: City of Seattle served by Seattle Housing Authority (slashed area).

In March 2016, KCHA's Board of Commissioners passed a 5-tiered payment standard system, replacing the existing 2-tier system. These standards were developed to better align the rent ceilings allowed under the Housing Choice Voucher program to local market conditions by zip code, with Tier 5 representing the most expensive, and typically highest-opportunity areas. An analysis of the distribution of voucher holders at the time of the new payment standards adoption revealed that this concentration of families is even more drastic for Housing Choice Voucher holding families with children. While 20% of all voucher holders are in Tiers 4 and 5, only 17% of those with children are in those areas. Families with children are more likely to be residing in the Tier 1 zip codes.

Exhibit 3 Distribution of KCHA Housing Choice Voucher Holders by Payment Standard Tier

HCV Households by Payment Standard Tier	% of all HCV (11,686)	% of all HCV Families with Children (5,394)
Tier 1	59%	63%
Tier 2	13%	12%
Tier 3	8%	7%

Tier 4	13%	11%
Tier 5	7%	6%

(King County Housing Authority, 2016)

Note: KCHA moved from a 2-tier to a 5-tier payment standard in March 2016. Tiers 4 & 5 were adopted as the definition of the Opportunity Area for the purpose of CCP soon after.

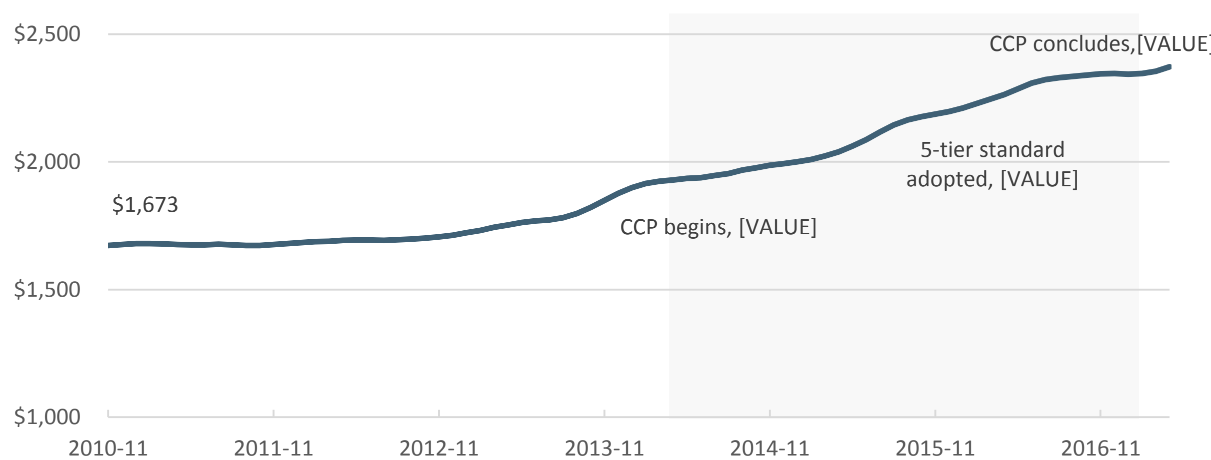
The Community Choice Program and Population

Situated in the landscape of some of the most well-known housing mobility programs, the Community Choice program has some key points of contrast that should be highlighted before the program can be fully understood.

- **Public Housing Authority (PHA) Motivation.** The Community Choice Program is a Public Housing Authority-initiated program in close alignment with a broader, long-term geographic choice strategy. In contrast, some of the most studied mobility programs have been compulsory programs resulting from legal action against PHAs (i.e., *Gautreaux et al. v. Chicago Housing Authority*, 1976; *Thompson v. HUD, 1996*).
- **Academic Definition of Opportunity Area.** CCP's selection of Opportunity Areas prioritized those with high quality elementary schools as well as an index of opportunity criteria combining 22 indicators across education, economic health, housing and neighborhood quality, mobility and transportation, and health and environmental domains. CCP later de-emphasized the school-based definition and moved to one based on payment standard tiers (in turn based on average rents) as discussed in Opportunity Area Definition on page 13.
  - The Dallas Inclusive Communities Project shares an emphasis with CCP on high performing schools, defining those as places where elementary schools have met Texas Department of Education Standards and where high schools have a 90% or greater four-year graduation rate.
  - Other well-known programs have used demographic determinants, such as percent African American (Gatreaux and Baltimore Housing Mobility Program), and poverty levels (Moving to Opportunity, Baltimore Housing Mobility Program, Chicago Housing Choice Partners), and concentration of public housing (Baltimore Housing Mobility Program and Chicago Housing Choice Partners).
- **PHA Service Area.** KCHA's jurisdiction includes 37 suburban cities and towns. In many other housing mobility programs, the relevant housing authority covers one metropolitan area (Baltimore, Chicago, Dallas). The suburban KCHA communities, opportunity or non-opportunity, typically experience lower crime rates than in Baltimore or Chicago. The Gatreaux program in particular was focused on high-density urban to suburban moves. The CCP moves are probably best characterized as suburban-to-suburban moves.
- **Population.** In contrast to other mobility programs' service population, KCHA's population has a high proportion of immigrant and refugee families and English-language learners. While this presents unique challenges – such as immigration status, language barriers, and on average larger family sizes – other identified barriers to moves, such as entrenched social networks, may be less present.

- **Participant Selection.** While KCHA advertises the availability of the program broadly to all eligible families, participating families ultimately self-select into enrollment and persistence throughout the program. Some other programs including the much-studied Moving to Opportunity program, have used randomized assignment for the initial offer to participate.
- **Housing Market.** Vacancy rates in the local housing market are associated with increased opportunity moves (Shroder, 2002). The King County rental market was extremely tight at the time of launch, and tightened further over time. Rental vacancy rates in the east county opportunity areas are at 3.6% (Dupre + Scott, 2016). East county rents, where most of the opportunity areas are, on average far exceeded the rents in south King County where many participants originate. These market conditions specific to the time period and location of CCP set the program apart from of many other mobility programs. Other well-studied mobility programs were implemented in years and markets with greater vacancy rates. For example, the Chicago Regional Housing Choice Initiative (CRHCI) had 5.2% rental vacancy in their opportunity areas, and 6.3% in the area as a whole (Schwartz, 2010). Rental index data in Exhibit 4 demonstrates nearly 22% increase in rents over the duration of the pilot.

Exhibit 4 King County Zillow Rent Index (2010-2017)



Source: Zillow Rent Index (ZRI) including Multifamily Single Family Rental and Condo/Co-Op County Time Series Note: The Zillow Rent Index tracks the monthly median rent adjusted for the mix of homes on the market over time. More information on the methodology is available at https://www.zillow.com/research/zillow-rent-index-methodology-2393/

1.4. THIS EVALUATION

This evaluation documents the evolution of the Community Choice Program and lessons learned from the pilot years. BERK Consulting was engaged in 2014 to produce a program evaluation focused on questions related to participants' decision-making processes, expectations, experiences, and perceptions of barriers throughout the pilot, and outcomes related to housing and process satisfaction for families who complete moves compared to those who did not. The evaluation also seeks to understand what was required for successful implementation and lessons for future mobility program design.

Data sources compiled in this report include:

- **KCHA CCP tracking & data dashboard.** KCHA tracks participation, eligibility, and recruitment through an Excel workbook. This tracking spreadsheet is compiled from MST/TenMast and intake forms.
- **Parent survey/narrative assessment.** A parent survey administered at intake (in addition to the intake form questions) and at pilot close. A total of 44 enrolled CCP clients completed the pre-survey. The post-survey was completed by 30 families.
- **Hopelink ClientTrack reports.** ClientTrack is Hopelink's client information database that also tracks service utilization. CCP participants undergo intake to the ClientTrack system. It is used to generate automated quarterly reports about CCP participant socio-demographics and service/resource utilization.
- **Quarterly case managers discussion.** Hopelink case managers convene twice a month. Once a quarter, these meetings were extended for 30 minutes for BERK to conduct a structured discussion with Community Choice case managers. These discussions were intended to capture the nuances of case work and focus on the stories of individual families' successes and challenges as much as possible. This helped document what the program was learning over time through the case work and provided context for interpreting quantitative data.
- **Public data on schools/neighborhoods.** Publicly available datasets including the Washington Office of the Superintendent of Public Instruction (OSPI), U.S. Census, and Puget Sound Regional Council (PSRC) data were used to characterize neighborhoods, both previous and post-move.
- **Post-pilot interviews.** BERK collected qualitative insights on program implementation from staff at KCHA and Hopelink and program participants. CCP participants were grouped into four categories for interviews:
    - **[Group A]** Those who enrolled and completed an Opportunity Area Move.
    - **[Group B]** Those who enrolled and completed a move to a non-Opportunity Areas.
    - **[Group C]** Those who enrolled and later disenrolled or did not complete a move by the program end.
    - **[Group D]** Those who attended an orientation but chose not to enroll.

  These groups are referred to throughout the findings. A separate summary of interview findings by group appears in the Appendix.

2.0 Program Narrative

2.1. TIMELINE (2013-2017)

The table below provides a summary of major milestones in the program's development. They provide some context for pivots and mid-course corrections made in program components detailed in the following section.

2013	▪ Quadel Consulting is contracted to assist KCHA with the early design and development of the program. As an established housing mobility provider as well

	as a consulting firm, Quadel brought significant experience from Baltimore and practical tools to the design.

2014

- Multi-Service Center (MSC) is contracted to implement the program. MSC is a social services agency with a focus on south King County (Federal Way, Kent, Burien).
- MSC focuses on the housing search and sub-contracts to Hopelink, a social services agency working in north and east King County, to focus on post-move support.
- KCHA initiates conversation with BERK Consulting to design a formative evaluation around the pilot.
- The program serves 58 households and helped nine families make a move to opportunity areas.

2015

- Hopelink becomes the primary provider implementing the Community Choice Program.
- The person filling the housing case manager changes in August.
- The CCP voucher subsidy is increased in light of the King County housing market.
- KCHA's Housing Choice Voucher Program opened its waitlist for the first time in nearly four years

2016

- The Hopelink team renews their contract with KCHA to continue providing housing search and post-move support to CCP clients.
- In March, KCHA implements updated payment standards across the organization, establishing 5-tiers of rent reasonableness in King County zip codes. Community Choice Program participants continue to be eligible for a payment standard exception.
- In August, CCP expands the definition of opportunity area to include all zip codes in Tier 4 and Tier 5 of KCHA's 5-tier payment standard.

2017

- KCHA joins a national coalition of major public housing authorities in the Creating Moves to Opportunity (CMTO) project. This collaboration with researchers will develop and evaluate interventions to facilitate long-lasting moves to opportunity through the Housing Choice Voucher Program.
- Lessons learned from the CCP pilot will be used as an input to CMTO program designs, and given the overlap with the new initiative. The pilot is terminated in

June.

2.2. EVOLUTION OF PROGRAM COMPONENTS

The Community Choice program is layered onto King County Housing Authority's existing Housing Choice Voucher program. KCHA administers 11,000 Housing Choice Vouchers to families in King County (exclusive of Seattle and Renton which have their own programs). As described in the Theory of Change, above, the program components hypothesized to facilitate and sustain moves to opportunity include reliable information about neighborhoods and schools, additional HCV subsidy and prioritized voucher processing, case management in the housing search and post-move, and flexible client assistance funds.

This section details each component as well as key definitions and decisions that shaped the program, how it evolved over the course of the pilot in pivots and mid-course corrections, and a final recommended approach.

Key definitions and design aspects include:

- **Target population.** This includes the policy definition of who was eligible to participate in the Community Choice program, who was targeted for outreach and referral into the program, and informally how the program identified families who would be successful in the program.
- **Opportunity area definition.** The program definition of what is a high-oppportunity area. This factored in different variables over time as described in this section.
- **Priorty HCV support.** The Community Choice pilot is layered onto the existing Housing Choice Voucher program. Program design had to work with existing staff, policies, and protocols from the large HCV program at KCHA.

Program components include:

- **Outreach.** KCHA identifies and recruits potential program participants from current residents in non-opportunity areas and those on the KCHA waiting list. The program also accepts port-ins from other public housing authorities. Generally, the program seeks to contact families 90 days prior to lease expiration.
- **Orientation, interest, eligibility.** KCHA conducts orientation sessions detailing the program and potential benefits, with emphasis on education benefits for their children. At orientation, participants elect to complete an interest form with basic information or a not-interested form explaining why they were not interested. KCHA then cross-checks the interest form with their resident information database to confirm eligibility. Eligible, interested families are then referred to the housing case manager for enrollment and commencement of the housing search.
- **Housing search.** The housing counselor holds an initial consultation, collects additional intake data, enrollment agreement and school information release form. The housing counselor works with the family to find new housing, this includes individualized support with their housing search, tours of neighborhoods and units, and assistance with paperwork and security deposits. Once a unit is located, the KCHA Housing Choice Voucher administrators prioritize Community Choice participants in the lease-up process, including scheduling unit inspections. At the time of move, the family is

introduced to a post-move case manager. Community Choice participants moving to Opportunity Areas receive a HCV worth $300 more than those in non-opportunity areas.

- **Post-move support.** A case manager follow-ups with post-move support, including landlord interventions to maintain HCV standing. They emphasize community integration and will assist with connections to transportation, children's extracurricular activities, foodbank, child care, and school enrollment. There is a Client Assistance Fund available through the case manager. This flexible source of funds can be used for after-school activity fees and other community integration needs.

Exhibit 5 describes the program logic from the participating family's standpoint. Aside from working directly with families on their individual process, KCHA and its Community Choice partners also work on barrier removal, such as landlord recruitment and easing barriers in the basic Housing Choice Voucher process to increase the likelihood of an Opportunity Move.

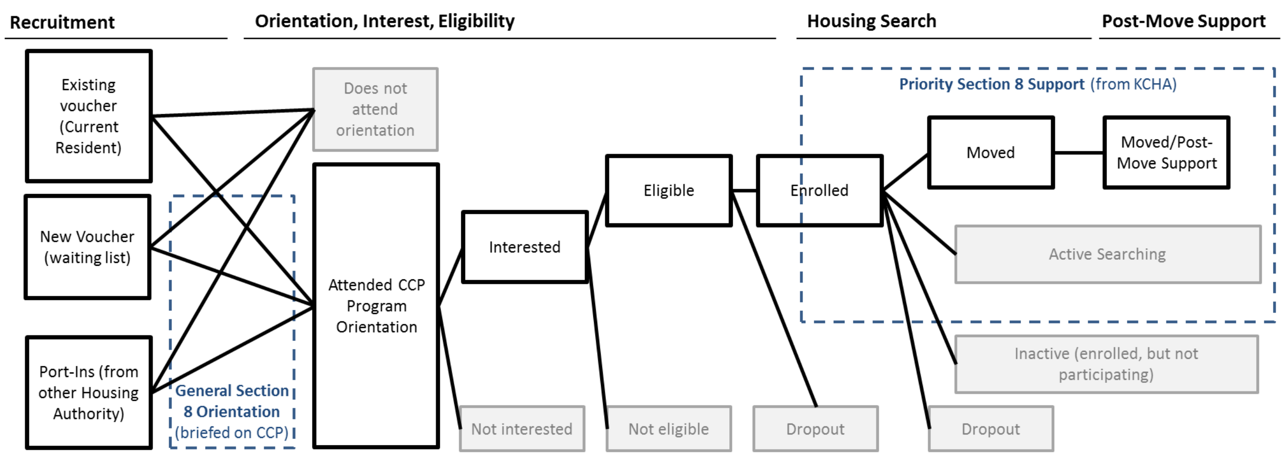
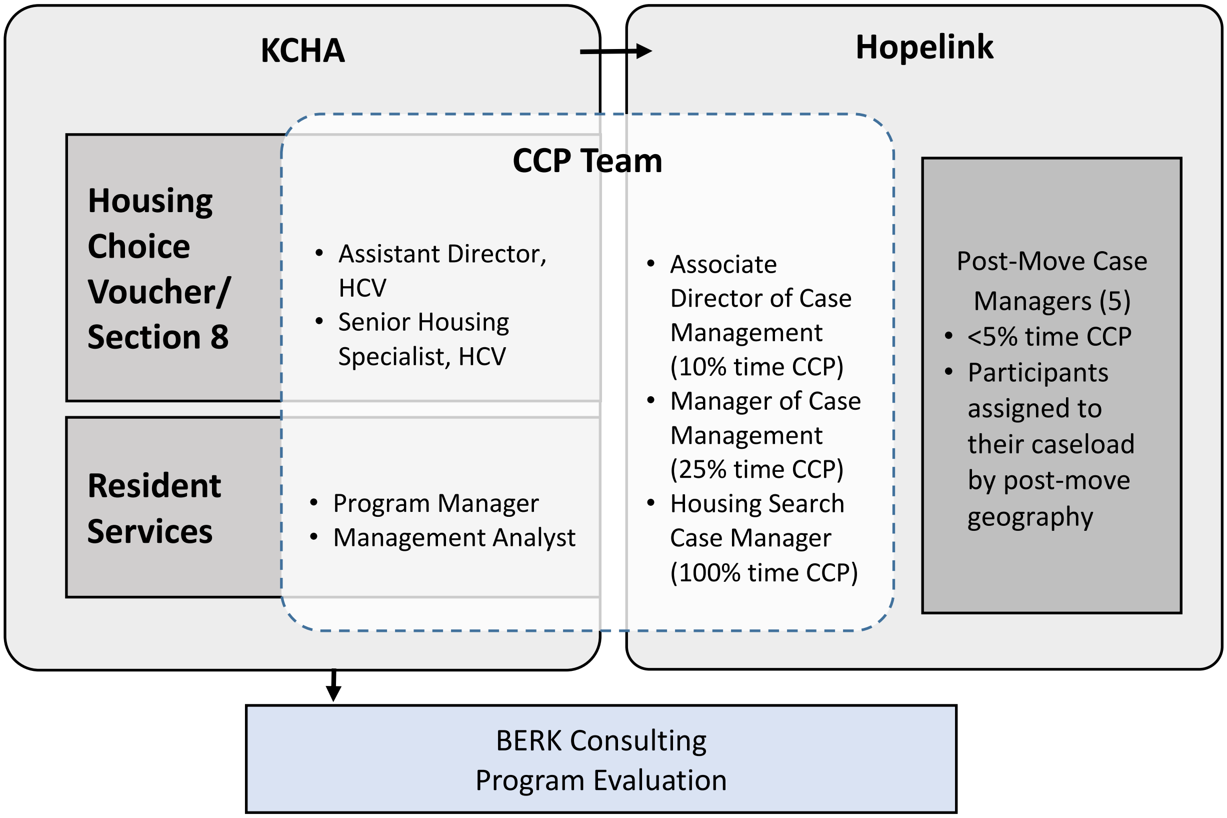


Exhibit 5 Community Choice Program Participant Flow

Exhibit 6 summarizes the program staffing model. The core CCP team included members from both the HCV/Section 8 division of KCHA and Resident Services, and leadership at Hopelink. This team led the design and development of the program and would also convene to address cases on a family-by-family basis. Members of this team would conduct the orientation meetings (management analyst, senior housing specialist, and housing case manager). The management analyst then would verify eligibility and interest before referring families to the housing search case manager for full intake.

KCHA contracted with Hopelink to provide housing search and post-move support services. The housing search case manager was one person full-time dedicated to CCP. Post-move case managers were existing Hopelink employees who accepted CCP families into their caseloads as they completed moves into their respective service areas. BERK Consulting was contracted by KCHA to conduct the pilot program evaluation.

Exhibit 6 Community Choice Summary Program Model



2.2.1. Definitions and Decisions

Target Population

The Community Choice Program seeks to facilitate moves to high opportunity areas for HCV families with school-age children. The target population was initially narrowly defined by policy; the program was only available to families who were KCHA voucher holders for at least one year in good standing with school-aged children and living in a non-opportunity area.

PIVOT The target population was broadened over time to include families on the KCHA waiting list, new voucher holders, port-ins from other housing authorities, and families already in the opportunity area and experiencing challenges to staying. The broadening of this definition was in part due to the lower than expected caseload of families actively engaged in a housing search. As described more in the program outreach, the program struggled to find families motivated to move despite the incentives offered.

PIVOT The program also removed the criterion "in good standing" in conjunction with the acceptance of new clients and port-ins. This leveled the bar for all families. It also was a change made in response to the poor quality of data that would have indicated standing.

As of 2016, the basic eligibility criteria is to be an HCV recipient with school-age children. The program at present accepts families from its current, waitlisted, and ported-in HCV clients and encourages active engagement in barrier reduction before embarking on a housing search.

Qualitative feedback from both the housing search partners and participating families indicated that some barriers were nearly impossible to overcome in the Opportunity Area housing markets. These include criminal history, debt exceeding a certain amount, and recent prior evictions. Some interviewees suggested policy screening for these barriers before participating in this program. While not necessarily a policy change, the program did, over time, plan for "smart referrals" so referring case managers had an understanding of which families might be more able to succeed in overcoming their barriers before making the connection with the housing search case manager.

"It's just that to move to the Eastside, you need to have good credit, no criminal background. I don't think [the program] should have bothered with me. I had the proof of 4 years of good rental history. The debt thing was just too big. …[The housing case manager] tried the best she could…but I did not see the situation changing. My credit was what it was. So I told [the housing case manager] that I would discontinue the program.
Group B Participant

Opportunity Area Definition

The definition of a high-opportunity area is a crucial component of program design. In the initial design, Opportunity Areas were identified through research conducted by the Kirwan Institute for the Study of Race and Ethnicity and the Puget Sound Regional Council, which uses 22 indicators of opportunity assessed in three areas: economic opportunity and mobility, education opportunity, and housing and neighborhood opportunity (Reece, Gambhir, Ratchford, Martin, & Olinger, 2010).

Kirwan Institute Indicators (Reece, Gambhir, Ratchford, Martin, & Olinger, 2010)

Education Indicators	Economic Opportunity and Mobility Indicators	Housing and Neighborhoods Indicators
▪ Student poverty or economic disadvantage ▪ Math proficiency scores ▪ Reading proficiency scores ▪ Adult educational attainment ▪ Teacher to student ratio ▪ Teacher qualifications (percentage with Master's and average years of experience)	▪ Mean commute time ▪ Unemployment rate ▪ Job change ▪ Business creation ▪ Proximity to employment	▪ Homeownership rates ▪ Percentage of popualtion on public assistance ▪ Residential vacancy rate ▪ Foreclosures ▪ Property appreciation ▪ Proximity to toxic waste and Superfund sites ▪ Proximity to park and open spaces ▪ Crime rates ▪ Neighborhood poverty rate

The following specific criteria were applied in addition to the Kirwan research to add emphasis on quality indicators for specific schools:

- Schools with a three year trend of at least 80% of children reading at standard in 3rd grade

- Schools with a Free and Reduced Meal (FARM) rate of less than 20%
- An overlay of Achievement Gap and Index data to make sure students who are on Free and Reduced lunch, ELL learners and student of color are not performing disproportionally lower than their peers

The resulting CCP opportunity areas shown in

Exhibit 7 Opportunity Area Map (2014-2016)

included 72 elementary schools and portions of eight school districts.

PIVOT In 2016, KCHA expanded the Opportunity Areas to all zip codes within KCHA's Tier 4 and 5 Payment standard areas. The KCHA's payment standard tiers were defined in 2015 and implemented in 2016. They are defined according to average rent prices, but mapping showed they aligned closely with both the Kirwan metrics as well as Raj Chetty et al.'s recent work to model location effects on upward mobility outcomes. This pivot was made for several reasons:

- Chetty's recent work suggested that a beneficial neighborhood effect is possible, and the prior definition of areas may have focused too narrowly on high-quality schools.
- CCP participants were securing housing at lower-than-expected rates, due in part to market forces (limited vacancies, high and escalating rents, and competitive market).
- CCP participants expressed interest in communities near-to, but not in the opportunity areas as defined.

This expansion not only increased the likelihood of a successful move, but from an implementation standpoint, a zip code based definition was far easier for the housing case manager to determine a unit's eligibility for the program. Previously, the definition excluded portions of cities and zip codes according to school boundaries, which make referencing addresses more challenging (see shaded portions in

Exhibit 7 Opportunity Area Map (2014-2016)

). The expansion did change the school building-centered definition of an opportunity area, but from many participants' perspective, a school not meeting the criteria in an opportunity area school district was still preferable any of the to the non-opportunity area schools they were moving from.

> *I liked how they [CCP] narrowed… down what is… good schools. At that time, during the CCP, I wasn't able to join right away because one of the schools wasn't up to standard. I couldn't sign up right away. She had to go to [redacted], it wasn't up to standard, but I had to move because...I was already committed to move to the Eastside. Even though it wasn't up to standard rating-wise, I still decided to move. It was still Lake Washington School District, so pretty good. Still better than where I was living and then at the same time they changed so her school was included.*
> *Group A participant*

Exhibit 7 Opportunity Area Map (2014-2016)

Exhibit 8 Opportunity Area Definition (post-2016)

PROPOSED MARCH 2016 PAYMENT STANDARDS							
	Studios	1 BR	2 BR	3 BR	4 BR	5 BR	6 BR
Tier 1	$795	$980	$1,175	$1,560	$2,090	$2,340	$2,665
ZIP Codes	98002 98003 98010 98022 98023 98030 98031 98042 98047 98070 98092 98106 98108 98126 98146 98148 98166 98168 98188 98198 98224 98288 98354						
Tier 2	$880	$1,065	$1,240	$1,675	$2,230	$2,595	$2,900
ZIP Codes	98014 98019 98024 98032 98045 98051 98065 98155 98177 98178						
Tier 3	$905	$1,215	$1,445	$1,770	$2,340	$2,695	$3,035
ZIP Codes	98001 98008 98028 98055 98057 98058 98133						
Tier 4	$1,225	$1,430	$1,655	$2,005	$2,605	$2,995	$3,385
ZIP Codes	98007 98011 98027 98034 98038 98053 98056 98059 98072 98074 98075 98077						
Tier 5	$1,390	$1,570	$1,925	$2,235	$2,990	$3,545	$3,885
ZIP Codes	98004 98005 98006 98029 98033 98039 98040 98052						

Priority HCV Support

Community Choice is layered on the existing Housing Choice Voucher program. This setup comes with bureaucratic constraints related to inspections, time limits on housing vouchers, and subsidy levels. Community Choice participants were to get priority support from KCHA's Housing Choice Voucher, including timely processing of paperwork and help getting inspections scheduled. An Associate Director of Housing Choice Vouchers, and Housing Choice Voucher program senior housing specialists were involved from the beginning (2013) in the design of the program and structuring how their department would be able to support moves.

Community Choice participants could be working with any of the 100 HCV specialists and inspectors on the team. The successful integration of CCP with the HCV program depended on the housing case manager's relationships with KCHA staff and support from the leadership of the HCV team to advocate for the program's participants. HCV leadership members would join with Resident Services and the Hopelink team as part of the CCP team (see Exhibit 6) monthly, and at times weekly, to address issues in the current caseload on a family-by-family basis. This level of teamwork and relationship was

"A major takeaway is just the importance of partnership between Section 8 and service delivery folks and the residents…The relationship with Section 8 is personal – and you need buy-in from the staff. Part of it is having the leadership talk about why it's important and do that work. Then staff getting it and wanting to support it. Frankly a lot of our staff are from Kent or Federal Way, so that's hard to communicate. Need a [Director] or [Senior Specialist] who is going to advocate or push things when needed in that department. Just being creative in how to overcome barriers and challenges. We did a lot of brainstorming."
CCP staff

critical for executing time-sensitive moves in a tight market and with a large potentially involved staff.

The partnership among these entities, Resident Services, Hopelink, and Housing Choice Vouchers/Section 8, was not intuitive as they had slightly different objectives. As program staff describe "Section 8 people feel like the villain all the time," filing termination notices and enforcing voucher rules. The shift in mindset required to champion the program from the Section 8 side and prioritize CCP families' paperwork was a large lift. Other barriers included the fact that many of the staff reside in the sending neighborhoods, so alignment with the mission of moving families out of non-opportunity areas was not a natural sell.

Another aspect to making this relationship work was the housing case manager's familiarity with the HCV process. The housing case manager began with minimal knowledge of the program. The learning curve was steep and, again, she was able to rely on the HCV team members for content knowledge and to get questions answered on a case-by-case basis. On a broader level, this knowledge was extremely important in cultivating landlord relationships. The case manager found in some cases that direct KCHA representation by a HCV specialist at new landlord meetings helped answer questions and provide the personal reassurances that she could not.

2.2.2. Program Components

Outreach and Recruitment

Outreach and recruitment refers to all the strategies to communicate the program to Housing Choice Voucher holders who may be eligible and interested in the program.

The program over time has tried several strategies to cultivate broad interest as well as to ensure that eligible, motivated families are brought to the program ready for successful moves. KCHA holds the primary responsibility for recruitment. Over time, the program continually observed lower-than-expected enrollments and several new tactics and pivots were tried to increase enrollment.

The original design in 2014 recruited potential clients solely from KCHA's existing clients "in-good standing." (see also Target Population) In the first year, mailings were sent to all current residents with school-aged children not living in Opportunity Areas.

PIVOT In 2015, KCHA added 15-20 minute CCP briefings for all new HCV recipients as part of their standard orientation. The briefing emphasized the education benefits and higher payment standards. Many referrals also came from HCV case managers as staff became more familiar with the program and the target population.

PIVOT With its broad range of social services, Hopelink also began to initiate referrals from within their own client base soon after taking over the contract in 2015. All Hopelink case managers were informed about CCP, were asked to refer appropriate families, and had print brochures to distribute to potential CCP clients at meetings. The brochures then referred the family to KCHA for more information and a potential orientation.

- Hopelink referrals became a significant source of clients with 18 referrals made in 2015, and another 17 made in the first quarter of 2016 alone.
- Hopelink maintains a waitlist for family development services separate from CCP. Referrals are also made off of this waitlist if they are HCV holders, helping waiting families access case management services faster than they would have otherwise and freeing up space on the waitlist.

Recruitment messaging over time has developed to increasingly emphasize the education benefits of Opportunity Area moves. Many participants initially express interest in the higher payment standard, but ultimately are unwilling to move to an Opportunity Area. Increased emphasis on the education benefits helps target families who are motivated by the potential benefits for their children. Many interviewed families who completed successful moves expressed this point of view, indicating they made personal sacrifices or accepted smaller units because they prioritized the education and safety benefits. Families who did not complete moves often expressed frustration at the level of voucher subsidy being unable to afford them units comparable to what they could afford in other parts of King County.

> *"I honestly wanted to move because I wanted a house and I needed a bigger voucher to get a house…I still couldn't find anything in the price range.... Moving to eastside was not a goal, I would rather stay in [starting community], but I was willing to move there because I wanted a house."*
> Group C participant

> *"We're pretty happy. We found a little niche where there [are] only 2 complexes for miles, it is beautiful. We are living in a tiny apartment, but we love it even though it is way smaller than anything we have ever lived in…I would 100% suggest [the program] to people. Especially people who want to change the education of their children. I will be in my 700 square foot apartment through to High School if I have to."*
> Group A participant

These personal goals and motivations were flagged as crucial factors for successful moves by program staff (discussed further in Throughout the pilot, program staff reported struggling to communicate some of the unique features of the program to potential participants. In particular, messaging that the Opportunity Areas were on the East side of the County, and that it was an education-focused program was challenging. They often would receive inquiries from families in housing crisis looking for one-on-one support finding any support at all. Though these messages are covered in the orientation, the housing case manager indicated that it might take several meetings or phone calls with a particular family before they understood the program not to be a good fit for them.

Pre-Move Services: Housing Search). While the housing case manager offered many types of supports, they had limitation on the things they could do for the participants. Participants with personally aligned goals contributed more to the search than others.

Orientation to Enrollment

The basic format of the CCP orientation has remained the same. A team leads the group through a Powerpoint presentation about the program (included in the appendix), answers questions from the group, and then collects interest or not-interested forms. The team typically includes KCHA Program staff, the housing search case manager (MSC or Hopelink), and a KCHA Section 8 representative.

- In regards to staffing the orientation, the program found it beneficial to have implementing staff who will be the families' actual points of contact conduct the presentation (the housing search case manager, the KCHA resident services staff, and HCV staff). Early versions of the orientation were led by more senior administrators. In those situations families were less open about expressing concerns or asking questions for fear of losing their voucher or appearing in crisis.
- KCHA staff also commented that the orientation being conducted by women of color seemed to make the presentations more approachable for the Housing Choice Voucher participants. The majority of eventual CCP participants were female single parents of color.

The first orientation in December of 2013 attracted 44 attendees and the program adjusted within the year to cap attendees and work with smaller groups. KCHA staff found it preferable to conduct more orientations than to work with such a large group, and found the ideal group size to be 8 to 12 participants. Over time, the presentation has been modified to incorporate typical questions from the group. Other early adjustments to the orientation were to:

- Make the presentation more visual
- Address attendee concerns regarding knowing exactly which areas are included
- Address attendee concerns about potential discrimination in Opportunity Areas and need to have a race discussion
- Address attendee concern about payment challenges and whether the voucher will be enough

In addition to typical questions asked at the orientation, the responses from not-interested forms provide insight to the families' considerations. Many orientation attendees were not interested in the Opportunity Areas specified for similar reasons:

- *"Too far from work and transportation is a concern."*
- *"Children being comfortable where they are and with their schools."*
- *"In a few cases, the cultural and linguistic community in their current location was too important to move away from."*

Interested families could, at the orientation, schedule an in-person intake meeting for enrollment with the housing case manager or follow-up after orientation to do so. They were expected to bring documentation to the intake meeting, including a driver's license/picture ID for every person over 18, every household member's original birth certificate, social security cards, TANF/SSI documentation, and health insurance/ID cards.

PIVOT The program initially assessed eligibility for interested families against KCHA's standard of "in good standing." However, as the program expanded to include new voucher holders and port-ins, it became unfair to hold existing voucher holders to a higher standard. Standing was an issue for at least five interested families in the first year, and the equity issue became especially relevant in Q1 of 2015 when KCHA opened its waiting list to 2,500 new families for the first time since 2011, nearly four years earlier.

When Hopelink assumed the contract, the program also transitioned to performing tenant and employment screenings as a standard across all new enrollees. The program does not screen participation on the basis of the results of this background check (by Orca information, $44), but rather uses it to determine the existence of barriers. The Orca background check is similar to that used by prospective landlords, so the program can specifically target the barriers that landlords would surface in a housing search early on. The form for this would be filled out at the intake meeting.

PIVOT Hopelink also developed a conversational screening tool to supplement the Orca questionnaire during the intake meeting. This probes the same topics in more depth and allows the client to explain their situation in a way that helps the case manager partner with them on a plan for their barrier reduction. The emphasis on barrier reduction before engaging in a housing search is a more efficient use of the program resources allowing the housing search to focus on move-ready families. Barrier reduction can, however, be a lengthy process of up to a year, increasing resources used per family with some risk that housing crises can arise or families disengage for another reason before they are move-ready.

Throughout the pilot, program staff reported struggling to communicate some of the unique features of the program to potential participants. In particular, messaging that the Opportunity Areas were on the East side of the County, and that it was an education-focused program was challenging. They often would receive inquiries from families in housing crisis looking for one-on-one support finding any support at all. Though these messages are covered in the orientation, the housing case manager indicated that it might take several meetings or phone calls with a particular family before they understood the program not to be a good fit for them.

Pre-Move Services: Housing Search

The road to a successful move is complex effort that requires alignment of a tight real estate market, a family's personal priorities, a willing landlord, and the rigid standards of the HCV program. The housing case manager is the person tasked with making all of those elements align.

The contracted scope of work for the pre-move counseling includes:

- Help participant family in identifying appropriate housing, touring available units, and locating appropriate housing.
- Work with the Section 8 department to help schedule unit inspections and ensure move paperwork is completed.

The housing search is a hands-on supported process taken on by one case manager, so much of the success of this step hinges on the capacity in this role. Shortly after Hopelink assumed responsibility for pre-move counseling, the housing search case manager took another role and they had to rehire. Hopelink took the opportunity to collaborate with the existing case manager and wrote a new job description based on what was learned thus far:

- The role was re-formulated to be more proactive and included time dedicated to general landlord outreach. Previously the role was more reactive, working on each client's housing search as an isolated case.
- Related to landlord outreach, the reworked job description asked for experience in sales. The ability to highlight the benefits of participating in HCV to the landlord and the client and bring those sides together was deemed a crucial skill.
- The role was described to reflect something more akin to a housing specialist position, where the client interaction is a shorter term relationship (more like 3 months versus the years typical for a case manager).

"We had a client living in Bellevue and she wanted kids to stay in the same schools. We worked really hard finding housing, but had 2 houses fail inspection. She had to move into an apartment and the apartment was in a different school district. I had to coach her into staying in Lake Washington schools and say maybe they can finish the year in Bellevue, but think about next year what steps you need to take. I know her kids finished this year in Bellevue, but I'm not sure if they will be able to reenroll this year…Since she already had 2 houses fall through, her voucher was going to expire and she wasn't going to be able to use it at all and [Lake Washington] is just on the other side of the district line."
Housing Case Manager

Other key capacities for this position are the ability to operate independently as this is a position that is in the field and interacting with clients on their own for large portions of their day. The role also requires ability to balance client work with a large administrative load when working with the HCV program. Familiarity with the HCV program rules and regulations are a crucial advantage in this role.

> *"Our first lease was signed in April 2014 …she vacated and moved right in, but when signing, I saw the 11 month lease was less expensive than the 12 month, so I coached her to take the 11 month lease, not realizing that Section 8 has a requirement that you need a 12 month lease up front. I was surprised at rules and then worried she would not be able to move. It was a moment of terrible panic but I worked it out with the [KCHA HCV Administrator]."*
> Housing Case Manager

On the other hand, the housing search case manager's 'distance' from the HCV program can be an advantage in working with clients. They are more open with a non-KCHA affiliate, and the case manager is not a mandated reporter, though she works very closely with KCHA. She can communicate openly about lack of payment and other risks for being terminated and work to address the issue without it affecting their voucher standing.

Another adjustment in the early years of the program included a target caseload for the housing case manager of 20 clients. At the transition from MSC to Hopelink the case manager had a caseload of about 35, though many were not actively engaged in the search. The caseload target was instated both to ensure the housing case manager had a manageable load and that families that were willing to actively engage were benefitting from the program. A three step un-enrollment process (two phone calls and a letter) communicating a clear path to re-enrollment was used to narrow the caseload to motivated families.

Initially the case manager was an employee of MSC and there was a hand-off process when a client moved units to access Hopelink for post-move support. When the primary contract transitioned to Hopelink, the housing search case manager and post-move support case management was coalesced under the one agency. The program benefitted from having the pre-move and post-move support under one organizational roof for several reasons:

- **Reduction in hand-off paper work**. Previously, the housing search case manager had to fill out hand-off paperwork and the client had to be enrolled into the post-move agency's data system at the time of move. Much of this transition work was redundant with the initial intake and could be eliminated after consolidation.
- **Smoother pre-move to post-move transitions among case managers.** The housing search case manager may hand off a client post-move to any of five post-move case managers each of whom covers a geographic region. Relationships among the case managers are tighter, communications infrastructure is stronger, and contacts between pre and post move case managers are more frequent. This means that post-move case managers are more able to see who is 'in the pipeline,' ask questions, and interact post-move about the client's needs and preferences.
- **Reduction in the number of contact points for the client families.** Participating families are already working with KCHA for HCV administrative work. The addition of two agencies and contacts to navigate under CCP was challenging for many families who were unclear about what the relationship among agencies was and where to go for which need.

Though the housing case manager is under the same organizational roof of Hopelink, she holds regular office hours at the KCHA HCV offices in addition to office time at the Hopelink Redmond office. This is in contrast to the previous arrangement – intending to meet the client where they were, the housing case manager previously spent a lot of time in travel and sensitive conversations were being held at McDonald's and Starbucks type settings. Regular office hours at KCHA have improved the program in efficient use of the housing case manager's time, and leveraging client's existing familiarity with and legitimacy of KCHA.

Post-Move Services

After the move, the housing case manager transitions the client to one of five Hopelink case managers, each responsible for a different geography within the opportunity areas. As of 2016, these case managers have a full caseload of other clients and their CCP clients may only comprise a small fraction of that. A typical client relationships will include check-ins once a month, though several families may only say they are "fine" and not ask for further assistance. Hopelink also offers enrollment in their intensive Family Development Program post-move which is a once a week relationship to build family resources and support networks.

CCP housing support post-move includes contacts with the landlord within the first 60 days post-move and troubleshooting issues with the landlord and HCV status. To date the program has had a 100% retention rate, and moved families are generally satisfied with their new location and not reporting any issues with landlords.

The program also has a particular focus on smoothing academic transitions for the children, including support with re-enrollment, access (including financial support) to tutoring and summer school to catch up in higher performing districts, and referrals to relevant community programs (such as those available in the local library).

> *"[Hopelink] works with other housing programs, where people have wanted to move back…[but in CCP's case] the people who actually end up moving are pretty committed in the first place. There is a ton of work the case managers are doing to get them connected with Boys and Girls Club, etc. We get them connected as soon as possible and we don't have that availability in our other programs. Community involvement makes them want to stay."*
>
> *"The flexible funds are so important, really enriching. We had someone go to a Model UN conference, gymnastics. I see that little girl and she is so excited. Every time she goes she asks if she will be able to keep doing it, and her mom never would have been able to afford it. A request for driver's ed? We can pay for it."*
> Case Manager interviews

Flexible Funding

The CCP program also includes a flexible Client Assistance Fund available for a wide range of community integration help, academic or non-academic, after the move. This support is entirely unique to CCP and not available to their case managers' other clients. Case Manager take requests for flexible funding for approval by Hopelink's Manager of Case Management. Anecdotally, the case managers credit the current 100% retention rate to this flexible fund and the high engagement standards for the pre-move counseling.

While this funding was originally designed for post-move support, such as tutoring and extracurricular activities, the program adapted to offer it to facilitate moves. The funds were used in this regard for move-in assistance, and Orca screening fees. More detail on the use of the funds is available in The CCP program flexible Client Assistance Fund filled a variety of participant needs. The largest amount of funding was spend on child engagement activities which were accessed by the majority of families who make the move. Move-in assistance, while used by far fewer families, comprised the second largest use of the fund by dollar amount. Program staff suggest separating these two uses in future iterations of the program. Hopelink also used the fund for ORCA screenings which would allow them to access the same data that landlords would see on screenings so they could pre-emptively address barriers. The staff found these screenings very helpful to the housing search and suggested they be considered a standard procedure for all clients, rather than a use of flexible funds.

Exhibit 16.

For future programs, staff suggest having two separate pots of flexible funding. One dedicated to facilitating moves and another dedicate to the family and child engagement post-move. These are distinct needs at different points in the participant experience and Hopelink's staff found it challenging to prioritize among these needs across families. Having two separate funds would reduce the need to balance move-in support for one family versus child engagement support for another family.

The fund was very flexible for child engagement opportunities, supporting extra-curricular activities, sports, and summer camps. A few Group A families interviewer, however, ultimately accessed tutoring because they found their children struggling with the higher standards of the Opportunity Area school. One of the most common suggestions for program improvement among families who made the move was more structured supports for the academic transition. While the fund was available if they asked for it, they felt this particular need should be 'built-in' to the program.

Partnerships

Landlords in opportunity areas are typically less familiar with the Housing Choice Voucher program and families that are housed. The housing counselor makes contacts related to individual family searches, but also seeks generally to recruit willing landlords and understand the conditions under which they would be willing to work with Housing Choice Voucher recipients. This broader landlord outreach is a key effort implemented in 2015. Starting from a list of KCHA landlords who are willing to accept HCV, the housing search case managers reaches out to five landlords a week to initiate a relationship and see how they can work together on CCP. The housing search case managers track renewals and ask questions such as, would you give a first right of refusal to CCP clients, would you be flexible on certain requirements, etc. These established relationships yield when landlords call CCP as soon as something is available, and are familiar with the HCV process. Hopelink especially targeted large apartment complexes to be able to work this angle at scale, such as the Newporter in Bellevue.

> *"It is harder to find section 8 in those East Side areas that the program was looking at. There needs to be more incentive for the landlords to be open to offering section 8. Maybe let them do an interview in the current home so they can break the stigma that all Section 8 people are dirty and messy and break things. If they see that it is clean in the current place they don't have a reason to discriminate."*
> Group D interviewee

After the first call, landlords typically want to review documents. There may be a site visit involved. The program found that later contacts work best if a KCHA representative of the HCV program is also at the meeting to answer specific questions about the program's safeguards, processes, and payments.

Timing the housing search and move with lease expiration and voucher expiration windows has been one of the most significant challenges for moves in a thigh housing market. Housing crisis situations make it challenging for families to thoughtfully integrate school choice in their housing decisions. One strategy to alleviate this challenge has been to seek month-to-month arrangements in cases where leases are expiring, with a temporary subsidy from KCHA. Again, maintaining strong relationships with landlords has been crucial. The housing counselor also works closely with Housing Choice Voucher administrators to identify process improvements and expedite lease-up for Community Choice families, sometimes hand delivering paperwork rather than mailing it.

Hopelink is also contracted to maintain a list of community partnerships and organizations for referrals. Over time this list builds and post-move case managers are more able to help clients find supports needed to integrate into the community. One participant interviewee suggested a version of these resources and guides to navigating the new community should be given to families at the move, especially for some families who may not want to continue working with a case manager.

KCHA and Hopelink have also worked together on process tweaks to prioritize CCP clients in the HCV process and ensure that clients are receiving consistent messages from both sides.

3.0 Outcomes

3.1. PARTICIPATION AND CLIENT DEMOGRAPHICS

Most families participating in the Community Choice Program were female single parent households. The proportion of female single parent households was highest among Group A. They represent 66% of those who ever attended the program orientation but 86% of those who successfully complete a move. Female single parent families may have more incentive to move from their current living situation (roughly a third reported a domestic violence concerns), fewer attachments to their current living situation, and fewer barriers to moving related to a partners' preferences or needs related to employment, for example.

Exhibit 9 Community Choice Families by Family Type

	Single Parent / Female	Two Parent Household	Other	Grand Total
A - Enrolled and Moved to Opportunity Area	24	4		28
	86%	14%	0%	100%
B - Moved to Non-Opportunity Area/Port	11	3		14
	79%	21%	0%	100%
C - Enrolled and Discontinued/Did not Move by Program End	19	2	3	24
	79%	8%	13%	100%
D - Oriented, Did not enroll	48	32	9	89
	54%	36%	10%	100%
Grand Total	**102**	**41**	**12**	**155**
	66%	**26%**	**8%**	**100%**

Source: Hopelink ClientTrack; KCHA Master Spreadsheet; BERK, 2017

The race and ethnic distribution of CCP interest largely reflected the demographics of KCHA's Section 8 voucher population, slightly skewed toward black or African American families. KCHA's overall Section 8 demographics reported in October 2015 were: 46 percent white (8 percent are Latino); 41 percent are black or African-American; 6 percent are Asian; 2 percent are Native American; and 2 percent are Pacific Islander[2].

Exhibit 10 Community Choice Families by Race of Household Head

	Black or African American	White	Other	Client doesn't know or refused	Grand Total
A - Enrolled and Moved to Opportunity Area	15	11	1	1	28
	54%	39%	4%	4%	100%
B - Moved to Non-Opportunity Area/Port	9	5	0	0	14
	64%	36%	0%	0%	100%
C - Enrolled and Discontinued/Did not Move by Program End	12	4	7	1	24
	50%	17%	29%	4%	100%
D - Oriented, Did not enroll	57	15	11	6	89
	64%	17%	12%	7%	100%
Grand Total	**93**	**35**	**19**	**8**	**155**
	60%	**23%**	**12%**	**5%**	**100%**

Source: Hopelink ClientTrack; KCHA Master Spreadsheet; BERK, 2017

"[I was] not very familiar with the communities. I knew the population wasn't very black - it's an issue of how you get treated. I was worried about the way my child might get treated in the education system."
Group A participant

One parent interviewed explicitly cited concerns about race relations in Opportunity Areas as a potential barrier. Case managers and KCHA staff interviewed also described participant's comfort levels seeming to be higher working with people of color at the orientation and throughout the housing search.

While the Community Choice Program was designed around elementary school children to maximize length of time in an Opportunity Area, many of the families that made successful moves had older siblings. Families that ultimately did not enroll tended to have on average more children overall, and more children of pre-K ages.

Exhibit 11 Average Number and Distribution by Age of Children 18 years old in Community Choice Families

	Average Number of Children Per Family	% Age 0 - 4	% Age 5 - 12	% Age 13 - 18
A - Enrolled and Moved to Opportunity Area	3.0	6.1%	36.4%	57.6%
B - Moved to Non-Opportunity Area/Port	2.4	0.0%	68.2%	31.8%

[2] https://www.kcha.org/about/facts/

C - Enrolled and Discontinued/Did not Move by Program End	2.0	0.0%	91.7%	8.3%
D - Oriented, Did not Enroll	3.3	18.5%	55.7%	25.8%

Source: Hopelink ClientTrack; KCHA Master Spreadsheet; BERK, 2017

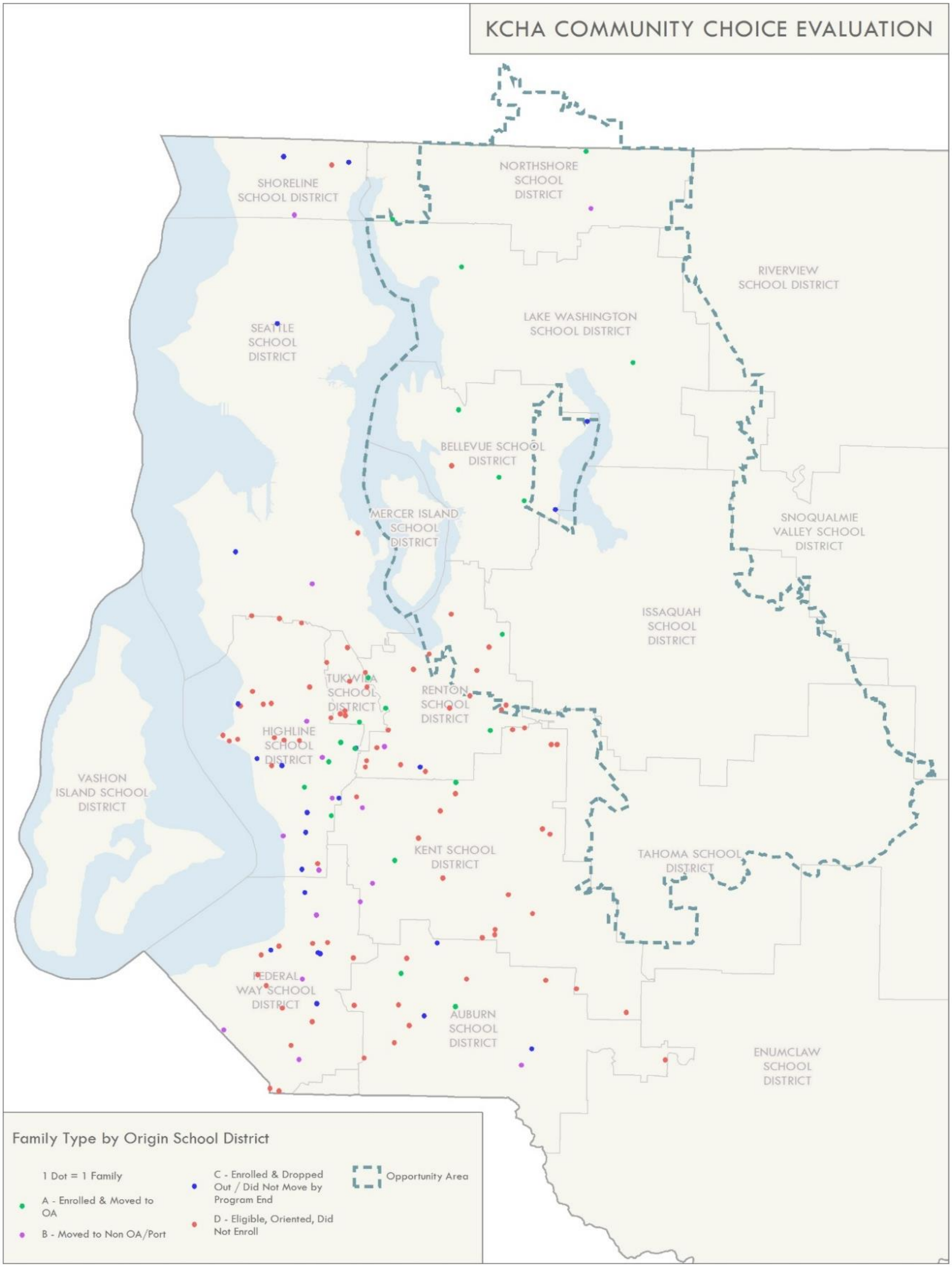
3.2. SUMMARY OF HOUSING SEARCH AND MOVES

Families interested in moving originated from many parts of King County, but tended to be concentrated in South King County school districts. A handful of families who were already living in Opportunity Areas were engaged in the program to help stay in their current school district and a few families who were interested in porting from Seattle Housing Authority were also referred and engaged with the program to a degree.

Most successful Opportunity Area moves could be found in Bellevue School District and Lake Washington School District, with a few in Issaquah School District. Families interviewed about their move described a broad search in the Opportunity Area, not targeting any particular school district, but more focused on a good balance of unit quality, affordability and amenities, assuming that all schools in the Opportunity Area were high quality. The patterns of moves concentrated in these districts likely has more to do with availability of units and large low-income housing complexes with landlords who are amenable to renting to voucher holders than participants' preferences for area.

"I liked how they [CCP] narrowed it down for you. They narrowed down what is within your grading-wise for good schools…I did consider all of the Eastside. I looked at every place I could afford at that time…Redmond seemed to be the cheapest because of this unit that was specially designated for low-income housing. When I saw it, I was in love with it because it was brand new, everything was close by. Everything was convenient. I have a bus right there. If I need food I can walk. I don't have to worry about driving."
Group A participant

Exhibit 12 Participant Origin Map



Source: KCHA Master Spreadsheet; BERK 2017 | Opportunity Area reflects Tier 4 and 5 zip codes

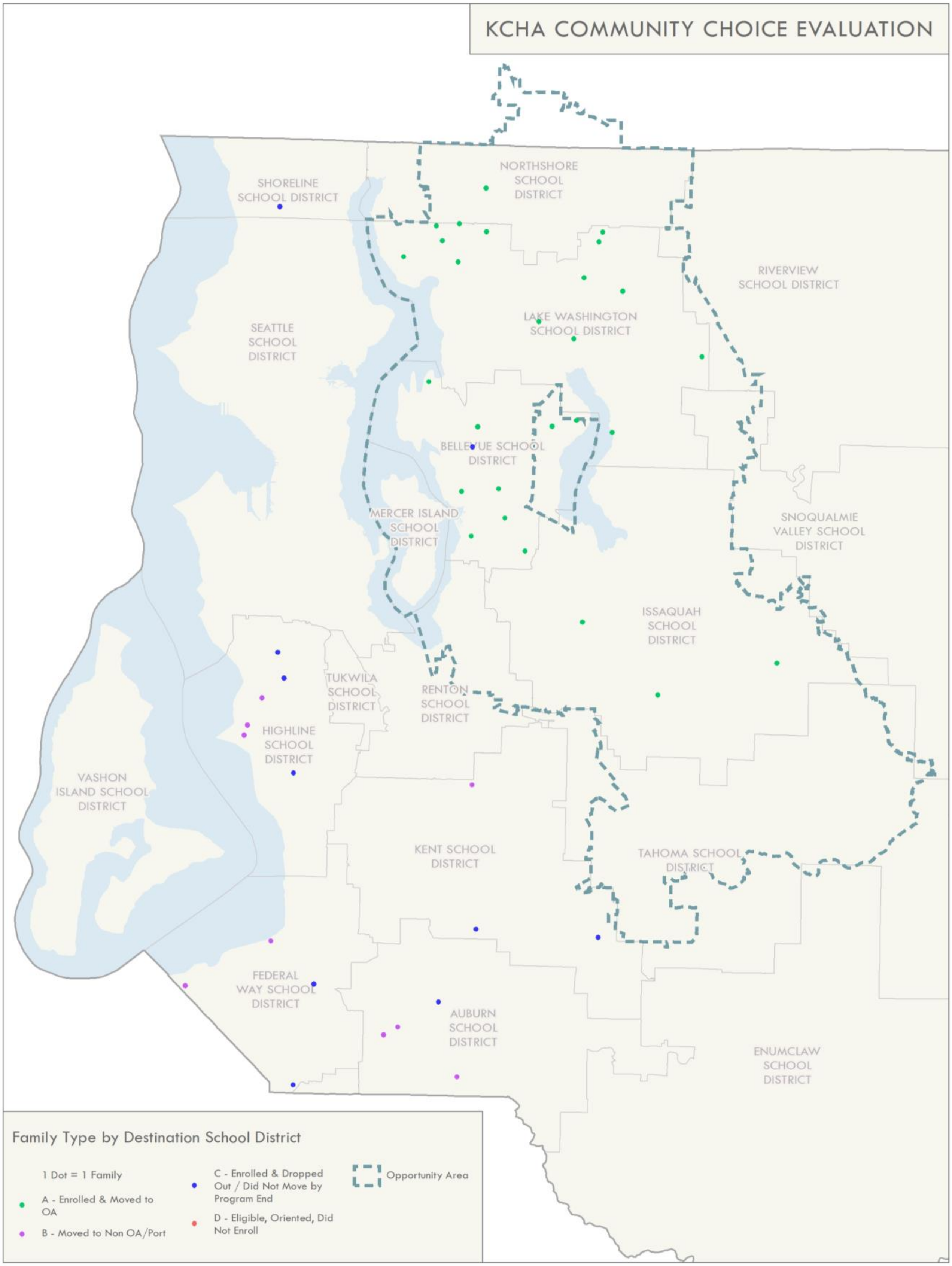
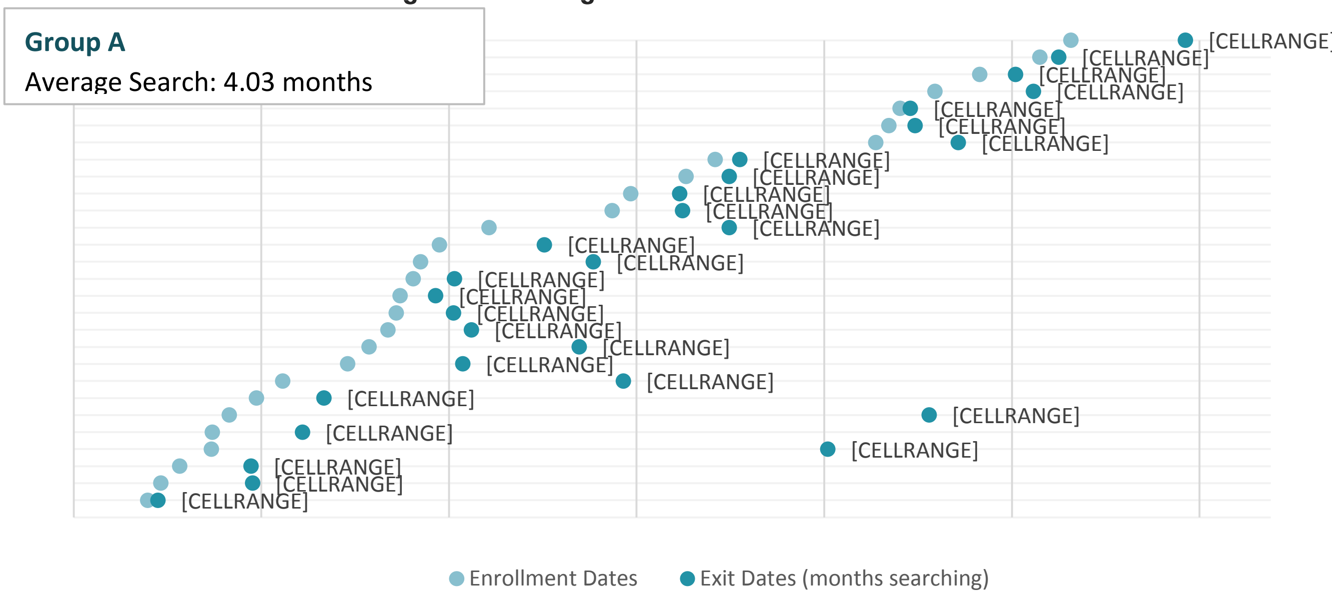
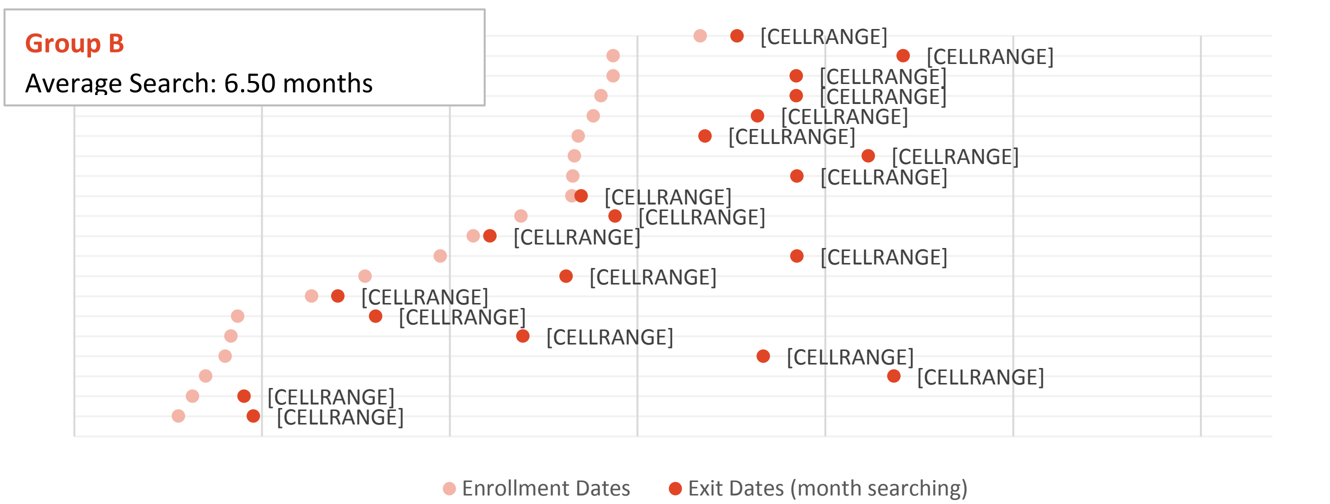


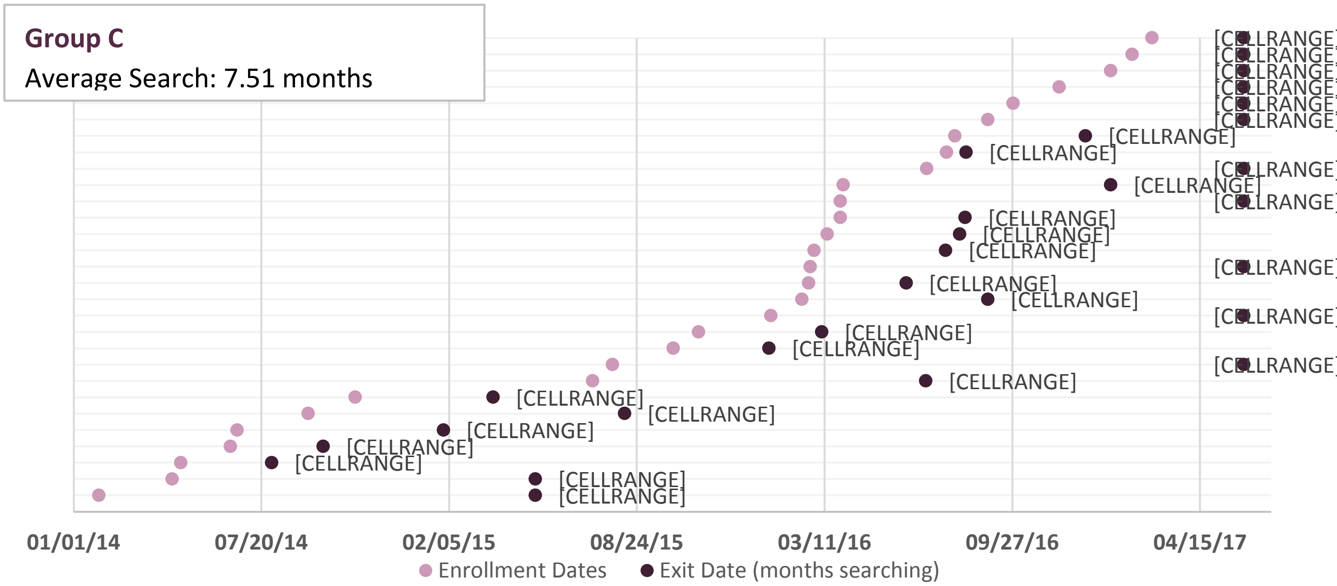
Exhibit 13 Participant Destination Map

Source: KCHA Master Spreadsheet; BERK 2017 | Destination data for Group D not available, Opportunity Area reflects Tier 4 and 5 zip codes

Exhibit 14 Enrolled Families' Lengths of Housing Search







Source: KCHA Master Spreadsheet; BERK 2017

Exhibit 14 displays CCP participants' length of housing search with the program from the date they enrolled to the date they exited. Exits could either be lease up in an Opportunity Area (for Group A), lease ups in a non-Opportunity Area (Group B), or disenrollment (Group C). Group C also includes households that were searching at the time the pilot ended, all shown with a June 2017 Exit date. On average, families in Group A had the shortest housing search, averaging around four months. In interviews, CCP staff and participating families attribute their successful moves, and perhaps shorter search times, to participant's proactive engagement, identifying the housing units, producing paperwork, and reducing personal barriers. Families in Group B searched on average for 6.5 months before leasing up in non-Opportunity Areas. Interviews suggest that this group's housing outcomes can be attributed to two primary factors. First, time limits on the voucher process meant they could not afford to continue the housing search in Opportunity Areas, but they had to find housing at all before it expired. Second, many participants in this group had a better opportunity arise while they were searching. This included employment outside the Opportunity Area, or outside of KCHA's jurisdiction overall, and the opportunity to move close to out-of-state family. Participants in Group C had the longest search times on average. Interviews suggested that their housing outcomes were due to inability to find a suitable unit and location for the voucher subsidy. Several interviewees, in contrast to Group A participants, indicated they were unwilling to sacrifice factors such as the size of the unit, to live in the Opportunity Area. A second common reason for Group C's housing outcomes was individual barriers, such as a past eviction or debt. These interviewees report working on barrier reduction and working with the housing case manager to negotiate with past and potential landlords, but ultimately finding their barriers to high to overcome.

"[CCP was] very nice. It's just that to move to the Eastside, you need to have good credit, no criminal background. I don't think they should have bothered with me. I had the proof of 4 years of good rental history, but the debt thing was just too big."
Group C participant

3.3. RETENTION/SATISFACTION

A brief survey was administered to families at their Hopelink intake meeting when starting the search process. Families were surveyed again at the close of the program in June 2017 online and over the phone. 44 families completed the survey at intake (pre) and 28 competed the post. The average results according to their moving outcome are presented below.

> *"The neighborhood is a lot safer. The apartment is a lot smaller than what I had before, but given the fact that the neighborhood is safer and we have more stuff for the kids to do and they can go outside, it is a good tradeoff for us."*
> Group A participant

Families that successfully completed a move to an opportunity area experienced small gains in unit satisfaction, but much larger gains in neighborhood satisfaction. They were much more likely to agree with statements of positive sentiment about their neighborhood after the move, and firmly indicate disinterest in moving. Big gains in feelings of safety among the Group A parents are corroborated by interviews, both from Group A parents' descriptions of their neighborhoods, and from parents in Groups B-D who cited safety concerns as a primary factor for their interest in the program. Families that engaged with the program for a time, but ultimately did not complete a move to an Opportunity Area (Groups B and C) reported gains in unit satisfaction, especially in size and pride having company. This includes families who discontinued the program and remained in the unit they began in, and those who did end up moving, but not to an Opportunity Area. While perhaps surprising at first, this is consistent with qualitative interviews with Group B and C participants who indicated the available and affordable units in the Opportunity Areas would have been too much of a downgrade from their current living situations.

School satisfaction was measured by asking parents if they would switch their children's school if they could. Parents in Group A showed the largest decline in interest in changing schools and the largest increase in feeling their children were receiving a quality education. However, parents in Groups B and C also showed a decline in interest in switching their children's school. Qualitatively, parents in these groups express some priority on stability for their children's education, especially parents in Group B who had recently made a move. They also expressed sentiments recognizing that their current school district may not be the best of the best, but that they deliberately chose schools of relatively high quality outside of the Opportunity Area.

Exhibit 15 Housing & Neighborhood Survey Results

	A - Enrolled and Moved to Opportunity Area	B - Moved to Non Opportunity Area/Port	C -Enrolled and Discontinued/Did not Move by Program End
n (pre)=	14	14	16
n (post)=	10	8	10
UNIT SATISFACTION			
Please rate the following statements about your home according to how well they match what you think (1-not true, 5-very true):			
a. My home is the right size for my family	0.57	1.57	1.09
b. I'd be proud to show my home to a friend or family member	0.53	1.63	0.10
c. I have a good, fair landlord	1.21	0.14	(0.49)
d. I'd move to a different home if I could	(1.56)	(1.71)	(0.30)
NEIGHBORHOOD SATISFACTION			
Please rate the following statements about your neighborhood according to how well they match what you think (1-not true, 5-very			
a. I am happy spending time in my neighborhood	1.73	(0.39)	0.01
b. My neighborhood is safe	1.69	(0.14)	(0.13)
c. I'd move to a different neighborhood if I could	(2.46)	(1.32)	(1.08)
d. People in my neighborhood are helpful	0.49	0.84	(0.60)
e. I know my neighbors and my neighbors know me	(0.13)	0.55	(0.15)
EMPLOYMENT SATISFACTION			
Please rate the following statements about work according to how well they match what you think (if employed) (1-not true, 5-very true)			
a. I would change jobs if I could	(1.25)	(1.00)	0.22
b. I am paid the right amount for what I do	1.25	(0.45)	(0.11)
c. I am happy when I am at work	(1.00)	(0.57)	(0.89)
d. I have a good, fair boss	(1.38)	(0.80)	(1.00)
e. My commute to work is easy	(0.25)	(0.10)	(0.78)
SCHOOL SATISFACTION			
Please rate the following statements about your children's school according to how well they match what you think (1-not true, 5-very			
a. I'd switch my children to another school if I could	(2.13)	(1.48)	(0.65)
b. My children receive a quality education	1.21	0.20	(0.15)
c. The school teachers and administration treat me and my children well	0.14	0.18	(0.11)
d. My children enjoy going to school here	0.01	0.57	(0.25)
CHILDREN CONCERNS			
Please rate the following statement according to how well they match what you think (1-not true, 5-very true)			
a. I worry about my children's education	(1.36)	(1.20)	(0.36)
b. I worry about my children's safety	(0.97)	(0.07)	0.25
c. I know how I can best support my child	(0.53)	(0.13)	(0.36)
d. I am doing a good job raising my children given the circumstances	(0.26)	(0.48)	(0.03)

Note: Only participants who were currently employed answered the Employment Satisfaction questions. (19 in the pre-survey; 9 in the post survey)

3.4. USE OF PROGRAM RESOURCES

The CCP program flexible Client Assistance Fund filled a variety of participant needs. The largest amount of funding was spend on child engagement activities which were accessed by the majority of families who make the move. Move-in assistance, while used by far fewer families, comprised the second largest use of the fund by dollar amount. Program staff suggest separating these two uses in future iterations of the program. Hopelink also used the fund for ORCA screenings which would allow them to access

> *"When families are able to go to camp etc. These are things we think of as "extra" - but they are not really extra. They are experiences where kids figure out what they are good at, they build self-confidence. I see a lot of pride from the parent in that they helped facilitate getting their kid into something where they are connecting with other kids, where they are exercising skills."*
> CCP staff

the same data that landlords would see on screenings so they could pre-emptively address barriers. The staff found these screenings very helpful to the housing search and suggested they be considered a standard procedure for all clients, rather than a use of flexible funds.

Exhibit 16 Summary of Client Assistance Fund Usage

	Total amount	Number of families accessing
Child Engagement	$ 8,265	25
Move-in Assistance	$ 5,484	5
Report Card Incentive	$ 2,500	37
ORCA Screening	$ 2,419	49
Other	$ 820	5
Adult Education	$ 768	1
Eviction Prevention	$ 643	2
Clothing	$ 350	6
Fee	$ 250	2
Groceries	$ 190	3
Gas	$ 100	1
Grand Total	**$ 21,789**	**136**

A significant share of funds was also used to incentivize families to submit report card data for evaluation purposes. This data, however, was ultimately not used due to incomparability among students and districts' reporting formats.

Exhibit 17 shows the average hours of housing search and post-move case management time accessed by families in each group. Families that completed a successful move had on average the least amount of time with the housing case manager, reflecting of their shorter search times (on average four months) overall, and perhaps less need for support in this stage. On average the housing case manager would spend nearly twice as much time with families who ultimately would not complete a move. This would include time working together on barrier reduction as well as dedicated housing search time.

Families in Group A varied greatly in their use of the post-move case management support, with a maximum of 129 hours and a minimum of 1.5 hours. This is reflected in interviews with case managers who indicated that some families wanted to engage with the Family Development Program, an intense one-on-one case management program though Hopelink, while others were happy to send a check-in text every few months.

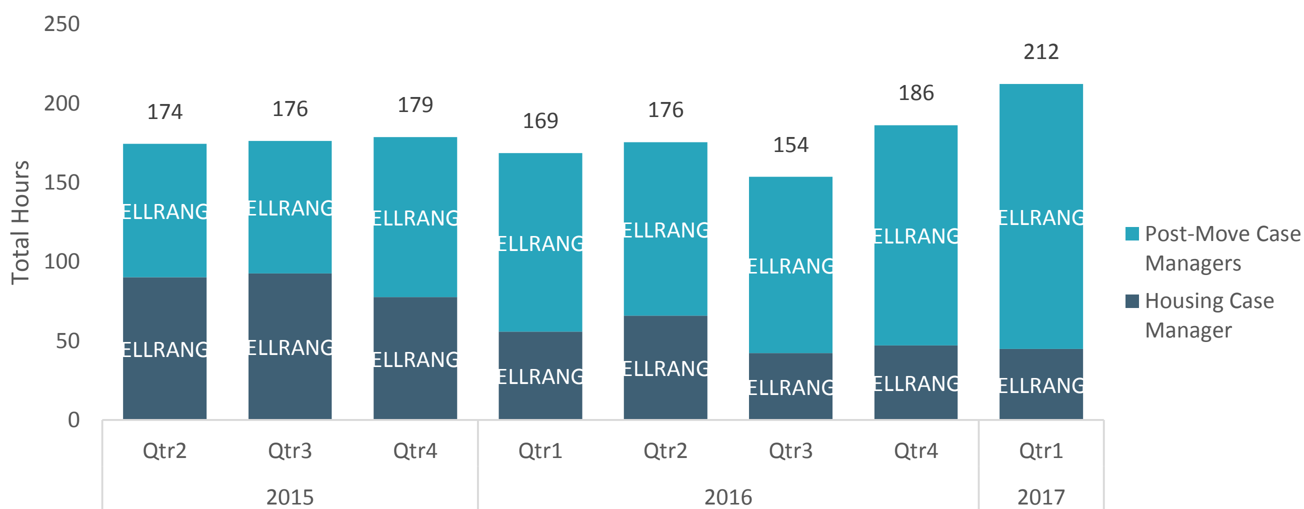
Exhibit 17 Use of Housing Search and Case Management Time (Average hours per family)

	Housing Case Manager Hours	Post-Move Case Manager
A - Enrolled and Moved to Opportunity Area	7.52	32.45
B - Moved to Non Opportunity Area/Port	14.30	n.a.
C - Enrolled and Dropped Out/Did not Move by Program End	9.88	11.17 *

* Reflects some Group C families who were referred through Hopelink and already working with a Hopelink case manager when entering CCP

Exhibit 18 shows the use of the Hopelink team's time in direct service of individual clients over time. As expected, the Post-Move Case Managers' time grew as a share of the Hopelink team's total hours spend on CCP over time. The Post-Move Case Management team was assigned CCP families based on where they moved in the Opportunity Area with a case manager reach for Shoreline, Redmond, Kirkland, and Bellevue. The program originally had a case manager assigned to Sno-Valley area, but there were no Opportunity Moves made to that area. Despite the growing caseload of CCP clients over time for post-move case managers, they still comprise a very small share of each case managers total load (which includes non-CCP clients).

Exhibit 18 Use of Housing Search and Case Management Team over Time (Total hours for team)



4.0 Conclusions

The Community Choice Program was a unique opportunity for King County Housing Authority's housing Choice Voucher Program recipients to make a life-changing move that otherwise would not have been available to them. Though a relatively small number of families made that transition over the years of the pilot, early signs at the time of this report show that they made a positive long-term move that they believe will benefit their children. However positive the results for those families, questions remain about the cost-benefit of the Community Choice Program, as well as questions about the housing authority's ability to identify families for whom Community Choice is a good fit. The data shows that these questions are interrelated, in that families who ultimately moved were the least resource intensive in terms of housing search length and use of the housing case manager. They appeared to be highly motivated by the educational opportunity, had a strong grasp of the trade-offs involved in such a transition, and may have had fewer personal barriers. With a more targeted marketing approach and ways for families to seriously self-assess their readiness for a move, KCHA and other housing authorities could improve the cost-effectiveness of the program. Other pivots and logistical insights from the pilot have potential to streamline the costs of the program. Such things as While mobility is not for everyone, it can be a important and powerful avenue to keep open for some families.

5.0 Appendix

5.1.1. Community Choice Marketing Collateral

The 2014 flyers were intentionally vague to attract a broad range of families with school aged children. Later

ochure front (2014-2016)

Brochure back (2014)

Brochure back (2016)

materials included heavier emphasis on school choice as central to the program.

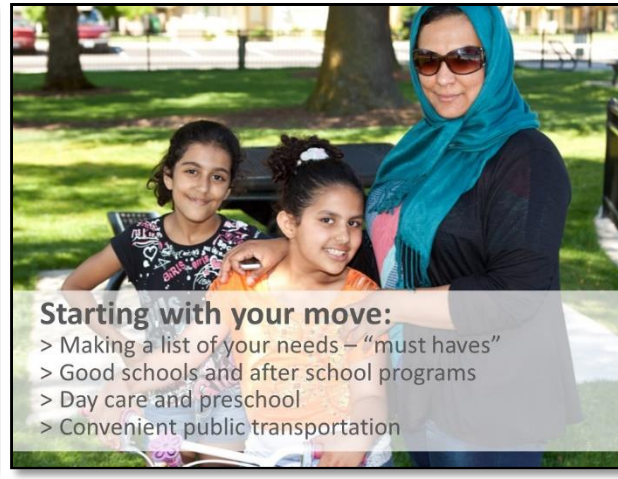
DRAFT

5.1.2. Orientation Materials

The basic orientation format has remained the same with updates as eligibility requirements have changed. A new slide in 2016 (Slide 9) emphasizes that housing is not guaranteed, though the participant receives ~~a~~ help with their barrier reduction and housing search.

1

2



3

4

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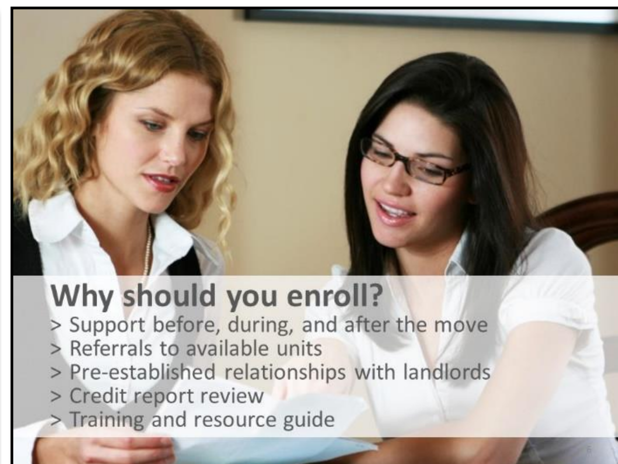
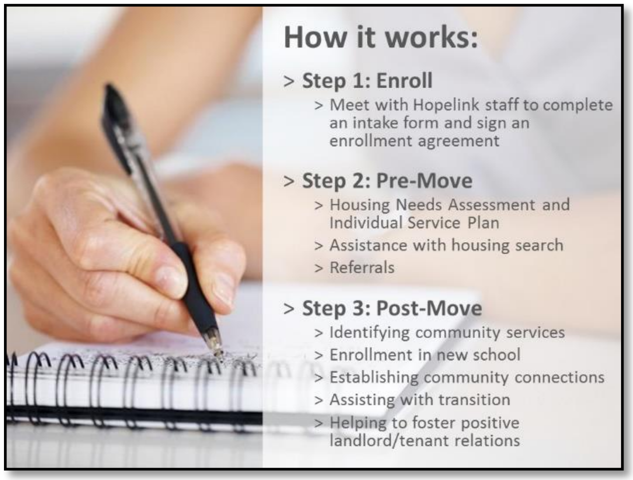


6


How it works:
> Step 1: Enroll
> Meet with Hopelink staff to complete an intake form and sign an enrollment agreement
> Step 2: Pre-Move
> Housing Needs Assessment and Individual Service Plan
> Assistance with housing search
> Referrals
> Step 3: Post-Move
> Identifying community services
> Enrollment in new school
> Establishing community connections
> Assisting with transition
> Helping to foster positive landlord/tenant relations

7


Expectations:
> Commit to moving to an Opportunity Area
> Be flexible
> Use all available resources
> Ask questions
> Help your children be successful in school
> Turn in report cards at enrollment and at the end of each school year

7


Enrollment does not guarantee finding housing in an Opportunity Area. Possible barriers to moving to Opportunity Areas include lack of deposit, debt, criminal history, and eviction history.

9


Qualifications:
> KCHA voucher program participant
> Have a commitment to move to Opportunity Areas
> Have at least one child who is in elementary school

10


Interested?
Fill out and return an interest form. Then meet with Hopelink and sign an enrollment agreement!

11

MEMORANDUM

DATE: June 29, 2017

TO: Sarah Oppenheimer, KCHA

CC: MEF Associates

FROM: Vivien Savath, BERK Consulting

RE: Community Choice Program participant interviews

This document is a summary of themes from interviews of Community Choice Program participants. A full program evaluation report incorporating these findings is forthcoming in July 2017.

6.0 Interviewee Selection

Interviewees were categorized in four groups

- **A** – interviewee enrolled and completed a successful move to an Opportunity Area.
- **B** – interviewee enrolled and completed a move to a non-Opportunity Area. This includes interviewees who ported their voucher to other Housing Authorities.
- **C** – interviewee enrolled, but later chose to disenroll or did not complete a move before the program ended. These interviewees are likely to live in the same place as when they started the program, but may have moved within the pilot timeframe on their own.
- **D** – interviewee attended an orientation, but did not enroll in the program.

Selection for Groups A, B and C was purposeful and determined in collaboration with the Hopelink housing search case manager and the manager of case management. Interviewees were selected who were likely to be willing informants, who had engaged as expected with the program, and who together represented a range of families' experiences.

Selection for Group D was randomized.

Selected interview participants were contacted a maximum of three times over the interview period June 5 to June 28. If interviewees did not respond after three contacts, they were considered non-participating. Participants completing the interview were compensated with a $30 Safeway gift card. The table below summarizes the interviews completed at the end of the interview period.

	Participant Group			
	A	**B**	**C**	**D**
Targeted for phone interview	**10**	**8**	**8**	15
Completed	10	7	6	10

Note: Selection lists used KCHA data as of March 2017

7.0 Interview Summary

1. How did you learn about CCP?

KCHA's broad marketing efforts through flyers and emails were the most common source of interested participants. Referrals through KCHA or Hopelink/MSC also yielded participants. A few participants described being unsure or not ready to make the move at the time of referral or orientation, but got back in touch with the program when the timing felt more suitable. Others described signing up right away.

A	B	C	D
▪ Some participants learned of the program through a KCHA mailing (flyer or email). ▪ Some participants were referred through Hopelink or MSC, already working with family development services or other case management programs. Of these, two were already living in the Opportunity Area and had	▪ Most participants learned of the program through a KCHA mailing (flyer or email). ▪ A few participants were referred through their Section 8 case manager or another KCHA program.	▪ Most participants learned of the program through a KCHA mailing (flyer or email).	▪ Most participants learned of the program through a KCHA mailing (flyer or email). ▪ A few mentioned referrals through KCHA case workers, family and friends.

housing issues that made it difficult to stay in the neighborhood. CCP made exceptions to include ‘staying’ families. ▪ A few participants were referred through their Section 8 case manager or another KCHA program.			

2. What was attractive about the program? What appealed to you (or did not appeal to you) about the neighborhoods?

Better schools, safer environments, better job opportunities were all commonly cited reasons to move to the Opportunity Areas. Perceived drawbacks included transportation concerns, proximity to family, concern about social stigma, concern about uprooting their children from school, and limitations on the size and quality of the units available for the voucher amount. A significant portion of interviewees knew very little about the Opportunity Areas prior to engaging with CCP, though some had previously lived there or had family members in the Opportunity Areas. Families also reported being attracted to the level of support available for the housing search. Many families mentioned timing and an acute need to leave their current housing situation, due to neighborhood safety, lease expiration, being homeless or in transitional housing, and/or poor experiences with their children’s school. Families describing this urgency were found in all interview groups.

A	B	C	D
▪ The opportunity to move to a better school district was mentioned by the majority of interviewees. *“It was definitely something I wanted because of moving into better school district. My daughter's teacher in Kent was having a hard time teaching the kids that wanted to learn. I saw the perfect opportunity to get out of the area we were in. In Bellevue, they talk about college a lot. In Kent, they never mention college to the kids. I wanted to make sure my daughter saw that path for herself.”*	▪ Fewer than half of the interviewees mentioned schools as an attractor. ▪ Reasons for their interest varied. A portion wanted (or needed) to leave their current housing situation and were already looking to move. ▪ Others mentioned being attracted to the one-on-one support and opportunity for case management beyond housing.	▪ Fewer than half of the interviewees mentioned schools as an attractor. ▪ Half mentioned that the Eastside is viewed as having better job opportunities for parents as well as schools for children. ▪ Reasons for their interest varied. A portion wanted (or needed) to leave their current housing situation and were already looking to move. *“Moving to the eastside was not a*	▪ The opportunity to move to a better school district and neighborhood was mentioned by roughly half the interviewees. A few were attracted by the opportunity for one-on-one housing help. ▪ Interviewees were also weighing transportation issues, potential for social stigma.

▪ Safety and the opportunity to move to a quieter community was also a common response. ▪ A few interviewees mentioned the *level of support* and *one-on-one move assistance* to be very attractive. ▪ Roughly half the respondents had some familiarity with the Opportunity Area (two were currently living there). The other half had never been, though had heard nice things.	▪ Familiarity with the Opportunity Area varied. One interviewee specifically knew they wanted to move to Bellevue. Most were unfamiliar or new voucher holders.	*goal. I would rather stay in Shoreline. I was willing to move there because I want a house. It is nice to know they have high performing schools, but Shoreline is also high performing, it is just not on the list yet."*	

3. What were the most helpful parts of the program? Was there anything that would have been more helpful?

Many interviewees across groups expressed confidence about their own ability to do the basics of the housing search. They knew generally where to look for listings, how to make inquiry calls, and how to navigate the voucher process. What was most helpful about the program was the support and advocacy lent by the housing case manager. This included upfront barrier reduction, negotiating with potential landlords, and trouble-shooting and expediting the voucher process within KCHA. Interviewees perceived a difference in response from landlords and property managers with the presence of the case manager. Working with a manager in the search also helped clarify and meet their own housing goals.

Financial assistance in terms of the increased voucher subsidy was appreciated and viewed as absolutely necessary, but many felt it was not high enough to afford real housing choice in the Opportunity Areas especially in comparison to more affordable parts of the county that still have decent schools. Financial assistance in terms of flexible funds for security deposit and other move-in assistance were game-changers for participants in Group A. Flexible funds for activities post-move were also an often-cited helpful part of the program. However, regarding some of the most challenging aspects of the transition, the social and academic aspects, Group A interviewees felt were they not as well-supported or well-prepared as they could have been.

A	B	C	D
▪ While the housing case manager did introduce participants to new areas and help find listings, that was often not seen as the most valuable part of housing search support. Often interviewees in Group A had found	▪ Interviewees appreciated the housing search facilitation, advocacy (with Section 8 and with landlords), and help making calls and setting up meetings with property	▪ Interviewees appreciated the housing search facilitation, making calls to property managers, and having support for setting goals and budgets related to housing.	▪ Many of the interviewees in Group D felt the program could have been improved with "*a wider variety of locations to pick from.*" For families actively trying to leave high crime

their own listings and worked collaboratively with the housing search case manager to understand voucher limits, the quality of the schools, negotiate with landlords and Section 8 to facilitate the moving process, and advocate for the families. *"I did most of the searching. Jordan was great at helping me communicate with landlords. Many landlords didn't speak good English. They had never done Section 8. She explained the process. She made sure it was getting done in a timely manner which was very important because we were homeless living in hotels and couch surfing with friends."* ▪ Working with Hopelink also created a timeline and framework for families interested in the move to be accountable to their own goals. This was critical for overcoming barriers that may have discouraged families without support. ▪ Many interviewees also appreciated *"back-up"* with landlords. They felt that with Hopelink's reputation and an advocate's presence, they were taken more seriously as potential tenants. *"Jordan was very tenacious, professional, eager and focused on what my goals were and making sure the paperwork was in place. She helped guide me though appointments and getting the paperwork for the property managers and she helped problem solve. For example, when I took my packet in, they [property managers] claimed they lost the whole packet. I had another copy ready, though it made me feel*	managers. ▪ Most concluded that their reasons for not making an Opportunity Move were unrelated to the program and did not have suggestions for improvement. ▪ Interviewees also appreciated "back-up" with landlords. They felt that with Hopelink's reputation and an advocate's presence, they were taken more seriously as potential tenants. ▪ One interviewee felt unsupported by the housing search due to language barriers. *"[Jordan] is a good girl, but I didn't see her work hard for me…If she talks fast (on the phone) I say 'Ok thank you', but truly, I am lost…for a person with English as a second language it has to be slowed down. If she calls me when she is driving, we don't have a good productive conversation."*	*"Jordan didn't quit on me at all. I ended up finding a place in Auburn, she still helped me anyway."* ▪ Most concluded that their reasons for not making an Opportunity Move were unrelated to the program and did not have suggestions for improvement. ▪ One interviewee suggested *"incentives to the renter (landlords) - to help them want to accept participants of the program."* ▪ One participant who enrolled in late 2016 and did not move before program end said *"I wasn't happy with it and it didn't help me at all. That's all I have to say."*	areas, they felt that moves to safety and moderately-achieving schools would have been more achievable and still a big improvement for their family. *"Currently in Skyway, it is a bad neighborhood, nothing good about it. It's just a basic place to live, listening to gunfire all the time, seeing lousy people and cars…[it's] not safe to walk outside, even just to the park."* *"Places like Auburn, but Milton or Edgewood would be nice, West Seattle would be great. The Eastside is hard when you don't know anybody and every city has a pocket of bad-ish neighborhoods."* ▪ Several participants commented that the financial assistance was helpful, but that the barrier of paying a high deposit amount would still make the move unfeasible.

unwelcome. You take a packet in with all your personal information and they 'lose it.' It felt like they didn't want blacks at that facility." ▪ Flexible funds for moving costs and post-move support for integration were also often cited. Many felt they could not have made the move without these funds. ▪ Participants felt that the program could have done a better job setting expectations for how difficult the search and transition would be. In particular, several families moving for the schools, suggested tutoring support for their children's academic transition. Several families mentioned that the financial and services aspects of the transition were well thought through, but that there was little preparation for the social transition. *"I understood that I was moving to an area where people make a lot of money this and that, but I did not prepare mentally to be - it's like you want to move people to a better neighborhood, but if you don't have the same things as the people there - the kids get judged and you get judged and then you are dealing with another type of pressure and that was hard."*			

4. How long do you anticipate being in your current home and neighborhood? Are you open to considering a different neighborhood?

Interviewees who completed Opportunity Area moves with CCP were all highly satisfied with the program and their current living situation. They all indicated that they would stay as long as possible in the neighborhoods and school districts they were in. Interviewees who did not complete a move discussed the same housing priorities behind their decisions, such as education, safety, transportation, though many also value stability and would be content to stay in their current situation unless something much better came along. Many interviewees in Group B and C described their current situation as not the very best, but good enough for raising their families. A few interviewees are actively interested in leaving their current home.

A	B	C	D
▪ The vast majority of families interviewed plan to stay where they are *as long as possible*. *"I will be in my 700 square foot apartment through High School if I have to!"* ▪ A few families indicated they may be interesting in changing units, but staying within the same school district, or even apartment complex. ▪ A few families expressed concern with upcoming lease renewals and being unable to successfully extend without CCP's support.	▪ Interviewees largely felt they *gave the program a shot* and were content to live in their current situation for the long term. Many viewed where they landed as an improvement over their prior situation, even if not in the Opportunity Areas. *"Yes, [an Opportunity Area] would have been a better school district. Having to move down here, I had to let that go. Some of my kids getting their best education is me advocating for them and how much they put into school too. I think Federal Way is one of the better schools down here, excepting the northeast sides."* ▪ A few interviewees mentioned they would still be interested in making a move if the right opportunity came along. The reasons given for areas mentioned related to personal factors and budget as well as Opportunity Areas. Neighborhoods specifically mentioned included *Kenmore,*	▪ Interviewees were content to continue to live in their current situation. They felt their personal barriers (debt, prior eviction) would not be surmountable, or that their goals (for a house) could not be met by the program. *"I like my schools now, I just, I think Issaquah would be better…but my daughter has bounced 5 times over her school career between being homeless and everything…"* ▪ A few interviewees mentioned they would be still be interested in making a move if the right opportunity came along. They were only likely to do so if supported. *"It's overwhelming - looking by myself. There's just so many things with credit etc. And the landlords not wanting to work with you."*	▪ Interviewees were roughly split between those who are actively trying to move from their current neighborhood, those willing to move, but not actively searching, and those planning to stay. ▪ Roughly half mentioned they would be willing to move with support. ▪ Interviewees actively looking to move are doing so because of safety concerns, needing to find larger or better units, or issues with the landlord. *"[I] really want to get the kids out and into a house…We need more space, three bedrooms doesn't fit the growing family."*

	Auburn, Bellevue, Renton, Kent, Seattle, Burien.		

5. What were the main reasons you did not want to enroll? Did not move?

The main barriers to moving were largely particular to the individuals' situations such as large debts, prior evictions, and family issues (divorce, child or elder care responsibilities). A handful of interviewees also did not complete moves because better opportunities came along, such as jobs out of the Opportunity Area (often outside of King County) or in one case income increases taking them out of the Section 8 program altogether. Common barriers across interviewees had to do with the number of landlords in the Opportunity Area unfamiliar with or unwilling to work with Section 8 vouchers and the time limits for housing search related to the vouchers.

A	B	C	D
▪ N/A	▪ Time pressure related to Section 8 rules was the most commonly cited reason for not making an Opportunity Move. *"The waiting list was long, so long. In Issaquah, 2 years, one year. Even if I put my name there now, then by the time it opens, someone will grab it. It's about the process, as well as the voucher amount…my application was pending, and no one recognized I was porting, then when it came to it, I only had a few days to find a place. If I'm porting, (KCHA) should have known my days were numbered. I called (KCHA) a thousand times, I went there and said my porting voucher when there were only a few days left."* ▪ A few cited personal reasons and inability to find landlords to accept Section 8 for not making the move. Others stated it was *just not good timing* or they *had a better opportunity* and took it.	▪ About half cited the inability to find a satisfactory situation. They wanted a bigger unit than they were currently in, or specific neighborhoods that were out of the price range or non-Opportunity Areas. *"I definitely recommend [CCP] for people in need for a chance to raise your kids in a better neighborhood in a better community. I understand why they chose those areas, but it's different if you have no family there. If you are trying to keep you family together (like I was) the area limitations weren't working."* ▪ A few cited personal barriers, debt, and inability to find willing landlords to work with Section 8 in the housing market. ▪ Time pressure related to the voucher or the program end ultimately cause some to opt out.	▪ About half the interviewees indicated they lost touch with the program and were still interested in moving to the opportunity area. ▪ Interviewees who explicitly declined cited unfamiliarity with the Opportunity Area, concern about social stigma in Opportunity Area, concerns about transportation, proximity to family, personal situations, and distance to work. ▪ A few interviewees mentioned that timing related to their voucher precluded participation *"needed to take the housing that was available to me at the time."*

2017

Graduates of Learning and Engagement Academy (GLEA)

2017 GLEA PROGRAM SUMMARY | JULY 17, 2017

BERK CONSULTING as prepared for KCHA

I. Introduction

The Graduates of Learning and Engagement Academy (GLEA) is a pilot program implemented in partnership between the King County Housing Authority (KCHA) and Highline Public School's White Center Heights Elementary and Mount View Elementary Schools. The pilot, primarily through a combination of home visiting and a nine-week Baby Academy workshop for parents, aims to close the kindergarten readiness gap between KCHA students and the general kindergarten population. While the pilot built on established models such as the Harlem Children's Zone and Parents As Teachers, it also sought to customize a school-based approach to meeting kindergarten readiness needs of families in subsidized housing. This report documents formative learnings from this pilot stage.

This evaluation focuses on key learnings in program implementation, rather than program outcomes. The pilot team made significant progress in the development of a model for a school-based approach to assessing and improving housing authority families' kindergarten readiness. However, the fundamental question of whether the success was due to factors endemic to the housing communities and elementary schools involved remains. In other words, the pilot was met with success, but was it due to difficult-to-replicate factors such as the unique nature of the individuals hired to the Family Advocate role, the proximity of the housing to the elementary school, and/or individual elementary school leadership? With opportunities to scale GLEA, many of these questions can be further explored. Other unanswered questions that can be explored both with scaling opportunities and with more time observing pilot children's outcomes include:

- Does having a certificated teacher or a paraeducator in the Family Advocate role make a difference in outcomes?
- Do the observed improvements in parent practices diminish post-Academy? What does a successful post-Academy experience to maintain these gains look like?
- How can the program cost-effectively provide enrichment for GLEA Babies during Baby Academy?

While it is too early to determine the kindergarten readiness outcomes for participating children, this report also includes interim outcome data that point to a promising trajectory for GLEA families. Improvements in surveyed parent skills and behavior, children meeting age-appropriate developmental milestones, high levels of enrollment in formal early learning opportunities, and qualitative anecdotes about the program's impact are some of these preliminary signs. Fundamentally, though, this evaluation was not designed to determine causality or significance of these outcomes. Due to the self-selected and voluntary nature of the GLEA cohorts, families who chose to engage in GLEA may already have been likely to invest in their children's and their own education.

This report concludes with recommendations focused on further maturing the model and investing in more rigorous measurement and evaluation to gain better understanding of the program's impact. Recommendations include further explicating the program model and activities, further refining program dosage, and developing long-term planning guidelines for entering a community. Model refinements that could be tested with evaluation at scale include approaches to subsidized housing versus Section 8/ Housing Choice Voucher recipient, and staffing variations including the qualifications of the Family Advocate and supporting staff.

II. Context and Methods

REPORT OBJECTIVE

This report documents program evolution and lessons over the first four cohorts of implementation of the pilot Graduates of Learning and Engagement Academy (GLEA) program. During the pilot each program iteration made slight adjustments over time on the way to developing a scalable program model. In this section, we describe the context in which the program was developed, the basic program model, and the methods used for the program evaluation. In the second section, we describe the evolution of the program's basic model over time and observations for potential replication of the program. Finally, though this report is focused on program evaluation, we briefly review program outputs and outcomes for participating families over the pilot period.

THE GLEA PROGRAM

The GLEA program is a pilot program implemented in partnership between the King County Housing Authority (KCHA) and Highline Public Schools White Center Heights Elementary and Mount View Elementary Schools. The pilot, funded by philanthropic support from the Bill & Melinda Gates Foundation, aims to close the kindergarten readiness gap between KCHA students and the general kindergarten population. The program fosters connections between early education supports, elementary schools, and families with young children living in KCHA supported housing on the premise that these connections are critical for young children's later kindergarten readiness and school success. GLEA also aims to increase the number of KCHA children in formal early education and get children diagnosed and connected to supports if there are experiencing developmental delays.

Program Goals

The program's primary goal is to **improve kindergarten readiness of children living in KCHA-supported housing**, especially relative to their peers. Washington State's WaKIDS[1]assessment is the indicator of kindergarten readiness.

Since the program targets children ages birth-to-three, and kindergarten readiness is not assessed until age five, the program theory also posits interim goals that contribute to kindergarten readiness. These include **participation in formal early education experiences**, including pre-school and those offered for younger ages, and **achievement of developmental milestones between ages 0 and 5**. The program also seeks to influence **parent and caregiver knowledge, attitudes, skills, and behaviors** thought to contribute to kindergarten readiness. These include knowledge of brain development or application of behaviors based on brain development, the belief that a parent is a child's first and best teacher, parent familiarity with the school district or demonstrated knowledge of how to access school district resources, and parents' lifelong learning mindset. Finally, in recognition that GLEA is a limited intervention, the program also seeks an interim goal of c**onnecting families to broader networks of peer families and**

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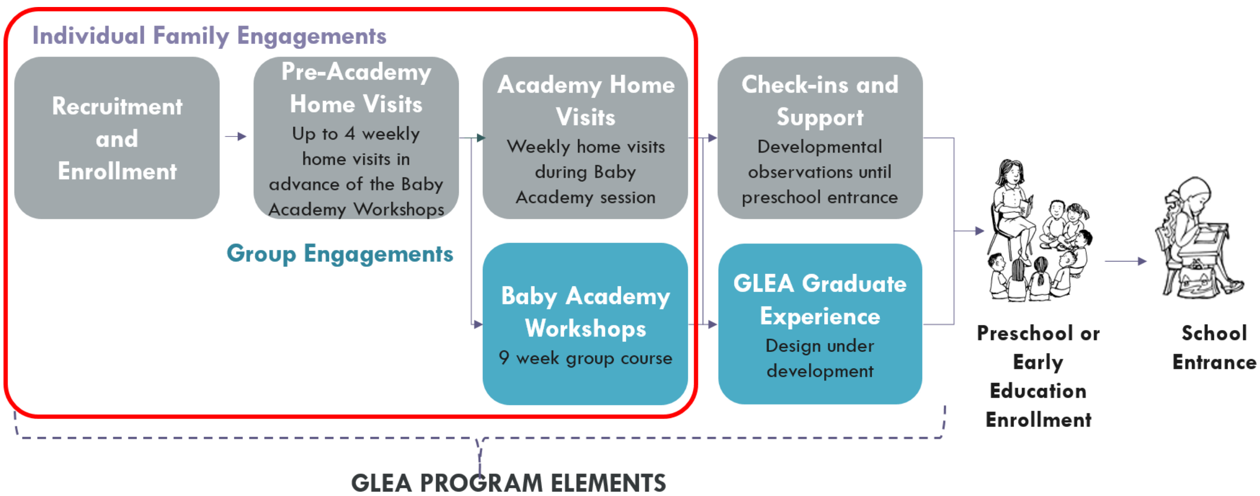
[1] WaKIDS is a Washington State kindergarten transition program that includes developmental assessment of every incoming kindergartener in public schools using an observational assessment based on TS Gold. The WaKIDs version of the assessment emphasizes six domains. As of 20** it has been rolled-out to % of Washington State elementary schools.

education opportunities, and advocating for greater focus among community organization on early learning outcomes.

Program Model Overview

The program model was conceived of in early 2015, after the Grant Team visited the Harlem Children's Zone. Many of the program components adopted in GLEA and described below are location- and population- specific modifications to the Harlem Children's Zone Baby College model[2]. While each of the components of GLEA evolved during the pilot, the basic set of components is illustrated in Exhibit 1. Most program development to date has occurred in the program elements circled in the red box. This section briefly overviews the basic concept, and each is described in more detail in the Program Evolution section beginning on page 9.

Exhibit 1 Basic Program Elements



Families are **recruited** from the eligible pool of all KCHA families with children aged birth-to-three. The GLEA Family Advocate, the primary program staff, uses KCHA address data and referrals among residents and from community partners to identify eligible families. Families who choose to **enroll** undergo a first home visit which includes collection of demographic information and a screening for developmental delays. Families, once enrolled with the Family Advocate, begin to receive up to four **home visits** prior to the Baby Academy. Subsequent visits are tailored to the families' needs including modeling and practicing developmentally-appropriate learning activities with the caregiver and child, introducing a new book or other incentive, and time for caregivers to ask questions or raise concerns. The Family Advocate may begin to refer families to community resources if needed. A nine-week group **Baby Academy** is a central feature of the program. It is held for newly enrolled families with structured participation incentives including Highline College course credit for parents and meals to encourage

[2] Harlem Children's Zone Baby College® (HCZ) aims to teach parents skills and knowledge of child development to raise happy and healthy babies. HCZ offers Baby College as the first part of a place-based approach that includes an entire pipeline of programs that span the educational life from pre-birth to college success. The Baby College model of workshops and reinforcing home visits over the course of a nine-week term was adapted for GLEA.

attendance. The Baby Academy accounts for most of the program dosage, and program completion is defined by Baby Academy attendance. During the nine weeks of Baby Academy, families also receive weekly home visits that include the same activities as before, but also complement the week's curriculum. **Post-Academy**, the GLEA Family Advocate checks in with families and plans quarterly graduate community-based field trips with other GLEA families until their child enters preschool or kindergarten. The children also receive post-graduate observational assessments (TS Gold) that occur at regular intervals via the Family Advocate or Preschool program (if enrolled). While some variation within each component has occurred as the program evolved, this basic program model has remained consistent.

GLEA CONTEXT: WHAT MAKES GLEA UNIQUE?

There are several other home-visiting and early childhood support programs available in Washington State and the King County area, many targeting low-income families such as those served in KCHA's subsidized communities. However, there is more demand for these programs than capacity currently can serve. For example, Thrive WA[3] estimates there are as many as 30,000 families across Washington who are eligible for home visits but do not receive them. GLEA team hypothesized both that existing programs were not accessible to KCHA residents in White Center due to capacity constraints, and that KCHA resident families had unique needs that would not be well-served by existing programs. Further, none of the programs had an explicit focus on kindergarten readiness with a bridge to school success, the gap the team wanted to address with the pilot grant. Exhibit 18 in the Appendix presents a detailed model comparison of GLEA with the following similar programs with a home-visiting component.

- **Program for Early Parent Support (PEPS)** is a Seattle-based 501c3 non-profit that runs programs to help parents connect and grow as they begin their journey into parenthood. PEPS serves about 3,000 families a year. They conduct sessions of 12 weekly meetings of new parents in neighborhoods to form social supports, provide local resources, and peer education. The groups are facilitated by trained volunteers and participants pay a fee of $160-$210 to participate. The program does not have an income- or risk-based target population, though financial assistance (25-100%) is available for low-income participants.
- **Parent Child Home Program (PCHP)** is an early literacy and parenting program that serves families through approximately ten organizational affiliates in Washington State. Home visitors engage families with children between the ages of 16 months and four years, twice a week over a two-year period, with guidance for promoting literacy, books and educational toys and literacy tools and activities. Visitors are trained early literacy specialists, often parents who have completed the program themselves. The City of Seattle and United Way King County funded 1,200 families' participation in PCHP in 2016 and Southwest Youth and Family Services is a White Center-based non-profit that has at times run a Parent Child Home program.
- **Maternal, Infant and Early Childhood Home Visiting (MIECHV)** is a federal program to strengthen and improve outcomes for at-risk communities by giving pregnant women and families resources and skills to parent. The funding supports seventeen home visiting models. Three of these commonly used

[3] Thrive Washington. "Home Visiting Services Account." Accessed 5/23/2017. https://thrivewa.org/work/hvsa/

in Washington State are:

- **Nurse Family Partnership (NFP)**, a community maternal health program, provides ongoing home visits from registered nurses to low-income, first-time mothers. The program serves over 1,200 families in Washington State. From pregnancy to the time the child is age two, the home visitors provide individualized support and guidance.
- **Parents as Teachers (PAT)**, an international non-profit organization, promotes a home-visiting model through a network of affiliates. In addition to home visits, the model includes group meetings, screening, and resource referrals. The home visitor is a parent educator with some college education. The program serves approximately 2,000 families in Washington State, 78% low-income.
- **Early Head Start (EHS)**, a federally-funded program, promotes healthy prenatal outcomes through services to low-income (up to 130% FPL) pregnant women and services for children from birth to three. It serves over 1,700 families in Washington through its home-based model. EHS also runs center-based models or blended home/center-based programs depending on the community need. EHS programs are led by a CDA-credentialed teacher. The home-based EHS is also recognized as a MIECHV program.

GLEA has several unique features relative to the most available early learning and parenting support programs in the King County region described above. None of the programs described above include the following elements as part of their program model:

- **School-centered program.** The role of the local elementary school is a critical feature of the GLEA model. The nine-week Baby Academy takes place in the assigned public elementary school of the families and is led by staff of those schools. The theory behind this choice is to build familiarity with the school building, comfort in an academic setting, and comfort interacting with school staff including the principal and other school administrators. The principal (or other administrators) are expected to meet and build relationships with families prior to their children's entry into school through the GLEA program. The Family Advocate, the primary program staff, is school personnel. This familiarity is hypothesized to help families engage and advocate for their children's education throughout the school career.
- **School-housing partnership.** GLEA was developed in partnership between the housing authority and schools, and all participants are in KCHA-supported housing, whether in subsidized KCHA developments or as Housing Choice Voucher holders/Section 8 residents in the same elementary school catchment. The theory behind this choice is that families who interact with major institutions should receive consistent support and messages. It was also an opportunity to leverage the strength of the housing authority in access to families and ability to reach identify and reach pre-K families.

KCHA, as part of its Education Initiatives[4], wanted to communicate investment in resident families' educational outcomes early on.

- **Child and sibling-care.** GLEA provides GLEA baby and sibling-care during the Baby Academy sessions. This allows parents to interact with the Baby Academy experts as a learning group without their children. The children are engaged in groups in age-appropriate activities often using the school's resources such as the computer lab, gym, and art supplies. This model component aims to overcome childcare related barriers to participation and provide enriching out-of-school time for children. Child and sibling-care and the incentive framework (below) were features of the Harlem Children's Zone Baby College adapted for GLEA.
- **Incentive framework.** GLEA includes staged incentives to encourage sustained participation in the program. These include educational tablet computers, t-shirts, books, games, catered meals, and recreational limo rides. Though it evolved over time, a detailed framework for Cohort 1 is available in the Appendix: Exhibit 24 as an example. While incentive frameworks can be tailored to be appropriate to the community and time, one crucial and unique incentive has been the ability to earn community college credit for parents who attend the required number of Baby Academy sessions. Child and sibling-care (above) and the incentive framework were features of the Harlem Children's Zone Baby College adapted for GLEA.
- **Community partnership.** The program seeks to deepen commitment and partnerships in White Center for early learning outcomes. Intentional partnership with other community organizations is a hypothesized interim outcome for KCHA children's kindergarten readiness. GLEA recognizes its limits as a small program restricted to KCHA residents and intentionally positions itself as a 'gateway' program for families to become connected to White Center's other opportunities for early learning enrichment. At the same time, GLEA aspires to influence the greater White Center community of programmers to be more responsive to KCHA residents' needs. GLEA facilitated this through a Community Partners Team that helped implement the program.
- **Combination of group and individual time with families.** Early learning programs typically operate through group sessions or a series of individual engagements such as home visits. GLEA's combination of group education with reinforcing home visits is modeled after the Harlem Children's Zone model, but unique for most programs in Washington.

EVALUATION METHODS AND DATA SOURCES

Formative questions, the focus of this document and the evaluation, are outlined in Exhibit 2.

[4] KCHA's Educational Initiatives include the housing authority's efforts to provide comprehensive housing, academic, and social service supports to its resident families across the educational lifespan, including family engagement, early learning, attendance, out-of-school time, and college and career success. The goal of the Education Initiatives is to help children and youth overcome the existing educational achievement gap and be better positioned for success in school and later in life through partnerships between KCHA and school districts.

Exhibit 2 Program Evaluation Questions and Sources

PROGRAM EVALUATION QUESTIONS	SOURCES (detail on sources below)
Recruitment and Enrollment	
• What types of recruitment activities are tried? Which are most effective? • What are participation rates? ○ Number of families signing up ○ Attendance rates • What participation incentives were tried? Which are most effective? • What are common barriers to participation?	A. Process and program documentation B. Grant Team interviews and debriefs C. Program attendance records
Home Visits	
• How frequent are home visits? How much time does the family advocate spend on home visiting? • What are factors in a successful home visit? What are barriers to successful or efficient home visits?*	A. Process and program documentation B. Grant team interviews and debriefs D. Parent interviews
Baby Academy	
• What are Baby Academy participation patterns? • What are factors in successful and engaging Baby Academy? • What are barriers to participation?	A. Process and program documentation C. Program attendance records B. Grant team interviews and debriefs D. Parent interviews (and feedback forms)
Graduate Meetings and Field Trips	
• What are Graduate Meeting and Field Trip participation patterns? • What are factors in successful Graduate Meetings and Field Trips? • What are barriers to participation?	A. Process and program documentation B. Grant team interviews and debriefs

* Quantitative data was not disaggregated according to pre-, during, and post- Baby Academy visits. Qualitative data will reflect pre- and during- Baby Academy visits due to the timing of data collection.

The primary outcome of interest for the program, kindergarten readiness, will be able to be assessed in a few years. By the fall of 2020, approximately 90% of the graduates of GLEA's first four cohorts will have enrolled in kindergarten. Exhibit 5 describes the pipeline of GLEA graduates and the expected availability of their kindergarten readiness assessments. The distribution of GLEA graduates' ages by the dates given in the header indicate how many WaKIDS assessments we would expect to have by then.

Exhibit 3 Early Education and Kindergarten Outcome Calendar

GLEA Graduate Ages by Date (families with <5 absences)

Distribution of ages by:	May 2017	Aug 2017	Aug 2018	Aug 2019	Aug 2020
less than 1	4	2	0	0	0
1 to less than 2	15	6	2	0	0
2 to less than 3	19	25	6	2	0
3 or 4 - eligible for Head Start/ECEAP	32	33	38	31	8
5+ - completed WaKIDS (incoming kindergarteners and older)	5	9	29	42	67
Total	**75**	**75**	**75**	**75**	**75**

Source: GLEA Program Documentation 2015-2017; BERK 2017
Note: Program completion is defined by having less than 5 Baby Academy absences.

While not the primary focus of this report, some data on Interim Outcomes and Cost Information are presented in Outputs/Outcomes (page 22) to give some preliminary indication of outcomes. These questions are outlined in Exhibit 4.

Exhibit 4 Interim Outcomes and Cost Information Question and Sources

OUTCOME AND COST QUESTIONS	SOURCES (detail on sources below)
Child development	
• How are GLEA participants' developing in the kindergarten readiness domains?	E. Child development assessments
Family outcomes	
• How many GLEA families go on to participate in early education opportunities?	C. Program attendance records B. Grant Team interviews and debriefs
• How have parent and caregiver knowledge, attitudes, skills and behaviors changed over the course of participation?	F. Parent survey D. Parent interviews
Program Cost and Time	
• How much does the program cost per family? • How is the family advocate time allocated?	G. Family Advocate outlook exports

Data sources

A. **Process and Program Documentation.** This includes Grant Team meeting notes and observations of Grant Team meetings. BERK was sent meeting notes and had access to a shared OneNote document of meeting notes and to-do lists. Demographic information collected as part of the program intake process was tracked in an Excel document.

B. **Grant Team Interviews and Debriefs.** BERK conducted interviews with the Grant Team individually and as a group as needed. BERK attended and documented the Grant Team's debrief conversations after each Baby Academy iteration to capture the effectiveness of past changes and planned changes for the next cohort.

C. **Program Attendance Records.** Attendance and data on early childhood program participation was recorded by the Grant Team. These data were available to BERK in a shared Dropbox.

D. **Parent Interviews.** BERK conducted 15-30 minute parent interviews at the end of each Baby Academy, typically on the eighth week. Parents were interviewed in private in an empty classroom using a semi-structured protocol.

E. **Child Development Assessments.** At the first home visit, the results of the Ages and Stages Questionnaire developmental screening are recorded. The Family Advocate also conducts TS Gold[5] child development assessments with each participating GLEA baby at six month intervals. BERK has access to the results of these assessments and the observations in the online TS Gold platform and Dropbox.

F. **Parent Survey.** The Family Advocate conducts an intake questionnaire gathering basic family demographic information. A parent survey, based on the University of Idaho Survey of Parenting Practice[6], measuring parenting knowledge, confidence, attitudes and practices is administered in conjunction with the intake. A post-survey is administered within three months after the Baby Academy. The home visitor administers the instrument orally with the primary parent.

G. **Family Advocate Outlook Exports.** The Family Advocates record their use of time implementing the program using Microsoft Outlook. Activities are coded to program tasks, such as Administration, Program Development, and Family Work using the Outlook categorization function. This data is exported and send to the evaluation firm quarterly.

III. Program Evolution

Over the course of four cohorts, the GLEA team made improvements and tested variations on the core model of the GLEA program. The Cohort overview in Exhibit 5 summarizes some of the key differences among cohorts and the following narrative describes the evolution of model components.

Exhibit 5 Overview of GLEA Cohorts

	Cohort 1	Cohort 2	Cohort 3	Cohort 4
Dates	9/19/2015-11/14/2015	3/22/2016-5/24/2016	9/24/2016 - 11/19/2016	1/11/2017-3/8/2017
Baby Academy Times	Saturday mornings	Tuesday early evenings	Saturday mornings	Wednesday early evenings

[5] TS Gold is a child development assessment system aligned with WaKIDS. The research-based tool uses a nationally representative norm sample of users (n=18,000; total users over 900,000) to develop scales of normative development by age group in social-emotional, physical, oral language, cognitive, literacy, and mathematics domains.
[6] The University of Idaho Survey of Parenting Practice was developed for the Parents as Teachers (PAT) program. It is a psychometric self-assessment that includes 12 questions measuring parenting practices in the domains of knowledge, confidence, skills, and behavior.

Baby Academy Site	Greenbridge/White Center Heights Elementary School	Greenbridge/White Center Heights Elementary School	Greenbridge/White Center Heights Elementary School	Seola Gardens/Mount View Elementary School
Family Advocate[7]	Certificated Teacher	Certificated Teacher	Certificated Teacher supported by Paraeducator	Paraeducator supported by Certificated Teacher
Target Population	▪ Greenbridge subsidized housing residents age 0-3	▪ Greenbridge subsidized housing residents age 0-3	▪ Greenbridge subsidized housing residents age 0-3 ▪ Housing Choice/Section 8 Voucher Holders in the school catchment age 0-3	▪ Seola Gardens subsidized housing residents age 0-3 ▪ Housing Choice/Section 8 Voucher Holders in the school catchment age 0-3
Enrolled Families	20	22	15	13
Enrolled GLEA Babies	30	27	19	16

RECRUITMENT AND ENROLLMENT

About this component. The GLEA Grant Team had the goal of enrolling 20 families in each cohort of GLEA. Recruitment includes all activities by the Family Advocate to generate interested in and get commitment to participation in the GLEA program. This included marketing the program broadly, working with community partners to get the word out, and one-on-one interactions with families with babies. The Family Advocate is the main person responsible for recruitment, though other Grant Team members, such as the elementary principal played an indirect role in advocating for the program on their own time. According to Outlook calendar records, recruiting accounted for 3% of Family Advocate time on average, though it ranged from 0% to 10% by month.

[7] Certificated teachers in Washington State are school instructional personnel who have met qualifications set by the Professional Educators Standards Board (PESB). Alternative routes to certification are available, but the traditional path includes completing a bachelor's degree at an accredited college, completing a PESB-approved teacher preparation program, and passing the Washington Educator Skills Test – Basic (WEST-B). Paraeducators must have a high school diploma or GED plus two years of study at an institution of higher education or an associate's degree, and a passing score on the ETS ParaPro Assessment.

Evolution. The program intentionally hired a Family Advocate who would be a familiar face to the community, a local resident who was already a school employee. In the spring of 2015 she transitioned to part time work at White Center Heights Elementary and part-time with GLEA. By the summer, she was working full-time on GLEA. As an active community member, the Family Advocate was always looking for potential enrollees during personal time as well as when on the clock. The Family Advocate also engaged in more formal recruiting activities like giving talks, contacting community organizations, door-knocking, and posting flyers.

"[How did you learn about GLEA?] It was a coincidence because I walk my son in summer. I used to walk him around every day. One day I met Family Advocate. She asked me, 'how old is your son'. And I said, 'three or going to be three'. And she talked about the program, and I said yeah…because I'm always interested in education and how can I support my son to learn more, and I want him to be successful." – GLEA parent

In the first year, recruitment was started several months prior to the Baby Academy to account for the unfamiliarity of the program. Enrollments spanned from April 1 to August 5, 2015 (about four months). With the long lead time on recruitment, many families needed more than four home visits (as described in the program model) to stay engaged before Baby Academy began. The following cohort took less than two months to fill up in the same community. Staff hypothesize the faster enrollment in subsequent cohorts to be due to word-of-mouth and parent referrals, and more exposure in the community. Over time, GLEA recruitment slowed down in Greenbridge as the program exhausted the number of families in Greenbridge who had children in the eligible age range, wanted to participate, and had not participated in earlier cohorts. The initially planned twice-a-year cohorts would eventually exceed the current demand for GLEA.

"I was enrolling [older sibling] into kindergarten. I came in the office and I had the baby with me and Family Advocate was up there and was like 'oh can I watch the baby' I'm like who's this crazy lady who wants to take my baby?' [laughs] She ended up watching [GLEA baby] the whole time while I got him enrolled for like a half hour and the baby didn't cry once or anything and she was a month old. She was still really little. And I was surprised and then Family Advocate told me about Baby Academy and I'm like Yes sign me up. I'd

The GLEA team invested early on in a brand and communication materials as assets for recruitment, including the program vision shown in the Appendix: Exhibit 1 and a short video of Cohort 1. The team worked with a graphic designer, instructing them to convey message that GLEA is "*trustworthy, kid-like, multicultural, a partnership, and accessible [sic]*" *[Program Documentation]* in the design. The video featured voices from participating families, illustrating a fun and culturally-supportive atmosphere. These tools were useful for introducing GLEA to families as well as with funders and other schools as they began expansion conversations. In Cohort 4, a Family Advocate created a binder with pictures of the program elements (e.g., home visits) to help with recruitment for non-English speaking families.

Recruitment for the first cohort relied on KCHA's database of family addresses in Greenbridge. Resident families with children (the program targets zero-to-three year olds) were identified and contacted by the Family Advocate from this initial list of addresses. GLEA also used this list to send mailers from KCHA to families with program information and contact information for the Family Advocate. The program found limited ongoing utility to the KCHA-generated lists after the first round of identified families were reached. Families in KCHA-supported housing are required to notify the Housing Authority of changes in family composition such as a new birth within 30 days of the change. However, with the lag in reporting, processing this data, and it becoming available to the program team, the Family Advocate relied more on word of mouth and personal observation to learn of new babies and potential participant families in the community on a cohort-to-cohort basis.

Takeaways for Replication.

Reliable and timely data on the population in the area is needed to set goals for recruitment, time the cohorts, and understand whether take-up in terms of enrollment and completion represents the target population. Ideally, program planners could account for the total number of eligible families, an estimate of the community's birth rate, and the fact that not all eligible families will want or be able to participate when designing the spacing of the cohorts. This can be a complex endeavor as the number of eligible families changes constantly as families enter/exit housing and children are born or age-out of the program. The GLEA pilot did not have access to reliable information to this regard.

Recruitment can take several months and require multiple methods in the first cohort in a new community. The program design may need more than four home visits or increased time between pre-Academy home visits keep families engaged during this period. Initial outreach involved a lot of door-knocking and distribution of flyers which can be time-intensive. There is evidence that GLEA alumni are excellent (and more cost-effective) sources of referrals and families should be encouraged to refer others to the program. More cost-effective recruitment may be from partnership with community social services, such as the local WIC office, the YMCA, and the library, though GLEA experienced some barriers to working with community partners because their target population was limited to KCHA residents. Each community will have different resources to leverage for recruitment and enrollment, and different willingness from partners to collaborate on working with a KCHA-specific population.

Families often need to be reached out to several times, sometimes over the course of multiple cohorts. The program staff learned that there will always be some families who may indicate interest in order not to offend the recruiter. Others will face personal barriers to participating though they are genuinely interested. Common barriers were the scheduling of the cohorts with other commitments such as work, feeling like their child was too young, or simply time. However, several parents re-engaged with later cohorts when they felt more ready or the timing was more convenient for them. Per parent interviews, the opportunity for parent education and general child development content have been messages that have resonated with families in introducing GLEA.

> *"We've taken a lot of parenting classes and this was different I felt. Because it was…different than some of the other stuff we've been through. The other classes have been parenting with behavior problems, and what not. This, Baby Academy was more about child development and what to expect with your baby and I really liked that." – GLEA parent*

Program staff also recommend **setting high expectations for families up front.** The staff observed in every cohort that there would be a solid core group of families who attend nearly every time, and a second group who tends to participate on the fringes, and others who discontinue the program altogether. "High-expectations" messages emphasizing that this is not a drop-in program, but a commitment to an educational course helped mitigate the number of families who discontinued. Over-recruiting is another way to meet the goal of 20 enrollees in light of this variation in participation, especially as there is relatively small marginal cost to serving additional families within the Baby Academy.

> *"The families living in KCHA housing feel more supported about doing something like this. They also feel like they live in the Housing, they feel a bit of obligation, they know where it is coming from. Used to going to community meetings etc."*
> – GLEA team member

Finally, as recruitment expanded to Housing Choice Voucher/Section 8 recipients in Greenbridge (Cohort 3) the program staff anecdotally observed **greater recruitment success with subsidized housing residents than with Housing Choice Voucher/Section 8 recipients.** A very limited number of Housing Choice Voucher families enrolled, and they were all during the latter two cohorts so this observation is not necessarily corroborated by any evaluation data. It is also not clear at this point, what different recruitment and retention strategies, if any, would be more effective with Housing Choice Voucher/Section 8 recipients.

HOME VISITS

About this component. Home visits are one of the most well-studied interventions for child development and school success[8]. While they may take different forms with variations of dosage and frequency, the GLEA Grant Team wanted to include home visiting in recognition of the many evidence-based home visiting models. They also wanted to pair home visiting with a modification of the Harlem Children's Zone Baby College model (discussed in Baby Academy below). The program design includes up to four[9] home visits prior to Baby Academy, once a week home visits during the nine weeks of Baby Academy and post-Academy check-ins with graduate families. The home visits last an hour and in cases where the family has more than one child in the GLEA age range, the visit is combined. Home Visits of all types (pre-, during, and post- Baby Academy) account for 22% of the Family Advocate's effort.

Evolution. The first home visit includes an Ages and Stages[10] screening questionnaire (see sample in the Appendix) to assess the child's development and additional enrollment or intake information. A pre-Baby Academy parent survey of knowledge, practices, and behavior is administered at the second visit or otherwise prior to the start of Baby Academy.

Over time, the home visits became more structured as the Family Advocate developed activities and materials to support the visits, such as learning cards which summarize a developmental goal and an age-appropriate activity as something they can do together during the visit and leave behind. Regular home visits might include:

- A discussion of triumphs and concerns
- A discussion of the session's goal in a developmental area
- An adult activity
- A baby activity in alignment with focused and easy to read learning cards left behind for the family (Exhibit 6). These were designed specifically for GLEA by the Family Advocate using resources like Vroom, and the book Zero to Five. They were created in response to a need that Family Advocate saw, in needing to leave something behind with the families that is for the families to work on between sessions or visits.

Exhibit 6 Example Learning Card

Learning Card

Topic: My Body **Goal:** Communication

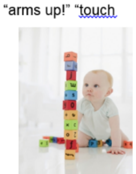
Games: Look in the Mirror—sit your child on the counter facing the bathroom mirror. Encourage your child to touch and "talk" to the child on the other side of the mirror. Point to eyes, ears, nose, mouth, etc. Smiling and laughing are fun too!

Exercising— lay child on his back. Give different commands, like "arms up!" "touch your leg" Ask them to repeat what they are doing.

Fingerplay/song – Fingers

Fingers like to wiggle waggle,
Wiggle waggle, wiggle waggle,
Fingers like to wiggle waggle
On your head!

…your knee, your toe, your nose, ect.



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[8] US Department of Health & human Services Administration for Children & Families. "Child Development and School Readiness." Accessed 6/4/2017. https://homvee.acf.hhs.gov/Outcome/2/Child-Development-and-School-Readiness-In-Brief/3#EffectsSumTableHelp

[9] The number of pre-Academy home visits (up to four) depended on when the family enrolled prior to the Baby Academy start date. (i.e., if they signed up just 2 weeks before, they would only get 2; if they signed up 8 weeks before, they would get 4)

[10] Ages & Stages Questionnaires, Third Edition (ASQ-3) is a developmental screening tool designed for use by early educators and health care professionals that take just 10–15 minutes for parents to complete and 2–3 minutes for professionals to score.

- Family Advocate developmental observations in alignment with TS Gold.

In the first cohort, the program designers anticipated language barriers and offered in-home in-person translation support to facilitate the visits. Most families, however, refused the offer. They would prefer to use their English, however limited, than to have another stranger in their home. The staff also considered a phone interpretation service as an alternative to address language barriers, but found that this option was not cost-effective relative to the demand. The Family Advocate often found that parents' English was stronger than anticipated and sufficient to communicate on the topics of development and learn games and activities with their children.

That said, for a small number of families, language could be a significant barrier to engagement during home visits. For example, when struggling with language, one parent would leave the room and go to prepare food while the Family Advocate worked with their child. Even in these cases, the Family Advocate found it was more effective to persist and gently encourage parents to join in the activity, rather than bring in outside translation services. Number of families who specified English or non-English languages as their primary language appear in Exhibit 9. The proportion of non-English speakers in each cohort ranges from one-third to two-thirds of the participant families.

GLEA staff hypothesize this program direction and the high expectations may have had a positive effect on parents' confidence in their second language, observing GLEA parents and families going on to enroll in ELL classes and more confident interactions with school staff.

"The program needs to lead to the school. A lot of Somali moms will talk English to me now. They didn't start that until GLEA, it was a confidence thing." – WCHE principal

In early cohorts, staff observed that the Home Visits were very attractive to families for the convenience of learning in home and the individualized attention from the Family Advocates. Some enrolled with GLEA hoping to benefit from the home visiting, but were unwilling or unable to commit to attending the school-based Baby Academy sessions. After briefly considering exceptions to engage families in home visiting only, the team decided to adhere to the original school-centered model, and insist on Baby Academy attendance in order to receive home visiting. Families that attended less than 5 Baby Academy sessions would be considered not to have completed the program. In Cohort 1, six families (out of 20 enrolled, 30%) did not complete per this definition. In Cohort 2, 2 out of the 22 (9%) families enrolled did not complete per this definition. The Participation Outputs section of this report provides additional data on participation rates. The combination of the school-based academy and home visiting is a distinguishing feature of this program model.

"Home visits are great [laughs] I love them. Now I'm more focused on him (youngest baby) but I wonder what this program would have done before when my oldest daughters were young…I never paid a lot of attention to a lot of the things that I do now with [son]...I just didn't know the importance of doing that." – Cohort 3 parent

"To try to even figure out games - what kind of games could I play with [my son] because of his disability? I couldn't think of anything off the top of my head, ain't nobody played games with me when I was a kid. [The Family Advocates] came up with an actual example and showed me. "Well this is what we could do." Just wadding up paper and throwing it in a wastebasket. Just as a game to teach him to tear, crumple and throw. They're really great people." – GLEA parent

Post-Baby Academy Home Visits are loosely defined and discussed more in the Graduate Meetings and Field Trips Section. While the format and frequency of Family Advocate home visits post-Baby Academy are still being developed, one consistent component has been the TS Gold assessments. The Family Advocate assesses all GLEA babies (or collects equivalent data from their preschool provider) every three months. For children not in preschool, these assessments use data collected through home visits.

Takeaways for Replication

Home visits are one of the strongest evidence-based components of the program. Ensuring that home visits are of appropriate quality can provide some confidence in positive outcomes. They are also an important complement to the content being shared in Baby Academy in that it is an opportunity to reinforce 'classroom' learning in the home, through experiential learning, coaching, and repetition. **Home visits benefited from the use of structured incentives, in this case a new book with every visit. Home Visits might also be considered an incentive themselves, in terms of getting families to attend Baby Academy and persist in the program.**

The Family Advocate's level of trust with the family is paramount in ensuring quality home visiting. The need to establish trust appears to override language and interpretation concerns. According to program staff, a skilled home visitor will be able to work with multiple cultures and languages, and adopt a warm attitude of one-on-one attention that builds trust with families, and persist in re-engaging parents when the language becomes a barrier.

The term home visiting refers primarily to the family advocate's engagement with the families during time at their homes. However, the **family advocate has additional program duties that require their attention during the home visiting time, such as collecting data**. Data collection was not always completed, for several possible reasons. The parent and child interactions may have required the family advocate's full attention, there was not adequate buffer time for data collection budgeted during and between home visits, or the data collection tools and systems such as a tablet PC did not integrate well with the visit.

BABY ACADEMY

About this component. Baby Academy is a weekly three-hour opportunity for parents and caregivers to learn about topics related to child development, learning opportunities, discipline, and health. The Academy takes place over nine weeks inside the elementary school building to build participants' familiarity with the building rooms and resources. The location inside the elementary school is a key component of the design, and finding separate spaces for parent instruction, GLEA Baby and sibling care, and meals were all determined by the programs needs and the school's available facilities at the Baby Academy time. In White Center Elementary school, for example, the program used kindergarten classrooms for GLEA babies, the computer lab for sibling care, the library for parent instruction, and the gymnasium for large gatherings and meals. Families arrive together with their children and participate in an opening activity together, but the majority of the time is spent with parents engaging in focused learning in an adults-only setting. The total time depended slightly on the day of week and time of day (after school versus weekend Baby Academy), and a sample agenda appears in Exhibit 23. Each adult session during the day has a topic led by an expert speaker. The GLEA babies are in a separate area with early learning educational assistants, while older siblings are engaged in activities with child care providers. Planning Baby Academy requires a large amount of organization and logistics, from contracting individual speakers, coordinating catering and child care, to working with the schools to access facilities during out of school time. It comprised the lion's share of program development hours over the course of the three years. A participation rate of 5 or more Baby Academy sessions was considered program completion, while 7 or more sessions were required to earn Highline College credit.

Evolution. The evolution of the Baby Academy is addressed in three parts: the parent curriculum, GLEA Baby and Sibling-Care, and Logistics.

Parent Curriculum

The Baby Academy curriculum was influenced by several different sources including the Harlem Children's Zone model, the Zero to Five book by Tracy Cutchlow, and Highline College course syllabi to ensure that parents would be eligible for course credit. The team identified expert speakers aligned with the curriculum they envisioned (see Appendix Exhibit 22).

Most of the speakers over time returned to Baby Academy over multiple cohorts and modified their presentations based on parent feedback. Feedback on each session was solicited from parents. While parents gave almost universally high marks, qualitatively, parents preferred speakers who engaged the participants more, and sessions with the opportunity to hear from the other parents and caregivers and to model and practice activities. While early sessions may have had some lecture-style classes, by the last Cohort, participants reported that almost every session was interactive by design.

> *"I have my favorite speakers and I have my not so favorite speakers. What I told [family advocate], was that…almost all the speakers I loved them. All the discussions were so lively. There was one I didn't like, because it just centers on her talking talking talking talking… it was like a monotone… The speakers that I like, had fun discussion and everybody feels free to share their experiences."*
> *– GLEA parent*

The parent curriculum has matured considerably over the four cohorts, drawing on participant feedback and staff observations, and the team has solidified the content of each session. The team feels improvements can still be made especially in prepping speakers on what to expect and what the program's needs are via multiple means (email, phone call) well in advance of the program and before their particular session.

Given the linguistic diversity of the families, the Baby Academy sessions typically included 1-2 interpreters. While parents generally indicated that interpreters during home visits were not necessary, they were useful for the Baby Academy sessions given the content and classroom-like format.

GLEA Baby and Sibling-Care

Central to the model was separate, age-appropriate learning experiences for parents and caregivers and the GLEA babies. Sibling-care was provided as a means of lowering the barriers for family attendance. In the early cohorts, the design of the programming for the parents' experience in Baby Academy was the priority. The GLEA baby care evolved over the cohorts to have more systematic programming over time, so that it was more of an early learning experience than a child care experience. At the end of the fourth cohort, the team indicated there is still more work to do in shaping that experience, setting the curriculum and learning expectations with the paraeducators running the GLEA baby care, and creating more of a transition from parents to the separate GLEA baby area. For most GLEA babies (and some parents) this is a first experience with a formal early learning setting separating parents and children.

> *"I'm not totally satisfied with the child care [referring to both GLEA Baby and Sibling Care] component of the program yet. We didn't have enough time to train the paraeducators. I would probably like to change the first session to maybe have parents with the kids half of the time, so the kids feel more comfortable and supported while the parents are there and getting to know the staff. Being taken away from mom can be very traumatic, and we have a lot of criers. If we had more time to sit with the paraeducators and learn expectations. I pretty much just emailed them, "One of you is the lead teacher" etc…We need to do a more intentional training on what the program is all about etc."*
> *– GLEA Family Advocate*

Sibling-care is contracted to a local organization in the preferred model. In the case of Greenbridge and Mount View, the Boys & Girls of King County – Southwest Club was well situated for the task. During the first cohort, the siblings were picked up by Boys & Girls Club staff and walked together to the Club to use their facilities and activities. In later cohorts, the sibling-care would happen on-site in the school building using the gyms and computer labs, using Boys & Girls Club staff. The development happened for several reasons. Some parents were apprehensive about their children leaving the site where they were, had concerns about their children using the Boys & Girls Club facilities especially in conjunction with other non-GLEA children, and the school offered more opportunity for the time to be spent in academically enriching activities. Sibling-care on-site in the school became the preferred mode.

The program used school paraeducators for both the child and sibling care in Mount View, where there was no readily available community-based organization. While this may have provided more control over the quality of care, and been aligned with school-centered model, it was decided that the importance of building community partnerships was preferred wherever possible.

Logistics

Baby Academy logistics include working with the school to access and reserve the space, arranging for custodial staff to be on hand, purchasing and organizing incentives, planning the schedule and timing of the Academy, and arranging catering. The example agenda shown in the Appendix: Exhibit 23 illustrates the many activities of Baby Academy. When engaging with a new school building these arrangements can take up a large amount of time and will likely require the support of administrative leadership to garner the help of administrative staff.

Over the course of the cohorts, the GLEA team developed several worksheets and tools to manage the many tasks related to logistics. The Appendix contains several examples of formats the team used to organize their work, including agendas and incentive frameworks. There were also program planning forms, tables to crosswalk GLEA curriculum with Highline College course requirements, and budgeting tools. These simple tools helped manage tasks across a team that spans several organizations with multiple duties, and keep the team accountable for tasks in between meetings.

Takeaways for Replication

Parent Curriculum Takeaways

Parent sessions should be designed for interaction and discussion among parents to the maximum extent possible. While imparting expert knowledge is a key part of the program, the program also has an objective of strengthening parent social support networks. The Harlem Children's Zone curriculum and Highline College syllabus were well-tested guides for curriculum design in terms of what content to cover.

Prepare speakers for a diverse parent audience. It is important, and challenging, to find qualified expert speakers on each topic who are skilled at communicating with and engaging a diverse parent group. Most cohorts had 1-2 language interpreters in the parent sessions to accommodate the various primary languages of the cohort. Expert speakers may need support and coaching on how to modify their lessons to allow for interpretation.

GLEA Baby and Sibling-Care Takeaways

GLEA baby care should be viewed as a child development and learning opportunity, as well as a change for parents to focus on their own learning without the distraction of children. Maximize this time by preparing paraeducators and a lead teacher to set intentional learning objectives and activities for each session.

Logistics Takeaways

Logistics can take more time than anticipated, especially when there are multiple organizations involved. Building relationships with key administrative staff, potentially with the support of the administrative leadership can help these things go more smoothly. Some key logistics components and challenges included payment systems for vendors, addressing families' cultural needs, and custodial needs. With payments, multiple vendors will need to be contracted and paid out of the program account including caterers, speakers, contract child care, and ordering incentives. The payment systems through the school district was one of the most time consuming and frustrating part of organizing logistics.

Cultural needs are an additional layer of consideration for almost every component of the logistics. For example, finding a caterer for Halal diets, negotiating activities with movement and dance with Muslim participants, and contracting interpretation service for multiple languages. As soon as is feasible during recruitment and enrollment, consider the cultural demographics of the cohort and whether special accommodations will be needed.

T**hough not always visible, custodial staff are key to ensuring the Baby Academy runs smoothly.** Some extra attention to make sure they understand what is expected and that they should be on-hand and available during Baby Academy hours rather than working on other projects is worth it.

Finally, recognize that **Baby Academy is not able to meet the needs of all families with the one day-of-week version.** The program alternated Cohorts between a weekday after-school version and a weekend Saturday morning version. With this configuration, if a registered family was having trouble making one of the versions, they could enroll for the next cohort. Between these two versions, the team was able to meet the needs of most families.

GRADUATE MEETINGS AND FIELD TRIPS

About this component. As of this report the GLEA graduate experience of continuing education and field trips is a still-developing part of the model. The objectives of the Post-Academy experience were initially to extend and keep fresh learning from the Baby Academy and to maintain and expand the social support networks of families in the time between Baby Academy and kindergarten. More recently, the objective of this time has shifted to focus more on family goal-setting by child development domains.

Evolution. The Grant Team has conducted field trips since the conclusion of the first cohort in the Winter of 2015-16. Trips are to local attractions like the Children's Museum, Woodland Park Zoo, and Pacific Science Center. The main evolution and learnings had to do with accessing free or discounted admission for groups and or non-profit organizations through these institutions and the logistics of advertising and transportation to these trips. GLEA and KCHA have taken advantage of the Children's Museum Passport to Play program. After an application process, KCHA is able to offer free tickets to families including GLEA graduate families.

The graduate experience has been more challenging to design. Parents found the Baby Academy incredibly valuable and often ask for a Baby Academy '2', to be able to repeat the program, or to have a similar program focused on parenting older children. Anecdotally, the team is

> *"I've been doing TS Gold since Cohort 1, they will say 'Oh [the baby] are not doing anything new since Baby Academy" and I go 'No no no they are learning every day' I am concerned that some retraining is needed?"*
> *– GLEA Family Advocate*

concerned that positive benefits observed during and just after Baby Academy wear off without further engagement. The risk, however, is for some parents not to take ownership of their own learning and their own child's development. Designing the graduate experience, the team wanted to support continued learning, while encouraging parents' role as the first teacher and the long-term connection to school success.

The team in the graduate experience is currently focused on communicating messages about the longer-term pathway to kindergarten for GLEA graduates, to Head Start/ECEAP, then kindergarten jumpstart (See Appendix for Communication materials). They hope to equip parents with that roadmap and support them in setting child development goals and making choices to support them.

"We tried doing a monthly Play n Learn that was just GLEA families - weren't getting a lot of traction out of that - The first had 6, and the second had 2. Maybe bad timing. But we are seeing a lot more, in just showing up at the regular Play and Learn which is great. At this point, I'd say 75% of the Somali Play n Learn group run by the White Center CDA was GLEA families."
– GLEA Program Team mid-Cohort 3

Given this clear demand from the families to continue their learning after Baby Academy and the design challenges mentioned, a successful mature format for this engagement is still developing. Several different forms have been tried.

- Play n Learn-style programming led by the Family Advocate in the Educare space.
- Private Facebook page for GLEA grads to aid communication about early learning opportunities and allow grads to communicate with each other.
- Graduate event at the new White Center library to join a story time event and help residents get library cards.
- Monthly meetings, rotating from daytime and in the evening. Some will have a speaker and some will be more focused on communication between grads. Similar to Baby Academy, there will be on-site child care. (currently planned for 2017-18)

After four cohorts, there are nearly 100 graduate families to contact for post-Baby Academy experiences. The previous methods of reaching families for graduate experiences and field trips, that is door-to-door or phone calls, are no longer feasible. Facebook and texts are a new format for the participants that the team hopes will gain traction. However, a satisfactory method for maintaining engagement with the growing number of alumni is yet to be found.

"Going to door to door, we can only get so many, we think we'll just drop off a flyer, but every time we go they are like 'come in and talk to us,' and 'can you help interpret my daughter's report card?' Which is great, which shows academic engagement, but it takes time…We have tried making a facebook, tried texting for broad communication when there are multiple cohorts. The question we are dealing with now is 'how do you manage a large group?'"
– GLEA Family Advocate

Takeaways for Replication

The pilot did not produce a mature model for the gradate experience available for replication. This is being developed further in the Spring and Summer of 2017 preceding another Greenbridge cohort in the Fall. However, a few observations are available at this time. For example, transportation is a major issue for field trip planning. Many families are unfamiliar with or uncomfortable with public transportation. Plan for additional time and effort coaching bus route and payment processes and coordinating rides with families who are able to drive.

"I kept bashing my head in the planning of field trips…Worried we will have 50 people getting on a bus. You can't put the moms and the babies on school busses and part of it is trying to empower them to use transit themselves. So it is kind of important."
– GLEA team member

There is also a challenging balance to strike between taking advantage of local resources and trying to create a new early learning experience when a gap is perceived. One objective of GLEA was always to strengthen connections to existing educational resources post-Baby-Academy. Opportunities to introduce families to high-quality programs strengthen the pathway from GLEA to kindergarten, but building those partnerships and getting families engaged in them can be more challenging than anticipated given the multitude of individual family preferences and available programs.

STAFFING

About this component. The primary staff for the GLEA program is the Family Advocate. This position was originally conceived of by a broad group of GLEA community partners. They described critical skills and aptitudes including "knowledge and experience of the K-3 system, early learning and home visitation skills, and ability to identify non-education needs such as mental health needs." [GLEA Program Documentation]. They also identified teacher certification as a requirement. As a school-centered program, the Grant Team believed the quality of instruction and family interaction that accompanied a certificated teacher's training would be essential for successful home visits, detecting developmental delays, and connecting any activities to development and academic success. In the case of the pilot, the Family Advocate was a White Center resident who has taught at White Center Heights Elementary for a long time. Though residence in the same community as family participants would be a challenging criterion for scaling this role, the Grant Team believed this lent the Family Advocate the advantage of familiarity among target families. The Family Advocate had to be available and approachable, knowledgeable of the community's local early education resources, and able to communicate with families from diverse backgrounds. The program began with one full-time advocate, and hired a second Family Advocate when the program expanded to Mount View Elementary School.

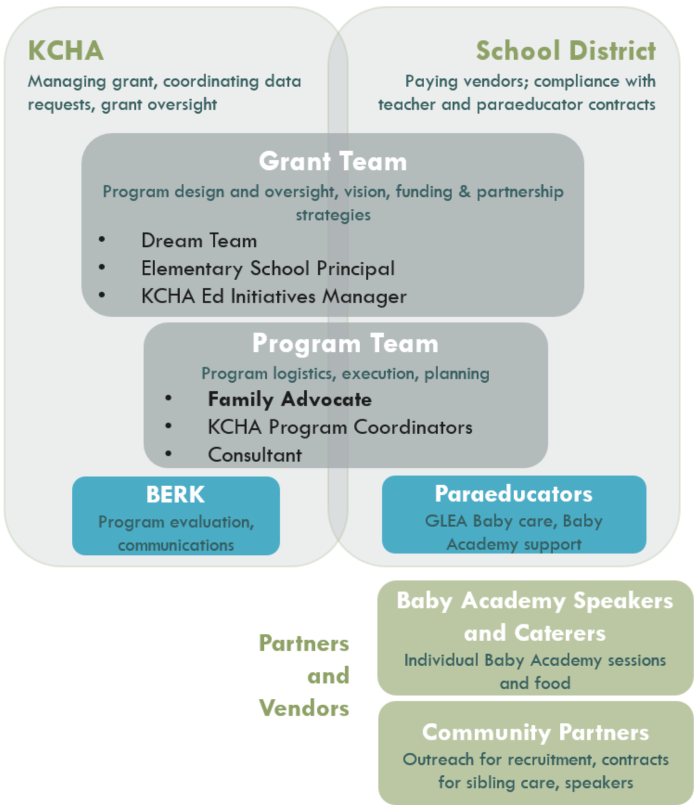
The Family Advocate's duties included:

- **Recruiting** (described in more detail above). Making house calls from the KCHA database list, distribution of flyers, outreach to community organizations to spread awareness, and appearances at community events to promote the program.
- **Family work.** Conducting one weekly hour-long home visits with each enrolled family (including both pre-Academy visits and visit during Baby Academy), developing and sharing learning tools and activities referring families to resources, conducting developmental screenings (ASQ) and observational assessments post-Baby Academy (TS Gold), and facilitating Baby Academy.
- **Program Development.** Developing Baby Academy curriculum, contracting expert speakers for topics, developing program partnerships (such as that with Highline College), developing and ordering incentives, leading Baby Academy logistics such as space, child and sibling care, and catering.
- **Administration and Planning.** Organizing and attending Grant Team meetings, invoicing, and data collection and entry to support the program evaluation.

The Family Advocate position is the only staff role dedicated to the GLEA program and was fully grant funded during the pilot. The grant also funded the engagement of BERK Consulting to conduct this formative program evaluation. Other individuals in the partnership played key supportive roles and their time represented significant in-kind contributions from the school district and the housing authority. These included:

- **White Center Heights Elementary Principal.** Provided school connections and resources and program design and vision.
- **King County Housing Authority Program Coordinator.** Point person from KCHA for coordinating data requests, contract and budgeting needs, Grant Team liaison to funder requests.

Exhibit 8 GLEA team roles



The GLEA team organized early on (by Cohort 1) into a Program Team and a "Grant Team". The Program Team was a smaller group consisting of the Family Advocate, KCHA Program Coordinating staff and a KCHA consultant. They focused on logistics, planning, and execution at a very practical level. The Grant Team was a larger group including the Program Team, plus administrators at the school and KCHA. The Grant Team focused on the long-term program vision, grant opportunities and design ideas. The Grant Team met roughly monthly. The Program Team met more frequently as needed and communicated much more frequently in between meetings.

The paraeducators used for child care during the baby academy were recruited from the district mailing list of paraeducators. Depending on the size of the cohort and numbers of siblings engaged, 4-6 paraeducators were expected to be able to support the child care needs of the Baby Academy. Over the cohorts, the program incorporated time for preparations and training for the paraeducators, though they indicated more work needs to be done to further develop the curriculum and expectations for the paraeducators staffing the child care during Baby Academy.

Evolution. With expansion to Mount View, the Grant Team decided to test staffing a paraeducator as the Family Advocate instead of a certificated teacher. This decision would allow lower staff costs for the Family Advocate role. The paraeducator selected for the role was also someone known to the community, an existing staff member at Mount View with a personal focus on early education working on her early education certificate. She was also bilingual which would be an asset to the program. Members of the Program and Grant Teams opined that the Certificated Teacher was best equipped for certain Family Advocate tasks, like identifying developmental delays and developing age and development appropriate curriculum and activities to advance child development. The Certificated Teacher played a major support and mentorship role, even when most program activities were being led by the paraeducator. Whether a Certificated Teacher is associated with different outcomes remains to be seen.

> *"I still believe you got to have a teacher. It's easy to see that [Family Advocate] gets the big picture of school success more readily. She had a different relationship with staff of the school. A non-certificated teacher can do an outstanding job mentored by a teacher. They're a good team."*
> *– Program team member*

Takeaways for Replication

The Family Advocate's time is best spent with families. In particular, if the ultimate program model demands a certificated teacher and the costs associated with the higher credential, their time should be used with families to maximize value. To the extent possible, administrative duties, logistics and coordination, data entry, and reporting are duties that can be taken on by other staff or partners.

Interviews with program staff indicate that the preferred Family Advocate is a certificated teacher, though this perspective from the team has not been corroborated with quantitative program evidence on child outcomes or parent feedback. In the fourth and only cohort run by a paraeducator, many other major variables had changed including the location at Mount View and Seola Gardens. Interviews with the team suggest a very skilled paraeducator can conduct home visits, work with families and run the day-to-day of the Baby Academy, while a Certificated Teacher is needed to see the bigger picture of school success for families and develop rigorous curricula and programming to achieve those goals. Where demand requires more than one Family Advocate team member, the Cohort 4 model of a paraeducator in the Family Advocate role mentored by a Certificated teacher could be successful.

The model as implemented in the pilot relied heavily on in-kind support from the school district and KCHA. In particular, the model relies on committed partners at the administrative level. The school principal played a key role in 'opening doors' and gathering resources, other paraeducators and staff, to support the Family Advocate, as well as championing the program with families. Similarly, a KCHA point person at the table can help unlock resources from the housing side. A school leader who advocates for the program outside of program hours, who comes to Baby Academy sessions and engages families, serves coffee and snacks to participants, and otherwise demonstrates interest in the program is very different than an administrative team who allows and supports the program happening in the building. With very busy schools, this level of commitment can be difficult to garner, but it was a key success factor according to GLEA staff and should be a key factor to consider when scaling.

Finally, **the school-centered model prioritized working with existing school staff as much as possible, but this can come with unique challenges**. Using school staff maximizes opportunities for families to get to know people who will eventually work with their children and demonstrates an early commitment from the school. However, using school staff also presents constraints related to teacher union contracts, and when and how many hours can be worked. The also team found that programming Baby Academy on weekends, though perhaps easier for some families to attend, could be challenging to find educational assistants who were willing to work weekends.

IV. Outputs/Outcomes

PARTICIPATION OUTPUTS

Families served

GLEA has served nearly 100 children aged birth-to-three in White Center representing a diverse range of languages and cultures. Many participating parents were born outside the United States, including Ethiopia, Somalia, Cambodia, Vietnam, Colombia, and Iraq. The Somali population was well represented in GLEA. Families who speak Somali as their primary language make up 38% of Greenbridge, and 21% of Seola Gardens residents.

Exhibit 9 GLEA families served (all enrollees)

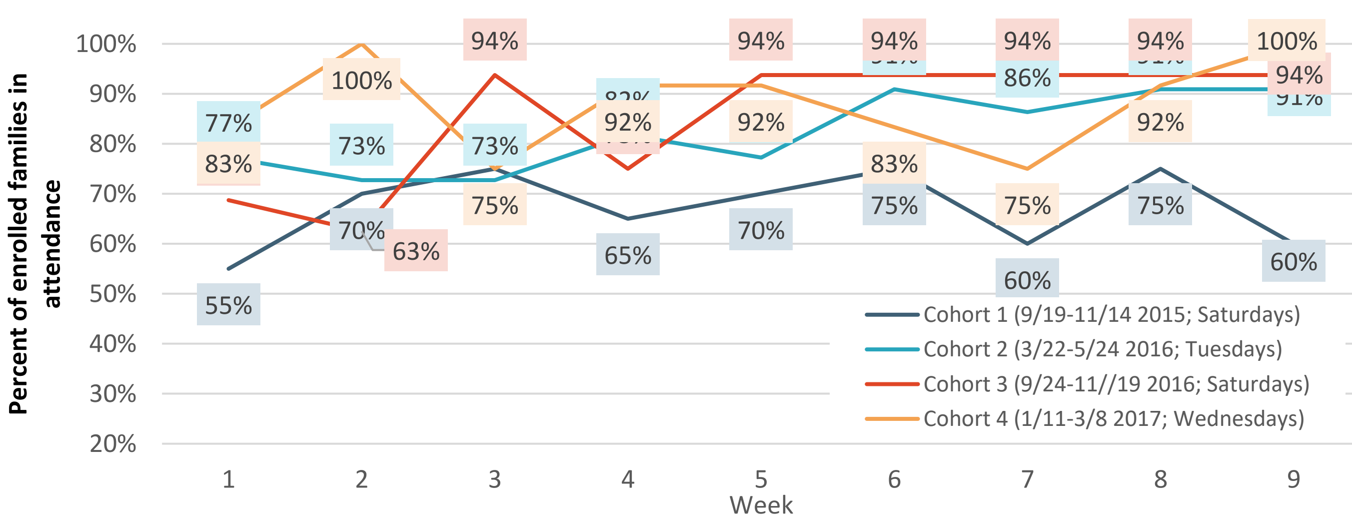
	Cohort 1		Cohort 2		Cohort 3		Cohort 4		Total Served	
Total Families	**20**		**22**		**15**		**13**		**70**	
English	3	*15%*	8	*36%*	9	*60%*	6	*46%*	26	*37%*
Somali	8	*40%*	10	*45%*	3	*20%*	4	*31%*	25	*36%*
Other non-English	4	*20%*	4	*18%*	2	*13%*	2	*15%*	12	*17%*
Did not specify	5	*25%*	0	*0%*	1	*7%*	1	*8%*	7	*10%*
HCV/Section 8	0	*0%*	0	*0%*	7	*46%*	No data			
Total Children	**30**		**27**		**19**		**16**		**92**	
Female	13	*43%*	19	*70%*	5	*26%*	8	*53%*	45	*49%*
Male	17	*57%*	8	*30%*	14	*74%*	7	*47%*	46	*51%*
Black	22	*73%*	15	*56%*	9	*47%*	9	*56%*	55	*60%*
Mixed	0	*0%*	6	*22%*	0	*0%*	0	*0%*	7	*7%*
Caucasian	2	*7%*	5	*19%*	3	*16%*	2	*13%*	12	*13%*
Asian	6	*20%*	0	*0%*	2	*11%*	2	*13%*	10	*11%*
Other	0	*0%*	1	*4%*	5	*26%*	2	*13%*	8	*9%*

Source: GLEA Program Documentation; BERK, 2017 Note: One child missing race data in Cohort 4

Attendance

The GLEA program's first cohort had the lowest attendance rates of the four, perhaps due to weather or unfamiliarity with the program and its expectations. Following the first cohort, the program staff also deliberately communicated much firmer expectations about attendance, included what was required to earn incentives such as the college credit, and requiring attendance at Baby Academy in conjunction with the Home Visit. The program typically saw some of the highest attendance rates toward the end of the Baby Academy which includes the final graduation celebration.

Exhibit 10 Baby Academy Attendance by Cohort



Source: GLEA Attendance Records 2015-2017; BERK 2017

There was no distinct pattern across cohorts in terms of age of GLEA baby at the beginning of the cohort. Most participants were in the birth-to-three age range, the target for the program. Only one child in cohort 3 began at age four, but pre-kindergarten. Qualitatively, some parents suggested they were not 'ready' for Baby Academy too soon after the birth of the child when they were first contacted. They felt their kids were too young during Cohort 1 but subsequently participated in Cohort 2, which may explain the higher proportion of children under one year old in Cohort 2.

"When they did the first class, I thought, the baby was still really young for that. So when they opened the next class, actually I was really nervous. I was like really nervous, I didn't know who was going to be there, I didn't know - I had no idea about anything. But when I got it I was like 'Oh my god, this is so awesome'. Really. I really really enjoyed it. I saw a lot of familiar faces, the class and the moms and it was such a great experience."
– GLEA parent

Exhibit 11 GLEA Baby Age at Beginning of Cohort (families with <5 absences only)

Age	Cohort 1	Cohort 2	Cohort 3	Cohort 4
Less than 1	5 23%	8 33%	2 21%	2 13%
1 to less than 2	3 14%	5 21%	7 29%	7 47%
2 to less than 3	8 36%	5 21%	1 14%	1 7%
3 years old or older*	6 27%	6 25%	5 36%	5 33%
Total	**22**	**24**	**14**	**15**

Source: GLEA Program Documentation; BERK 2017

Note: One GLEA baby age four was enrolled in Cohort 3, a sibling of another GLEA baby; Program completion is defined by having less than 5 Baby Academy absences.

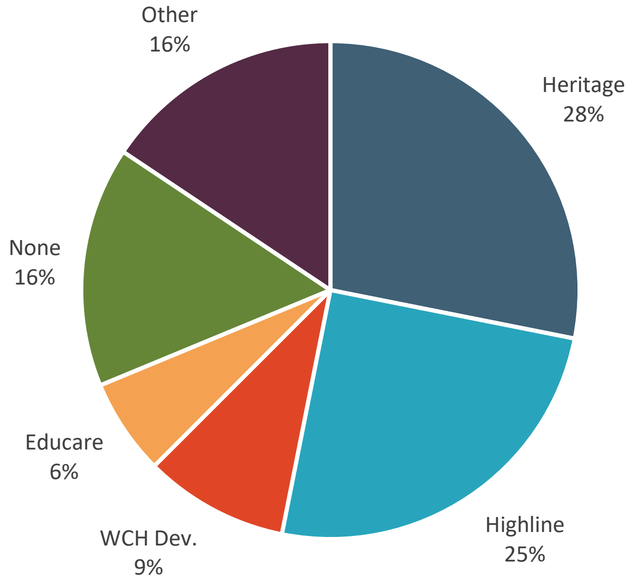
FAMILY OUTCOMES

Enrollment in formal early learning

There are high quality formal early education opportunities in the White Center area. The Family Advocate encourages and supports GLEA gradate families to enroll in these opportunities after graduation. In particular, there are several Head Start programs available in the White Center Heights Elementary school area. Two classrooms operate out of the elementary school, and the Highline Learning Center Head Start is operated by the Puget Sound Educational Service District (The Village) at Greenbridge.

The majority of GLEA graduate families with babies of eligible age are participating in a formal early learning opportunity. 32 graduates are three or four years old by May 1, 2017. Of those, only five (16%) were explicitly not attending any early learning opportunity. The majority of children were participating in Heritage programs (nine), Highline Public Schools Head Start (eight), or White Center Heights Developmental Pre-school (three). Other programs included Childhaven, home schooling, Educare and private pre-school.

Exhibit 12 Early Learning Enrollment of GLEA Three and Four-year olds (as of May 2017)



Source: GLEA Program Documentation

Families have expressed interest in, but difficulty accessing, formal early childhood education at Educare, a high-quality program run by PSESD operating on the Greenbridge site. According to families and the Program team, the primary reason is that income qualification guidelines have prevented them from accessing subsidies to be able to attend this high-quality program. These families have income that exceeds the subsidy threshold, but does not afford them the option to fully private pay.

It is difficult to attribute the impact of GLEA to early education enrollment as the families who selected into GLEA may also be more apt to pursue formal early education as well. Qualitatively, GLEA staff report a new level of interest and engagement around formal early education opportunities, corroborated by the actual levels of enrollment.

Changes in parents' attitudes, behaviors, skills and knowledge

GLEA aims to instill in participants the recognition of parents' role as 'first teacher' and the abilities and knowledge to be effective in that role. This is achieved through modeling and activities in home visits and group discussion and instruction at Baby Academy. Using the framework of knowledge, confidence, skills and behavior in the University of Idaho Survey of Parenting Practices, we observed the strongest gains in knowledge and behavior. In particular, parents reported increased amounts of reading to their children and increased knowledge of child development. On average, no change was observed in ability to respond effectively when their child is upset and ability to keep their children safe and healthy, though parents tended to rate themselves highly in these domains in the pre-survey.

Exhibit 13 GLEA Survey of Parenting Practices (parents who missed <5 Baby Academy Sessions, who completed both pre- and post-surveys)

	1. How would you rate yourself on the following parenting knowledge and practices? (Scale of 0-6)	PRE n=49	POST	DIFFERENCE
KNOWLEDGE	a. My knowledge of how my child is growing and developing	4.49	5.33	0.84
	b. My knowledge of what behavior is typical at this age	4.52	5.21	0.69
	c. My knowledge of how my child's brain is growing and developing	4.40	5.19	0.79
CONFIDENCE	d. My confidence in myself as a parent	5.44	5.65	0.21
	e. My confidence in setting limits for my child	4.77	5.26	0.49
	f. My confidence that I can help my child learn at this age	5.12	5.55	0.43
SKILLS	g. My ability to identify what my child needs	5.55	5.74	0.20
	h. My ability to respond effectively when my child is upset	5.37	5.37	-
	i. My ability to keep my child safe and healthy	5.79	5.79	-
BEHAVIOR	j. The amount of activities my child and I do together	4.81	5.40	0.59
	k. The amount I read to my child	4.07	5.02	0.95
	l. My connection with other families and children	4.16	5.00	0.84

Source: GLEA Parent Survey
Note: The survey instrument was introduced midway through Cohort 1; Program completion is defined by having less than 5 Baby Academy absences.

Parents reported specific changes in at-home practices based on Baby Academy learnings and coaching. The most significant gains qualitatively are in reading to and interacting with children in recognition of their ability to learn early on, as well as parents' self-regulating behavior to work through times of stress and frustration positively.

> *"…There was a lot of stuff I was doing wrong that Baby Academy helped me though. Or I knew, but I didn't know the tool to use. One example is…how to calm them down when you're upset, like how to, calm yourself down and to talk through to your child."*
> *– GLEA parent*

Parents report positive outcomes related to these new behaviors and sharing new knowledge with peers inside and outside the GLEA community, which in some cases has led to enrollees for subsequent GLEA cohorts.

Aside from discrete knowledge, skills, and behaviors, another intentional aspect of the GLEA approach is to increase familiarity with the education system, both to be able to advocate for their children in the K-12 system, and for the parents themselves to value their own knowledge and skills. In follow-up with GLEA families, the Family Advocates have observed several signs of parent's engagement in their own learning and personal advocacy. For example:

- Parents enrolling in ELL classes
- Parents volunteering to be on the Educare preschool Board
- Parent attendance at the White Center summit to advocate for their community
- Parent enrollment in Highline College Early Childhood classes, including classes where the language of instruction is Somali
- Parent comments about furthering their education

"Oh my god I hope they have GLEA 2, I will be there every day! Because education has no end. Continue continue, continue. When I was in High School I used to dream about, one day, I'll be a nurse, or I'll be someday, and we but I ended up you know, raising my kids and a very happy family. Yeah, but my husband is doing school now. We can't all go all at the same time. Maybe someday. Yeah that was my dream, but we'll just wait. Time will tell. So…I really liked the program."
– GLEA parent

Preliminary developmental indicators

Prevalence studies indicate that nation-wide, 13% of children aged birth-to-three have developmental delays that would make the eligible for federally-subsidized subsidized early intervention services, but less than a quarter of them are detected and connected to those services[11].The Ages and Stages Questionnaire (ASQ) is a simple (10-15 minute) developmental screening tool used by the GLEA Family Advocate at the first enrollment home visit to detect potential developmental delays.

The results are an indicator of potential delays present in the population, but not a confirmatory diagnosis for any individual child. The Family Advocate may make a recommendation for further assessment or monitor the child's development closely given any Below results from the screening. Every cohort had at least one GLEA baby who screened Below in at least one domain, indicating rates of delay slightly higher than would be expected from the prevalence research.

[11] Rosenberg, S., Zhang, D. & Robinson, C. (2008). Prevalence of developmental delays and participation in early intervention services for young children. Pediatrics, 121(6) e1503-e1509.

Exhibit 14 GLEA Baby ASQ Results (all enrollees)

	Cohort 1	Cohort 2	Cohort 3	Cohort 4
Communication				
Above			5	1
Typical	25	22	10	13
Below	5	3		1
Gross Motor				
Above			3	
Typical	26	24	10	14
Below	4	1	2	1
Fine Motor				
Above			5	1
Typical	29	23	10	14
Below	1	2		
Problem Solving				
Above			2	
Typical	26	19	10	14
Below	4	6	3	1
Personal Social				
Above			3	1
Typical	25	23	10	12
Below	5	2	2	2
Missing ASQ data	2	4	1	
Total enrollees	**30**	**27**	**19**	**16**

Source: GLEA Program Documentation 2015-2017; BERK 2017;
Note: ASQ is a screening tool, not an assessment

TS Gold is a child development assessment system aligned with WaKIDS, Washington State's kindergarten readiness framework that includes a uniform child development assessment at kindergarten entry. The research-based tool uses a nationally representative norm sample of users (n=18,000; total users over 900,000) to develop scales of normative development by age group in social-emotional, physical, oral language, cognitive, literacy, and mathematics domains. The tool is administered by collecting observations in developmental domains over time in an online tool. The Grant Team adopted this tool for its alignment to WaKIDS and the rich evidence base behind it. The Family Advocate uses the TS Gold online platform to enter observations and make assessments at regular checkpoints (6 month intervals per GLEA graduate). Due to this schedule of assessment, more observations are available for earlier cohorts. For GLEA graduates in a formal preschool program that uses TS Gold, the family advocate collects observations from preschool staff and enter them into the tool. Where graduates are not enrolled in preschool or where the preschool does not use TS Gold, the family advocate collects observations and makes the TS Gold assessment on her own.

Exhibit 15 Percent of GLEA Babies Meeting or Exceeding TS Gold Domain Benchmarks

	GLEA Cohorts (all ages)							2016-2017 Kindergarten Readiness (from OSPI)	
	Cohort 1			Cohort 2		Cohort 3	Cohort 4		
Observation:	1 (Winter 15/16)	2 (Summer 15/16)	3 (Winter 16/17)	1 (Fall 16/17	2 (Spring 16/17)	1 (Winter 16/17)	1 (Spring 16/17)	White Center Heights Elementary	Mount View Elementary
Social Emotional	92%	100%	100%	100%	100%	83%	100%	74%	72%
Physical - Gross Motor	100%	92%	100%	100%	95%	100%	100%	67%*	85%*
Physical - Fine Motor	100%	100%	100%	95%	100%	100%	100%	67%*	85%*
Language	92%	67%	90%	95%	95%	100%	77%	80%	85%
Cognitive	100%	92%	100%	100%	100%	100%	92%	64%	72%
Literacy	92%	92%	95%	89%	90%	Missing	77%	59%	74%
Mathematics	85%	67%	90%	53%	70%	Missing	46%	46%	35%

Source: GLEA TS Gold Snapshot Reports; BERK 2017; OSPI 2017

* Kindergarten Readiness indicators from OSPI report a combined Physical score while the underlying TS Gold system used by GLEA differentiates Fine Motor and Gross Motor skills.

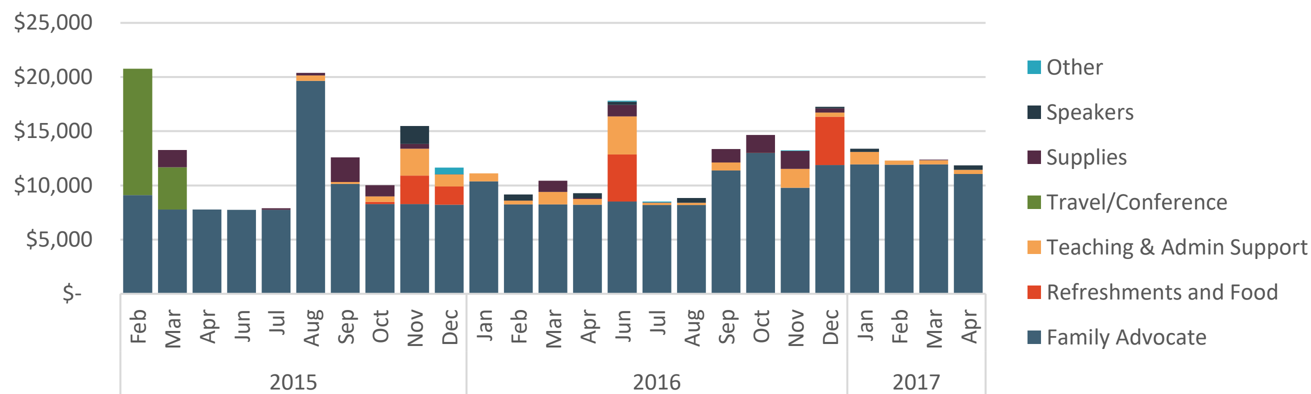
The TS Gold observations indicate that the majority of GLEA graduates are on track to enter kindergarten ready. The proportion of graduates 'kindergarten ready' exceeds the proportion assessed as kindergarten ready in the general White Center Heights and Mount View Elementary Schools. This pattern may be due to several factors, including the success of GLEA program, but also the self-selected nature of the GLEA population (i.e., families that select into GLEA were already likely to prepare their children well for kindergarten) and any remaining subjectivity in the child assessments (though the TS Gold system is designed for and tests the Family Advocate's interrater reliability[12]). The GLEA babies first observations tend to already exceed their peers in terms of proportion on-track in each domain, suggesting that self-selection is a likely factor.

[12] TS Gold uses an online interrater reliability certification process in which the Family Advocate evaluates age-specific portfolios for children, including children with disabilities; preschool, including dual-language learners; or preschool, including dual-language learners and children with disabilities. Each portfolio was reviewed by Teaching Strategies master raters, who agreed on a rating for the child's knowledge, skills, and behaviors in relation to each objective and dimension. To earn the interrater certificate, the Family Advocate's ratings are compared with those of the master rater.

COST AND TIME

The cost of the program is tracked through school general ledger data for the GLEA grant expenditure account. This does not account for the substantial in-kind time from the elementary school principal and KCHA program coordinators to ensure the developing program's success. The total spent by this accounting over the grant period was $311,000 or $3,380 per participating GLEA baby. As a point of comparison, Harlem Children's Zone, operating at mature scale, spends approximately $3,500 per child (inclusive of adult parent/caregiver participation)[13] for participation at any point in their birth-to-college pipeline, and a $3,000/graduate cost for Baby College[14] alone. Additional cost comparisons to selected Washington programs are available in the Appendix: Exhibit 18

Exhibit 16 GLEA Program Expenditures



Source: HPS General Ledger Reports; BERK 2017

The Family Advocate's time was tracked using an Outlook calendar export. The Family Advocate maintained an Outlook calendar with the following categories of activities related to GLEA (Exhibit 21). Time coded to these categories was exported for analysis. While this may not have accounted for every hour spent on the GLEA program, it provides a reasonable understanding of how the Family Advocate's time allocation fluctuates throughout the year and relative to cohorts.

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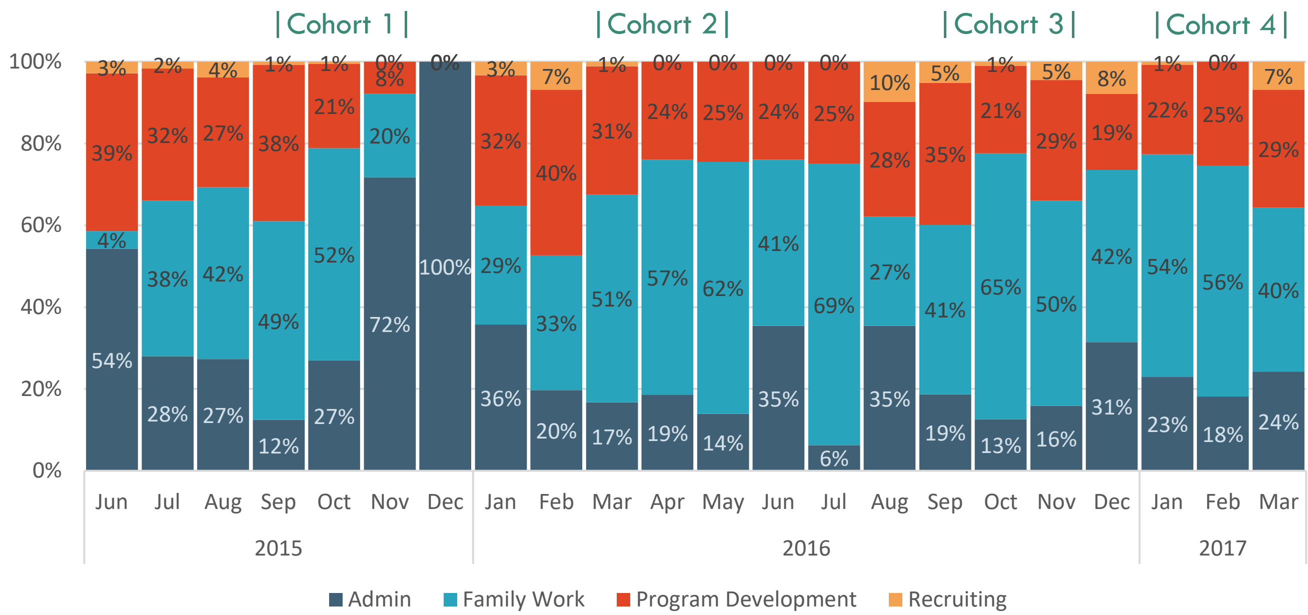
13 Harlem Children's Zone pipeline. (Harlem Children's Zone. 2009. *Whatever It Takes: A White Paper on the Harlem Children's Zone.*)

14 Baby College is a nine-week Saturday program of workshops and weekly home visits for parents and other caregivers of children aged zero to three. Topics include ages and stages of development, brain development, discipline, safety, health. Each workshop theme is mirrored, age appropriately, for children in childcare and is reinforced with parents during weekly home visits. http://thehill.com/blogs/pundits-blog/education/208178-the-baby-college-investing-in-parents-for-the-future-of-children

Exhibit 17 Allocation of Family Advocate Time 2015-2017



Source: GLEA Staff Outlook Exports 2015-2017, BERK 2017

Notes: The Family Advocate took administrative sick leave in November and December of 2015 accounting for the large block of Admin time. A second Family Advocate was hired in the early fall of 2016, after which the chart reflects the distribution of the Family Advocates' combined time.

Program development time as a share of total hours worked declined slightly over the four cohorts, but remained a substantial portion of hours. A significant spike of effort just preceding the start of the cohorts can be observed. This is reflective of the pilot nature of the program with ongoing adjustments, improvements, and development of new tools and materials over the course of time.

Prior to the hiring of the second family advocate, the allocation of time to family work (comprised mostly of home visits and Baby Academy can be seen to increase as a share of Family Advocate time. With additional cohorts, the Family Advocate's 'case load' of families grows. This data suggests that three cohorts might be a natural step-up point necessitating an additional Family Advocate.

V. Recommendations and Lessons

Further explicate the program model and activities.

The program is clear about its goal of kindergarten readiness. It also hypothesizes several interim outcomes that are contributors to kindergarten readiness. Further explication of the specific activities that are known to contribute to those interim outcomes would be a useful way to ensure that the model is replicated with fidelity in other school districts.

Further define program dosage as the program matures.

Over time, the team adopted some parameters for program dosage. Such as families must attend five or more of the Baby Academy sessions and home visits to be considered completers, and the required number of attended Baby Academy sessions to earn the Highline College credits. Issues such as tardiness raised questions about dosage, both for the credits and in terms of impact. The team has yet to set a dosage based on hours of home visiting and a length of time for home visits.

Consider developing longer-term planning guidelines.

The pilot has been focused on cohort-to-cohort plans and improvements over the grant period, with little capacity for long-term planning. As components of the model have matured, and some pieces become consistent over time, there is now an opportunity to draw lessons valuable for long-term planning. For example, the team can develop guidelines such as 'Of all families eligible to participate in GLEA, count on X% being interested, and of those count of Y% showing up for full program dosage" and "For a given need how many cohorts should be planned at what frequency?" These guidelines can help new schools get up to speed more quickly and plan resources more efficiently.

Explore ways to systematize measurement of child development outcomes.

The program specifically chose TS Gold as the tool for measuring child development outcomes in order to ensure alignment with the Washington Kindergarten Inventory of Developing Skills (WaKIDS) the state kindergarten readiness assessment. As the population of GLEA alumni grow, the GLEA Family Advocate spends more time conducting follow-up TS Gold assessments or collecting TS Gold data from early learning centers that also use TS Gold. This can be time consuming. A more systematic approach, perhaps one that could assign children in early learning programs their student identifier before kindergarten could better leverage existing school data systems to manage their child development data.

With a refined program model, plan to evaluate the model more thoroughly for impact at scale.

This pilot evaluation was limited mainly to formative questions as the pilot developed. The experience has raised interesting hypotheses about the potential difference in effectiveness between a certificated teacher and paraeducator Family Advocate, the difference in program effectiveness for Housing Choice Voucher and subsidized housing participants, and the effect of the proximity of the elementary school to KCHA families' housing. With an intentional design for impact evaluation during any opportunity to scale and a more solidified program dosage, the program can test these hypotheses with comparison groups within KCHA housing.

Plan differently in expansion for subsidized housing recipients and Section 8/Housing Choice Voucher recipients and test for differential impacts.

Overall the program staff saw observable differences in the level of participation and engagement from families in subsidized housing (Greenbridge and Seola Gardens) and Section 8 families. Staff hypothesize that families in subsidized housing already had familiarity with each other as neighbors, were used to perceiving KCHA as a provider of community services and not just a landlord, and at least in these two cases, were geographically situated within walking distance to the elementary schools all factors which contributed to a higher level of engagement. For example, parents in subsidized housing would occasionally meet before GLEA to walk or drive together to the program. Section 8 families, being more spread out often met more barriers related to transportation and did not have the same initial social connections with the rest of the group. While the program can still have positive impact for Section 8 families, it can be more challenging to achieve full dosage.

At a larger scale, consider specialized or differentiated Family Advocate roles in a team structure and test for differential impacts.

The Grant Team believed that a Certificated Teacher is necessary in the lead role, as someone trained to detect developmental delays, connect families to resources and develop high-quality programming. As the program scales, however, they also believed that there are tasks that can be done well by paraeducators. One potential model could be a team with differentiated roles. A Certificated Teacher could lead, supervise and mentor non-Certificated staff to conduct the majority of administrative work and family visits.

VI. Appendix

Exhibit 18 GLEA Model Comparison to Washington Early Childhood Programs

GLEA	PROGRAM FOR EARLY PARENT SUPPORT (PEPS)	PARENT CHILD HOME PROGRAM (PCHP)	NURSE FAMILY PARTNERSHIP (NFP)	PARENTS AS TEACHERS (PAT)	EARLY HEAD START (EHS)
Program Goals					
Close the KCHA resident children **kindergarten readiness** gap as measured by WaKIDS	Create communities in which: • No new parent feels isolated, ill-equipped, or unsupported. • All parents develop the **confidence** to build strong, healthy families. • All children grow up in a **social environment** that allows them to thrive.	Ensure **school readiness** in low-income families, and builds protective factors against abuse and neglect, and increases positive parenting.	• Improve **pregnancy outcomes** by helping women engage in good preventive health practices, • Improve child **health** and development by helping parents provide responsible and competent care • Improve the **economic self-sufficiency**	• Increase **parent knowledge of early childhood development** and improve **parent practices** • Provide **early detection** of developmental delays and health issues • **Prevent child abuse and neglect** • Increase children's **school readiness and success**	• Provide **safe and developmentally enriching caregiving** • Support parents as primary caregivers and teachers, and in achieving **self sufficiency** • **Mobilize communities** to provide integrated array of services and support for families; • Ensure high quality responsive services to family through the **staff development.**
Dosage: Home Visits					
60 mins 1x/week (9-13 visits over four months)	None	30 mins 2x/week	64 visits over 2.5 years (approx. every other week)	1x/month	1x/week
Dosage: Parent/Peer Groups (program model includes group interactions among participants)					
9 Baby Academy groups (1x/week)	12 group meetings (1x/week)	None	None	12 group connections/year	2x/month socialization

Annual Cost						
~$3,200/child	$563/child[15]	$5,856/child[16]	$10,170/child[17]	$2,720/child[18]	$11,123/child[19]
Local Hiring Focus (program intentionally hires staff from the same locality as participants)						
✓	None	✓	None	None	None
Visitor/Facilitator						
Certificated Teacher or Paraeducator[20]	Trained Volunteer	Trained Specialist	Registered Nurse	Trained Specialist with some college education	CDA-credentialed teacher
Target Population						
Target: KCHA residents age zero to three KCHA resident children pre-kindergarten considered eligible.	None; children aged two weeks to three years.	Children aged two to three years "facing significant obstacles to school and life success"	Low-income children from pregnancy to age two.	None; though affiliates typically identify target populations from pregnancy through kindergarten	Children from birth to age three, at or below FPL
Evidence Base						
Pilot program evaluation	No formal studies. Draws from the 5 Protective Factors from the evidence-based Strengthening Families™ model developed by the Center for the Study of Social Policy; process evaluations are completed per	12 core impact evaluations with significant findings showing: • 44.6% of WA PCHP graduates (v. 29.6% of comparison group) ready for	Three randomized, controlled trials finding: • Better academic achievement for NFP children born to mothers with low psychological resources in first six years of elementary	Forty national evaluations, including four independent randomized controlled trials and seven peer-reviewed published outcome studies finding: • PAT combined with quality preschool	EHS Research and Evaluation Project (EHSRE) large-scale, random-assignment evaluation from 1996-2010 showed: • EHS children scored higher than control groups on

[15] BERK Consulting.
[16] Washington State Institute for Public Policy, 2017.
[17] Washington State Institute for Public Policy, 2017.
[18] Washington State Institute for Public Policy, 2017.
[19] Washington State Institute for Public Policy, 2017.

	implementation, but impact on school readiness not evaluated.	kindergarten[21] • Better social emotional and language skills, and increased academic performance on Grade 3 reading and math standardized tests[22] • Low-income participants graduate from high school national middle class children rate, 20% higher than socio-economic peers, 30% higher than	school[27] • Better language development and ability to control impulses in NFP children born to mothers with low psychological resources[28] • Trials showed no school readiness benefits in NFP children born to mothers with relatively high psychological resources[29] Three Cost-Effectiveness	education reduced the achievement gap between low-income and more advantaged children at kindergarten entry. • More than 75% of the low-income children who participated in PAT and preschool were rated by their teachers as ready for kindergarten[33] • Higher scores on teacher-rated	the Bayley Scales of Infant Development[39] • Positive effects of EHS for children were sustained for two years, but did not persist by the time children were in fifth grade.[40] One benefit-cost analysis showing EHS in WA delivers net costs to society of $12,617 (in 2016 dollars)[41].

[21] ORS Impact (2015), Long-Term Academic Outcomes of Participation in the Parent-Child Home Program (PCHP) in King County, WA. Seattle, WA.
[22] Astuto, J. (2014), Playful learning, school readiness, and urban children: Results from two rcts. PCHP Annual Meeting. Uniondale, NY. May 2014. New York University
[27] Kitzman H, Olds DL, Cole R, Hanks C, Anson E, Sidora-Arcoleo K, Luckey DW, Knudtson MD, Henderson CR, Holmberg J. Enduring effects of prenatal and infancy home visiting by nurses on children: Age-12 follow-up of a randomized trial. Arch Pediatr Adolesc Med 2010: 164(5):412-418.
[28] Olds DL, Robinson J, Pettitt L, Luckey DW, Holmberg J, Ng RK, Isacks K, Sheff K. Effects of home visits by paraprofessionals and by nurses: age-four follow-up of a randomized trial. Pediatrics 2004: 114(6):1560-1568.
[29] Olds DL, Robinson J, Pettitt L, Luckey DW, Holmberg J, Ng RK, Isacks K, Sheff K. Effects of home visits by paraprofessionals and by nurses: age-four follow-up of a randomized trial. Pediatrics 2004: 114(6):1560-1568.
[33] Pfannenstiel, J.C. & Zigler, E. (2007). Prekindergarten experiences, school readiness and early elementary achievement. Unpublished report prepared for Parents as Teachers National Center.
[39] Early Head Start Research and Evaluation Project. "Supporting Language and Cognitive Development in Early Head Start." April 2006. Accessed 6/5/2017. https://www.acf.hhs.gov/sites/default/files/opre/lang_literacy.pdf.
[40] Early Head Start Research and Evaluation Project. "Early Head Start Children in Grade 5: Long-Term Follow-Up of the EHSREP Study Sample." Office of Planning, Research & Evaluation, December 2010, p 22.
[41] Washington State Institute for Public Policy. "Early Head Start Benefit-Cost Results." May 2017. Accessed 6/5/2017. http://www.wsipp.wa.gov/BenefitCost/ProgramPdf/97/Early-Head-Start.

community control[23]

Two Cost-Effectiveness studies showing:

- $210,000 in savings from reduced need for special education services per child in New York City[24]
- 5.66% increase in participant earnings, due to higher graduation rates[25]

One Benefit-Cost analysis showing PEPS in WA yields net cost to society of $2,763 per child (in

studies show:

- Medicaid-funded NFP, results in reduced Medicaid and Food Stamp enrollment among participants (yields federal savings at 154% of costs)[30]
- Net benefits to society of $34,148 (in 2003 dollars) per high-risk family served[31]

Net benefits of NFP in WA to society of $8,988 (in 2016 dollars) per child served[32]

school readiness indicators[34]

- Higher standardized scores of reading, math and language in elementary grades[35]
- PAT children required half the rate of remedial and special education placements in third grade[36,37]

One benefit-cost

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[23] Levenstein, P., Levenstein, S., Shiminski, J. A., & Stolzberg, J. E. (1998). Long-term impact of a verbal interaction program for at-risk toddlers: An exploratory study of high school outcomes in a replication of the Mother-Child Home Program. Journal of Applied Developmental Psychology; 19, 267-285.

[24] Hevesi, Alan G. "Building foundations: Supporting parental involvement in a child's first years." A report from the City of New York Office of the Comptroller. 2001.

[25] Bartik, Timothy J., "The Economic Development Effects of Early Childhood Programs." A report for the Partnership for American's Economic Success. 2008.

[30] Miller, Ted R., Nurse-Family Partnership Home Visitation: Costs, Outcomes, and Return on Investment. Pacific Institute for Research and Evaluation, 2013.

[31] Steve Aos and others, "Benefits and Costs of Prevention and Early Intervention Programs for Youth," Washington State Institute for Public Policy (2004); Lynn A. Karoly, M. Rebecca Kilburn, and Jill S. Cannon, Early Childhood Interventions: Proven Results, Future Promise, report prepared for the PNC Financial Services Group, Inc. (Santa Monica, CA: RAND Corporation, 2005).

[32] Washington State Institute for Public Policy. "Nurse Family Partnership Benefit-Cost Results." May 2017. Accessed on 6/5/2017. http://www.wsipp.wa.gov/BenefitCost/ProgramPdf/35/Nurse-Family-Partnership-for-low-income-families.

[34] O'Brien, T., Garnett, D.M., & Proctor, K. (2002). Impact of the Parents as Teachers program. Cañon City, CO (Fremont County) School Year 1999-2000. Center for Human Investment Policy, Graduate School of Public Affairs, University of Colorado at Denver.

[35] Zigler, E., Pfannenstiel, J., & Seitz, V. (2008). The Parents as Teachers program and school success: A replication and extension. Journal of Primary Prevention, 29, 103-120.

[36] Drazen, S., & Haust, M. (1995). The effects of the Parents and Children Together (PACT) program on school achievement. Binghamton, NY: Community Resource Center. Drazen, S. & Haust, M. (1996, August).

[37] Lasting academic gains from an early home visitation program. Paper presented at the annual meeting of the American Psychological Association, Toronto, Ontario, Canada.

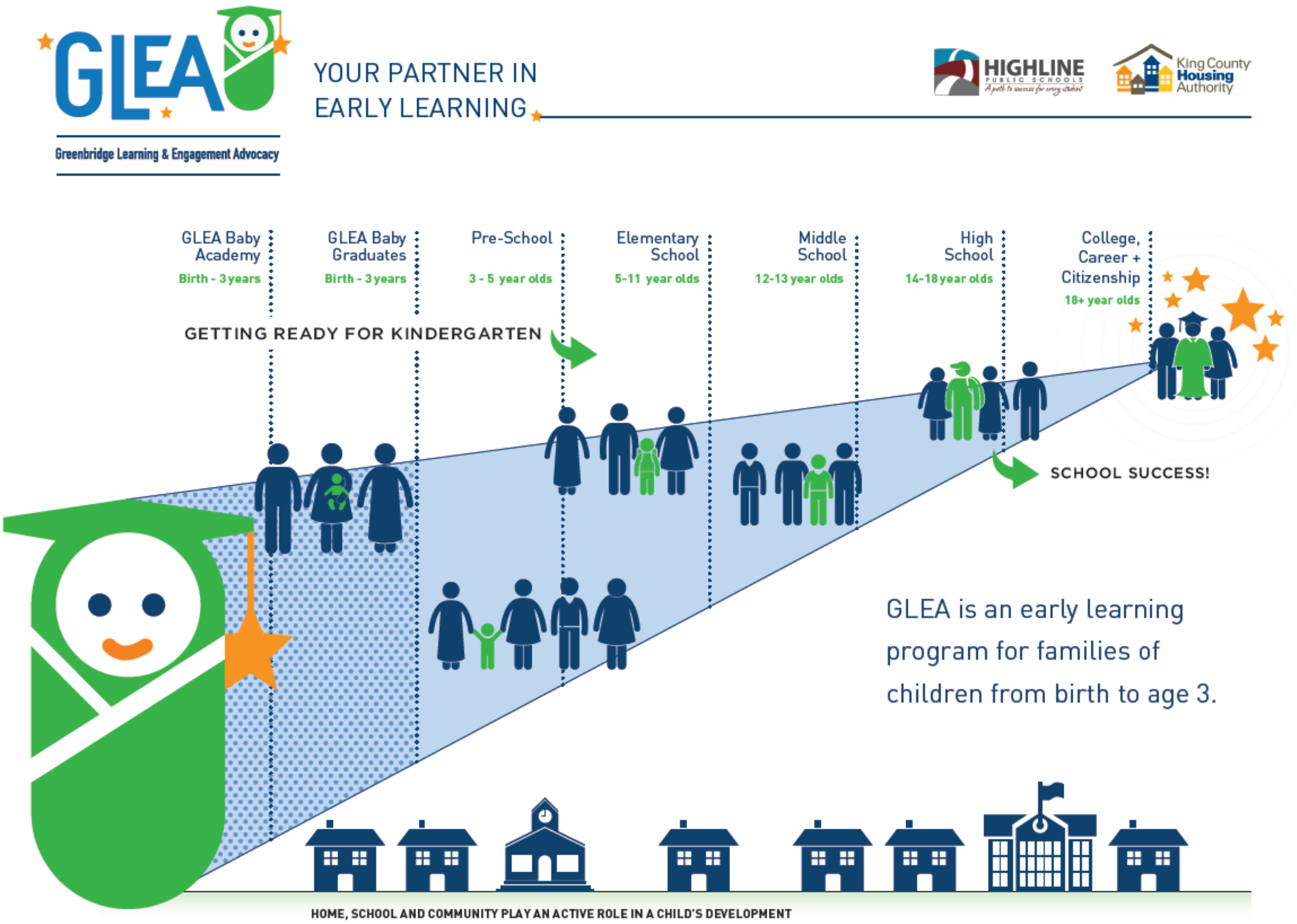
2016 dollars)[26].

analysis showing PAT in WA delivers net benefits of $6,638 (in 2016 dollars) to society[38].

[26] Washington State Institute for Public Policy. "Parent Child Home Program Benefit-Cost Results." May 2017. Accessed on 6/5/2017. http://www.wsipp.wa.gov/BenefitCost/ProgramPdf/116/Parent-Child-Home-Program.

[38] Washington State Institute for Public Policy. "Parents as Teachers Benefit-Cost Results." May 2017. Accessed on 6/5/2017. http://www.wsipp.wa.gov/BenefitCost/ProgramPdf/118/Parents-as-Teachers.

Exhibit 19 GLEA Program Vision (from program marketing materials)



Note: Early communication materials referred to the program as Greenbridge Learning & Engagement Academy because it was the initial pilot site. The name was changed to Graduates of Learning and Engagement Academy with expansion to Mount View Elementary/Seola Gardens in the fall of 2016.

Exhibit 20 Sample Page from Ages and Stages Questionnaire

ASQ-3™

48 Month Questionnaire *45 months 0 days through 50 months 30 days*

On the following pages are questions about activities babies may do. Your baby may have already done some of the activities described here, and there may be some your baby has not begun doing yet. For each item, please fill in the circle that indicates whether your baby is doing the activity regularly, sometimes, or not yet.

Important Points to Remember:

- ☑ Try each activity with your baby before marking a response.
- ☑ Make completing this questionnaire a game that is fun for you and your child.
- ☑ Make sure your child is rested and fed.
- ☑ Please return this questionnaire by ____________.

Notes:

____

____

____

____

COMMUNICATION

	YES	SOMETIMES	NOT YET	
1. Does your child name at least three items from a common category? For example, if you say to your child, "Tell me some things that you can eat," does your child answer with something like "cookies, eggs, and cereal"? Or if you say, "Tell me the names of some animals," does your child answer with something like "cow, dog, and elephant"?	○	●	○	5
2. Does your child answer the following questions? *(Mark "sometimes" if your child answers only one question.)*	●	○	○	10

"What do you do when you are hungry?" *(Acceptable answers include "get food," "eat," "ask for something to eat," and "have a snack.")* Please write your child's response:

Eat

"What do you do when you are tired?" *(Acceptable answers include "take a nap," "rest," "go to sleep," "go to bed," "lie down," and "sit down.")* Please write your child's response:

Go night-night

	YES	SOMETIMES	NOT YET	
3. Does your child tell you at least two things about common objects? For example, if you say to your child, "Tell me about your ball," does she say something like, "It's round. I throw it. It's big"?	○	●	○	5
4. Does your child use endings of words, such as "-s," "-ed," and "-ing"? For example, does your child say things like, "I see two cats," "I am play*ing*," or "I kick*ed* the ball"?	○	○	●	0

SAMPLE

E101480200

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Exhibit 21 Categories of Family Advocate Activity and Examples

Program development	Administration / Planning	Family work	Recruiting
▪ Developing incentives ▪ Creating curriculum and materials ▪ Background research ▪ Developing program partnerships ▪ Developing Baby Academy partnerships ▪ Program Other	▪ Planning meetings (GLEA team) ▪ Timesheet/Updating Family Records ▪ Partner call/meeting ▪ Sick leave/Vacation	▪ First home visit (+ assessment) ▪ Regular home visit ▪ Family phone calls ▪ Baby Academy meeting ▪ Post-Academy check-in ▪ GLEA Graduate meeting ▪ Follow-up assessment ▪ Family Other	▪ Recruiting visit ▪ Recruiting call ▪ Recruiting through partners ▪ Recruiting Other

Exhibit 22 Cohort 3 Baby Academy Session Description

Session #	Date Saturdays	Theme	Speakers
1	9/24/2016	Parents As First Teacher	Kellie Morrill
2	10/1/2016	Child Development	UW I-Labs
3	10/8/2016	Brain Development	UW I-Labs
4	10/15/2016	Discipline, Part 1	Sound Discipline
5	10/22/2016	Discipline, Part 2	Sound Discipline
6	10/29/2016	Safety and Immunizations	Pediatrician Contact: Suzinne Pak-G
7	11/5/2016	Home As First Classroom	Zam Zam Mohamed & Ifzin H.
8	11/12/2016	3-year-old Choice	Elba Martin
9	11/19/2016	Graduation	Assorted Dignitaries

Note: Speakers may vary from cohort to cohort though most returned for multiple GLEA cohort. Speakers were paid a stipend for presenting.

Exhibit 23 Example GLEA Agenda – Cohort 3

		WHO	TIME
Registration	▸ Check in participants and children ▸ Provide name tags for everyone ▸ Distribute GLEA shirts if GLEA staff is not wearing one (to be returned at the end of the session) ▸ Incentive bags are on tables ▸ Snack	Annamarie Magy & Family Advocate prepare	9:30 am
Welcome	▸ Welcome and sharing goals and purpose for the Academy ▸ Frame the Day Zero to Five Lesson	Grant Team Member -- Cara Family Advocate	9:40 9:43
Transition	▸ Explain Child Care process to parents. ▸ Ask parents to take their children and follow the childcare staff to the portable and return right away to the library so session can begin.	Family Advocate	9:50-10:00
Session	▸ Parents are in the library	Family Advocate and presenter Grant Team Member	10:00-11:20
Transition	▸ Boys and Girls Club leave with students	Boys and Girls Club	9:50
Session	▸ Parents are in the library for reflection session ▸ Feedback forms completed ▸ Lunch is set up in cafeteria abt. 11:15	Family Advocate and presenter Annamarie	11:20-11:30
Transition	▸ Parent get their children in the portable and go to cafeteria ▸ Start getting food when they arrive	Family Advocate Chato Brenda Grant Team	11:30- 11:40
Lunch	▸ Parents and children are seated at a table together as a family ▸ Drawing for limo is held	Family Advocate	

Exhibit 24 GLEA Cohort 1 Incentive Framework (Direct copy of a program document to illustrate the Program Team's incentive planning for the project)

Timing	Incentive	Cost	Vendor	Date Ordered	Date Delivered
Enrollment	T shirt or onesie with logo for all children 0-3	Onesie $7.27 ea; toddler sizes t shirts $5.47 ea; bib (wait for logo to be selected)	Custom Ink	TBD after logo is completed	
Attendance at Academy	1st session: Cutchlow's book 0-5	Free from author			
	3rd session: membership Children's Museum	We can apply to be able give individual tickets that we can print in house. Cara is applying to be a Passport for Play Agency which will allow the tickets to be printed for free for field trips.			
	Raffle for perfect attendance: 1 month rent	Cara will continue to follow up on this with KCHA to find out if this can be done and the process though she thinks we should proceed as if it will not be approved. As an alternated an IPAD or IPAD mini could be given for the perfect attendance raffle. 16 GB Wi-Fi $399 at Best Buy. Or buy some other type of technology device for less.			
	Other items: Options include diapers, bibs, burb towels, etc.	216 count Pampers from Amazon $47.19 size 1; 180 count Pampers size 4 $45.99; 132 count Pampers size 2 $33.84; size 3 Pampers 162 count $40.99; Pampers Diapers Size N 128 count $34.94. Family Advocate will order the diapers and also some other items for the diaper bags for newborns. GLEA bib (wait for logo to be selected) silicone $5.54	Amazon US Imprints		
	Credits for completion from HighlineCollege	Family Advocate is following up with Highline about the possibility of credit for completing the Academy classes.			
At BA Graduation	Family Portraits	Family Advocate will check with David Sonsteng costs for 8x10 photo and digital photo			
	Credits HHC	Family Advocate will follow up with college for the cost per student and more specifics			
	Party	TBD			
Post-	Field trips on Metro: Pacific	TBD cost of Metro. Cara called all sites. There are processes for each			

Graduation BA Sessions	Science Center; Children's Museum; and Zoo	site for field trips, but we need to know the dates and numbers attending. We will need to wait until we are nearing the end of the GLEA Baby Academy. These field trips are free.			
Newborns	Diaper bags with logo	$1.79 each and $50 set up fee (wait for logo to be selected)	Totally Promotional	Will be ordered with logo is complete	
	Items for diaper bags	Family Advocate will check with West side Baby. She will order diaper bag items: teether, pacifier, CD lullabies, picture frame, other.			
Home Visits	Book	$4 per book . Family Advocate will order.			
Birthday	Educational Toy	$8 per toy. Family Advocate will order.			

APPENDIX C

COLLATERALIZED FUNDS

APPENDIX RELATED TO MTW FUNDS PLEDGED AS COLLATERAL

GREEN RIVER HOMES

Project Description:

- Number of separate housing sites: 1
- Type of Residents: Family
- Number and Type of Units: 59 units total
    - 1-bedroom-8 units
    - 2-bedroom-30 units
    - 3-bedroom-16 units
    - 4-bedroom-4 units
    - 5-bedroom-1 unit
    - Non-dwelling space: none

Financing Terms:

- Pro forma-see Attachment A
- Amortization schedule-see Attachment B

Certification: See Attachment C

Bank Statement: See Attachment D

MOVING KING COUNTY RESIDENTS FORWARD

Project Description:

- Number of separate housing sites: 22
- Type of Residents: Family and Senior
    - Family units-469
    - Senior units-40
- Number and Type of Units: 509 total
    - 1-bedroom-43 units
    - 2-bedroom-256 units
    - 3-bedroom-197 units
    - 4-bedroom-11 units
    - 5-bedroom-2 unit
    - Non-dwelling space: none

Financing Terms:

- Pro forma-see Attachment E
- Amortization schedule-see Attachment F

Certification: See Attachment G

Bank Statement: See Attachment H

ATTACHMENT A

RBC Capital Markets®

Project Financial Projections

Green River Homes
Auburn, WA

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These projections do not guarantee actual operating results. Information herein may be revised based upon changes to assumptions and third-party information. Inapplicable schedules may be omitted. This information is proprietary and may be shared only with RBC's prior consent.

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V:\data\Common\Properties -combined-\Green River Homes - Auburn, WA\PROJECTIONS\[OPM v4-4a Green River Homes 11-23-11.xls]TOC

General Information and Financing Assumptions

Green River Homes

Property Information

Project Name	Green River Homes		
City	Auburn		
County	King		
State	WA		
Number of Total Units	99		
Number of Qualified Units	99		
Qualified Managers Unit	4		
Number of Buildings	36		
Commercial Space	No		
New Construction/Rehabilitation	Rehabilitation	Scattered Site	
Property Type	Garden		
Market Type	Suburban	Special Needs	
Targeted Tenants	Family		
Developer	King County Housing Authority		
LEED's Certification	No		

Project Dates

Model Start Date	11/1/2011
LT Partnership Close	11/1/2011
Construction Start Date	1/1/2012
Construction Term (months)	11
Construction Completion Date - Final Bldg.	12/1/2012
Construction Completion Date - First Bldg.	7/1/2012
Operations Start Date	7/1/2012
Months in First year of Operations	6
First Tax Credit Month	7/1/2012
Lease up Starts	7/1/2012
Lease up Period (months)	
Leases per Month - Absorption	18
100% Qualified Occupancy	12/31/2012
Depreciation Start Date	7/1/2012
Permanent Loan Closing Date	7/1/2013

Base year DSCR

Income net of Vacancy	665,794
Commercial Income	
Operating Expenses	(347,742)
Real Estate Tax Abatements	-
Replacement Reserves	(17,700)
Base year NOI	300,352
Base year debt Service	-
Base year DCR	No Hard Debt
Income to Expense Ratio	1.82

Bonus Depreciation	Yes	
Section 1602 Exchange Funds		
Amount	$	-
Year	2010	

Tax Credits

Low Income Housing Tax Credits

Allocation Yr:	2011	DDA/QCT	No
Type of Deal:	4%	QCT #:	

	Rehabilitation	Acquisition
Tax Credit Rate %	3.19%	3.19%
Date of Rate Used		
Rate Locked	No	No
SF Percentage	100.00%	
Unit Percentage	100.00%	
Lesser of Unit/SF	100.00%	

	Annual	Total
LIHTC Reservation	$ 508,901	$ 5,089,020
LIHTC Projected	508,901	5,089,020
Lesser of Projected or Reservation	508,902	5,089,020
Excess Basis/(Basis Shortfall)		

Historic Tax Credits	No

OPERATING ENTITY STRUCTURE

Operating Partnership / LLC: Green River Homes 2 LLC

		Tax Exempt	Income/(Loss)	LIHTC - Fed	Other Credits	LIHTC - State	Historic - State	Cash Flow	Residual
GP / Managing Members:									
Managing GP	King County Housing Authority	Yes	0.009%	0.009%				0.009%	0.009%
Other GP		No							
LP / Investing Members:									
Lower Tier LP	RBC - Green River, LLC	No	99.990%	99.990%				99.990%	99.990%
Special LP	RBC Tax Credit Manager II, Inc.	No	0.001%	0.001%				0.001%	0.001%
State Credit LP		[illegible]							
Other LP		No							
			100.000%	100.000%	0.000%	0.000%	0.000%	100.000%	100.000%

Sharing Percentages

Construction Financing Assumptions

Financing Vehicle	Total	Interest Rate	Interest Rate Calculation	Loan Term (Months)
Seller Carryback/Master Lease Pmt	4,050,000	8.250%	ST APR	36
Construction Loan 4				
Construction Loan 5				
RBC Loan				

Summary of Tax Credit Equity

	Tax Credits Used	$/Credit	Capital Contribution
Low Income Housing Tax Credits	$ 5,088,510	$0.9600	$ 4,884,970
Historic Tax Credits		$0.0000	-
Other Credits		$0.0000	-
Low Income Housing Tax Credits - State		$0.0000	-
Historic Tax Credits - State		$0.0000	-
Total Lower Tier Equity			$ 4,884,970

Permanent Financing / Cash Flow Assumptions

Financing Vehicle	Type	Lien Priority	Total	Interest Rate	Amortization (Months)	Loan Term (Years)	Calculation Type	% of Cash Flow used for Payment	Commencement Dates: Calculation	Commencement Dates: Payment	Servicing Fee MIP	Percent of Cash Flow	Percent of EGI	Fixed Amount	Inflation %	Deferrable	Cumulative Balance	Cash Basis Taxpayer	Nonrecourse for 704b
																			No
																			No
																			No
																			No
Asset Management Fee	AMF				132	11	$	100%	12/1/2012	12/1/2012				8,454	100.00%	Yes	Yes	No	No
Cash Flow Prior to Final Closing					12	1	Soft-Other		7/1/2012	7/1/2012									[illegible]
Replenish Operating Reserves																			No
Repay Loans																			No
Deferred Developers Fee	DDF		-	0.000%	180	15	Soft-% CF	100%	7/1/2013	7/1/2013						Yes	Yes	No	No
																			No
GP Loan (tax exempt bonds $9.5m and taxable bonds $3.0mm)	Loan		12,500,000	0.600%	300	25	Soft-Other	100%	12/1/2011	12/1/2012						Yes	Yes	No	Yes
																			No
																			No
																			No
																			No

Prime Interest Rate
Applicable Federal Rate

Sources and Uses Schedule

Green River Homes

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Sources	Total
	$ -
GP Loan (tax exempt bonds $9.5mm	12,500,000
Accrued capitalized interest during construction	42,820
Grants (reduction of basis)	-
Grants (no reduction of basis)	-
Other	-
Capital - General Partner	-
Capital - Limited Partner (LPA)	4,884,970
Capital - Special Limited Partner	-
Capital - State Credit Limited Partner	-
Total Sources	$ 17,427,790

Capital Contributions

Monthly Construction Draws	Various	0.00%	$
Partnership Closing, AHAP	11/1/2011	10.24%	500,000
		0.00%	
		0.00%	
		0.00%	
		0.00%	
		0.00%	
		0.00%	
		0.00%	
		0.00%	
100% QO: 1.15X IER: Final CostCert: FCO: HAP: 7/1/2013	7/1/2013	89.76%	4,384,970
		0.00%	
		0.00%	
		0.00%	
Total			$ 4,884,970

Tax Exempt Bond Proceeds	9,500,000
Less: Non-Eligible Uses Funded by Bonds	-
Other Adjustments	-
Other Adjustments	-
Total Bond Proceeds	9,500,000
Aggregate Basis and Land	17,138,008
Other Adjustments	-
Total Aggregate Basis and Land	17,138,008
	55.43%

Uses		Total	Eligible Basis	Depr. Basis	Funded Expenses	Non Depreciable	Aggregate Basis & Land	Comments
Land		$ 906,042	$ -	$ -	$ -	$ 906,042	$ 906,042	
Acquisition Building		3,623,958	3,623,958	3,623,958			3,623,958	
Subtotal	$ 4,530,000							
Hard Costs - Const Contract		7,134,801	7,134,801	7,134,801			7,134,801	
Construction Contingency		851,339	851,339	851,339		-	851,339	
Builder's Overhead & Profit		521,264	521,264	521,264		-	521,264	
Hard Costs - Other		1,710,301	1,710,301	1,710,301	-		1,710,301	
Subtotal	10,217,705							
Soft Costs		1,675,202	1,652,202	1,652,202	10,000	13,000	1,628,432	
Tax Credit Fees		48,075			48,075			
Soft Cost Contingency		25,000				25,000	25,000	
Subtotal	1,748,277							
Construction Loan Interest - Paid		16,800	8,855	8,855	7,945		8,855	Calculated
Construction Loan Interest - Accrued		42,820	29,240	29,240	13,580		29,240	Calculated
Subtotal	59,620							
Permanent Loan Fees		70,632	-		70,632			
Construction Loan Fees		5,000	5,000	5,000			5,000	
Subtotal	75,632							
Organization		35,300			35,300		-	
Syndication Costs		30,000				30,000		
Marketing and Leasing		20,000	-	-	10,000	10,000		
Rent up Expense		-	-	-		-	-	
Subtotal	85,300							
Developer Fee		500,000	482,500	482,500	-	17,500	482,500	
Subtotal	500,000							
Replacement Reserves		-	-	-				
Operating Reserves				-				
Debt Service Reserves		-		-				
Real Estate Tax/Insurance Escrow		-	-	-				
Rent up Reserve		-						
Deferred Development Reserve		211,256	-	-		211,256	211,256	
Subtotal	211,256							
Total Uses		$ 17,427,790	$ 16,019,460	$ 16,019,460	$ 195,532	$ 1,212,798	$ 17,138,008	

Credit Calculation Schedule

Green River Homes

Low Income Housing Tax Credit Calculation

Item		Rehabilitation	Acquisition
Eligible Basis		$ 16,019,460	
Less:			
Acquisition Cost		(3,623,958)	3,623,958
Residential Historic Tax Credits		-	-
Grants		-	-
Other Credit's adjustment		-	-
Dev. Fee in acquisition		(123,060)	123,060
Relocation		(42,660)	-
Ineligible Soft Costs		(23,750)	-
		-	-
		12,206,032	3,747,018
DDA/QCT Adjusime	No	100%	100%
Eligible Basis		12,206,032	3,747,018
Basis Limitation		-	-
Total Eligible Basis		12,206,032	3,747,018
Low Income Percentage		100.00%	100.00%
Qualified LIHTC Basis		12,206,032	3,747,018
Tax Credit Percentage		3.19%	3.19%
LIHTC Calculated	508,902	389,372	119,530
LIHTC Reservation	508,902	389,372	119,530
Allowable LIHTC	508,902	389,372	119,530

Historic Tax Credit Calculation

Item	Federal Historic Rehab Credit		
	Residential	Commercial	Total
Depreciable Basis	$ -	$ -	
Less:			
Acquisition Cost	-	-	
Personal Property	-	-	
Sitework	-	-	
Bldg Additions/(Demo)	-	-	
Ineligible Interest	-	-	
Other Ineligible Costs	-	-	
Grants	-	-	
Historic Tax Credit Basis	-	-	-
Historic Tax Credit %	0%	0%	
Total Historic Tax Credit	$ -	$ -	$ -
Tax Credit Delivery			
2012	-	-	-
2013	-	-	-
2014	-	-	-
2015	-	-	-

State LIHTC	No
Eligible Basis	-
Adjustments	-
Adjustments	-
Adjustments	-
Total Basis	-
Credit Percentage	0%
Tax Credits	-

State Historic	No
Depreciable Basis	-
Adjustments	-
Adjustments	-
Adjustments	-
Total Basis	-
Credit Percentage	0%
Tax Credits	-

Other Credits	
Basis	-
Adjustments	-
Adjustments	-
Adjustments	-
Total Basis	-
Credit Percentage	0%
Tax Credits	-

Summary of Operating Partnership Benefits

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Year	Equity Contribution	Projected Taxable Income (Loss)	Deduct Stressed Cash Flow 100.00%	Projected Tax Benefits 35.00%	Projected Federal Housing Tax Credits	Projected Historic Rehab Tax Credits	Projected Other Tax Credits	Projected State Tax Credits	Federal Tax Effect on State Credits Yes	Projected Total Tax Benefits	0.00% Projected Cash Flow	Total Investing L.P. Benefits
2011	$ 500,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2012	-	(545,526)	-	190,934	146,619	-	-	-	-	337,553	-	337,553
2013	4,384,970	(396,481)	-	138,768	508,851	-	-	-	-	647,619	-	647,619
2014	-	(370,295)	-	129,603	508,851	-	-	-	-	638,454	-	638,454
2015	-	(353,781)	-	123,823	508,851	-	-	-	-	632,674	-	632,674
2016	-	(342,627)	-	119,919	508,851	-	-	-	-	628,770	-	628,770
2017	-	(331,320)	-	115,962	508,851	-	-	-	-	624,813	-	624,813
2018	-	(329,467)	-	115,313	508,851	-	-	-	-	624,164	-	624,164
2019	-	(335,423)	-	117,398	508,851	-	-	-	-	626,249	-	626,249
2020	-	(319,619)	-	111,867	508,851	-	-	-	-	620,718	-	620,718
2021	-	(308,185)	-	107,865	508,851	-	-	-	-	616,716	-	616,716
2022	-	(303,306)	-	106,157	362,232	-	-	-	-	468,389	-	468,389
2023	-	(360,618)	-	126,216	-	-	-	-	-	126,216	-	126,216
2024	-	-	-	-	-	-	-	-	-	-	-	-
2025	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	-	-	-	-	-	-	-	-	-	-	-
2027	-	-	-	-	-	-	-	-	-	-	-	-
2028	-	-	-	-	-	-	-	-	-	-	-	-
2029	-	-	-	-	-	-	-	-	-	-	-	-
Totals	4,884,970	(4,296,648)	-	1,503,825	5,088,510	-	-	-	-	6,592,335	-	6,592,335
Sale	N/A	(588,322)	N/A	205,913	N/A	N/A	N/A	N/A	N/A	205,913	-	205,913
Totals	$ 4,884,970	$ (4,884,970)	$ -	$ 1,709,738	$ 5,088,510	$ -	$ -	$ -	$ -	$ 6,798,248	$ -	$ 6,798,248

The equity contributions have been adjusted for the Limited Partners share of the 1602 exchange funds in the amount of $ -

L.P. Income (Loss) %	99.99%
L.P. Cash Flow %	99.99%
L.P. Tax Credit %	99.99%

Rental Income

Green River Homes

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Base year: 2012

Rental Income

						PER UNIT									
Unit Type Bedrms	Baths		% of AMI	Average Sq. Ft. per Unit	# of Units	Tenant Paid	Subsidy	Net Rent	Monthly Income	Annual Rental Income	Utility Allowance	Max LIHTC NET Rent	% Discount to Max TC	Market	% Discount to Market
Low Income Units															
1	1	Section 8	50.00%	677	4	200	564	764	3,056	36,672	56	758	-0.79%	810	5.68%
2	1	Section 8	50.00%	881	15	200	676	876	13,140	157,680	71	906	3.31%	925	5.30%
3	2	Section 8	50.00%	1,146	8	200	999	1,199	9,592	115,104	88	1,040	-15.29%	1,155	-3.81%
4	2	Section 8	50.00%	1,333	2	200	1,121	1,321	2,642	31,704	112	1,146	-15.27%	1,330	0.68%
5	2	Section 8	50.00%	1,836	1	200	1,343	1,543	1,543	18,516	112	1,277	-20.83%	1,600	3.56%
1	1	Section 8	60.00%	677	4	200	564	764	3,056	36,672	56	921	17.05%	810	5.68%
2	1	Section 8	60.00%	881	15	200	676	876	13,140	157,680	71	1,102	20.51%	925	5.30%
3	2	Section 8	60.00%	1,146	8	200	999	1,199	9,592	115,104	88	1,266	5.29%	1,155	-3.81%
4	1	Section 8	60.00%	1,333	2	200	1,121	1,321	2,642	31,704	112	1,398	5.51%	1,330	0.68%
Total Low Income Units					59				58,403	700,836			5.27%		2.06%
													80.86%	Tenant paid only	80.21%
Market Rate Units															
		Subtotal - Market Units			-				-	-			N/A		N/A
Manager's Unit															
Total Units					59				58,403	700,836					

Vacancy Rate LIHTC:	5.0%	5.0%
Vacancy Rate Market:	5.0%	5.0%
Rental Income Inflation %	102.00%	102.00%

Rental Subsidy Inflation	102.00%	102.00%
Last Date of Rental Subsidy	1/1/2023	
Rental Subsidy Vacancy	5.0%	5.0%

Other Income

	Other Income	Per Unit	Per Unit/ Month
Garage \ Carport	$ -	$ -	$
Parking	-	-	-
Storage	-	-	
Laundry	-	-	-
Washer \ Dryer Rental	-	-	-
Fees \ Charges	-	-	-
Other \ Misc.	-	-	-
Total Other Income	$ -	$ -	
Average Other Income /unit/month:		-	
Other Income Vacancy:	5.0%	5.0%	
Other Income Inflation %	102.00%	102.00%	

LEASEUP

	2012				2013			
	LI Units	Market Units	Units	Percent Leased	LI Units	Market Units	Units	Percent Leased
January	-	-	-	0.00%	59	-	59	100.00%
February	-	-	-	0.00%	59	-	59	100.00%
March	-	-	-	0.00%	59	-	59	100.00%
April	-	-	-	0.00%	59	-	59	100.00%
May	-	-	-	0.00%	59	-	59	100.00%
June	-	-	-	0.00%	59	-	59	100.00%
July	9	-	9	15.25%	59	-	59	100.00%
August	19	-	19	32.20%	59	-	59	100.00%
September	29	-	29	49.15%	59	-	59	100.00%
October	39	-	39	66.10%	59	-	59	100.00%
November	49	-	49	83.05%	59	-	59	100.00%
December	59	-	59	100.00%	59	-	59	100.00%
Total	204		204		708		708	

	2014				2015			
	LI Units	Market Units	Units	Percent Leased	LI Units	Market Units	Units	Percent Leased
January	59	-	59	100.00%	59	-	59	100.00%
February	59	-	59	100.00%	59	-	59	100.00%
March	59	-	59	100.00%	59	-	59	100.00%
April	59	-	59	100.00%	59	-	59	100.00%
May	59	-	59	100.00%	59	-	59	100.00%
June	59	-	59	100.00%	59	-	59	100.00%
July	59	-	59	100.00%	59	-	59	100.00%
August	59	-	59	100.00%	59	-	59	100.00%
September	59	-	59	100.00%	59	-	59	100.00%
October	59	-	59	100.00%	59	-	59	100.00%
November	59	-	59	100.00%	59	-	59	100.00%
December	59	-	59	100.00%	59	-	59	100.00%
Total	708		708		708		708	

OPERATING EXPENSES

Expenses:	Expense	Per Unit	
Variable Expenses			Per Unit/Month
Administrative	$ 24,190	$ 410	$ 34
Repairs and Maintenance	51,330	870	73
Utilities	25,960	440	37
Water and Sewer	47,200	800	67
Payroll	129,800	2,200	183
Subtotal Variable Expenses	278,480	4,720	$ 393
Fixed Expenses			Per Month
Insurance	20,000	339	1,667
Other	2,656	45	221
Real Estate Taxes - Total	-	-	-
Subtotal Variable & Fixed	301,136	5,104	
Management Fee	46,606	790	66
Total Operating Expense	347,742	5,894	
Replacement Reserve	17,700	300	1,475
Total Expenses & R.R.	$ 365,442	$ 6,194	

Expense inflation %	103.00%	103.00%
Real Estate Tax inflation %	103.00%	103.00%
Real Estate Tax Abatement	No	

Management Fee

Percentage of EGI	7.000%	46,606
Min Monthly Fee	$ -	-
Fee / unit / month	$ -	-
Inflation	103.00%	103.00%

Replacement Reserve

Start Date 7/1/2013

	Per Unit	Annual	Inflation
RBC	$ 300	$ 17,700	103.00%
Lender	-	-	100.00%

Projected Cash Flow

Green River Homes

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	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Income										
Gross LIHTC Rental Revenues	$ -	$ 40,850	$ 141,432	$ 147,324	$ 150,261	$ 153,272	$ 156,338	$ 159,465	$ 162,654	$ 165,907
Gross Market Rental Revenue	-	-	-	-	-	-	-	-	-	-
Less: Vacancies	-	(2,040)	(7,222)	(7,366)	(7,513)	(7,664)	(7,817)	(7,973)	(8,133)	(8,295)
Net Rental Revenues	-	38,810	137,210	139,958	142,751	145,608	148,521	151,492	154,521	157,612
Rental Subsidy (Net)	-	153,000	541,899	552,740	563,787	575,064	586,570	598,300	610,264	622,472
Other Income (Net)	-	-	-	-	-	-	-	-	-	-
Commercial Income	-	-	-	-	-	-	-	-	-	-
Effective Gross Income	-	191,810	679,109	692,698	706,538	720,678	735,091	749,792	764,785	780,084
Operating Expenses										
Variable Expenses	-	80,340	284,536	295,340	303,296	313,432	322,835	331,520	342,493	351,770
Insurance	-	10,002	20,604	21,222	21,864	22,510	23,185	23,881	24,597	25,335
Management Fee	-	13,429	47,538	48,489	49,458	50,447	51,456	52,485	53,535	54,606
Other	-	1,326	2,736	2,820	2,904	2,989	3,079	3,171	3,267	3,365
Real Estate Taxes - Total	-	-	-	-	-	-	-	-	-	-
Abatement of Real Estate Taxes	-	-	-	-	-	-	-	-	-	-
Project Operating Exp.	-	104,997	357,714	367,877	378,522	389,378	400,333	412,057	423,892	436,076
NOI Before Replacement Reserves	-	86,843	321,395	324,721	328,016	331,298	334,536	337,735	340,895	344,008
Replacement Reserves	-	-	8,850	18,221	18,778	19,341	19,922	20,519	21,135	21,769
Net Operating Income	-	86,843	312,545	306,500	309,238	311,957	314,614	317,216	319,760	322,239
Plus Other Cash Sources:										
Interest on Reserve Accts.	-	264	3,169	3,302	3,575	3,857	978	1,277	308	625
Other	-	-	-	-	-	211,256	-	-	-	-
Total Other Cash Sources	-	264	3,169	3,302	3,575	215,113	978	1,277	308	625
Subtotal	-	87,107	315,714	309,792	312,813	527,070	315,592	318,493	320,068	322,864
Less Other Cash Requirements										
Construction Loan Interest 1st										
2nd										
Asset Management Fee	-	(715)	(8,454)	(8,454)	(8,454)	(8,454)	(8,454)	(8,454)	(8,454)	(8,454)
Cash Flow Prior to Final Closing	-	(86,402)	86,402	-	-	-	-	-	-	-
Replenish Operating Reserves	-	-	-	-	-	-	-	-	-	-
Repay Loans	-	-	-	-	-	-	-	-	-	-
Deferred Developers Fee	-	-	-	-	-	-	-	-	-	-
GP Loan (tax exempt bonds $9.5mm and taxable bonds $3.0mm)	-	-	(393,662)	(301,338)	(304,359)	(518,616)	(307,138)	(310,039)	(311,613)	(314,410)
Subtotal	-	-	-	-	-	-	-	-	-	-
Funded from Reserves	-	-	-	-	-	-	-	-	-	-
Funded by Operating Deficit Guarantee	-	-	-	-	-	-	-	-	-	-
Cash Flow available for Distribution	-	-	-	-	-	-	-	-	-	-
LP Cash Distribution	-	-	-	-	-	-	-	-	-	-
Cash Flow to Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Cumulative Cash Flow to Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Income to Expense Ratio	N/A	1.83	1.85	1.79	1.78	1.76	1.75	1.73	1.72	1.70

	2021	2022	2023	2024	2025	2026	2027	2028	2029
Income									
Gross LIHTC Rental Revenues	$ 169,225	$ 172,610	$ 761,404	$ 830,906	$ 847,525	$ 864,475	$ 881,763	$ 899,399	$ 917,388
Gross Market Rental Revenue	-	-	-	-	-	-	-	-	-
Less: Vacancies	(8,461)	(8,631)	(38,070)	(41,545)	(42,376)	(43,224)	(44,088)	(44,970)	(45,869)
Net Rental Revenues	160,764	163,979	723,334	789,361	805,149	821,251	837,677	854,429	871,519
Rental Subsidy (Net)	634,922	647,621	55,048	-	-	-	-	-	-
Other Income (Net)	-	-	-	-	-	-	-	-	-
Commercial Income	-	-	-	-	-	-	-	-	-
Effective Gross Income	795,686	811,600	778,379	789,361	805,149	821,251	837,677	854,429	871,519
Operating Expenses									
Variable Expenses	361,353	371,254	385,481	397,046	408,957	421,226	433,863	446,879	460,285
Insurance	26,095	26,878	27,685	28,515	29,371	30,252	31,159	32,094	33,057
Management Fee	55,698	56,812	54,487	55,255	56,360	57,486	58,637	59,810	61,006
Other	3,465	3,569	3,677	3,787	3,900	4,017	4,138	4,262	4,390
Real Estate Taxes - Total	-	-	-	-	-				
Abatement of Real Estate Taxes	-	-	-	-	-	-	-	-	-
Project Operating Exp.	448,611	461,513	471,330	484,603	498,588	512,983	527,797	543,045	558,738
NOI Before Replacement Reserves	347,075	350,087	307,049	304,758	306,561	308,268	309,880	311,384	312,781
Replacement Reserves	22,422	23,094	23,787	24,501	25,236	25,993	26,773	27,576	28,403
Net Operating Income	324,653	326,993	283,262	280,257	281,325	282,275	283,107	283,808	284,378
Plus Other Cash Sources:									
Interest on Reserve Accts.	951	1,288	1,634	337	734	1,103	1,493	1,894	414
Other	-	-	-	-	-	-	-	-	-
Total Other Cash Sources	951	1,288	1,634	337	734	1,103	1,493	1,894	414
Subtotal	325,604	328,281	284,896	280,614	282,059	283,378	284,600	285,702	284,792
Less Other Cash Requirements									
Construction Loan Interest 1st									
2nd									
Asset Management Fee	(8,454)	(8,454)	(7,750)						
Cash Flow Prior to Final Closing	-	-	-						
Replenish Operating Reserves	-	-	-						
Repay Loans	-	-	-						
Deferred Developers Fee	-	-	-						
GP Loan (tax exempt bonds $9.5mm and taxable bonds $3.0mm)	(317,150)	(319,827)	(277,146)	(280,614)	(282,059)	(283,378)	(284,600)	(285,702)	(284,792)
Subtotal	-	-	-	-	-	-	-	-	-
Funded from Reserves	-	-	-	-	-	-	-	-	-
Funded by Operating Deficit Guarantee	-	-	-	-	-	-	-	-	-
Cash Flow available for Distribution	-	-	-	-	-	-	-	-	-
LP Cash Distribution	-	-	-	-	-	-	-	-	-
Cash Flow to Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Cumulative Cash Flow to Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Income to Expense Ratio	1.69	1.67	1.57	1.55	1.54	1.52	1.51	1.50	1.48

Projected Taxable Income/(Loss)

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
NOI Before Replacement Reserves	$ -	$ 86,843	$ 321,395	$ 314,721	$ 322,016	$ 331,258	$ 334,536	$ 337,755	$ 340,875	$ 344,008	$ 347,075	$ 350,007	$ 307,049	$ 304,738	$ 305,361	$ 308,268	$ 309,660	$ 311,354	$ 312,781
Other Taxable Income:																			
Interest on Reserve Accts.		264	3,169	3,302	3,575	3,857	978	1,277	308	625	951	1,288	1,634	357	724	1,103	1,493	1,894	414
Other Income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Other Income		264	3,169	3,302	3,575	3,857	978	1,277	308	625	951	1,288	1,634	357	724	1,103	1,493	1,894	414
Other Deductible Expenses:																			
Construction Loan Interest																			
Asset Management Fee		(705)	(8,454)	(8,454)	(8,452)	(8,454)	(8,454)	(8,454)	(8,452)	(8,454)	(8,454)	(8,454)	(7,750)						
Cash Flow Prior to Final Closing																			
Replenish Operating Reserves	-			-			-												
Repay Lease					-														
Deferred Developers Fee	-			-	-											-			
GP Loan (tax exempt bonds $9.5mm and taxable bonds $3.8mm)	(932)	(41,888)	(75,257)	(73,146)	(71,979)	(70,584)	(67,896)	(66,467)	(62,999)	(63,519)	(62,014)	(60,463)	(58,927)	(57,618)	(56,280)	(54,923)	(53,555)	(52,168)	(50,767)
Less Capitalized Interest	932	31,308	-	-		-													
Total Deductible Expenses	-	(14,235)	(83,711)	(81,800)	(82,433)	(79,031)	(76,350)	(74,915)	(73,453)	(71,973)	(70,468)	(68,937)	(66,677)	(57,618)	(56,280)	(54,925)	(53,555)	(52,168)	(50,767)
Amortization Funded Expenses	-	21,433	20,422	12,129	12,129	12,129	8,599	5,069	5,069	5,069	5,069	5,069	5,069	5,069	5,069	5,069	3,466	1,526	1,197
Depreciation	-	596,970	610,952	604,126	592,845	586,649	581,918	588,528	598,138	587,242	580,705	580,705	597,591	605,759	593,815	583,449	580,547	578,438	581,867
Total Other Expenses	-	618,403	631,374	616,355	604,974	598,778	590,517	593,597	603,207	592,311	585,774	585,774	602,660	610,828	598,884	588,518	584,013	579,964	583,064
Taxable Income (Loss)	$ -	$ (345,581)	$ (298,521)	$ (270,332)	$ (353,416)	$ (342,061)	$ (331,353)	$ (324,918)	$ (335,457)	$ (319,651)	$ (298,216)	$ (303,336)	$ (306,664)	$ (303,331)	$ (315,879)	$ (334,872)	$ (326,195)	$ (318,854)	$ (320,636)
Pre-Admission Income (Loss)									-	-	-		-			-	-	-	
Initial Income Loss to LP	-	(345,520)	(296,481)	(274,295)	(353,781)	(342,627)	(331,320)	(319,467)	(335,423)	(319,619)	(308,185)	(303,306)	(300,618)	(303,295)	(315,844)	(334,039)	(326,162)	(318,822)	(320,004)
Reallocation of Losses to GP	-	-	-	-	-	-	-	-			-	-	-	-	-				
Taxable Income (Loss) to Fund	$ -	$ (345,520)	$ (296,481)	$ (270,295)	$ (353,781)	$ (342,027)	$ (331,320)	$ (319,467)	$ (335,422)	$ (319,619)	$ (308,185)	$ (303,306)	$ (300,618)	$ (303,295)	$ (315,844)	$ (334,030)	$ (326,162)	$ (318,822)	$ (320,004)
Cumulative Taxable Income (Loss)	-	(345,526)	(642,007)	(1,012,302)	(1,366,083)	(1,008,710)	(2,340,030)	(2,669,497)	(3,004,920)	(3,324,539)	(3,632,724)	(3,936,030)	(4,290,648)	(4,659,943)	(5,005,787)	(5,339,826)	(5,665,988)	(5,984,810)	(6,305,414)
Total Tax Credits																			
LIHTC - Federal	-	146,634	508,902	508,902	508,902	508,902	508,902	508,902	508,902	508,902	508,902	382,268	-	-	-	-	-	-	
To the Fund	$ -	$ 146,619	$ 508,851	$ 508,851	$ 508,851	$ 508,851	$ 508,851	$ 508,851	$ 508,851	$ 508,851	$ 508,851	$ 382,232	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Historic - Federal	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
To the Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other Credits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
To the Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
LIHTC - State	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
To the Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Historic - State	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
To the Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total State Tax Credits	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Depreciation & Amortization Schedule
Green River Homes

Total Depreciable Basis	$16,019,000
Less: Historic Credits	
Grants	-
Bonus Depreciation	(430,000)
Other Credit's adjustment	
	15,539,000
Other	
Net Depreciable Basis	$15,539,000
	Bonus Depr
Site Work	$ 303,150
Personal Property	$ 77,250

	Life	Total	2012	Basis	2013	Basis	2014	Basis		Month Placed in Service 2012	2013	2014
			Percent Placed in Service									
Residential Real Property	27.5	14,707,911	100.00%	14,707,911	0.00%	-	0.00%			10	12	12
Residential Real Property	40.0	366,149	100.00%	366,149	0.00%		0.00%			1	12	12
Residential Real Property	27.5	-	0.00%	-	0.00%	-	100.00%			10	12	12
Residential Real Property	27.5		0.00%	-	0.00%	-	100.00%			10	12	12
Residential Real Property	27.5	-	0.00%	-	0.00%	-	100.00%			10	12	12
150% Site Work	15.0	303,151	100.00%	303,151	0.00%	-	0.00%		HY / MQ	0.125	0.125	0.125
150% Site Work	15.0	105,499	0.00%	-	100.00%	105,499	0.00%	-	HY / MQ	0.125	0.125	0.125
200% Personal Property	7.0	-	0.00%	-	0.00%	-	100.00%	-	HY / MQ	0.125	0.125	0.125
200% Personal Property	7.0		0.00%	-	0.00%		100.00%		HY / MQ	0.125	0.125	0.125
200% Personal Property	5.0	77,250	100.00%	77,250	0.00%	-	0.00%	-	HY / MQ	0.125	0.125	0.125
200% Personal Property	5.0	-	0.00%	-	100.00%	-	0.00%	-	HY / MQ	0.125	0.125	0.125
		15,539,000		15,4[illegible]		105,499						

Depreciation of Replacement Reserve		
Capitalized bal every 5 years		Yes
	Year	Amount
Capitalized in	2018	85,132
Capitalized in	2023	108,099
Capitalized in	2028	126,290

Depreciation		2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Placed in Service	2012																			
Building		117,799	341,454	341,454	341,454	341,454	341,454	341,454	341,454	341,454	341,454	341,454	341,454	341,454	341,454	341,454	341,454	341,454	341,454	341,454
Site Work		4,914	38,853	34,941	31,447	28,302	25,472	23,215	23,215	23,215	23,215	23,215	23,215	23,215	23,215	23,215	20,313	-		
Personal Property		3,863	24,555	17,613	10,888	8,854	7,357	-	-	-	-	-	-	-	-		-	-		
Placed in Service	2013																			
Building																				
Site Work			1,389	10,486	9,776	8,429	7,575	6,835	6,370	6,230	6,230	6,230	6,220	6,230	6,230	6,230	6,230	3,451		
Personal Property						-														
Placed in Service	2014																			
Building																				
Site Work																				
Personal Property																				
Bonus depreciation		430,000																		
Replacement Reserve	2018							17,023	27,299	16,333	9,016	9,006	4,500							
Replacement Reserve	2023								-			-	21,700	34,000	20,910	12,330	12,580	6,275		
Replacement Reserve	2028		-										-		-	-		15,250	40,413	24,248
Total Depreciation Calculated		598,970	611,953	664,176	592,845	586,649	581,938	588,528	598,138	587,342	580,715	580,706	597,391	605,759	591,815	583,449	580,547	578,438	581,867	565,702
Depreciation Override		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation Used	Calculated	$ 598,970	$ 611,953	$ 664,176	$ 592,845	$ 586,649	$ 581,938	$ 588,528	$ 598,138	$ 587,342	$ 580,715	$ 580,706	$ 597,391	$ 605,759	$ 591,815	$ 583,449	$ 580,547	$ 578,438	$ 581,867	$ 565,702

12/31/2011	Asset Start Date	Asset Period	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Tax Credit Fees	3/1/2012	180	$ -	$ 1,602	$ 3,205	$ 3,205	$ 3,205	$ 3,205	$ 3,205	$ 3,205	$ 3,205	$ 3,205	$ 3,205	$ 3,205	$ 3,205	$ 3,205	$ 3,205	$ 3,205	$ 1,602	$ -	-
Permanent Loan Fees	7/1/2013	360	-		599	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197
Construction Loan Fees	12/1/2012	8	-	-	-	-	-	-	-		-	-	-	-	-	-	-			-	
Organization	3/1/2012	60	-	3,530	7,060	7,060	7,060	7,060	3,530		-	-	-	-	-	-	-				
Marketing and Leasing	7/1/2012	6	-	10,000								-	-								
Rent up Expense	7/1/2012	180		-	-	-	-	-	-						-	-					
Construction Loan Interest	12/1/2013	8		2,005	5,840	-		-	-				-	-	-						
Preferential AMF	11/1/2013	24			-		-	-		-					-	-					
Soft Costs	7/1/2013	180		-	333	667	667	667	667	667	667	667	667	667	667	667	667	667	667	329	
Construction Loan Interest - Amortized	12/1/2012	4	-	3,395	16,183																
Total Funded Expenses			$ -	$ 21,433	$ 36,421	$ 12,129	$ 12,129	$ 12,129	$ 8,599	$ 5,069	$ 5,069	$ 5,069	$ 5,069	$ 5,069	$ 5,069	$ 5,069	$ 5,069	$ 5,069	$ 3,466	$ 1,516	$ 1,197

0 - - calc

Loan Amount	$0	Commencement Dates		NOTE:
Interest Rate	[illegible] Compound	Interest	Payment	
Amort Term (mos)	0	Month (MM)		Cumulative
Monthly Payment	N/A	Year (YYYY)		Cash Basis

Year		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Total Payment		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Interest Expense		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Principal Payment		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Outstanding Balance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Deferred expenses		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

0 - - calc

Loan Amount	$0	Commencement Dates		NOTE:
Interest Rate	[illegible] Compound	Interest	Payment	
Amort Term (mos)	0	Month (MM)		Cumulative
Monthly Payment	N/A	Year (YYYY)		Cash Basis

Year		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Total Payment		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Interest Expense		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Principal Payment		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Outstanding Balance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Deferred expenses		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

0 - - calc

Loan Amount	$0	Commencement Dates		NOTE
Interest Rate	[illegible] Compound	Interest	Payment	
Amort Term (mos)	0	Month (MM)		Cumulative
Monthly Payment	N/A	Year (YYYY)		Cash Basis

Year		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Total Payment		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Interest Expense		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Principal Payment		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Outstanding Balance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Deferred expenses		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

0 - - calc

Loan Amount	$0	Commencement Dates		NOTE
Interest Rate	[illegible] Compound	Interest	Payment	
Amort Term (mos)	0	Month (MM)		Cumulative
Monthly Payment	N/A	Year (YYYY)		Cash Basis

Year		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Total Payment		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Interest Expense		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Principal Payment		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Outstanding Balance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Deferred expenses		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Annual Management Fee — AMF $ calc

Loan Amount	$0	Commencement Dates			NOTE:
Interest Rate	[illegible] Compound	Interest	Payment		
Amort Term (mos)	132	Month (MM) 12	12	Cumulative	Yes
Monthly Payment	N/A	Year (YYYY) 2012	2012	Cash Basis	No

Year		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Total Payment		$ -	$ 705	$ 8,454	$ 8,454	$ 8,454	$ 8,454	$ 8,454	$ 8,454	$ 8,454	$ 8,454	$ 8,454	$ 8,454	$ 7,750	$ -	$ -	$ -	$ -	$ -	$ -
Interest Expense		-	705	8,454	8,454	8,454	8,454	8,454	8,454	8,454	8,454	8,454	8,454	7,750	-	-	-	-	-	-
Principal Payment		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Outstanding Balance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Deferred expenses		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Green River Homes

Cash Flow Prior to Final Closing

- Soft-Other overide

Loan Amount	$0	Commencement Dates			
Interest Rate	8.000% Compound		Interest	Payment	
Amort Term (mos)	12	Month (MM)	7	7	Cumulative
Monthly Payment	N/A	Year (YYYY)	2012	2012	Cash Basis

NOTE:

Year		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Total Payment		$ -	$ 86,402	$ (86,402)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Interest Expense			-	-	-	-	-				-	-	-	-	-	-	-	-	-	-
Principal Payment		-	86,402	(86,402)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Outstanding Balance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Deferred expenses		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Replenish Operating Reserves

- - calc

Loan Amount	$0	Commencement Dates			
Interest Rate	8.000% Compound		Interest	Payment	
Amort Term (mos)	0	Month (MM)			Cumulative
Monthly Payment	N/A	Year (YYYY)			Cash Basis

NOTE

Year		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Total Payment		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Interest Expense						-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Principal Payment		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Outstanding Balance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Deferred expenses		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Repay Lease

- - calc

Loan Amount	$0	Commencement Dates			
Interest Rate	8.000% Compound		Interest	Payment	
Amort Term (mos)	0	Month (MM)			Cumulative
Monthly Payment	N/A	Year (YYYY)			Cash Basis

NOTE:

Year		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Total Payment		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Interest Expense			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Principal Payment		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Outstanding Balance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Deferred expenses		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Deferred Developers Fee

DDF Sub-% CF calc

Loan Amount	$0	Commencement Dates				
Interest Rate	0.000% Compound		Interest	Payment		
Amort Term (mos)	180	Month (MM)	7	7	Cumulative	Yes
Monthly Payment	N/A	Year (YYYY)	2013	2013	Cash Basis	No

NOTE:

Year		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Total Payment		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Interest Expense			-	-	-				-	-	-	-	-	-	-	-	-	-	-	-
Principal Payment		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Outstanding Balance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Deferred expenses		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

0

- - calc

Loan Amount	$0	Commencement Dates			
Interest Rate	8.000% Compound		Interest	Payment	
Amort Term (mos)	0	Month (MM)			Cumulative
Monthly Payment	N/A	Year (YYYY)			Cash Basis

NOTE:

Year		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Total Payment		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Interest Expense			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Principal Payment		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Outstanding Balance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Deferred expenses		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

GP Loan (tax exempt bonds $9.6mm) Loan Soft-Other override

Loan Amount	$12,500,000		Commencement Dates				NOTE:
Interest Rate	8.400% Compound		Interest	Payment			
Amort Term (mos)	708	Month (MM)	12	12	Cumulative	Yes	
Monthly Payment	N/A	Year (YYYY)	2011	2012	Cash Basis	No	

Year		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Total Payment		$ -	$ -	$ 303,662	$ 301,358	$ 304,359	$ 318,616	$ 307,138	$ 310,059	$ 311,614	$ 314,470	$ 317,158	$ 319,827	$ 277,146	$ 280,634	$ 282,049	$ 283,378	$ 284,600	$ 285,707	$ 284,791
Interest Expense		933	41,808	73,257	73,346	71,979	70,364	67,598	66,401	64,997	63,579	61,014	60,483	58,927	57,618	56,180	54,925	53,553	52,160	50,767
Principal Payment		(933)	(41,808)	314,898	227,992	232,380	448,032	239,142	243,578	246,615	250,891	255,136	259,344	218,219	222,996	225,769	228,452	231,047	233,534	234,023
Outstanding Balance	$12,500,000	$12,501,932	$ 12,542,820	$ 12,224,415	$ 11,996,423	$ 11,764,043	$ 11,316,011	$ 11,076,709	$ 10,833,191	$ 10,586,576	$ 10,335,685	$ 10,080,550	$ 9,821,206	$ 9,602,987	$ 9,379,991	$ 9,154,222	$ 8,925,768	$ 8,694,724	$ 8,461,190	$ 8,227,163
Deferral expenses		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

and taxable bonds $3.0mm) - - calc

Loan Amount	$0		Commencement Dates				NOTE:
Interest Rate	8.000% Compound		Interest	Payment			
Amort Term (mos)	0	Month (MM)			Cumulative	-	
Monthly Payment	N/A	Year (YYYY)			Cash Basis		

Year		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Total Payment		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Interest Expense		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Principal Payment		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Outstanding Balance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Deferral expenses		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

- - calc

Loan Amount	$0		Commencement Dates				NOTE:
Interest Rate	8.000% Compound		Interest	Payment			
Amort Term (mos)	0	Month (MM)			Cumulative		
Monthly Payment	N/A	Year (YYYY)			Cash Basis		

Year		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Total Payment		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Interest Expense		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Principal Payment		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Outstanding Balance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Deferral expenses		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

- - calc

Loan Amount	$0		Commencement Dates				NOTE:
Interest Rate	8.000% Compound		Interest	Payment			
Amort Term (mos)	0	Month (MM)			Cumulative		
Monthly Payment	N/A	Year (YYYY)			Cash Basis		

Year		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Total Payment		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Interest Expense		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Principal Payment		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Outstanding Balance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Deferral expenses		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

0 - - calc

Loan Amount	$0		Commencement Dates				NOTE:
Interest Rate	8.000% Compound		Interest	Payment			
Amort Term (mos)	0	Month (MM)			Cumulative		
Monthly Payment	N/A	Year (YYYY)			Cash Basis		

Year		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Total Payment		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Interest Expense		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Principal Payment		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Outstanding Balance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Deferral expenses		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Replacement Reserves		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Interest Start	7/1/2013																			
Balance at beginning of year		$ -	$ -	$ -	$ 8,850	$ 27,081	$ 45,859	$ 65,200	$ 85,122	$ 20,519	$ 41,654	$ 63,423	$ 85,845	$ 108,939	$ 23,787	$ 48,288	$ 73,524	$ 99,517	$ 126,290	$ 27,576
Deposit from initial uses	2013	-		-	-	-	-	-		-	-	-	-	-	-	-	-	-	-	-
Current year interest income	1.50%				133	406	688	978	1,277	308	625	951	1,288	1,634	357	724	1,103	1,493	1,894	414
Current year deposit from operations				8,850	18,231	18,778	19,341	19,922	20,519	21,135	21,769	22,422	23,094	23,787	24,501	25,236	25,993	26,773	27,576	28,403
Less interest income included in C/F	Yes				(133)	(406)	(688)	(978)	(1,277)	(308)	(625)	(951)	(1,288)	(1,634)	(357)	(724)	(1,103)	(1,493)	(1,894)	(414)
Less expenditures made from account		-	-	-	-	-	-	-	(85,122)	-	-	-	-	(108,939)	-	-	-	-	(126,290)	-
Other Additions		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Balance at end of year		$ -	$ -	$ 8,850	$ 27,081	$ 45,859	$ 65,200	$ 85,122	$ 20,519	$ 41,654	$ 63,423	$ 85,845	$ 108,939	$ 23,787	$ 48,288	$ 73,524	$ 99,517	$ 126,290	$ 27,576	$ 55,979

Operating Reserves		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Interest Start	7/1/2013																			
Balance at beginning of year		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Deposit from initial uses	2013																			
Current year interest income	1.50%																			
Current year deposit from operations																				
Less interest income included in C/F	Yes																			
Less expenditures made from account																				
Balance at end of year		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-

Debt Service Reserves		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Interest Start	7/1/2013																			
Balance at beginning of year		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Deposit from initial uses	2013																			
Current year interest income	1.50%																			
Current year deposit from operations																				
Less interest income included in C/F	Yes																			
Less expenditures made from account																				
Balance at end of year		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-

Real Estate Tax/Insurance Escrow		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Interest Start	7/1/2013																			
Balance at beginning of year		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Deposit from initial uses	2013																			
Current year interest income	1.50%																			
Current year deposit from operations																				
Less interest income included in C/F	Yes																			
Less expenditures made from account																				
Balance at end of year		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-

Rent up Reserve		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Interest Start	12/31/2011																			
Balance at beginning of year		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Deposit from initial uses	2012	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Current year interest income	1.50%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Current year deposit from operations		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Less interest income included in C/F	Yes	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Less expenditures made from account		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Balance at end of year		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-

Deferred Development Reserve		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Interest Start	12/31/2012																			
Balance at beginning of year		$ -	$ -	$ 211,256	$ 211,256	$ 211,256	$ 211,256	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Deposit from initial uses	2012	-	211,256	-	-	-	-			-			-							
Current year interest income	1.50%		264	3,169	3,169	3,169	3,169			-										
Current year deposit from operations			-	-	-	-	-			-										
Less interest income included in C/F	Yes		(264)	(3,169)	(3,169)	(3,169)	(3,169)			-										
Less expenditures made from account			-	-	-	-	(211,256)			-										
Balance at end of year		$ -	$ 211,256	$ 211,256	$ 211,256	$ 211,256	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-

		[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Capital Account of	99.990%																			
Balance at January 1		$ -	$ 500,000	$ (45,526)	$ 3,942,963	$ 3,572,668	$ [illegible]	$ 2,876,260	$ 2,544,940	$ 2,215,473	$ 1,880,050	$ 1,560,431	$ 1,252,246	$ 948,940	$ 588,322	$ [illegible]	$ (120,817)	$ (454,856)	$ (781,018)	$ (1,099,340)
Contributions		500,000		4,384,970	-															
Historic Tax Credits	$ Year																			
Distributions (Cash Flow)																				
Subtotal		500,000	500,000	4,339,444	3,942,963	3,572,668	3,218,887	2,876,260	2,544,940	2,215,473	1,880,050	1,560,431	1,252,246	948,940	588,322	225,027	(120,817)	(454,856)	(781,018)	(1,099,340)
Initial Income (Losses) to LP		-	(545,526)	(396,481)	(370,295)	(353,781)	(342,627)	(331,320)	(329,467)	(335,423)	(319,619)	(308,185)	(303,306)	(360,618)	(363,295)	(345,844)	(334,039)	(326,162)	(318,322)	(320,604)
Reallocation of Losses to GP		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Final Income (Losses) to LP		-	(545,526)	(396,481)	(370,295)	(353,781)	(342,627)	(331,320)	(329,467)	(335,423)	(319,619)	(308,185)	(303,306)	(360,618)	(363,295)	(345,844)	(334,039)	(326,162)	(318,322)	(320,604)
Balance at December 31		$ 500,000	$ (45,526)	$ 3,942,963	$ 3,572,668	$ 3,218,887	$ 2,876,260	$ 2,544,940	$ 2,215,473	$ 1,880,050	$ 1,560,431	$ 1,252,246	$ 948,940	$ 588,322	$ 225,027	$ (120,817)	$ (454,856)	$ (781,018)	$ (1,099,340)	$ (1,420,144)
Basis Calculation																				
Capital Account Balance before losses		$ 500,000	$ 500,000	$ 4,339,444	$ 3,942,963	$ 3,572,668	$ 3,218,887	$ 2,876,260	$ 2,544,940	$ 2,215,473	$ 1,880,050	$ 1,560,431	$ 1,252,246	$ 948,940	$ 588,322	$ 225,027	$ (120,817)	$ (454,856)	$ (781,018)	$ (1,099,340)
Minimum Gain		-	-	-	-	-	-	-	-	-	-	-	-	-	-	300,872	655,832	1,085,299	1,223,892	1,571,699
Deficit Restoration Obligation		-	45,526	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Maximum Loss Allocation		$ 500,000	$ 545,526	$ 4,339,444	$ 3,942,963	$ 3,572,668	$ 3,218,887	$ 2,876,260	$ 2,544,940	$ 2,215,473	$ 1,880,050	$ 1,560,431	$ 1,252,246	$ 948,940	$ 588,322	$ 525,899	$ 535,015	$ 630,443	$ 442,874	$ 472,359
Debt Analysis @ 100%																				
Qualified Nonrecourse																				
1	0.00%	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2	0.00%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3	0.00%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4	0.00%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Asset Management Fee	0.00%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cash Flow Prior to Final Closing	0.00%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Replenish Operating Reserves	0.00%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Repay Loans	0.00%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Developers Fee	0.00%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
9	0.00%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
GP Loan (tax exempt bonds $9.9mm and taxable bonds $3.0mm)	100.00%	12,500,932	12,542,820	12,224,415	11,996,427	11,764,043	11,316,011	11,076,769	10,833,191	10,586,576	10,335,883	10,080,550	9,821,208	9,602,987	9,379,091	9,154,222	8,925,769	8,694,724	8,461,190	8,227,165
	0.00%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	0.00%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	0.00%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
11	0.00%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Less Reserve Accounts held by Lenders																				
Replacement Reserves	No	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Operating Reserves	No	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Debt Service Reserves	No	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Real Estate Tax/Insurance Escrow	No	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rent up Reserve	No	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Development Reserve	No	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		$ 12,500,932	$ 12,542,820	$ 12,224,415	$ 11,996,427	$ 11,764,043	$ 11,316,011	$ 11,076,769	$ 10,833,191	$ 10,586,576	$ 10,335,883	$ 10,080,550	$ 9,821,208	$ 9,602,987	$ 9,379,091	$ 9,154,222	$ 8,925,769	$ 8,694,724	$ 8,461,190	$ 8,227,165
Net Book Value of Assets																				
Initial Depreciable Cost		$ 16,019,460	$ 16,019,460	$ 16,019,460	$ 16,019,460	$ 16,019,460	$ 16,019,460	$ 16,019,460	$ 16,019,460	$ 16,019,460	$ 16,019,460	$ 16,019,460	$ 16,019,460	$ 16,019,460	$ 16,019,460	$ 16,019,460	$ 16,019,460	$ 16,019,460	$ 16,019,460	$ 16,019,460
Land		906,042	906,042	906,042	906,042	906,042	906,042	906,042	906,042	906,042	906,042	906,042	906,042	906,042	906,042	906,042	906,042	906,042	906,042	906,042
Other costs non-depreciable costs		38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000
Additions to depreciable basis		-	-	-	-	-	-	-	85,122	85,122	85,122	85,122	85,122	194,061	194,061	194,061	194,061	194,061	320,331	320,331
Historic Tax Credit		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accumulated Depreciation		-	(596,970)	(1,207,922)	(1,812,348)	(2,405,193)	(2,991,842)	(3,573,760)	(4,162,288)	(4,760,426)	(5,347,668)	(5,928,372)	(6,509,078)	(7,106,669)	(7,712,438)	(8,304,243)	(8,887,692)	(9,468,239)	(10,046,677)	(10,622,544)
N.B.V. @ 100%		$ 16,963,502	$ 16,366,532	$ 15,755,580	$ 15,151,154	$ 14,558,309	$ 13,971,660	$ 13,389,742	$ 12,886,336	$ 12,288,198	$ 11,701,956	$ 11,120,251	$ 10,539,546	$ 10,051,894	$ 9,445,135	$ 8,853,320	$ 8,269,871	$ 7,689,324	$ 7,237,176	$ 6,655,309
Minimum Gain @ 100%		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 300,902	$ 655,898	$ 1,085,400	$ 1,224,014	$ 1,571,856
LP Share of Minimum Gain		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 300,872	$ 655,832	$ 1,085,299	$ 1,223,892	$ 1,571,699

Flow of Funds

Green River Homes

Sources	Permanent Conversion Date	Month	1	2	3	4	5	6	7	8	9	10	11	12	13	FINAL CO 14	15	16	17	18
			11/1/2011	12/1/2011	1/1/2012	2/1/2012	3/1/2012	4/1/2012	5/1/2012	6/1/2012	7/1/2012	8/1/2012	9/1/2012	10/1/2012	11/1/2012	12/1/2012	1/1/2013	2/1/2013	3/1/2013	4/1/2013
8																				
15																				
Seller Carryback/Master Lease Pmt			4,030,000																	
Construction Loan 4																				
Construction Loan 5																				
RBC Loan																				
	7/1/2013																			
	7/1/2013																			
	7/1/2013																			
	7/1/2013																			
	7/1/2013																			
	7/1/2013																			
	7/1/2013																			
	7/1/2013																			
	7/1/2013																			
	7/1/2013																			
GP Loan (tax exempt bonds 59.5)	12/1/2012			1,864,209	1,096,061	931,155	931,155	931,155	931,155	931,155	931,155	931,155	931,155	931,155	931,155	20,000				
	7/1/2013																			
	7/1/2013																			
	7/1/2013																			
	7/1/2013																			
Accrued capital and interest during construction					932	1,400	1,946	2,411	2,877	3,342	3,808	4,274	4,739	5,205	5,670	6,136				
Grants (reduction of basis)																				
Grants (no reduction of basis)																				
Other																				
Capital - General Partner																				
Capital - Limited Partner (LPA)			900,000																	
Capital - Special Limited Partner																				
Capital - State Credit Limited Partner																				
Excess Proceeds																				
Construction Escrow																				
Retainage																				
Total Sources			$ 4,930,000	$ 1,864,209	$ 1,096,993	$ 932,555	$ 933,101	$ 933,566	$ 934,032	$ 934,497	$ 934,963	$ 935,429	$ 935,894	$ 936,360	$ 936,825	$ 26,136	$ -	$ -	$ -	$ -
Uses	Cumulative % Complete			0.00%	9.09%	18.18%	27.27%	36.36%	45.45%	54.55%	63.64%	72.73%	81.82%	90.91%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Land			$ 900,000	$ 6,042																
Acquisition Building			4,000,000	23,958																
Hard Costs - Const Contract					648,619	648,618	648,618	648,618	648,618	648,618	648,619	648,618	648,618	648,619	648,621					
Construction Contingency					77,394	77,394	77,394	77,394	77,394	77,394	77,394	77,394	77,394	77,394	77,399					
Builder's Overhead & Profit					47,388	47,388	47,388	47,388	47,388	47,388	47,388	47,388	47,388	47,388	47,384	-				
Hard Costs - Other					155,482	155,482	155,482	155,482	155,482	155,482	155,482	155,482	155,482	155,482	155,481	-				
Soft Costs				1,675,200	-			-	-	-	-	-	-	-						
Tax Credit Fees				48,075	-	-		-	-	-	-	-		-						
Soft Cost Contingency					2,273	2,273	2,273	2,273	2,273	2,273	2,273	2,273	2,273	2,273	2,270					
Permanent Loan Fees				70,632																
Construction Loan Fees				5,000																
Organization				35,300																
Syndication Costs			30,000													20,000				
Marketing and Leasing																				
Rent up Expense																				
Developer Fee					164,905															
Replacement Reserves																				
Operating Reserves																				
Debt Service Reserves																				
Real Estate Tax/Insurance Escrow																				
Rent up Reserve																				
Deferred Development Reserve																				
Total Uses before Interest			4,930,000	1,864,209	1,096,061	931,155	931,155	931,155	931,155	931,155	931,155	931,155	931,155	931,155	931,155	20,000	-	-	-	-
Construction Loan Interest - Paid																				
Construction Loan Interest - Accrued				-	932	1,400	1,946	2,411	2,877	3,342	3,808	4,274	4,739	5,205	5,670	6,136	-	-	-	-
Total Interest			-	-	932	1,400	1,946	2,411	2,877	3,342	3,808	4,274	4,739	5,205	5,670	6,136	-	-	-	-
Total Uses			$ 4,930,000	$ 1,864,209	$ 1,096,993	$ 932,555	$ 933,101	$ 933,566	$ 934,032	$ 934,497	$ 934,963	$ 935,429	$ 935,894	$ 936,360	$ 936,825	$ 26,136	$ -	$ -	$ -	$ -
Check Figures																				

Sources	Permanent Conversion Date	Month	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	Thereafter	Total
0																				$ -
0																				
Seller Carryback/Master Lease Fee					(1,030,000)															
Construction Loan 4																				
Construction Loan 5																				
RBC Loan																				
	7/1/2013																			
	7/1/2013																			
	7/1/2013																			
	7/1/2013																			
	7/1/2013																			
	7/1/2013																			
	7/1/2013																			
	7/1/2013																			
	7/1/2013																			
	7/1/2013																			
GP Loan (tax exempt bonds 99.5c	12/1/2012				208,100															13,900,000
	7/1/2013																			-
	7/1/2013																			
	7/1/2013																			-
	7/1/2013																			
Accrued capitalized interest during construction																				42,820
Grants (reduction of basis)																				
Grants (no reduction of basis)																				
Other																				
Capital - General Partner																				
Capital - Limited Partner (LPA)					4,364,970						-	-		-						4,884,970
Capital - Special Limited Partner																				
Capital - State Credit Limited Partner																				
Grant Proceeds																				
Construction Escrow																				
Retainage																				-
Total Sources			$ -	$ -	$ 563,150	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-	$17,427,790

Uses	Cumulative % Complete		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%		
Land																				$ 906,072
Acquisition Building																				1,023,938
Hard Costs - Const Contract											-									7,134,801
Construction Contingency			-	-	-	-	-	-	-	-	-									851,339
Builder's Overhead & Profit											-									921,264
Hard Costs - Other											-									1,710,300
Soft Costs																				1,675,202
Tax Credit Fees																				42,075
Soft Cost Contingency											-									25,000
Permanent Loan Fees																				70,032
Construction Loan Fees																				5,000
Organization																				35,200
Syndication Costs																				30,000
Marketing and Leasing																				20,000
Rent up Expense																				
Developer Fee					335,094															300,000
Replacement Reserves																				
Operating Reserves																				
Debt Service Reserves																				
Real Estate Tax/Insurance Escrow																				
Rent up Reserve																				
Deferred Development Reserve					211,256															211,256
Total Uses before Interest			-	-	546,350	-	-	-	-	-	-	-	-	-	-	-	-	-	-	17,368,170
Construction Loan Interest - Paid					16,800	-	-	-	-	-	-	-	-	-	-	-	-	-	-	16,800
Construction Loan Interest - Accrued			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	42,820
Total Interest			-	-	16,800	-	-	-	-	-	-	-	-	-	-	-	-	-	-	59,620
Total Uses			$ -	$ -	$ 563,150	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-	$17,427,790
Check Figures										-	-	-	-	-	-	-	-		-	

Construction Interest Schedule
Green River Homes

Outstanding Loan Balance	Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14 FINAL CO	15	16	17	18
		[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
0		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Seller Carryback/Master Lease Pmt		4,030,000	4,030,000	4,030,000	4,030,000	4,030,000	4,030,000	4,030,000	4,030,000	4,030,000	4,030,000	4,030,000	4,030,000	4,030,000	4,030,000	4,030,000	4,030,000	4,030,000	4,030,000
Construction Loan 4		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Construction Loan 5		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
RBC Loan		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
GP Loan (tax exempt bonds 39.5mm)		-	1,864,389	2,960,270	3,891,325	4,832,380	5,753,333	6,684,390	7,616,045	8,547,200	9,478,335	10,409,510	11,340,665	12,271,820	12,291,820	12,291,820	12,291,820	12,291,820	12,291,820

Interest	Rate		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
0	0.000%	Paid	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
0	0.000%	Paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Seller Carryback/Master Lease Pr	0.250%	Paid	840	840	840	840	840	840	840	840	840	840	840	840	840	840	840	840	840	840
Construction Loan 4	0.000%	Paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Construction Loan 5	0.000%	Paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
RBC Loan	0.000%	Paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	0.000%	Perm - only	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	0.000%	Perm - only	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	0.000%	Perm - only	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	0.000%	Perm - only	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	0.000%	Perm - only	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	0.000%	Perm - only	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	0.000%	Perm - only	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	0.000%	Perm - only	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	0.000%	Perm - only	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	0.000%	Perm - only	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
GP Loan (tax exempt bonds 39.5)	0.600%	Accrued	-	933	1,480	1,946	2,411	2,877	3,342	3,808	4,274	4,739	5,205	5,670	6,136	-	-	-	-	-
	0.000%	Perm - only	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	0.000%	Perm - only	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	0.000%	Perm - only	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	0.000%	Perm - only	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Interest			840	1,772	2,320	2,786	3,251	3,717	4,182	4,648	5,114	5,579	6,045	6,510	6,976	840	840	840	840	840

Construction Escrow	Rate		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Balance			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Interest Expense	0.000%		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
GIC Income	0.000%		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
			2011	2011	2012	2012	2012	2012	2012	2012	2012	2012	2012	2012	2012	2012	2013	2013	2013	2013
Units Placed in Service			0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	15.23%	32.20%	49.13%	66.10%	83.03%	100.00%	100.00%	100.00%	100.00%	100.00%
Capitalized Interest		Paid	840	840	840	840	840	840	840	840	712	569	427	285	142	-	-	-	-	-
Capitalized Interest		Accrued	-	933	1,480	1,946	2,411	2,877	3,342	3,808	3,612	3,213	1,647	1,922	1,040	-	-	-	-	-
Expensed Interest		Paid	-	-	-	-	-	-	-	-	128	271	413	555	698	840	840	840	840	840
Expensed Interest		Accrued	-	-	-	-	-	-	-	-	662	1,526	2,558	3,748	5,096	-	-	-	-	-

	Total	Capitalized	Expense	GIC Income	Capitalized Paid	Capitalized Accrued	Expense Paid	Expense Accrued
2011	2,612	2,612	-	-	1,680	933	-	-
2012	51,968	35,483	16,473	-	7,175	28,308	2,985	13,580
2013	5,040	-	5,040	-		-	5,040	-
2014	-	-	-	-		-	-	-
2015	-	-	-	-	-	-	-	-
	$ 59,620	$ 38,095	$ 21,525	$ -	$ 8,855	$ 29,240	$ 7,945	$ 13,580

Outstanding Loan Balance

Outstanding Loan Balance	Month	19	20	21	22	23	24	25	26
		5 1 2013	6 1 2013	7 1 2013	8 1 2013	9 1 2013	10 1 2013	11 1 2013	12 1 2013
0		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
0									
Seller Carryback/Master Lease Fee		4,000,000	4,000,000				-		
Construction Loan 4							-		
Construction Loan 5							-		
RBC Loan					-	-	-		
GP Loan (no. exempt bonds $9.5M)		12,391,880	12,391,120	12,500,000	12,500,000	12,500,000	12,500,000	12,500,000	12,500,000

Outstanding Loan Balance	27	28	29	30	31	32	33	34	Thereafter	Total
	1 1 2014	2 1 2014	3 1 2014	4 1 2014	5 1 2014	6 1 2014	7 1 2014	8 1 2014		
0	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -		
0										
Seller Carryback/Master Lease Fee			-		-					
Construction Loan 4			-							
Construction Loan 5			-					-	-	
RBC Loan			-							
GP Loan (no. exempt bonds $9.5M)	12,500,000	12,500,000	12,500,000	12,500,000	12,500,000	12,500,000	12,500,000	12,500,000	12,500,000	

Interest

Interest	Rate		19	20	21	22	23	24	25	26
0	0.000%	Paid	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
0	0.000%	Paid								
Seller Carryback/Master Lease Fe	0.250%	Paid	8.40	8.40	-					
Construction Loan 4	0.000%	Paid								
Construction Loan 5	0.000%	Paid	-		-					
RBC Loan	0.000%	Paid	-	-			-	-		-
	0.000%	Perm - only								
	0.000%	Perm - only								
	0.000%	Perm - only		-	-	-	-	-	-	-
	0.000%	Perm - only								
	0.000%	Perm - only								
	0.000%	Perm - only		-	-	-	-	-		-
	0.000%	Perm - only								
	0.000%	Perm - only								
	0.000%	Perm - only						-		
	0.000%	Perm - only								
GP Loan (no. exempt bonds $9.5M)	0.600%	Accrued	-							
	0.000%	Perm - only						-	-	
	0.000%	Perm - only								
	0.000%	Perm - only								
	0.000%	Perm - only	-	-	-	-	-	-	-	-
Total Interest			8.40	8.40	-	-	-	-	-	-

Interest	27	28	29	30	31	32	33	34	Thereafter	Total
0	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -		$ -
0										
Seller Carryback/Master Lease Fe										16,800
Construction Loan 4										-
Construction Loan 5										
RBC Loan	-									
										-
		-	-	-	-		-			
			-		-					
	-									-
GP Loan (no. exempt bonds $9.5M)										42,820
	-	-	-	-	-	-				-
	-		-							
	-	-	-	-	-	-	-	-		-
Total Interest	-	-	-	-	-	-	-	-		59,620

Construction Escrow

Construction Escrow	Rate		19	20	21	22	23	24	25	26
Balance			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Interest Expense	0.000%		-	-	-			-	-	
GIC Income	0.000%		-	-	-		-		-	
			2013	2013	2013	2013	2013	2013	2013	2013
Units Placed in Service			100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Capitalized Interest		Paid	-	-				-		
Capitalized Interest		Accrued	-	-						
Expensed Interest		Paid	8.40	8.40				-		-
Expensed Interest		Accrued						-		-

Construction Escrow	27	28	29	30	31	32	33	34
Balance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Interest Expense	-	-	-		-		-	-
GIC Income	-				-	-		
	2014	2014	2014	2014	2014	2014	2014	2014
Units Placed in Service	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Capitalized Interest							-	
Capitalized Interest							-	
Expensed Interest	-	-					-	
Expensed Interest		-					-	

ATTACHMENT B

Attachment B
Green River Loan, Collateralized
Amortization Schedule

Month	Beginning Balance	Interest Rate	Interest Charge	Principal	Ending Balance
Jun-11	9,500,000	0.00%	0	0	9,500,000
Dec-11	9,500,000	0.00%	0	0	9,500,000
Jun-12	9,500,000	0.00%	0	0	9,500,000
Dec-12	9,500,000	0.00%	0	0	9,500,000
Jun-13	9,500,000	0.75%	35,625	0	9,500,000
Dec-13	9,500,000	0.75%	35,625	0	9,500,000
Jun-14	9,500,000	1.00%	47,500	0	9,500,000
Dec-14	9,500,000	1.00%	47,500	863,636	8,636,364
Jun-15	8,636,364	1.00%	43,182		8,636,364
Dec-15	8,636,364	1.00%	43,182	863,636	7,772,728
Jun-16	7,772,728	1.00%	38,864		7,772,728
Dec-16	7,772,728	1.00%	38,864	863,636	6,909,092
Jun-17	6,909,092	1.50%	51,818		6,909,092
Dec-17	6,909,092	1.50%	51,818	863,636	6,045,456
Jun-18	6,045,456	1.50%	45,341		6,045,456
Dec-18	6,045,456	1.50%	45,341	863,636	5,181,820
Jun-19	5,181,820	1.50%	38,864		5,181,820
Dec-19	5,181,820	1.50%	38,864	863,636	4,318,184
Jun-20	4,318,184	2.00%	43,182		4,318,184
Dec-20	4,318,184	2.00%	43,182	863,636	3,454,548
Jun-21	3,454,548	2.00%	34,545		3,454,548
Dec-21	3,454,548	2.00%	34,545	863,636	2,590,912
Jun-22	2,590,912	2.00%	25,909		2,590,912
Dec-22	2,590,912	2.00%	25,909	863,636	1,727,276
Jun-23	1,727,276	2.00%	17,273		1,727,276
Dec-23	1,727,276	2.00%	17,273	863,636	863,640
Jun-24	863,640	2.00%	8,636		863,640
Dec-24	863,640	2.00%	8,636	863,640	0

ATTACHMENT C

Attachment C

GREEN RIVER HOMES CERTIFICATION

I, Craig Violante, Director of Finance for the King County Housing Authority (KCHA), do hereby certify that whenever funds held in trust by the Bank of America as collateral against the loan from the Bank of America to KCHA which funded the Green River Homes re-development project are released as collateral, all such funds will be used for an eligible MTW activity or purpose that KCHA has received approval for through its MTW Plan.

Craig Violante   1/17/2018

Craig Violante, Director of Finance,
King County Housing Authority

Date

ATTACHMENT D

Client Statement
12/01/2017 to 12/31/2017

Account Number
416870

[redacted]

Bank of America, NA
Customer Service
Mail Code NC1-004-03-06
200 N. College St.
Charlotte, N.C. 28255
800.933.9662

Bank of America

TABLE OF CONTENTS

Office Servicing Your Account:
540 MADISON ST
IL4-540-28-01
CHICAGO, IL 60661
Fax: 980.233.7103

Account Representative:
CHRIS SCHUER

CHRISTOPHER.C.SCHUER@BAML.COM

391 - 1/2: 886

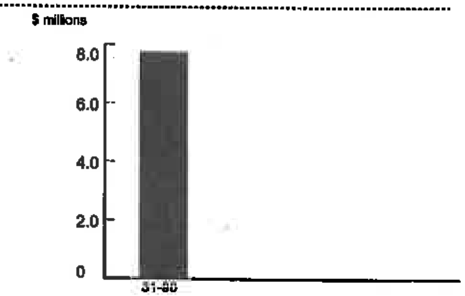
[redacted]
KING COUNTY HOUSING
AUTHORITY GR2 PLEDGE ACCOUNT
600 ANDOVER PARK WEST
SEATTLE, WA 98188

Account Summary

Current Period Ending Value **$7,782,000.00**

Portfolio Holdings	Quantity as of 12/31/2017	Market Value as of 12/31/2017	% of Portfolio
Money Market	7,782,000	$7,782,000.00	100.00
Total Portfolio Value	**7,782,000**	**$7,782,000.00**	

MATURITY SCHEDULE



MORE IS IN ACCOUNT THAN IS PLEDGED AS COLLATERAL. RELATED LOAN BALANCE AT 12/31/2017 IS $6,045,454.00. THEREFORE, OF THE ACCOUNT BALANCE OF $7,782,000, ONLY $6,045,454.00 IS PLEDGED AS COLLATERAL

..ement
../2017 to 12/31/2017

Account Number
416870

[redacted]

Bank of America, NA
Customer Service
Mail Code NC1-004-03-06
200 N. College St.
Charlotte, N.C. 28255
800.933.9662

Bank of America

Maturity Schedule

Security	CUSIP/ Security #	Coupon	Maturity	Quantity	Market Value	Next Coupon Date	Next Coupon Amount	Pledge	Pledge Units
BANK OF AMERICA N A CERTIFICATE OF DEPOSIT	337263273	1.20%	02/13/2018	7,782,000	$7,782,000.00	02/13/2018	$46,692.00	Y	7,782,000

Portfolio Holdings

Securities positions are valued at or about the close of the statement period if prices are available from reference sources deemed reliable. For money market positions, if price is shown as N/A, a derived valuation (unadjusted for the credit quality) is provided based on the original cost basis reported to the Bank and adjusted by the amount of any accrued discount from the purchase date to the end of the statement period. The month-end valuations of your portfolio are for guidance only and do not necessarily reflect prices at which each positions could be sold or, if short, covered on the valuation date, particularly in the case of inactivity or infrequently traded securities. Bank cannot guarantee the accuracy of such information.
N/A=Information not applicable or available at the time of statement creation.

PENDING STABILIZATION OF THE AUCTION RATE SECURITIES MARKET, BANK OF AMERICA, N.A.("BANA") HAS CEASED PROVIDING MARKET VALUES AND MARKET PRICE INFORMATION WITH RESPECT TO AUCTION RATE SECURITIES ON CLIENT STATEMENTS. UNTIL BANA RESUMES PROVIDING THIS INFORMATION, NO VALUE WILL BE GIVEN TO AUCTION RATE SECURITIES IN CALCULATING PORTFOLIO VALUE. THIS RESULTS FROM THE "CLOSING MARKET PRICE" AND "MARKET VALUE" FIELDS BEING INPUT AS "N/A"; IT DOES NOT IMPLY THAT YOUR AUCTION RATE SECURITIES HAVE NO VALUE.

Security Description	CUSIP/ Security #	Acquired Ticket #	Quantity	Original Price Market Price	Original Cost Basis	Market Value	Next Coupon Date	Next Coupon Amount	Portfolio %
Money Market									
BANK OF AMERICA N A CERTIFICATE OF DEPOSIT Coupon 1.20% Maturity 02/13/2018	337263273	N/A 337263273	7,782,000	N/A N/A	N/A	$7,782,000.00	02/13/2018	$46,692.00	100.00
Total Money Market			7,782,000			$7,782,000.00		$46,692.00	
Total Portfolio Holdings						$7,782,000.00			

of America

Commercial Loan Invoice

Please check if your address is incorrect and complete reverse side ☐

MMARY

stomer No.	16-697229
Invoice No.	1710275482
Obligation(s)	0000000620
Statement Date:	12/03/17
ue Date:	12/31/17

Due	Past Due	This Period	Total Due
Principal	0.00	863,637.00	863,637.00
Total	0.00	863,637.00	863,637.00

Amount Enclosed

0000755 01 MB 0.420 **AUTO T5 3 5401 98188-332600 -C02-P00755-I 2

HOUSING AUTHORITY OF THE
COUNTY OF KING WASHINGTON
600 ANDOVER PARK W
Tukwila, WA 98188-3326

SPECIALIZED LENDING LLC
P O BOX 660576
DALLAS TX 75266-0576

160000697229117102754821231170086363700767002113

⑈1710275482⑈ ⑆553990010⑆ 160000697229⑈

Please detach and return top portion with payment by DECEMBER 31, 2017.

MPORTANT INFORMATION

A late fee will be assessed in accordance with the terms of your note if full payment is not made promptly.

Excess payment amounts will be applied to your principal balance.

OR QUESTIONS PLEASE CALL: 1.888.400.9009

CTIVITY SINCE YOUR LAST STATEMENT

USING AUTHORITY OF THE	Customer No.	Invoice No.	Due Date	Total Due
	16-697229	1710275482	12/31/17	863,637.00

OBLIGATION NO.	RATE	NOTE DATE	ORIG/RENEWAL AMOUNT	MATURITY
620	2.135	12/29/11	9,500,000.00	12/21/21

Date	Transaction Description	Activity	Balance
	Starting Balance		7,772,728.00
	Previous Principal Due	863,637.00	
12/22/16	Principal Payment	63,597.07-	7,709,130.93
12/22/16	Principal Payment	863,637.00-	6,845,493.93
12/22/16	Principal Payment	863,637.00-	5,981,856.93
12/22/16	Principal Pmt Reversal	863,637.00	6,845,493.93
12/22/16	Principal Pmt Reversal	63,597.07	6,909,091.00
12/31/17	Principal Due	863,637.00	

	PAST DUE	THIS PERIOD	TOTAL DUE
PRINCIPAL	0.00	863,637.00	863,637.00
TOTAL	0.00	863,637.00	863,637.00

BAL BEFORE DEC PMT 6,909,091
DEC PMT <863,637>

BAL @ 12/31/17 6,045,454

PECIALIZED LENDING LLC
O BOX 660576
ALLAS TX 75266-0576

5401-02-00-0000755-0001-0000794

Bank of America

Please retain this portion of invoice for your records

Commercial Loan Invoice

Green River Homes 2 Balance

CICPGT00

QWS3270 Edit View Options Tools Help

```
LOAN REQ: 0112     MSG  CURRENT FINANCIAL/PAYOFF   01/04/18  PAGE 0001 OF 0001
BANK: 16     AP: 1    OBGOR: 0000697229    OBGAT: 0000006420    KCHA GREEN RIVE
DATE: 010118     CHG CD:          INCLUDE ESCROW AMOUNT(Y/N): Y PAGE:
           RATE            BASIS                    DAILY EARNINGS          AMOUNT DUE
INT  100    2.26352888   4 ACT 360                     380.11277                 102.30


PROC TYPE: 5155 CURRENT          BASIC OBLGN      TAKEDOWN                        000
OBLN TYPE: 416         COLL TYPE: 460           SECURED    : 2      SECURED
EFF DATE : 12-29-11    MAT DATE : 12-21-21      DISC CODE : 0      NOT  ENTERED
SVC UNIT : 76700       ASSN UNIT: 67119         STAT CODE : 0      NORMAL
CONT OFF : G19PF       GL CODE  : 0000016                 :
TKDWN OBR: 0000697229  REDUCE RT: 0     NO                :
TKDWN OBN: 0000000604  REGION:     333                    :
                                                          :
LC FRMULA: 001                                            :
PN FRMULA: 000                                            :
                                                CURR BAL  :        6,045,454.00
                                                INT EARNED :             102.30
DIVISION : 450         GL HIER  : RPUGEX..AA              :
GL COMPNY: 00670       GLCOSTCTR: 1000119                    --------------------
                                 PAYOFF AS OF 01-01-18 :          6,045,556.30
```

Connected to 1G01.BankofAmerica.com port 6443   1/12   NUM   12:52:59 IBM-3278-2 - C1G13577

ATTACHMENT E

Attachment E
Moving King County Residents Forward Pro Forma

Initial Loan Balance	$18,000,000			
Interest Rate on LOC	6.00%			
Amort Term (Yrs)	20	Net Transaction Costs		
DSCR (stabilized)	1.96		Legal	$50,000
Net Trans. Costs not available for Rehab	$1,175,661		Misc	$125,000
Minimum Rehab needed ($51K/Unit)	$25,959,000		Underwriting	$216,000
Total Rehab needed ($65,000/Unit)	$33,085,000		Debt Reserve (6 n	$784,661
Add'l Capital in 2021 adjusted for infl	$9,576,748			

			2012	2013	2014	2015	2016	2017	2018	2019
Rental Income	Ave Rent per Unit	$1,200								
Lease Revenue		1.00%	$7,329,600	$7,402,896	$7,476,925	$7,551,694	$7,627,211	$7,703,483	$7,780,518	$7,858,323
Vacancy due to rehab			-$3,371,616	-$2,442,956						
Vacancy		-2.5%	-$98,950	-$123,999	-$186,923	-$188,792	-$190,680	-$192,587	-$194,513	-$196,458
Total Net Rental Income			$3,859,034	$4,835,942	$7,290,002	$7,362,902	$7,436,531	$7,510,896	$7,586,005	$7,661,865
Expenses	Expense Trend %	3.5%								
Existing Operating Expense		$6,500	$3,308,500	$3,424,298	$3,544,148	$3,668,193	$3,796,580	$3,929,460	$4,066,991	$4,209,336
Add'l Base Cost		$100	$50,900	$52,682	$54,525	$56,434	$58,409	$60,453	$62,569	$64,759
Add'l costs due to structure		$250	$127,250	$131,704	$136,313	$141,084	$146,022	$151,133	$156,423	$161,898
Replacement Reserves		$400	$203,600	$210,726	$218,101	$225,735	$233,636	$241,813	$250,276	$259,036
Total Expenses			$ 3,690,250	$ 3,819,409	$ 3,953,088	$ 4,091,446	$ 4,234,647	$ 4,382,859	$ 4,536,259	$ 4,695,029
Net Operating Income			168,784	1,016,533	3,336,914	3,271,456	3,201,884	3,128,037	3,049,746	2,966,837
			0.11	0.65	2.13	2.08	2.04	1.99	1.94	1.89
Debt Payments			($1,569,322)	($1,569,322)	($1,569,322)	($1,569,322)	($1,569,322)	($1,569,322)	($1,569,322)	($1,569,322)
Cash flow available for def'd capital needs/(Shortfall)			(1,400,538)	(552,789)	1,767,592	1,702,134	1,632,562	1,558,715	1,480,424	1,397,515
Add'l Capital needs not funded from Debt			$8,743,661							18
Balance to cover from Cash Flow		3.00%	$10,144,199	$11,001,314	$9,563,761	$8,148,540	$6,760,434	$5,404,533	$4,086,245	$2,811,318

	2020	2021	2022	2023	2024	2025	2026
Rental Income							
Lease Revenue	$7,936,907	$8,016,276	$8,096,438	$8,177,403	$8,259,177	$8,341,769	$8,425,186
Vacancy due to rehab							
Vacancy	-$198,423	-$200,407	-$202,411	-$204,435	-$206,479	-$208,544	-$210,630
Total Net Rental Income	$7,738,484	$7,815,869	$7,894,027	$7,972,968	$8,052,697	$8,133,224	$8,214,557
Expenses							
Existing Operating Expense	$4,356,663	$4,509,146	$4,666,966	$4,830,310	$4,999,371	$5,174,349	$5,355,451
Add'l Base Cost	$67,026	$69,371	$71,799	$74,312	$76,913	$79,605	$82,392
Add'l costs due to structure	$167,564	$173,429	$179,499	$185,781	$192,283	$199,013	$205,979
Replacement Reserves	$268,102	$277,486	$287,198	$297,250	$307,654	$318,421	$329,566
Total Expenses	$ 4,859,355	$ 5,029,432	$ 5,205,462	$ 5,387,653	$ 5,576,221	$ 5,771,389	$ 5,973,387
Net Operating Income	2,879,129	2,786,437	2,688,565	2,585,314	2,476,476	2,361,835	2,241,169
	1.83	1.78	1.71	1.65	1.58	1.51	1.43
Debt Payments	($1,569,322)	($1,569,322)	($1,569,322)	($1,569,322)	($1,569,322)	($1,569,322)	($1,569,322)
Cash flow available for def'd capital needs/(Shortfall)	1,309,807	1,217,115	1,119,243	1,015,992	907,154	792,513	671,847
Add'l Capital needs not funded from Debt			$9,576,748				
Balance to cover from Cash Flow	$1,585,850	$416,311	$8,873,816	$7,857,823	$6,950,669	$6,158,156	$5,486,309
							bal. outstanding

ATTACHMENT F

Federal Home Loan
Bank Seattle

1001 Fourth Avenue, Suite 2600
Seattle, Washington 98154
206.340.2300 tel
206.340.2485 fax
www.fhlbsea.com

Lending Strength

Advance Confirmation Advice

King County Housing Authority
600 Andover Park W
Seattle, WA 98188

Transaction Date: 08/26/13
Docket: 99007
TPS transaction: 5
Note Number: 11541

Note Number	Current Rate	Advance Type	Principal	Accrual Basis	Requestor
11541	3.97000	AMO	18,000,000.00	ACT/ACT	CONSTANCE

Principal to Amortize per attached schedule

Effective Date	Maturity Date	Payment Date(s)	Bus Day Convention
08/26/13	08/26/33	First business day of every month	New York

This advance is granted under the terms of Advance Master Note 1.1. The details of the advance are specified above and will be considered accurate and binding unless the Seattle Bank is notified otherwise within ten (10) business days of the transaction date.

Questions regarding this confirmation may be directed to Member Services
Seattle (206) 340-8691
Toll Free (800) 340-3452

Federal Home Loan
Bank Seattle

1001 Fourth Avenue, Suite 2600
Seattle, Washington 98154
206.340.2300 tel
206.340.2485 fax
www.fhlbsea.com

Lending Strength

Advance Confirmation Advice

King County Housing Authority
600 Andover Park W
Seattle, WA 98188

Transaction Date: 08/26/13
Docket: 99007
TPS transaction: 5
Note Number: 11541

The Seattle Bank shall charge prepayment fees on advances in the event of any voluntary or involuntary payment of all or part of the principal of such advance prior to the originally scheduled maturity thereof; including without limitation payments that become due as a result of an acceleration by the Seattle Bank pursuant to the terms of the advances agreement between the Seattle Bank and the borrower; provided, however, that a prepayment fee shall not be charged if the advance is terminated by the Seattle Bank at the end of the Initial Lockout Period or as of an Optional Termination Date. All prepayment fees shall be due at the time of the prepayment. The prepayment fee charged will be in an amount, calculated in accordance with the methodology set forth below, that is sufficient to make the Seattle Bank financially indifferent to the borrower's decision to repay the advance prior to its maturity date by enabling the Seattle Bank to obtain approximately the same investment yield that the Seattle Bank would have received had the Seattle Bank received all payments as originally provided in the advance that is being prepaid. The calculations and determinations of the Seattle Bank in this regard shall be in its sole and absolute discretion. Notwithstanding the above and the prepayment fee calculation methodology set forth below, in no event will a prepayment fee be less than zero unless the advance confirmation advice issued in connection with an advance expressly provides otherwise. In addition all prepayments and prepayment fees shall be governed by the provisions of the Seattle Bank's Member Products Policy and Financial Products and Services User Guide.

Prepayment fee calculation methodology: The Seattle Bank will calculate and charge a prepayment fee equal to the present value of the difference between: (i) the scheduled interest payments due in connection with the amount of the advance being prepaid, and (ii) the interest payments due in connection with a Federal Home Loan Bank (FHLBank) debt obligation or instrument, as of the date of the prepayment, of equivalent amount, term to maturity and other provisions as the advance that is being prepaid. The debt obligation or instrument referred to in (ii) above may, at the sole and absolute discretion of the Seattle Bank, be created synthetically via the derivative market for purposes of determining the prepayment fee calculation and need not be actual instrument, debt obligation, consolidated obligation, or liability of the Seattle Bank, another FHLBank or the FHLBank System.

In determining the present value of the difference between (i) and (ii) above, the Seattle Bank will discount the cashflows using the rate(s) on debt obligation or instrument described in (ii). The prepayment fee calculation will also be adjusted, as may be appropriate, to reflect the special financing characteristics of the advance that is being prepaid and (if applicable) any cost to modify, terminate, or offset the hedges associated with the advance (e.g., in the case of a putable advance, the embedded cost of the put option.) In some cases this adjustment will result in interest payments referred to in (ii) above that are lower than those due on FHLBank consolidated obligations or debt obligations of the Seattle Bank with similar terms to maturity, which may produce a higher prepayment fee.

Questions regarding this confirmation may be directed to Member Services
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Toll Free (800) 340-3452

Federal Home Loan
Bank Seattle

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206.340.2300 tel
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Lending Strength

Customer: 99007 King County Housing Authority
Advance Original Principal: 18,000,000.00
Advance term in years: 20
Advance effective date: 08/26/13

Amortizing Schedule
Advance Note Nbr: 11541

Payment Date	Principal Payment	Advance Balance
09/2013	12,096.75	17,987,903.25
10/2013	75,000.00	17,912,903.25
11/2013	75,000.00	17,837,903.25
12/2013	75,000.00	17,762,903.25
01/2014	75,000.00	17,687,903.25
02/2014	75,000.00	17,612,903.25
03/2014	75,000.00	17,537,903.25
04/2014	75,000.00	17,462,903.25
05/2014	75,000.00	17,387,903.25
06/2014	75,000.00	17,312,903.25
07/2014	75,000.00	17,237,903.25
08/2014	75,000.00	17,162,903.25
09/2014	75,000.00	17,087,903.25
10/2014	75,000.00	17,012,903.25
11/2014	75,000.00	16,937,903.25
12/2014	75,000.00	16,862,903.25
01/2015	75,000.00	16,787,903.25
02/2015	75,000.00	16,712,903.25
03/2015	75,000.00	16,637,903.25
04/2015	75,000.00	16,562,903.25
05/2015	75,000.00	16,487,903.25
06/2015	75,000.00	16,412,903.25
07/2015	75,000.00	16,337,903.25
08/2015	75,000.00	16,262,903.25
09/2015	75,000.00	16,187,903.25
10/2015	75,000.00	16,112,903.25
11/2015	75,000.00	16,037,903.25
12/2015	75,000.00	15,962,903.25
01/2016	75,000.00	15,887,903.25
02/2016	75,000.00	15,812,903.25
03/2016	75,000.00	15,737,903.25
04/2016	75,000.00	15,662,903.25
05/2016	75,000.00	15,587,903.25
06/2016	75,000.00	15,512,903.25
07/2016	75,000.00	15,437,903.25
08/2016	75,000.00	15,362,903.25
09/2016	75,000.00	15,287,903.25
10/2016	75,000.00	15,212,903.25
11/2016	75,000.00	15,137,903.25
12/2016	75,000.00	15,062,903.25
01/2017	75,000.00	14,987,903.25
02/2017	75,000.00	14,912,903.25
03/2017	75,000.00	14,837,903.25
04/2017	75,000.00	14,762,903.25
05/2017	75,000.00	14,687,903.25
06/2017	75,000.00	14,612,903.25
07/2017	75,000.00	14,537,903.25
08/2017	75,000.00	14,462,903.25

Federal Home Loan
Bank Seattle

1001 Fourth Avenue, Suite 2600
Seattle, Washington 98154
206.340.2300 tel
206.340.2485 fax
www.fhlbsea.com

Lending Strength

Customer: 99007 King County Housing Authority
Advance Original Principal: 18,000,000.00
Advance term in years: 20
Advance effective date: 08/26/13

Amortizing Schedule
Advance Note Nbr: 11541

Payment Date	Principal Payment	Advance Balance
09/2017	75,000.00	14,387,903.25
10/2017	75,000.00	14,312,903.25
11/2017	75,000.00	14,237,903.25
12/2017	75,000.00	14,162,903.25
01/2018	75,000.00	14,087,903.25
02/2018	75,000.00	14,012,903.25
03/2018	75,000.00	13,937,903.25
04/2018	75,000.00	13,862,903.25
05/2018	75,000.00	13,787,903.25
06/2018	75,000.00	13,712,903.25
07/2018	75,000.00	13,637,903.25
08/2018	75,000.00	13,562,903.25
09/2018	75,000.00	13,487,903.25
10/2018	75,000.00	13,412,903.25
11/2018	75,000.00	13,337,903.25
12/2018	75,000.00	13,262,903.25
01/2019	75,000.00	13,187,903.25
02/2019	75,000.00	13,112,903.25
03/2019	75,000.00	13,037,903.25
04/2019	75,000.00	12,962,903.25
05/2019	75,000.00	12,887,903.25
06/2019	75,000.00	12,812,903.25
07/2019	75,000.00	12,737,903.25
08/2019	75,000.00	12,662,903.25
09/2019	75,000.00	12,587,903.25
10/2019	75,000.00	12,512,903.25
11/2019	75,000.00	12,437,903.25
12/2019	75,000.00	12,362,903.25
01/2020	75,000.00	12,287,903.25
02/2020	75,000.00	12,212,903.25
03/2020	75,000.00	12,137,903.25
04/2020	75,000.00	12,062,903.25
05/2020	75,000.00	11,987,903.25
06/2020	75,000.00	11,912,903.25
07/2020	75,000.00	11,837,903.25
08/2020	75,000.00	11,762,903.25
09/2020	75,000.00	11,687,903.25
10/2020	75,000.00	11,612,903.25
11/2020	75,000.00	11,537,903.25
12/2020	75,000.00	11,462,903.25
01/2021	75,000.00	11,387,903.25
02/2021	75,000.00	11,312,903.25
03/2021	75,000.00	11,237,903.25
04/2021	75,000.00	11,162,903.25
05/2021	75,000.00	11,087,903.25
06/2021	75,000.00	11,012,903.25
07/2021	75,000.00	10,937,903.25
08/2021	75,000.00	10,862,903.25

Federal Home Loan Bank Seattle

1001 Fourth Avenue, Suite 2600
Seattle, Washington 98154
206.340.2300 tel
206.340.2485 fax
www.fhlbsea.com

Lending Strength

Customer: 99007 King County Housing Authority
Advance Original Principal: 18,000,000.00
Advance term in years: 20
Advance effective date: 08/26/13

Amortizing Schedule
Advance Note Nbr: 11541

Payment Date	Principal Payment	Advance Balance
09/2021	75,000.00	10,787,903.25
10/2021	75,000.00	10,712,903.25
11/2021	75,000.00	10,637,903.25
12/2021	75,000.00	10,562,903.25
01/2022	75,000.00	10,487,903.25
02/2022	75,000.00	10,412,903.25
03/2022	75,000.00	10,337,903.25
04/2022	75,000.00	10,262,903.25
05/2022	75,000.00	10,187,903.25
06/2022	75,000.00	10,112,903.25
07/2022	75,000.00	10,037,903.25
08/2022	75,000.00	9,962,903.25
09/2022	75,000.00	9,887,903.25
10/2022	75,000.00	9,812,903.25
11/2022	75,000.00	9,737,903.25
12/2022	75,000.00	9,662,903.25
01/2023	75,000.00	9,587,903.25
02/2023	75,000.00	9,512,903.25
03/2023	75,000.00	9,437,903.25
04/2023	75,000.00	9,362,903.25
05/2023	75,000.00	9,287,903.25
06/2023	75,000.00	9,212,903.25
07/2023	75,000.00	9,137,903.25
08/2023	75,000.00	9,062,903.25
09/2023	75,000.00	8,987,903.25
10/2023	75,000.00	8,912,903.25
11/2023	75,000.00	8,837,903.25
12/2023	75,000.00	8,762,903.25
01/2024	75,000.00	8,687,903.25
02/2024	75,000.00	8,612,903.25
03/2024	75,000.00	8,537,903.25
04/2024	75,000.00	8,462,903.25
05/2024	75,000.00	8,387,903.25
06/2024	75,000.00	8,312,903.25
07/2024	75,000.00	8,237,903.25
08/2024	75,000.00	8,162,903.25
09/2024	75,000.00	8,087,903.25
10/2024	75,000.00	8,012,903.25
11/2024	75,000.00	7,937,903.25
12/2024	75,000.00	7,862,903.25
01/2025	75,000.00	7,787,903.25
02/2025	75,000.00	7,712,903.25
03/2025	75,000.00	7,637,903.25
04/2025	75,000.00	7,562,903.25
05/2025	75,000.00	7,487,903.25
06/2025	75,000.00	7,412,903.25
07/2025	75,000.00	7,337,903.25
08/2025	75,000.00	7,262,903.25

Federal Home Loan
Bank Seattle

1001 Fourth Avenue, Suite 2600
Seattle, Washington 98154
206.340.2300 tel
206.340.2485 fax
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Lending Strength

Customer: 99007 King County Housing Authority
Advance Original Principal: 18,000,000.00
Advance term in years: 20
Advance effective date: 08/26/13

Amortizing Schedule
Advance Note Nbr: 11541

Payment Date	Principal Payment	Advance Balance
09/2025	75,000.00	7,187,903.25
10/2025	75,000.00	7,112,903.25
11/2025	75,000.00	7,037,903.25
12/2025	75,000.00	6,962,903.25
01/2026	75,000.00	6,887,903.25
02/2026	75,000.00	6,812,903.25
03/2026	75,000.00	6,737,903.25
04/2026	75,000.00	6,662,903.25
05/2026	75,000.00	6,587,903.25
06/2026	75,000.00	6,512,903.25
07/2026	75,000.00	6,437,903.25
08/2026	75,000.00	6,362,903.25
09/2026	75,000.00	6,287,903.25
10/2026	75,000.00	6,212,903.25
11/2026	75,000.00	6,137,903.25
12/2026	75,000.00	6,062,903.25
01/2027	75,000.00	5,987,903.25
02/2027	75,000.00	5,912,903.25
03/2027	75,000.00	5,837,903.25
04/2027	75,000.00	5,762,903.25
05/2027	75,000.00	5,687,903.25
06/2027	75,000.00	5,612,903.25
07/2027	75,000.00	5,537,903.25
08/2027	75,000.00	5,462,903.25
09/2027	75,000.00	5,387,903.25
10/2027	75,000.00	5,312,903.25
11/2027	75,000.00	5,237,903.25
12/2027	75,000.00	5,162,903.25
01/2028	75,000.00	5,087,903.25
02/2028	75,000.00	5,012,903.25
03/2028	75,000.00	4,937,903.25
04/2028	75,000.00	4,862,903.25
05/2028	75,000.00	4,787,903.25
06/2028	75,000.00	4,712,903.25
07/2028	75,000.00	4,637,903.25
08/2028	75,000.00	4,562,903.25
09/2028	75,000.00	4,487,903.25
10/2028	75,000.00	4,412,903.25
11/2028	75,000.00	4,337,903.25
12/2028	75,000.00	4,262,903.25
01/2029	75,000.00	4,187,903.25
02/2029	75,000.00	4,112,903.25
03/2029	75,000.00	4,037,903.25
04/2029	75,000.00	3,962,903.25
05/2029	75,000.00	3,887,903.25
06/2029	75,000.00	3,812,903.25
07/2029	75,000.00	3,737,903.25
08/2029	75,000.00	3,662,903.25

Federal Home Loan Bank Seattle

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206.340.2485 fax
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Lending Strength

Customer: 99007 King County Housing Authority
Advance Original Principal: 18,000,000.00
Advance term in years: 20
Advance effective date: 08/26/13

Amortizing Schedule
Advance Note Nbr: 11541

Payment Date	Principal Payment	Advance Balance
09/2029	75,000.00	3,587,903.25
10/2029	75,000.00	3,512,903.25
11/2029	75,000.00	3,437,903.25
12/2029	75,000.00	3,362,903.25
01/2030	75,000.00	3,287,903.25
02/2030	75,000.00	3,212,903.25
03/2030	75,000.00	3,137,903.25
04/2030	75,000.00	3,062,903.25
05/2030	75,000.00	2,987,903.25
06/2030	75,000.00	2,912,903.25
07/2030	75,000.00	2,837,903.25
08/2030	75,000.00	2,762,903.25
09/2030	75,000.00	2,687,903.25
10/2030	75,000.00	2,612,903.25
11/2030	75,000.00	2,537,903.25
12/2030	75,000.00	2,462,903.25
01/2031	75,000.00	2,387,903.25
02/2031	75,000.00	2,312,903.25
03/2031	75,000.00	2,237,903.25
04/2031	75,000.00	2,162,903.25
05/2031	75,000.00	2,087,903.25
06/2031	75,000.00	2,012,903.25
07/2031	75,000.00	1,937,903.25
08/2031	75,000.00	1,862,903.25
09/2031	75,000.00	1,787,903.25
10/2031	75,000.00	1,712,903.25
11/2031	75,000.00	1,637,903.25
12/2031	75,000.00	1,562,903.25
01/2032	75,000.00	1,487,903.25
02/2032	75,000.00	1,412,903.25
03/2032	75,000.00	1,337,903.25
04/2032	75,000.00	1,262,903.25
05/2032	75,000.00	1,187,903.25
06/2032	75,000.00	1,112,903.25
07/2032	75,000.00	1,037,903.25
08/2032	75,000.00	962,903.25
09/2032	75,000.00	887,903.25
10/2032	75,000.00	812,903.25
11/2032	75,000.00	737,903.25
12/2032	75,000.00	662,903.25
01/2033	75,000.00	587,903.25
02/2033	75,000.00	512,903.25
03/2033	75,000.00	437,903.25
04/2033	75,000.00	362,903.25
05/2033	75,000.00	287,903.25
06/2033	75,000.00	212,903.25
07/2033	75,000.00	137,903.25
08/2033	75,000.00	62,903.25

Federal Home Loan
Bank Seattle

1001 Fourth Avenue, Suite 2600
Seattle, Washington 98154
206.340.2300 tel
206.340.2485 fax
www.fhlbsea.com

Lending Strength

Customer: 99007 King County Housing Authority
Advance Original Principal: 18,000,000.00
Advance term in years: 20
Advance effective date: 08/26/13

Amortizing Schedule
Advance Note Nbr: 11541

Payment Date	Principal Payment	Advance Balance
Final	62,903.25	0.00

ATTACHMENT G

Attachment G

MOVING KING COUNTY RESIDENTS FORWARD COLLATERAL CERTIFICATION

I, Craig Violante, Director of Finance for the King County Housing Authority (KCHA), do hereby certify that whenever the minimum collateral balance requirement of the "MKCRF" loan between KCHA and the Federal Home Loan Bank declines and investments purchased with MTW funds that are pledged as collateral against this loan are de-pledged, any released funds will be used for an eligible MTW activity or purpose that KCHA has received approval for through its MTW Plan. This loan was used to finance rehabilitation projects at 509 former public housing units disposed of by KCHA and now owned by Moving King County Residents Forward (MKCRF).

Craig Violante 1/17/2018

Craig Violante, Director of Finance,
King County Housing Authority

Date

ATTACHMENT H

Attachment H

Below is the current outstanding amount borrowed by the King County Housing Authority (KCHA) from the Federal Home Loan Bank (FHLB) and then loaned to Moving King County Residents Forward (MKCRF):

FHLB eAdvantage

Housing Authority Of The County Of King #8404
Craig8404

Home Account Line of Business Statements Settings Logout

HOME ACCOUNT BALANCES

Summary of Account Balances

Account Profile

Data Updated: 01/17/2018 05:29 PM

Deposit Accounts

840420	Daily Time Non-Member Int/Non-Int	$.00
001034173	Demand Non-Member Interest Bearing	$267,234.63
Term Time Ledger Balance		$.00
Term Time Pledged Amount		$.00

Advances

Advances	$14,087,903.25
Letters of Credit	$.00
MPF Credit Enhancement	$.00
Current FHLB Indebtedness	$14,087,903.25
Forward Starting Advances	$.00
Total FHLB Indebtedness	$14,087,903.25

100% of the Total FHLB Indebtedness of $14,087,903.25 must be collateralized by KCHA.

First KCHA pledged the loan between KCHA and MKCRF. This loan currently has an outstanding balance of $15,798,224.04 but is assigned a market value of $15,480,616.54. Its Advance Equivalent is 67.03% of the market value or $10,376,657.27

Collateral Summary

Data Updated: 01-17-2018 05:29 PM
APSA Date: 04-13-2015
Collateral Status: Delivery APSA

Loans Pledged

Collateral Type		Unpaid Principal	Market Value / Adjusted Unpaid	Adv Equivalent	# of Items	LTV
1109	Multi-Family 1st Mtg	$15,798,224.04	$15,480,616.54	$10,376,657.27	1	67
Total Loans Pledged:		**$15,798,224.04**	**$15,480,616.54**	**$10,376,657.27**	**1**	

As the minimum collateral requirement is $14,087,903.25 and the Advance Equivalent of the collateralized loan is $10,376,657.27, there is a collateral gap of $3,711,246. To fill this gap, KCHA pledged investments purchased with MTW funds. For these investments, the FHLB calculated the Advance Equivalent to be 92% of the Fair Market Value. At 12/31/2017, the Fair Market Value of the investments was $4,951,665.60 and the Advance Equivalent $4,555,532.35. The table shows the inventory of pledged investments.

Securities

Collateral Type	Unpaid Principal	Market Value	Adv Equivalent	# of Items	LTV
6010 Agency Debt-Discount Note/Debenture	$5,000,000.00	$4,951,665.60	$4,555,532.35	5	92
Total Securities/Term Time Pledged:	**$5,000,000.00**	**$4,951,665.60**	**$4,555,532.35**	**5**	

The Advance Equivalent of $4,555,532.35 exceeds collateral gap of $3,711,246. KCHA considers the amount of MTW funds pledged as collateral to be equal to the collateral gap, or $3,711,246.

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12

King County Housing Authority

To: Board of Commissioners

From: Craig Violante, Director of Finance

Date: March 13, 2018

Re: **New Bank Accounts**

Since the February 2018 Board meeting KCHA opened 1 new bank account.

Bank: Key Bank

- King County Housing Authority Net Disposition Proceeds

Purpose: A new interest-bearing savings account was opened to hold restricted net disposition proceeds from HUD authorized lots sales at the Wind Rose area of Greenbridge. Disposition proceeds will be released only for purposes approved by HUD in writing. This account may also be used to hold additional restriction proceeds as they may arise.

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