



MEETING OF THE BOARD OF COMMISSIONERS

October 8, 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**
 - A. Board Meeting Minutes – September 24, 2018 1
- V. Approval of Agenda**
- VI. Video Presentation**
- VII. Resolutions for Discussion & Possible Action**
 - A. **Resolution No. 5604:** Approval of the King County Housing Authority's Moving to Work Annual Plan for Fiscal Year 2019 2
 - B. **Resolution No. 5605:** A Resolution authorizing the Acquisition of the Riverstone Apartments 3
- VIII. Briefings & Reports**
 - A. Financial Metrics 4
 - B. Acquisition of International Associations of Machinists and Aerospace Workers District 751 portfolio 5

C. Community Indicators Dashboard

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IX. Executive Director Report

X. KCHA in the News

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XI. Commissioner Comments

XII. Adjournment

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

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

Monday, September 24, 2018

I. CALL TO ORDER

The special meeting of the King County Housing Authority Board of Commissioners was held on Monday, September 24, 2018 at the King County Housing Authority, 700 Andover Park West, Tukwila, WA. There being a quorum, the meeting was called to order by Chair Doug Barnes at 8:30 a.m.

II. ROLL CALL

Present: Commissioner Doug Barnes (Chair), Commissioner Michael Brown (Vice-Chair) arrived at 8:31 a.m., Commissioner TerryLynn Stewart, Commissioner Susan Palmer, and Commissioner John Welch

III. Public Comment

None.

IV. APPROVAL OF MINUTES

A. Board Meeting Minutes – July 16, 2018

Commissioner Palmer noted that the Minutes stated she was present at the last meeting, but was excused and did not attend.

On motion by Commissioner Stewart and seconded by Commissioner Welch, the Board unanimously approved the July 16, 2018 Board of Commissioners' Meeting Minutes as revised.

V. APPROVAL OF AGENDA

On motion by Commissioner Stewart and seconded by Commissioner Brown, the Board unanimously approved the September 24, 2018 Board of Commissioners' meeting agenda.

VI. CONSENT AGENDA

A. Voucher Certification Reports for June 2018

GENERAL PROPERTIES

Bank Wires / ACH Withdrawals

4,718,982.39

Subtotal

4,718,982.39

Accounts Payable Vouchers

Key Bank Checks #316502 - #317137	5,646,727.17
Tenant Accounting Checks #10626 - #10644	3,514.75
Commerce Bank Direct Payment	127,683.49
<i>Subtotal</i>	<u>5,777,925.41</u>

Payroll Vouchers

Checks - #90926 - # 90966	74,840.50
Direct Deposit	2,323,528.00
<i>Subtotal</i>	<u>2,398,398.50</u>

Section 8 Program Vouchers

Checks - #621865 - #622197	223,026.53
ACH - #418310 - #421016	13,006,043.20
<i>Subtotal</i>	<u>13,229,069.73</u>

Purchase Card / ACH Withdrawal

	279,752.17
<i>Subtotal</i>	<u>279,752.17</u>

**GRAND
TOTAL 26,404,128.20**

BOND PROPERTIES

Bond Properties Total (37 different properties) **\$9,602,595.38**

B. Voucher Certification Reports for July 2018

GENERAL PROPERTIES

Bank Wires / ACH Withdrawals	3,720,732.99
<i>Subtotal</i>	<u>3,720,732.99</u>

Accounts Payable Vouchers

Key Bank Checks #317138 - #317645	4,632,556.52
Tenant Accounting Checks #10645 - #10669	4,933.04
Commerce Bank Direct Payment	50,360.76
<i>Subtotal</i>	<u>4,686,850.32</u>

Payroll Vouchers

Checks - #90967 - # 90834	50,777.97
Direct Deposit	1,437,028.49
<i>Subtotal</i>	<u>1,487,806.46</u>

Section 8 Program Vouchers

Checks - #622198 - #622505	197,930.32
ACH - #421017 - #423673	13,099,721.16
<i>Subtotal</i>	<u>13,297,651.48</u>
	<u>264,559.83</u>

Purchase Card / ACH Withdrawal

Subtotal **264,559.83**

**GRAND
TOTAL \$23,457,601.08**

BOND PROPERTIES

Bond Properties Total (37 different properties) **\$3,923,297.04**

On motion by Commissioner Welch and seconded by Commissioner Brown, the Board unanimously approved the consent agenda.

VII. RESOLUTIONS FOR DISCUSSION & POSSIBLE ACTION

- A. **Resolution No. 5602: Authorizing a change in the Administrative Pay Schedule of 3.6%, effective November 10, 2018**

Jill Stanton, Deputy Executive Director, presented Resolution No. 5602, and answered all Commissioner questions.

On motion by Commissioner Stewart and seconded by Commissioner Palmer, the Board unanimously approved Resolution No. 5602.

- B. **Resolution No. 5603: A Resolution authorizing a loan to the Mount Si Senior Center, for an amount not to exceed \$50,000, for costs in connection with the acquisition of Cascade Park Apartments**

Dan Watson, Deputy Executive Director presented Resolution No. 5603, provided an overview and discussed loan financing. Mr. Watson also introduced Mt. Si Senior Center Executive Director, Susan Kingsbury-Comeau who provided an overview of the acquisition.

On motion by Commissioner Stewart and seconded by Commissioner Brown, the Board unanimously approved Resolution No. 5603.

VIII. BRIEFINGS AND REPORTS

- A. **Executive Director Board Retreat Update**
Stephen Norman spoke on the Board Retreat report provided to Commissioners' in advance of the meeting. Mr. Norman discussed follow-up items on the strategies identified at the retreat, provided an update on their standings, and proposed next steps.

B. Draft Moving to Work Plan

Katie Escudero, MTW Program Manager, provided an update on the draft 2019 Moving to Work Plan. Ms. Escudero mentioned that the document will be submitted to the board at their meeting in October 2018 for consideration and approval.

C. Mid-Year CY 2018 Capital Projects Report

Dan Watson, Deputy Executive Director, gave an update on CY 2018 Capital Expenditures and compared them to budget for the same fiscal period.

D. Second Quarter CY 2018 Financial Report

Craig Violante, Director of Finance briefed the Board on the Financial Statements for the Second Quarter in Calendar Year 2018.

E. Second Quarter CY 2018 Summary Write-offs

Mr. Violante also presented the Write-Offs report for the Second Quarter of 2018.

F. Second Quarter CY 2018 Executive Dashboard Report

Andrew Calkins, Administrative Program Manager provided an update on the Executive Dashboard Report for the Second Quarter of CY 2018.

G. New Bank Accounts

Craig Violante, Director of Finance, mentioned that KCHA opened six (6) new bank accounts with Northwest Bank, in relation to the Southwood Square, Walnut Park, and Woodridge properties.

H. Riverstone Due Diligence Report

Dan Landes, Senior Development Manager briefed the Board on the potential acquisition of the Riverstone Apartments, located in Federal Way. Mr. Landes provided an overview of the property and reported on

XI. EXECUTIVE DIRECTOR'S REPORT

Stephen Norman, Executive Director briefed the Board on the 2018 KCHA All-staff meeting and commended Rhonda Rosenberg for planning and coordination of the event.

Mr. Norman provided an update on the proposed rule by the Department of Homeland Security that would reject green cards, visas, and any extensions of visas, to eligible immigrants if they had received public assistance for medical, or nutrition in form of subsidies.

X. KCHA IN THE NEWS

None.

XI. COMMISSIONER COMMENTS

XII. ADJOURNMENT

Chair Barnes adjourned the meeting at 10:22 a.m.

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

DOUGLAS J. BARNES, Chair
Board of Commissioners

STEPHEN J. NORMAN
Secretary

T A B N U M B E R



To: Board of Commissioners

From: Katie Escudero, Moving To Work Policy Analyst

Date: October 2, 2018

Re: **Resolution No. 5604: Approval of the King County Housing Authority's Moving to Work Annual Plan for FY 2019**

Executive Summary

Resolution No. 5604 authorizes the approval of KCHA's fiscal year 2019 Moving to Work (MTW) Plan. As a participant in the Department of Housing and Urban Development's (HUD) MTW demonstration program, KCHA is required to submit a board-approved annual MTW Plan that outlines the agency's goals, operations, programs, and proposed new MTW activities for HUD's review and approval. As outlined at the Board of Commissioner's meeting on September 24, 2018, KCHA is proposing one new activity: Activity 2018-1, Acquire and Develop New Affordable Housing.

Summary of Public Comments

KCHA generally received positive feedback and support for its 2019 MTW Plan. After carefully reviewing and considering the public comments, staff made no substantive changes to the Plan. A summary of comments received is provided below. A detailed description of the public process can be found in Section VI (starting on page 53) of the Plan.

Public Hearing: After publishing notice in three local newspapers, posting flyers in all KCHA properties in multiple languages, and announcing the Plan's availability on the homepage of KCHA's website, the Public Hearing did not have any attendees. Policy staff, in consultation with Resident Services staff, continue to explore alternative ways to increase participation in future public comment periods.

Resident Advisory Committee (RAC) Meetings: RAC members provided comments on KCHA's 2019 capital fund projects and proposed streamlining measures to the interim process and asked questions about ongoing initiatives, including education and workforce development programming. In response, staff provided more information on how capital projects are selected, relayed the comment on the interim process to the business process work group, and made note of the interest in

workforce development and education programming as a potential future RAC meeting topic.

Written Comments: After providing a one-step submission form on the website, soliciting comment via published and posted notices, and encouraging meeting attendees to submit comments in writing, no written comments were received.

Staff Recommendation

Approval of the resolution is recommended.

MOVING TO WORK

FY 2019 ANNUAL PLAN



King County
Housing
Authority

KING COUNTY HOUSING AUTHORITY

BOARD OF COMMISSIONERS

Doug Barnes, Chair

Michael Brown

Susan Palmer

TerryLynn Stewart

John Welch

EXECUTIVE DIRECTOR

Stephen J. Norman

KCHA SENIOR MANAGEMENT

Jeb Best

Nikki Parrott

Bill Cook

Mike Reilly

John Eliason

Jenn Ramirez Robson

Tonya Harlan

Rhonda Rosenberg

Shawli Hathaway

Jill Stanton

Kristy Johnson

Craig Violante

Judi Jones

Tim Walter

Sarah Oppenheimer

Dan Watson

Gary Leaf

Wen Xu

King County Housing Authority

Moving to Work Annual Plan FY 2019

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Board of Commissioners
Doug Barnes, *Chair*
Michael Brown, *Vice-Chair*
Susan Palmer
TerryLynn Stewart
John Welch

Executive Director
Stephen J. Norman

LETTER FROM THE EXECUTIVE DIRECTOR

This coming May, the King County Housing Authority (KCHA) will mark its 80th anniversary. Initially established by King County to address substandard housing conditions prevalent across the county (and much of the country) at that time, KCHA pivoted to housing the wartime workforce during World War II and then to supplying affordable housing for low-wage and vulnerable households that the private market was failing to serve. We've been at it ever since.

Today KCHA serves 20,000 households, including more than 50,000 of our neighbors, every night. Over 14,000 of these households are assisted through our federally subsidized housing programs – Public Housing and the Housing Choice Voucher program. The median annual income of households in these programs is \$12,464, with 81 percent qualifying as extremely low-income, meaning they earn less than 30 percent of Area Median Income.

For these households, and for the nearly 20,000 that applied to the Housing Choice Voucher program at the last waitlist opening, the private rental market offers few options. For individuals aging out of the workforce, dependence on Social Security alone is a ticket to homelessness. Nationally, a third of Social Security beneficiaries rely on their monthly checks for at least 90 percent of their total income. Social Security payments average around \$1,300 a month, while the average rent on a one-bedroom apartment in King County is nearly \$1,700.

For lower wage working households, the picture is frequently no better. The average “housing wage” for King County – the hourly wage you would need to earn in a full time job to afford a two-bedroom home rented at the 40th percentile of market rents - is \$36.12/hour. And yet minimum wage in much of King County is \$11.50.

Virtually every extremely low-income household in King County not already living in subsidized housing is now paying more than 50 percent of their income on rent and utilities. And this does not take into account transportation costs. As downtown Seattle and Bellevue continue to prosper economically, workers in low-wage jobs are being pushed further and further away from regional employment hubs – adding growing transportation costs to already stretched household budgets.

KCHA is responding in every way we can. In 2017, we added 471 households to our federally subsidized programs, and our Housing Choice Voucher program issuance level is currently at 103 percent of HUD baseline – accomplishments only possible through our Moving to Work (MTW) flexibility.

In 2019, we will continue to expand these efforts as new resources can be secured. Additional Housing Choice Vouchers are being made available by Congress for households with disabilities and for those experiencing homelessness. But even with this rental assistance, securing housing in this hot market can be a challenge. To assist voucher holders in their housing search, KCHA has shifted to multi-tiered, ZIP code-based payment

standards – providing subsidy levels that reflect the differing submarkets in King County. We have hired landlord liaisons and created a landlord portal to facilitate communication with these essential program partners, expedited housing inspections, and piloted new approaches to support our clients in their housing search, including security deposit assistance. Again, none of this would be possible without MTW flexibility.

We also continue to focus on expanding our services to the most at-risk households in our community, including homeless veterans, young adults, child welfare-involved families, and individuals with disabilities.

But KCHA's efforts are about more than just housing. In 2019, KCHA will continue our education work, including short-term rental assistance programs in partnership with the Highline and Tukwila School Districts and replicating our Baby Academy pilot program for parents with newborns in the Bellevue and Kent School Districts. We will continue our Creating Moves to Opportunity demonstration project – testing new approaches to empowering Housing Choice Voucher holders to secure housing in high-opportunity neighborhoods.

KCHA is also acquiring and building additional housing. As the year starts, we anticipate having over 1,000 units of housing in our acquisition and development pipeline – with investments targeted at neighborhoods of high opportunity or – in the case of our transit-oriented development initiative – in neighborhoods with easy access to high-opportunity communities and job centers. The recapitalization of our public housing continues on pace. 2019 will see the completion of \$28.5 million in resource conservation measures installed under KCHA's current Energy Performance Contract – including the rebuilding of 18 aging elevators. KCHA's public housing energy and water consumption has fallen significantly over the past decade, saving money for both KCHA and our residents. Vacant unit rehabilitation, performed by skilled in-house construction teams, will turn an additional 150 units this coming year. The fruits of all these efforts are clear – KCHA's portfolio REAC score currently stands at 95.6 – one of the highest in the nation for a large public housing authority.

We will also continue our steady progress in revitalizing White Center, one of King County's lowest income communities, through continued investment in infrastructure upgrades and mixed-income development. Our belief that neighborhood quality matters means that we not only broaden geographic choice for our program participants, but that we strive to bring opportunity to where low-income people currently live. This commitment to families, to children, and to the future of our region lies at the core of KCHA's mission. Moving to Work is a critical tool in helping us achieve this aim.

Sincerely,

A handwritten signature in black ink, appearing to be 'SJN' or similar, written in a cursive style.

Stephen J. Norman

Executive Director

SECTION I

INTRODUCTION

A. OVERVIEW OF SHORT-TERM MTW GOALS AND OBJECTIVES

In 2019, in the face of an escalating regional housing crisis, King County Housing Authority (KCHA) will continue to focus on ensuring that our housing assistance reaches as many of our community's most vulnerable households as possible. The Moving to Work (MTW) program provides invaluable support in this effort by enabling us to invest in innovative policy and program approaches that are outside rigid national program rules for HUD-assisted housing. As a result, KCHA is serving significantly more households than it would have were we not a participant in the MTW program. At the same time, MTW permits us to look beyond these efforts to longer-term outcomes for the households we serve – outcomes around education, health and, self-sufficiency – that are the true goals of these programs. Toward this mission, in the next year, we will continue the following:

- **INCREASE THE NUMBER OF EXTREMELY LOW-INCOME HOUSEHOLDS WE SERVE.** KCHA will continue to expand its housing assistance for low-income households through multiple approaches: property acquisitions and new development in order to preserve and increase the overall supply of affordable multifamily housing stock in the region; use of banked Annual Contributions Contract (ACC) authority to expand housing options for extremely low-income households; project-basing of rental assistance to support the non-profit development pipeline, particularly for supportive housing projects; applications for new special purpose vouchers; over-leasing of our existing Housing Choice Voucher (HCV) baseline; and continued use of locally designed subsidy programs to successfully house and support underserved populations. To increase the number of units available for large families, we are building or renovating housing to provide additional three-bedroom apartments or larger. To increase the success of our HCV program participants in securing housing on the private market, we are expanding our efforts to engage landlords in the program while also piloting new approaches to support voucher holders in their housing search.

- **INCREASE GEOGRAPHIC CHOICE.** KCHA will continue multi-pronged efforts to broaden housing choices for our program participants and to support economic and racial integration in our region. Our approaches include use of six-tier, ZIP code-based payment standards for establishing HCV subsidy limits, mobility counseling pilots, multi-family property acquisitions and development projects, and new public housing and project-based assistance contracts in high-opportunity neighborhoods. Presently, 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 to 30 percent by the end of 2020. To further support this goal, KCHA will continue its Bill & Melinda Gates Foundation-funded research partnership, Creating Moves to Opportunity, testing new strategies for empowering HCV families with young children to successfully move to high-opportunity neighborhoods.

- **EXPAND OUR PORTFOLIO OF HOUSING ALONG EMERGING MASS TRANSIT CORRIDORS.** KCHA has acquired more than 1,000 units of housing along the region's emerging mass transit corridors over the past four years. Another 168 units are under development. A recent voter-approved funding measure is slated to further extend the region's transit system, adding both new light rail stations and increased rapid bus service. As such, in 2019 and beyond, we will expand our efforts to acquire or develop properties near these transit-oriented development sites, and allocate Project or Sponsor-based rental assistance or MTW working capital in support of new housing development. This will ensure that King County's low-income residents have access to the region's growing mass transportation system and economic opportunities.

- **BRING OPPORTUNITY TO NEIGHBORHOODS WITH HIGH RATES OF POVERTY** At the same time KCHA supports broader geographic choice and access to high-opportunity neighborhoods for low-income households, it is equally important to bring opportunity to neighborhoods with significant concentrations of low-income households. To this end, KCHA continues to invest in lower income communities in King County, providing community facilities and supporting youth and family programs across the region's suburban landscape. Nowhere is this more evident than in White Center, where through a web of partnerships, KCHA continues its investment in expanding health, education and self-sufficiency support, not just for HUD-assisted households, but for the neighborhood as a whole.

- **FOSTER PARTNERSHIPS THAT ADDRESS THE MULTI-FACETED NEEDS OF THE MOST VULNERABLE POPULATIONS IN OUR REGION.** Half of the households entering our federally subsidized programs last year reported being homeless prior to receiving assistance. This share of households includes a diverse population with varying needs: veterans with disabilities; individuals living with chronic mental illness; those involved with the criminal justice system; youth who are homeless or transitioning out of foster care; families fleeing domestic violence; and high-need homeless families involved with the child welfare system. KCHA will continue to partner with local service providers, the U.S. Department of Veterans Affairs, the region's Continuum of Care, and the behavioral health care system to meet our community's supportive housing needs and advance regional goals to make

homelessness rare, brief, and one-time. Cross-sector coordination is critical in ensuring that we, as a community, can meet the needs of our most vulnerable residents.

- **EXPAND ASSISTANCE TO HOMELESS AND AT-RISK HOUSEHOLDS THROUGH INNOVATIVE PROGRAMS.** In addition to expanding our service partnerships, KCHA will continue to implement and evaluate new ways to effectively use housing assistance dollars to address the needs of our region's growing homeless population. Suburban King County school districts report that more than 4,700 students experienced homelessness at some point during the 2016-17 school year, an increase of more than 10 percent since 2014.¹ We will continue our partnerships with the Highline and Tukwila School Districts that provide short-term rent subsidies to homeless families with school-age children. In 2019, KCHA may test the application of a flexible rent assistance model to serve homeless young adults in pursuit of postsecondary education.

- **DEEPEN PARTNERSHIPS WITH LOCAL SCHOOL DISTRICTS TO IMPROVE EDUCATIONAL OUTCOMES.** More than 14,800 children live in KCHA's federally subsidized housing over the course of a year. KCHA sees the academic success of these youth as an integral element of our core mission to prevent multi-generational cycles of poverty and promote socioeconomic mobility. KCHA will continue to prioritize students' educational success through partnerships with local education stakeholders. These housing-education partnerships focus on: housing and school stability; ending chronic absenteeism; increasing parental engagement; early learning opportunities to support kindergarten readiness; improved academic performance, particularly in elementary school; and higher graduation rates. In 2019, we will place an even greater priority on supporting early-learning programs and partnerships, with a goal to close kindergarten readiness gaps for KCHA youth.

- **SUPPORT FAMILIES IN GAINING GREATER ECONOMIC SELF-SUFFICIENCY.** In 2019, KCHA will assist more than 250 households through its Family Self-Sufficiency (FSS) program. This program advances families toward economic independence through individualized case management, supportive services, and program incentives. We will continue to explore new strategies for promoting improved economic outcomes among participants by assessing needs, identifying gaps in service programs, engaging local workforce development partners, and implementing programmatic and policy modifications designed to increase participation.

- **INVEST IN THE ELIMINATION OF ACCRUED CAPITAL REPAIR AND SYSTEM REPLACEMENT NEEDS IN OUR FEDERALLY SUBSIDIZED HOUSING INVENTORY.** In 2019, KCHA will invest nearly \$18

¹ Washington State Office of Superintendent of Public Instruction, Homeless Students in Washington State by School District, 2016-17 Data, <http://www.k12.wa.us/HomelessEd/Data.aspx>.

million in our federally assisted housing stock. Our activities will include the completion of energy efficiency measures under the Energy Performance Contract (EPC) initiated in 2017. As part of this effort, 14 Public Housing sites are undergoing major elevator upgrades. Overall, the \$28.5 million in EPC investments significantly reduce utility costs for both KCHA and our residents, while also shrinking KCHA's impact upon the environment. By focusing on the quality of these assets, our Public Housing portfolio has earned one of the highest Real Estate Assessment Center (REAC) inspection average scores in the country – 95.7. These investments improve housing quality, reduce maintenance costs and energy consumption, and extend the life expectancy of our federally assisted housing stock, enabling us to more effectively fulfill our mission over the long term.

- **STRENGTHEN OUR MEASUREMENT, LEARNING, AND RESEARCH CAPACITIES.** KCHA continues to increase its internal capacities in program design, data management, and evaluation, as well as external partnerships that advance our research agenda. These efforts support the MTW program's mission to demonstrate and assess new approaches that more effectively and efficiently address the housing needs and improve life outcomes for our communities' low-income residents. In 2019, we will continue cross-sector data collaborations that explore resident outcomes at the intersections of health, housing, education, and homelessness; continue our Creating Moves to Opportunity research partnership with a national consortium of universities; expand our research collaboration with the University of Washington; and begin executing our updated 2019-2022 KCHA Research Agenda.

- **CREATE MORE COST-EFFECTIVE PROGRAMS BY STANDARDIZING LEADERSHIP PRACTICES, STREAMLINING BUSINESS PROCESSES AND LEVERAGING TECHNOLOGY IN CORE BUSINESS FUNCTIONS.** KCHA will continue to foster a leadership culture of continuous improvement that supports and encourages employees to improve the quality of their own work and KCHA's overall operations. One focus of these efforts is the development of leadership skills necessary to support staff and manage change. The intent is to deliver better, faster, and less intrusive services to our residents, landlords, and community partners, and to make the best use of limited resources. In 2019, an operations-focused work group will continue to analyze core Housing Management business processes – such as the interim review process – in order to measure performance and improve work flow.

- **REDUCE THE ENVIRONMENTAL IMPACT OF KCHA'S PROGRAMS AND FACILITIES.** In 2019, KCHA will enter into the second year of its five-year Environmental Sustainability Plan, which sets out agency goals that include reducing energy and water consumption by 10 percent, diverting 55 percent of recyclables and food waste, and promoting conservation awareness among our residents. In 2019, major projects will focus in lessening greenhouse gas emissions, increasing solar energy generation,

diversion of construction and demolition waste, updating our landscape management practices, and engaging residents in resource conservation efforts.

B. OVERVIEW OF LONG-TERM MTW GOALS AND OBJECTIVES

Through participation in the MTW program, KCHA is able to address a wide range of affordable housing needs in the region. We use the regulatory flexibility available through MTW to support our overarching strategic goals:

- **STRATEGY 1:** Continue to strengthen the physical, operational, financial and environmental sustainability of our portfolio of more than 10,200 affordable housing units in 132 properties.
- **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 developing new housing, preserving existing housing, and expanding the size and reach of our rental subsidy programs.
- **STRATEGY 3:** Provide greater geographic choice for low-income households – including residents with disabilities and elderly residents with mobility impairments – so that our residents have the opportunity to live in neighborhoods with high-performing schools and convenient access to services, transit, health services, and employment.
- **STRATEGY 4:** Coordinate closely with the behavioral health care and homeless systems to increase the supply of supportive housing for people who have been chronically homeless or have special needs, with the goal of making homelessness rare, brief, and one-time.
- **STRATEGY 5:** Engage in the revitalization of King County’s low-income neighborhoods, with a focus on housing and services, amenities, institutions, and partnerships that create strong, healthy, and inclusive communities and promote social mobility.
- **STRATEGY 6:** Work with King County, regional transit agencies, and suburban cities to support sustainable and equitable regional development by integrating new affordable housing into regional growth corridors aligned with mass transit.
- **STRATEGY 7:** Expand and deepen partnerships with school districts, early childhood education and after-school programs, health providers, community colleges, the philanthropic community, and our residents, with the goal of eliminating the achievement gap, and improving educational and life outcomes for the low-income children and families we serve.
- **STRATEGY 8:** Promote greater economic self-sufficiency for families and individuals in subsidized housing by addressing barriers to employment and facilitating access to training and education programs, with the goal of enabling moves to market-rate housing at the appropriate time.
- **STRATEGY 9:** Continue to develop institutional capacities and operational efficiencies to make the most effective use of limited federal resources and provide extraordinary service to our residents,

communities, and partners.

- **STRATEGY 10:** Continue to reduce KCHA's environmental footprint through energy and water conservation, renewable energy generation, waste stream diversion, green procurement policies, waste reduction, fleet management practices, and tenant education.

- **STRATEGY 11:** Develop our capacity as a learning organization that uses research and evaluation to drive decisions that shape policies and programs.

SECTION II

GENERAL HOUSING AUTHORITY OPERATING INFORMATION

A. HOUSING STOCK INFORMATION

i. Planned New Public Housing Units

AMP Name and Number	Bedroom Size							Total Units	Population Type	Fully Accessible	Adaptable
	0	1	2	3	4	5	6+				
Northwood Square 467	0	0	18	6	0	0	0	24	Family	0	0
Total Public Housing Units to be Added ²								24			

ii. Planned Public Housing Units to be Removed

PIC Dev. # / AMP and PIC Dev. Name	Number of Units to be Removed	Explanation for Removal
N/A	0	N/A
Total Number of Units to be Removed		0

iii. Planned New Project-based Vouchers

Property Name	Anticipated Number of New Vouchers to be Project-based	RAD?	Description of Project
Kent Permanent Supportive Housing	80	No	Permanent supportive housing for formerly homeless veterans and individuals with disabilities. Catholic Community Services is the project owner.

² This, and other properties yet to be identified, may convert to Public Housing in 2019. Additionally, some housing units might be designated MTW Neighborhood Services units in 2019 should an opportunity arise to partner with a local service provider on an eligible MTW purpose and upon approval from the HUD field office.

30Bellevue	28	No	Affordable housing for low-income and formerly homeless families with children. Imagine Housing is the project owner.
Esterra	8	No	Supportive housing for families exiting homelessness. Imagine Housing is the project owner.
Arcadia	5	No	Supportive housing for young adults (ages 18-24) exiting homelessness. Nexxus is the project owner.
Renton Commons	26	No	12 units of supportive housing serving homeless families and 14 VASH units serving homeless veterans and their families. The Low Income Housing Institute is the project owner.
King County Combined Funders NOFA	Up to 50	No	KCHA, in coordination with other local funders, will provide up to 50 project-based vouchers for projects serving homeless veterans and their families and homeless families with high needs in a supportive housing environment.
Planned Total Vouchers to be Newly Project-based	197		

iv. Planned Existing Project-based Vouchers

See Appendix B for a list of KCHA's existing project-based voucher contracts.

v. Planned Other Changes to MTW Housing Stock Anticipated During the Plan Year

While no additional changes to KCHA's housing stock are anticipated at the time of this plan's drafting, KCHA will continue to use every tool available to expand our reach, including but not limited to the designation of units as MTW Neighborhood Services Units, the use of banked ACC or MTW working capital to support development and acquisition activities, and the use of project-based and sponsor-based housing as partnership opportunities arise.

vi. General Description of All Planned Capital Fund Expenditures During the Plan Year

In 2019, KCHA will spend nearly \$18 million to complete capital improvements critical to maintaining our 76 federally subsidized properties. Expenditures include:

- **UNIT UPGRADES (\$4.3 MILLION).** KCHA's ongoing efforts to significantly upgrade the interiors of our affordable housing inventory as units turn over will continue in 2019. KCHA's in-house, skilled workforce will perform the renovations, which include installation of new flooring, cabinets and fixtures to extend by 20 years the useful life of up to 150 additional units.³
- **SITE IMPROVEMENTS (\$1.8 MILLION).** Forest Glen (Redmond) will undergo site improvement work in 2019 including the installation of new site lighting, walkways, handrails, and a pedestrian bridge; the repaving of parking lots; and improvements to the storm water drainage system. This project was originally bid in the spring of 2018 and received only one response with a bid 150 percent above the construction cost estimate. Rebidding the project at the height of the construction season was unlikely to have resulted in a lower bid so this project was placed on hold until 2019.
- **BUILDING ENVELOPE AND RELATED COMPONENTS UPGRADES (\$4.7 MILLION).** Building envelope improvements will be implemented at Casa Juanita (Kirkland), College Place (Bellevue), the Houghton Properties (Kirkland), Lake House Apartments (Shoreline), Northlake House (Bothell), Northwood Square (Auburn), and Wayland Arms Apartments (Auburn). New roofs, siding, doors, and windows will be installed at the Houghton Properties and Northwood Square. At Northlake House, the decks will be replaced, windows re-glazed, and the building repainted. Lake House Apartments, Wayland Arms, and Casa Juanita will be re-roofed. Replacement work of siding, doors, and windows at College Place will be completed in 2019.
- **DOMESTIC WASTE AND WATER LINE WORK (\$1.8 MILLION).** Waste and water lines will be replaced and/or lined at Wayland Arms Apartments (Auburn), Southridge House (Federal Way), and Parkway Apartments (Redmond). Main lines, which often are located in or under the concrete slab, are typically lined to minimize disruption to tenants while distribution lines are fully replaced.
- **"509" INITIATIVE IMPROVEMENTS (\$1.7 MILLION).** Planned improvements to sites included in the 2013 conversion of 509 scattered site Public Housing properties will continue. Envelope work at Greenleaf Apartments (Kenmore) and Juanita Trace (Kirkland), which began in

³ An inventory of potential units to be upgraded in 2019 is attached as Appendix F.

2018, will be completed in 2019. Waste and water lines will be replaced or lined at Kings Court (Federal Way) and Youngs Lake Commons (Renton).

- **ELEVATOR IMPROVEMENTS (\$3.6 MILLION)**. In 2019, as part of the Energy Performance Contract (EPC), KCHA will complete improvements to elevators located in 14 of our properties for seniors and residents who are disabled, including: Briarwood (Shoreline), Brittany Park (Normandy Park), Casa Juanita (Kirkland), Casa Madrona (Olympia), Gustaves Manor (Auburn), Lake House (Shoreline), Mardi Gras (Kent), Northridge I and II (Shoreline), Paramount House (Shoreline), Riverton Terrace (Tukwila), Wayland Arms (Auburn), Westminster Manor (Shoreline), and Yardley Arms (Burien). The elevators in these properties are at the end of their useful life and often out of service for repairs. By replacing the hydraulic jacks and elevator cabs, we will extend the usability of these elevators and reduce service interruptions for our residents.

B. LEASING INFORMATION

i. Planned Number of Households Served

MTW Households to be Served through:	Planned Number of Households to be Served	Planned Number of Unit Months Occupied/Leased
MTW Public Housing Units Leased	2,430	29,160
MTW Housing Choice Vouchers (HCV) Utilized	10,049	120,588
Local, Non-traditional: Tenant-based	180	2,160
Local, Non-traditional: Property-based	0	0
Local, Non-traditional: Homeownership	0	0
Planned Total Households Served	12,659	151,908

Local, Non-traditional Category	MTW Activity Name/Number	Planned Number of Households to be Served	Planned Number of Unit Months Occupied/Leased
Tenant-based	2007-6: Develop a Sponsor-based Housing Program	95	1,140

Tenant-based	2013-2: Flexible Rental Assistance	60	720
Tenant-based	2014-1: Stepped-down Assistance for Homeless Youth	25	300
Planned Total Households Served		180	2,160

ii. Discussion of Any Anticipated Issues/Possible Solutions Related to Leasing

Housing Program	Description of Anticipated Leasing Issues and Possible Solutions
MTW Public Housing	No leasing issues are anticipated for this program in 2019.
MTW Voucher (HCV)	King County continues to experience unprecedented population growth paired with historically low vacancy rates. The result is decreased housing availability and affordability and increased competition among renters. We continue to closely monitor our shopping success rate. Solutions include our multi-tiered, ZIP code-based payment standard system that better matches area submarket rents, as well as continued outreach to landlords. In 2019, we will explore additional ways to support our voucher holders in securing a home. Potential interventions include: vacancy loss payments; an expedited inspection process for preferred landlords; flexible funding to assist participants with back rent, application fees and deposits; and housing search assistance.
Local, Non-traditional	Successfully leasing an apartment and maintaining housing stability in a tightening rental market is a challenge for disabled households even with robust subsidy and supportive services under a sponsor-based program. Our program partners administering sponsor-based housing are finding it increasingly difficult to recruit and retain landlords willing to master-lease units. KCHA continues to advocate for additional housing search and stability support for these populations from the homeless and behavioral health care systems. These challenges are not unique to populations facing multiple barriers. Those served in our short-term rental assistance programs face similar challenges. In response, KCHA and its program partners are working together to implement new strategies to support housing access and stability for populations being served through these programs.

C. WAITING LIST INFORMATION

i. Waiting List Information Anticipated

Waiting List Name	Description	Number of Households on Waiting List	Waiting List Open, Partially Open, or Closed	Are There Plans to Open the Wait List During 2019?
Housing Choice Voucher	Community-wide	2,000	Partially open (<i>accepting targeted voucher referrals only</i>)	No
Public Housing	Regional	10,260	Open	N/A
Public Housing	Site-based	9,580	Open	N/A
Project-based	Regional	2,200	Open	N/A
Public Housing – Conditional Housing	Program-specific	16	Open	N/A

ii. Planned Changes to Waiting List in the Plan Year

In 2019, as part of the Creating Moves to Opportunity project, KCHA may increase the rate at which families with children are served from the Housing Choice Voucher (HCV) wait list.

SECTION III

PROPOSED MTW ACTIVITIES

ACTIVITY 2019-1: ACQUIRE AND DEVELOP NEW AFFORDABLE HOUSING

A. ACTIVITY DESCRIPTION

King County continues to experience extraordinary population growth. With escalating rents – especially in historically more affordable neighborhoods – and with the failure of wages to keep pace with rising housing costs, many families are struggling to pay rent and an unprecedented number are experiencing homelessness.

KCHA’s primary mission is to preserve and expand housing options for low-income families utilizing all available funding and financing tools. To expand existing efforts, we are proposing the use of MTW funds to support the development or acquisition of non-federally subsidized affordable housing that includes, but is not limited to, properties also leveraging Low Income Housing Tax Credits (LIHTC). While traditional third party debt can support a significant portion of total development or acquisition costs, it generally is not sufficient to finance the full cost of these projects. This financing gap can be mitigated in whole or in part by using MTW funds for development, acquisition, financing, or renovation costs. We anticipate that such funding may be structured as an internal loan or an equity contribution to the development.

In 2019, upon HUD approval, KCHA will use MTW funds to support pre-development design and engineering work at Trailhead, a 168-unit non-federally subsidized family complex in a high-opportunity neighborhood in Issaquah. This property is adjacent to the Issaquah Transit Center and planned light rail station. KCHA will leverage third party debt in the form of tax-exempt bond financing, LIHTC equity, and funding from King County and local suburban jurisdictions by providing MTW funds to the project. Rent levels and household incomes will be limited pursuant to Internal Revenue Service LIHTC program requirements and Washington State Housing Finance Commission regulations.

B. ACTIVITY METRICS INFORMATION

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Data Source
Increase Housing Choice	HC#1: Additional units of housing made available	0 units	168 units	KCHA property database

C. COST IMPLICATIONS

The cost implication of this activity is limited to the amount of MTW funding used to cover the financing gap. There are no other costs associated with downstream uses of MTW funds related to this use. In the event that the funds are structured as a loan to a LIHTC partnership, the funds will be returned over time in the form of loan payments (which likely will be longer-term maturity or deferred loans). In the case of KCHA ownership, the financing would be structured either as an internal loan or as an equity contribution to the development. In most cases, regardless of ownership, this funding will be in the form of a loan, resulting in no cost implications to KCHA.

F. NEED/JUSTIFICATION FOR MTW FLEXIBILITY

KCHA MTW Agreement, Use of MTW Funds (Attachment D.A) and PIH Notice 2011-45.

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
2018-1	Encouraging the Successful Lease-up of the Housing Choice Voucher Program	Housing Choice	17
2016-2	Conversion of Former Opt-out Developments to Public Housing	Cost-effectiveness	18
2015-2	Reporting on the Use of Net Proceeds from Disposition Activities	Cost-effectiveness	19
2014-1	Stepped-down Assistance for Homeless Youth	Self-sufficiency	20
2014-2	Revised Definition of "Family"	Housing Choice	21
2013-1	Passage Point Re-entry Housing Program	Housing Choice	21
2013-2	Flexible Rental Assistance	Housing Choice	23
2009-1	Project-based Section 8 Local Program Contract Term	Housing Choice	24
2008-1	Acquire New Public Housing	Housing Choice	24
2008-3	FSS Program Modifications	Self-sufficiency	25
2008-10 & 2008-11	EASY and WIN Rent Policies	Cost-effectiveness	26
2008-21	Public Housing and Housing Choice Voucher Utility Allowances	Cost-effectiveness	28
2007-6	Develop a Sponsor-based Housing Program	Housing Choice	29
2007-14	Enhanced Transfer Policy	Cost-effectiveness	29
2005-4	Payment Standard Changes	Housing Choice	30
2004-2	Local Project-based Section 8 Program	Cost-effectiveness	32
2004-3	Develop Site-based Waiting Lists	Housing Choice	34
2004-5	Modified Housing Quality Standards (HQS) Inspection Protocols	Cost-effectiveness	35
2004-7	Streamlining Public Housing and Housing Choice Voucher Forms and Data Processing	Cost-effectiveness	36
2004-9	Rent Reasonableness Modifications	Cost-effectiveness	37
2004-12	Energy Performance Contracting	Cost-effectiveness	38
2004-16	Housing Choice Voucher Occupancy Requirements	Cost-effectiveness	39

ACTIVITY 2018-1: Encouraging the Successful Lease-up of the Housing Choice Voucher Program

MTW STATUTORY OBJECTIVE: Increase Housing Choice

APPROVAL: 2018

IMPLEMENTED: 2018

CHALLENGE: King County's rental vacancy rate, currently at a historic low, coupled with the large in-migration of an affluent and skilled workforce, make it difficult for KCHA's voucher holders to compete on the private market. The shopping success rate after eight months of searching hovers around 70 percent.

SOLUTION: To address this issue, KCHA is working to preserve and increase the number of housing options available by recruiting and retaining landlords in the HCV program. In order to secure units, KCHA is exploring the implementation of incentive payments to landlords who agree to lease a recently vacated unit to another voucher holder, not to exceed one month of the Housing Assistance Payment (HAP). These payments will serve as an incentive for landlords to continue their participation in the HCV program by minimizing the owner's losses typically experienced during turnover. KCHA is seeking to streamline its Housing Quality Standards (HQS) protocol even further by conducting pre-qualifying unit inspections and deferring initial inspections, to be completed within 30 days of the signing of the HAP contract, at low-risk properties with a positive inspection record and a significant number of KCHA residents already living at the property (additional criteria will be determined during program planning). If a unit fails and the landlord does not make the necessary repairs or corrections within 15 days of that fail, KCHA will abate the first HAP payment and disqualify that particular landlord from additional pre-inspections. These efficiencies will enable faster lease-up times and cause less disruption for landlords while ensuring program compliance.

In addition to strategies to improve landlord recruitment and retention, KCHA will continue to invest in strategies to aid voucher holders in leasing a unit – especially efforts that increase access to high-opportunity neighborhoods that often are financially out of reach for low-income households. Examples of previously implemented activities include providing access to a security deposit assistance fund; use of multi-tiered, ZIP-code based payment standards; and continuing to focus on landlord customer service. In addition, KCHA continues to support and participate in the Creating Moves to Opportunity (CMTO) research partnership, which tests new strategies for empowering HCV families with young children to access and move to high-opportunity neighborhoods.

PROPOSED CHANGES TO ACTIVITY: In 2019, we will explore additional supports including housing counselor assistance and a rent readiness program for new voucher holders. Additionally, as part of the CMTO project, KCHA may modify tenant selection priorities in order to increase the rate at which families with children are selected from the HCV wait list and effectively target the intended service population for the CMTO project.

CHANGES TO METRICS: There are no changes to this activity's metrics.

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. 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 residents with disabilities, turnover of units tends to be especially low. 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.

SOLUTION: This policy allows KCHA to convert entire Project-based Section 8 opt-out properties to Public Housing at once, while preserving the rights of existing tenants.

This activity builds upon KCHA's previously approved initiative (2008-1) to expand housing through the 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 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) 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 Housing Choice Voucher should future need arise.

KCHA works with affected residents of selected former opt-out properties, 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.

PROPOSED CHANGES TO ACTIVITY: No major modifications are anticipated and no additional authorizations are needed at this time.

CHANGES TO METRICS: There are no changes to this activity's metrics.

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

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness

APPROVAL: 2015

IMPLEMENTED: 2015

CHALLENGE: The reporting process for the use of net proceeds from KCHA's disposition activities is duplicative and burdensome. 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 disposition 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.
6. 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 uses of the proceeds, including administrative and overhead costs, in annual MTW reports.

PROPOSED CHANGES TO ACTIVITY: No major modifications are anticipated and no additional authorizations are needed at this time.

CHANGES TO METRICS: There are no changes to this activity's metrics.

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

MTW STATUTORY OBJECTIVE: Increase Self-sufficiency

APPROVAL: 2014

IMPLEMENTED: 2014

CHALLENGE: During the January 2018 point-in-time homeless count in King County, 1,518 youth and young adults were identified as homeless or unstably housed.⁴ 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 through this program model. 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 resource specialist who prepares them to take over the lease after a period of being stabilized in housing.

PROPOSED CHANGES TO ACTIVITY: No major modifications are anticipated and no additional authorizations are needed at this time.

CHANGES TO METRICS: There are no changes to this activity's metrics.

⁴ Count Us In 2018: Seattle/King County Point-in-Time Count of Persons Experiencing Homelessness. <http://allhomekc.org/wp-content/uploads/2018/05/FINALDRAFT-COUNTUSIN2018REPORT-5.25.18.pdf>

ACTIVITY 2014-2: Revised Definition of “Family”

MTW STATUTORY OBJECTIVE: Increase Housing Choice

APPROVAL: 2014

IMPLEMENTED: 2014

CHALLENGE: According to a January 2018 point-in-time count, 2,624 individuals experiencing homelessness in King County were in families with children.⁵ Thousands more elderly and disabled people, many with severe rent burdens, are homeless or on our waiting lists.

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 Admissions and Continued Occupancy Policy (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 victims of domestic violence or individuals who have been chronically homeless.

PROPOSED CHANGES TO ACTIVITY: No major modifications are anticipated and no additional authorizations are needed at this time.

CHANGES TO METRICS: There are no changes to this activity’s metrics.

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.⁶ 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 traditional job skills.⁷ Without a home or employment, many of these parents are unable to reunite with their children.

⁵ Count Us In 2018: Seattle/King County Point-in-Time Count of Persons Experiencing Homelessness. <http://allhomekc.org/wp-content/uploads/2018/05/FINALDRAFT-COUNTUSIN2018REPORT-5.25.18.pdf>

⁶ Washington State Department of Corrections. Number of Prison Releases by County of Release. <http://www.doc.wa.gov/docs/publications/reports/200-RE001.pdf>

⁷ 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>

SOLUTION: Passage Point is a unique supportive housing program in Maple Valley 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 Seattle | King | Snohomish provides property management and supportive services. The YWCA identifies eligible individuals through outreach to prisons and correctional facilities and through relationships with the local Public Child Welfare agency. 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.

PROPOSED CHANGES TO ACTIVITY: No major modifications are anticipated and no additional authorizations are needed at this time.

CHANGES TO METRICS: The benchmarks are adjusted to better capture recent program outcomes.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark
Increase self-sufficiency	SS #3: Employment status for heads of household	(1) Employed Full-time	
		0	15
		(2) Employed Part-time	
		0	10
		(3) Enrolled in an Educational Program	
		0	10
		(4) Enrolled in Job Training Program	
		0	5
		(5) Unemployed	
		0	0
		(6) Other: engaged in services	
		0	5

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 federal housing programs does not provide the flexibility needed to quickly and effectively meet the needs of low-income individuals facing distinct housing crises. In many of these cases, a short-term rental subsidy paired with responsive, individualized case management can help a family out of a crisis situation and into safe and 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. 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.

PROPOSED CHANGES TO ACTIVITY: KCHA is exploring the application of this program model to a new population – homeless young adults seeking postsecondary education. We also continue to consider the application of the short-term rent assistance approach to other populations or jurisdictions as we learn more about the effectiveness of this model.

CHANGES TO METRICS: The program's metrics are adjusted slightly upwards to account for the expansion of this program model to the Tukwila School District.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark
Increase housing choices	HC #5: Number of households able to move to a better unit	0 households	60 households
Increase housing choices	HC #7: Number of households receiving services aimed to increase housing choice	0 households	110 households

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 where cash flow was being provided by short-term rental assistance commitments. Measured against banking and private equity underwriting standards, the maximum Housing Assistance Payments (HAP) contract term allowed by HUD is too short and hinders the underwriting of debt on affordable housing projects.

SOLUTION: This activity extends the allowable term for Project-based Section 8 contracts up to 30 years for the initial HAP term and a 30-year cumulative maximum contract renewal term not to exceed 60 years total. 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.

PROPOSED CHANGES TO ACTIVITY: No major modifications are anticipated and no additional authorizations are needed at this time.

CHANGES TO METRICS: There are no changes to this activity's metrics.

ACTIVITY 2008-1: Acquire New Public Housing

MTW STATUTORY OBJECTIVE: Increase Housing Choice

APPROVAL: 2008

IMPLEMENTED: 2008

CHALLENGE: In King County, almost half of all renter households spend more than 30 percent of their income on rent.⁸ Countywide, fewer than 15 percent of all apartments are considered affordable to households earning less than 30 percent of AMI.⁹ In context of these challenges, KCHA's Public Housing wait lists continue to grow. Given the gap between the availability of affordable housing and the number of low-income renters, KCHA must continue to increase the inventory of units affordable to extremely low-income households.

⁸ US Census Bureau, ACS 2016 5-year estimates.

⁹ US Census Bureau, ACS 2016 5-year estimates.

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.¹⁰

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 (PIC) 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.¹¹

PROPOSED CHANGES TO ACTIVITY: No major modifications are anticipated and no additional authorizations are needed at this time.

CHANGES TO METRICS: There are no changes to this activity's metrics.

ACTIVITY 2008-3: FSS Program Modifications

MTW STATUTORY OBJECTIVE: Increase Self-sufficiency

APPROVAL: 2008

IMPLEMENTED: 2018

CHALLENGE: Only 25 percent of low-income households that qualify for housing assistance receive it.¹² To serve more households with limited resources, subsidized households need to be supported in their efforts to achieve economic independence and cycle out of the program. HUD's standard Family Self-Sufficiency (FSS) program may not provide the full range of services and incentives needed to support greater self-sufficiency among participants.

SOLUTION: KCHA is exploring possible modifications to the FSS program that could increase incentives for resident participation, education and training outcomes, and income growth. These outcomes could

¹⁰ Neighborhood opportunity designations are from the Puget Sound Regional Council and Kirwan Institute's Opportunity Mapping index (<http://www.psrc.org/growth/growing-transit-communities/regional-equity/opportunity-mapping/>).

¹¹ Some Public Housing units might be designated MTW Neighborhood Services units over this next year upon approval from the HUD field office.

¹² Worst Case Housing Needs 2017: Report to Congress, page viii.

<https://www.huduser.gov/portal/sites/default/files/pdf/Worst-Case-Housing-Needs.pdf>

pave the way for residents to realize a higher degree of economic independence. To further the program's reach, in 2018, KCHA extended the program to other adult household members by allowing them to enter into an FSS contract without the participation of the head of household. We continue to explore the manner and rate at which participants accumulate and access escrow funds as part of a broader workforce development strategic planning process.

PROPOSED CHANGES TO ACTIVITY: While not currently a Family Unification Program (FUP) youth/FSS demonstration site, KCHA would like to extend the voucher term for FUP youth who participate in the FSS program from 36 months to the term of the youth's FSS contract.

CHANGES TO METRICS: There are no changes to this activity's metrics.

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

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness

APPROVAL: 2008

IMPLEMENTED: 2008

CHALLENGE: The administration of rental subsidies under existing HUD rules can be complex and confusing to the residents 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 taxpayer money. The rules regarding medical deductions, annual reviews and recertifications, and income calculations were cumbersome and often hard to understand, especially for the many 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 serve as disincentives to income progression and employment advancement.

SOLUTION: KCHA has instituted two rent reform policies. The first, EASY Rent, simplifies rent calculations and recertifications for elderly and disabled households that derive 90 percent of their income from a fixed source (such as Social Security, Supplemental Security Income [SSI] or pension benefits), and are enrolled in our Public Housing, Housing Choice Voucher or project-based Section 8 programs. Rents are calculated at 28 percent of adjusted income, with deductions for medical- and disability-related expenses, in \$2,500 bands and a cap is put 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 placing rent adjustments based on COLA increases in Social Security and SSI payments on 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 based 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 monthly 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.

PROPOSED CHANGES TO ACTIVITY: In 2019, KCHA will continue to explore additional streamlining and time saving measures, such as an online submission form or only accepting interim changes that meet a certain dollar threshold, that simplify the interim recertification process while retaining program integrity.

CHANGES TO METRICS: There are no changes to this activity's metrics.

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

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness

APPROVAL: 2008

IMPLEMENTED: 2010

CHALLENGE: KCHA was spending more than \$22,000 annually in staff time to administer utility allowances under HUD's one-size-fits-all national guidelines. HUD's national approach failed 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 single methodology that reflects local consumption patterns and costs. Before this policy change, allowances were calculated for individual units and households using different rules under the various HUD programs. Additionally, HUD required an immediate update of the allowances with each cumulative 10 percent rate increase by utility companies. Now, KCHA provides allowance adjustments annually when the Consumer Price Index produces a cumulative change of more than 10 percent rather than every time an adjustment is made to the utility equation. We worked with data from a Seattle City Light study completed in late 2009 to identify key factors in household energy use and develop average consumption levels for various types of units in the Puget Sound region. We used this information to create a new utility schedule that considers multiple factors: type of unit (single vs. multi-family), size of unit, high-rise vs. low-rise units, and the utility provider. We modified allowances for units where the resident pays water and/or sewer charges. KCHA's Hardship Policy, adopted in July 2010, also allows KCHA to respond to unique household or property circumstances and documented cases of financial hardship.

PROPOSED CHANGES TO ACTIVITY: No major modifications are anticipated and no additional authorizations are needed at this time.

CHANGES TO METRICS: There are no changes to this activity's metrics.

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

MTW STATUTORY OBJECTIVE: Increase Housing Choice

APPROVAL: 2007

IMPLEMENTED: 2007

CHALLENGE: According to the January 2018 point-in-time count, 12,112 individuals in King County were experiencing homelessness.¹³ Of those, 3,552 people were chronically homeless.

SOLUTION: In the sponsor-based housing program, KCHA provides housing funds directly to our behavioral health care and nonprofit partners, including Sound Mental Health, 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 (NED) voucher.

PROPOSED CHANGES TO ACTIVITY: In 2019, KCHA will explore expanding the sponsor-based subsidy model to extremely low-income families with children seeking to lease-up in the county’s high-opportunity Eastside cities or adjacent to high capacity mass transit stations or stops in order to increase access to opportunity. Under this model, we would competitively select nonprofit housing or supportive service providers that will co-design the subsidy model, identify eligible families, and administer housing subsidy funding for up to 80 households. KCHA would provide long-term funding commitments that would allow the sponsor agencies to master lease units from private market landlords.

CHANGES TO METRICS: There are no changes to this activity’s metrics.

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, project-

¹³ Count Us In 2018: <http://allhomekc.org/wp-content/uploads/2018/05/FINALDRAFT-COUNTUSIN2018REPORT-5.25.18.pdf>

based Section 8 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: KCHA's 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 through incentive payments. 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 and enables KCHA to provide the most efficient fit of family and unit size, regardless of which federal subsidy is being received.

PROPOSED CHANGES TO ACTIVITY: No major modifications are anticipated and no additional authorizations are needed at this time.

CHANGES TO METRICS: There are no changes to this activity's metrics.

ACTIVITY 2005-4: Payment Standard Changes

MTW STATUTORY OBJECTIVE: Increase Housing Choice

APPROVAL: 2005

IMPLEMENTED: 2005

CHALLENGE: Currently, 31 percent of all KCHA's tenant-based voucher households live in high-opportunity neighborhoods of King County. These neighborhoods offer benefits to their residents, including improved educational opportunities, increased access to public transportation and greater economic opportunities.¹⁴ 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 \$587 more than the 40th percentile unit in South King County.¹⁵ To move to high-opportunity areas, voucher holders need higher subsidy levels, which are not available

¹⁴ Neighborhood opportunity designations are from the Puget Sound Regional Council and Kirwan Institute's Opportunity Mapping index (<http://www.psrc.org/growth/growing-transit-communities/regional-equity/opportunity-mapping/>).

¹⁵ Dupree & Scott, 2017 King County Rental Data.

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 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 74 percent to 110 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, 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.

In 2018, we added an additional tier and instituted the practice of conducting a second market analysis and potential payment standard adjustment each year to account for the rapidly changing rental submarkets.

PROPOSED CHANGES TO ACTIVITY: No major modifications are anticipated and no additional authorizations are needed at this time.

CHANGES TO METRICS: There are no changes to this activity’s metrics.

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

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness

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.

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.¹⁶ 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 Housing Choice Voucher 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 (PBS8) 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)

¹⁶ Neighborhood opportunity designations are from the Puget Sound Regional Council and Kirwan Institute's Opportunity Mapping index (<http://www.psrc.org/growth/growing-transit-communities/regional-equity/opportunity-mapping/>).

- 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)
- 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 allow 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 Housing Quality Standards 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)

PROPOSED CHANGES TO ACTIVITY: KCHA would like to have the ability to enter into a HAP contract for any unit that does not qualify as existing housing, under construction, or recently constructed, regardless of whether we have executed an AHAP.

Additionally, KCHA will be partnering with the YMCA to create a demonstration program that project-bases FUP vouchers for youth engaged with the child welfare system. As a contracted Independent Living Program provider of the child welfare system in King County, the YMCA is uniquely positioned to provide support services for this vulnerable population aging out of the foster care system. By project-basing units at a YMCA-owned property, FUP youth will have immediate access to a unit without having to compete on the private market.

CHANGES TO METRICS: There are no changes to this activity's metrics.

ACTIVITY 2004-3: Develop Site-based Waiting Lists

MTW STATUTORY OBJECTIVE: Increase 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. For many families, this wait is too long. Once a unit becomes available, it might not meet the family's needs or preferences, such as proximity to a child's school or access to local service providers.

SOLUTION: Under this initiative, we have implemented a streamlined waitlist 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 Conditional Housing waiting list to accommodate the needs of households ready to transition from the region's network of transitional housing and KCHA's targeted housing programs that assist homeless and at-risk households move toward self-sufficiency. 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.

PROPOSED CHANGES TO ACTIVITY: No major modifications are anticipated and no additional authorizations are needed at this time.

CHANGES TO METRICS: There are no changes to this activity's metrics.

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 nearly \$170,000 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 Housing Choice Vouchers.

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.

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. This and the other streamlined processes included in this activity allow KCHA to save more than 5,000 hours of staff time annually.

PROPOSED CHANGES TO ACTIVITY: In 2019, we will explore additional ways to streamline the HQS process, including pre-qualifying unit inspections, waiving or delaying initial inspections at low-risk properties with a positive inspection record and a significant number of KCHA residents already living at the property, and self-certifying inspection variations, when needed, to ensure units meet locally-determined criteria. Additional criteria may be determined upon further review.

CHANGES TO METRICS: There are no changes to this activity's metrics

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)
- 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 and HCV 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 HUD Form 9886 – clearly defining verifications that could be obtained and extending authorization for use to 40 months. (FY 2014)

CHANGES TO VERIFICATION AND INCOME CALCULATION PROCESSES:

- Exclude state Department of Social and Health Services (DSHS) payments made to a landlord 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 change in Payment Standard at the time of the resident’s next annual review or update, and for entering households, on the effective date. (FY 2004)
- Allow HCV residents who are at \$0 HAP to self-certify income at the time of review. (FY 2004)

PROPOSED CHANGES TO ACTIVITY: In 2019, KCHA will explore additional streamlining and time-saving measures that simplify the interim recertification process while retaining program integrity.

In addition, we will continue to implement one consistent rent policy across the HCV and Public Housing programs, waiving the recently published over-income limit rule for Public Housing households. Instead, KCHA will apply income limits only at a household’s admission to a federally funded housing program. They will not be applicable for continued occupancy.

CHANGES TO METRICS: There are no changes to this activity’s metrics.

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 performs Rent Reasonableness determinations only when a landlord requests an increase in rent. Under standard HUD regulations, a Rent Reasonableness review is required annually in

conjunction with each recertification completed under the program. After reviewing this policy, we found that if an owner had not requested a rent increase, it was unlikely the current rent fell outside of established guidelines. In response to this analysis, KCHA eliminated an annual review of rent levels. In bypassing this burdensome process, we intrude less in the lives of residents 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.

PROPOSED CHANGES TO ACTIVITY: In 2019, KCHA may explore further streamlining the implementation of annual rent adjustments on Project-based Section 8 contracts in order to save staff time and resources while increasing consistency and equity for owners.

CHANGES TO METRICS: There are no changes to this activity's metrics.

ACTIVITY 2004-12: Energy Performance Contracting

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness

APPROVAL: 2004

IMPLEMENTED: 2004

CHALLENGE: KCHA could recapture up to \$48 million in energy savings over 20 years 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 (EPCs) – a financing tool that allows housing authorities to make needed energy upgrades without having to self-fund the upfront necessary capital expenses. The energy services partner 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 our 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 with Johnson Controls for both incremental and existing Public Housing properties to make needed capital improvements.

PROPOSED CHANGES TO ACTIVITY: No major modifications are anticipated and no additional authorizations are needed at this time.

CHANGES TO METRICS: There are no changes to this activity's metrics.

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 for the household if they lead to gains in neighborhood or housing quality, but moves also can be burdensome 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.

PROPOSED CHANGES TO ACTIVITY: No major modifications are anticipated and no additional authorizations are needed at this time.

CHANGES TO METRICS: There are no changes to this activity's metrics.

B. Not Yet Implemented Activities

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

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. It might return in a future program year.

ACTIVITY 2010-9: Limit Number of Moves for an HCV 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 is currently deferred for consideration in a future year, if the need arises.

ACTIVITY 2010-11: Incentive Payments to HCV 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 is not currently needed in our program model but may be considered in a future fiscal year.

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 tabled for future consideration.

C. Activities on Hold

None

D. Closed-out Activities

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

ACTIVITY 2016-1: Budget-based Rent Model

APPROVAL: 2016

CLOSEOUT YEAR: 2018

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.

ACTIVITY 2013-3: Short-term Rental Assistance Program

APPROVAL: 2013

CLOSEOUT YEAR: 2015

In partnership with the Highline School District, KCHA implemented a program called the Student and Family Stability Initiative (SFSI), a Rapid Re-housing demonstration program. Using this evidence-based approach, our program paired short-term rental assistance with housing stability and employment connection services for families experiencing or on the verge of homelessness. This activity is ongoing but 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: 2016

This initiative was designed to encourage and enable HCV households with young children to relocate to areas of the county with higher achieving school districts and other community benefits. 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 in deciding where to live, helped households secure housing in their community of choice, and provided ongoing support once a family moved to a new neighborhood. Lessons learned from this pilot are informing Creating Moves to Opportunity, KCHA's new research partnership that seeks to expand geographic choice.

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 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 its own resident survey in lieu of the requirement to comply with the Resident Assessment Subsystem portion of HUD's Public Housing Assessment System (PHAS). The Resident Assessment Subsystem is no longer included in PHAS so this activity is obsolete. KCHA nevertheless continues to survey residents on a regular basis.

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

APPROVAL: 2010

CLOSEOUT YEAR: 2016

This activity limits the value of assets that can be held by a family in order to obtain (or retain) program eligibility. This policy is no longer under consideration.

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 2008-17: Income Eligibility and Maximum Income Limits

APPROVAL: 2008

CLOSEOUT YEAR: 2016

This policy would cap the income that residents may have and also still be eligible for KCHA programs. KCHA is no longer considering this activity.

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 are now 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: 2015

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 HCV 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 continues throughout program participation. Deposits to the household savings account are made available to residents upon graduation from Public Housing or HCV subsidy. After reviewing the mixed outcomes from the multi-year evaluation, KCHA decided to close out the program and re-evaluate the best way to assist families 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. ESTIMATED SOURCES AND USES OF MTW FUNDS¹⁷

i. Estimated Sources of MTW Funds

FDS Line Item	FDS Line Item Name	Dollar Amount
70500 (70300+70400)	Total Tenant Revenue	\$7,813,000
70600	HUD PHA Operating Grants	\$145,371,187
70610	Capital Grants	\$3,897,000
70700 (70710+70720+70730+70740+70750)	Total Fee Revenue	\$0
71100+72000	Interest Income	\$877,381
71600	Gain or Loss on Sale of Capital Assets	\$0
71200+71300+71310+71400+71500	Other Income	\$7,771,579
70000	Total Revenue	\$165,730,147

ii. Estimated Uses of MTW Funds

FDS Line Item	FDS Line Item Name	Dollar Amount
91000 (91100+91200+91400+91500+91600+91700+91800+91900)	Total Operating - Administrative	(\$14,842,239)
91300+91310+92000	Management Fee Expense	(\$4,366,397)
91810	Allocated Overhead	\$0
92500 (92100+92200+92300+92400)	Total Tenant Services	(\$10,127,940)
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	(\$2,957,535)
93500+93700	Labor	\$0
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	(\$5,172,925)
95000 (95100+95200+95300+95500)	Total Protective Services	\$0
96100 (96110+96120+96130+96140)	Total Insurance Premiums	(\$268,680)
96000 (96200+96210+96300+96400+96500+96600+96800)	Total Other General Expenses	\$0

¹⁷ The MTW Plan is due to HUD in advance of KCHA completing a final budget for its 2019 Fiscal Year. These numbers are preliminary and are subject to change in the budgeting process.

96700 (96710+96720+96730)	Total Interest Expense and Amortization Cost	\$0
97100+97200	Total Extraordinary Maintenance	(\$2,705,000)
97300+97350	Housing Assistance Payments + HAP Portability-in	(\$114,820,662)
97400	Depreciation Expense	(\$8,792,000)
97500+97600+97700+97800	All Other Expenses	(\$10,097,000)
90000	Total Expenses	(\$174,150,378)

iii. Planned Use of MTW Single Fund Flexibility

KCHA is committed to making the most efficient, effective, and innovative 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 King County. With MTW flexibility, we have assisted more of our county's 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.** KCHA's programs address the varied and diverse needs of the county's most vulnerable homeless populations – those experiencing chronic mental illness; individuals exiting the criminal justice system; homeless young adults and former foster youth; homeless students and their families; veterans experiencing homelessness; 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 stably house these individuals and families. In 2019, KCHA will invest nearly \$33 million in these programs and will continue to grow this investment, pending the outcome of recent federal funding applications.
- Housing Stability Fund.** This fund provides emergency financial assistance to qualified residents to maintain stable and secure housing, including limited rental assistance, security deposits and utility payments. Under the program design, a designated agency partner disburses funding to program participants, screening for eligibility according to the program's guidelines. To date, this assistance has been a critical part of KCHA's success in preventing a significant number of evictions and other

negative exits. As a result of this assistance, families are able to maintain their housing, avoiding the far greater system costs that would have occurred if they became homeless.

- **Education Initiatives.** KCHA continues to actively partner with local education stakeholders to improve outcomes for the more than 14,800 children who live in our federally funded housing each year. The results of these efforts, including improved attendance and increases in grade-level performance and on-time 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 many of the families we serve.
- **Encourage Asset Building Among ROSS Participants:** Residents enrolled in the Resident Opportunity and Self-Sufficiency (ROSS) program are encouraged to engage in asset building activities through the use of financial incentives. Participants may earn up to \$400 by participating in activities and services including, but not limited to, life skills training; job training, job search, and placement assistance; adult basic education/ESL class completion; financial education services; and increased educational attainment (high school diploma, GED, AA, BA, etc.). These financial incentives assist residents in building their savings while pursuing their unique individual goals.
- **Acquisition and Preservation of Affordable Housing.** We continue to use MTW resources to actively seek out property acquisitions that can provide new public housing in strategic areas of King County, including current and emerging high-opportunity neighborhoods and transit-oriented development sites. With the adoption of the new MTW activity proposal, KCHA will be even better positioned to support the acquisition and development of affordable housing.
- **Increase Access to Healthcare through Partnerships and Collaborative Planning.** KCHA is increasingly partnering with local services providers – HealthierHere, United Healthcare and others – to support residents in accessing the healthcare services they need to maintain housing stability and a high quality of life. In 2019, KCHA will continue to develop its health and housing strategy by improving service coordination for residents with complex health needs, increasing resident access to health services, and identifying and impacting social determinants of health. Data collaborations with United Healthcare and Public Health Seattle-King County will continue to inform our strategic direction in 2019 and beyond. Overall, these efforts will enable KCHA residents to access new health services

through Medicaid waivers and expansion, funding opportunities from local levies, and philanthropic supports.

- **Long-term Viability of Our Portfolio.** KCHA uses our single-fund flexibility to protect the long-term viability of our inventory. This flexibility allows us to leverage private equity by making loans in combination with the Low-Income Housing Tax Credit program to rehabilitate properties, adding years to their useful lives. Additionally, we continue to use a short-term line of credit in furthering the redevelopment of the Greenbridge HOPE VI site. This line of credit will be retired with proceeds from continuing land sales to private homebuilders. MTW working capital provides an essential backstop for these financing partnerships, addressing risk concerns of lenders, enhancing our credit worthiness, and enabling our continued access to private capital markets.
- **Remove the Cap on Voucher Utilization.** This initiative enables us to utilize savings achieved through MTW initiatives to over-lease and provide HCV assistance to more households than permissible under our HUD-established baseline. Our cost containment 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 and homeless households. Despite ongoing uncertainties around future federal funding levels, we continue to use MTW program flexibility to support housing voucher issuance at 300 households above HUD baseline levels.

B. LOCAL ASSET MANAGEMENT PLAN

Is the MTW PHA allocating costs within statute?

No

Is the MTW PHA implementing a local asset management plan (LAMP)?

Yes

Has the MTW 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 the Public Housing and HCV programs 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.

No changes will be made to the LAMP in 2019.

SECTION VI

ADMINISTRATIVE

A. BOARD OF COMMISSIONERS RESOLUTION AND CERTIFICATIONS OF COMPLIANCE

Attached as Appendix A.

B. PUBLIC PROCESS

MTW Plan Public Review Period

August 27, 2018, to September 26, 2018

- **MEETINGS AND HEARINGS**
 - September 13: Public Hearing
 - September 17 and 18: Resident Advisory Committee Meetings
 - September 19: Greenbridge Community Council
 - September 19: Greenbridge Service Providers Meeting
- **MAILING**
 - August 27: Shared draft plan via email with stakeholders and partners and via mail with the Resident Advisory Committee.
- **PUBLISHING AND POSTING**
 - August 27: Notice published in the Seattle Times.
 - August 27: Notice published in the Daily Journal of Commerce.
 - August 30: Notice published in the Northwest Asian Weekly.
 - August 27: Notice and Draft 2019 MTW Plan posted on KCHA's website (www.kcha.org).
 - August 27: Notice posted in KCHA's Public Housing and Project-based Section 8 developments in the six most prominent languages of KCHA residents (English, Korean, Russian, Somali, Spanish, and Vietnamese). Plan was made available in the main office and at the public hearing site.

Comments Received

Public Hearing

After publishing notice in three local newspapers, posting flyers in all KCHA properties in multiple languages, and conducting outreach via property managers and service coordinators, the Public Hearing did not have any attendees.

Resident Advisory Committee Meetings

The following comments and questions were received at the September 17 and 18 Resident Advisory Committee meetings:

- A few residents had questions about KCHA's workforce development and education initiatives, such as eligibility requirements and the availability of services in the Northeast region.
- A resident suggested KCHA consider a shorter term HCV lease to match the market trend of 6-month lease terms.
- In regards to streamlining the interim process, a resident commented that small income changes can have a big impact on a resident's rent burden.
- A resident of Northlake House communicated the need for new carpeting at the property.
- A resident communicated that the recent installation of a make-up air unit (MAU) at her property has made an amazing improvement to air flow.
- A number of residents had questions about the elevator upgrades taking place over the next year including how residents with disabilities will access different floors and if the elevators are designed with a large weight capacity.

In response, KCHA staff plan to present on our workforce development and education programs at a future meeting; communicated that carpet installation is slated for Northlake House in 2019; and provided information on the relocation and accommodation plans for residents during the elevator upgrade.

This information was provided at the meeting and in follow-up with individual residents.

Written Comment

After providing a one-step submission form on the website, soliciting comment via published and posted notices, and encouraging meeting attendees to submit comments in writing, no written comments were received.

C. PLANNED AND ONGOING EVALUATIONS

KCHA shares evaluation findings and reports in its MTW Reports.

D. LOBBYING DISCLOSURES

Attached as Appendix D.

APPENDIX A

BOARD OF COMMISSIONERS RESOLUTION AND CERTIFICATIONS OF COMPLIANCE

CERTIFICATIONS OF COMPLIANCE

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT OFFICE OF PUBLIC AND INDIAN HOUSING

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

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

- (1) The MTW PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the MTW PHA conducted a public hearing to discuss the Plan and invited public comment.
- (2) The MTW PHA took into consideration public and resident comments (including those of its Resident Advisory Board or Boards) before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan.
- (3) The MTW PHA certifies that the Board of Directors has reviewed and approved the budget for the Capital Fund Program grants contained in the Capital Fund Program Annual Statement/Performance and Evaluation Report, form HUD-50075.1 (or successor form as required by HUD).
- (4) The MTW PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.
- (5) The Plan is consistent with the applicable comprehensive housing affordability strategy (or any plan incorporating such strategy) for the jurisdiction in which the PHA is located.
- (6) The Plan contains a certification by the appropriate state or local officials that the Plan is consistent with the applicable Consolidated Plan, which includes a certification that requires the preparation of an Analysis of Impediments to Fair Housing Choice, for the MTW PHA's jurisdiction and a description of the manner in which the Plan is consistent with the applicable Consolidated Plan.
- (7) The MTW PHA will affirmatively further fair housing by fulfilling the requirements at 24 CFR 903.7(o) and 24 CFR 903.15(d), which means that it will take meaningful actions to further the goals identified in the Assessment of Fair Housing (AFH) conducted in accordance with the requirements of 24 CFR 5.150 through 5.180, that it will take no action that is materially inconsistent with its obligation to affirmatively further fair housing, and that it will address fair housing issues and contributing factors in its programs, in accordance with 24 CFR 903.7(o)(3). Until such time as the MTW PHA is required to submit an AFH, and that AFH has been accepted by HUD, the MTW PHA will address impediments to fair housing choice identified in the Analysis of Impediments to fair housing choice associated with any applicable Consolidated or Annual Action Plan under 24 CFR Part 91.
- (8) The MTW PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
- (9) In accordance with 24 CFR 5.105(a)(2), HUD's Equal Access Rule, the MTW PHA will not make a determination of eligibility for housing based on sexual orientation, gender identify, or marital status and will make no inquiries concerning the gender identification or sexual orientation of an applicant for or occupant of HUD-assisted housing.
- (10) The MTW PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
- (11) The MTW PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.
- (12) The MTW PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.
- (13) The MTW PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.

- (14) The MTW PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.
- (15) The MTW PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).
- (16) The MTW PHA will provide HUD or the responsible entity any documentation needed to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58. Regardless of who acts as the responsible entity, the MTW PHA will maintain documentation that verifies compliance with environmental requirements pursuant to 24 Part 58 and 24 CFR Part 50 and will make this documentation available to HUD upon its request.
- (17) With respect to public housing and applicable local, non-traditional development the MTW PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
- (18) The MTW PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
- (19) The MTW PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
- (20) The MTW PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 200.
- (21) The MTW PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the Moving to Work Agreement and Statement of Authorizations and included in its Plan.
- (22) All attachments to the Plan have been and will continue to be available at all times and all locations that the Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the MTW PHA in its Plan and will continue to be made available at least at the primary business office of the MTW PHA.

MTW PHA NAME

MTW PHA NUMBER/HA CODE

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

NAME OF AUTHORIZED OFFICIAL

TITLE

SIGNATURE

DATE

** Must be signed by either the Chairman or Secretary of the Board of the MTW PHA's legislative body. This certification cannot be signed by an employee unless authorized by the MTW PHA Board to do so. If this document is not signed by the Chairman or Secretary, documentation such as the by-laws or authorizing board resolution must accompany this certification.*

APPENDIX B

PLANNED EXISTING PROJECT-BASED VOUCHERS

Project Based Contracts

Property Name	Number of Project-based	Planned Status at End of 2019	RAD?	Program Description
City Park Townhomes	11	Leased/Issued	No	Homeless Families
Enumclaw Fourplex	5	Leased/Issued	No	Homeless Families
Northlake Grove Cooperative	1	Leased/Issued	No	Low Income Families
Unity Village of White Center	6	Leased/Issued	No	Homeless Families
Joseph House	10	Leased/Issued	No	Seniors
Burien Heights	15	Leased/Issued	No	Homeless Young Adults
Villa Esperanza	23	Leased/Issued	No	Homeless Families
Villa Capri	5	Leased/Issued	No	Homeless Families
Harrison House	48	Leased/Issued	No	Seniors
Green River Homes	59	Leased/Issued	No	Families and/or Elderly or Disabled
Valley Park East & West	12	Leased/Issued	No	Homeless Families
Valley Park East & West	18	Leased/Issued	No	Low Income Families
Heritage Park	15	Leased/Issued	No	Homeless Families
Heritage Park	36	Leased/Issued	No	Low Income Families
NIA Apartments	42	Leased/Issued	No	Seniors
Rose Crest	9	Leased/Issued	No	Low Income Families
Rose Crest Transitional	10	Leased/Issued	No	Homeless Families
Avondale Park	43	Leased/Issued	No	Homeless Families
Passage Point	46	Leased/Issued	No	Homeless Families/Re-entry
Linden Highlands	3	Leased/Issued	No	Homeless Families
Appian Way	6	Leased/Issued	No	Homeless Families
Eernisse	13	Leased/Issued	No	Low Income Families
Salmon Creek	9	Leased/Issued	No	Low Income Families
Chalet	5	Leased/Issued	No	Low Income Families
Birch Creek (post-rehab)	262	Leased/Issued	No	Low Income Families
Lauren Heights	5	Leased/Issued	No	Homeless Families

Project Based Contracts

Woodland North	5	Leased/Issued	No	Low Income Families
Woodland North - VASH	10	Leased/Issued	No	Homeless Veterans
Seola Crossing I & II	63	Leased/Issued	No	Low Income Families
Eastbridge	31	Leased/Issued	No	Low Income Families
Creston Point - Wellspring	5	Leased/Issued	No	Homeless Families
Hidden Village	78	Leased/Issued	No	Families and/or Elderly or Disabled
Petter Court	4	Leased/Issued	No	Homeless Families
Timberwood	20	Leased/Issued	No	Low Income Families
Copper Lantern	4	Leased/Issued	No	Homeless Individuals
Copper Lantern	7	Leased/Issued	No	Low Income Families
Foster Commons	4	Leased/Issued	No	Homeless Families
Woodside East	23	Leased/Issued	No	Low Income Families
Creston Point - SMH	15	Leased/Issued	No	Homeless Families
Bellepark East	12	Leased/Issued	No	Low Income Families
Summerfield Apartments	13	Leased/Issued	No	Low Income Families/Homeless ?
Newporter Apartments	22	Leased/Issued	No	Low Income Families
Francis Village	3	Leased/Issued	No	Low Income Families/Homeless ?
Landmark Apartments	28	Leased/Issued	No	Low Income Families
Alpine Ridge	27	Leased/Issued	No	Low Income Families
Chalet Supportive	4	Leased/Issued	No	Homeless Families
Andrew's Glen	10	Leased/Issued	No	Low Income Families/Homeless ?
Plum Court	10	Leased/Issued	No	Families
Spiritwood Manor	128	Leased/Issued	No	Families and/or Elderly or Disabled
Newport	23	Leased/Issued	No	Families and/or Elderly or Disabled
Family Village	26	Leased/Issued	No	Low Income Families
Village at Overlake Station	12	Leased/Issued	No	Low Income Families
Village at Overlake Station	8	Leased/Issued	No	Disabled Individuals (HASP)

Project Based Contracts

Compass Housing Renton-VASH	58	Leased/Issued	No	Homeless Veterans
Francis Village - VASH	10	Leased/Issued	No	Homeless Veterans
Francis Village - FOY	10	Leased/Issued	No	Homeless Young Families
Bellevue Manor	66	Leased/Issued	No	Elderly or Disabled
Discovery Heights	10	Leased/Issued	No	Homeless Individuals
Johnson Hill	8	Leased/Issued	No	Low Income Families
Summerwood	25	Leased/Issued	No	Low Income Families
Kensington Square	6	Leased/Issued	No	Homeless Families
Inland Empire Group Home	1	Leased/Issued	No	Disabled Individuals
Parkview Group Home	1	Leased/Issued	No	Disabled Individuals
Parkview Group Home	1	Leased/Issued	No	Disabled Individuals
Parkview Group Home	1	Leased/Issued	No	Disabled Individuals
Parkview Group Home	1	Leased/Issued	No	Disabled Individuals
Inland Empire Group Home	1	Leased/Issued	No	Disabled Individuals
Inland Empire Group Home	1	Leased/Issued	No	Disabled Individuals
Inland Empire Group Home	1	Leased/Issued	No	Disabled Individuals
The Willows	15	Leased/Issued	No	Homeless Families
Laurelwood Gardens	8	Leased/Issued	No	Low Income Families
Inland Empire Group Home	1	Leased/Issued	No	Disabled Individuals
Inland Empire Group Home	1	Leased/Issued	No	Disabled Individuals
Inland Empire Group Home	1	Leased/Issued	No	Disabled Individuals
Inland Empire Group Home	1	Leased/Issued	No	Disabled Individuals
Converted former Public Housing	509	Leased/Issued	No	Families, Seniors and/or Disabled Individuals
Evergreen Court Apartments	15	Leased/Issued	No	Seniors
Vashon Terrace	16	Leased/Issued	No	Elderly or Disabled
Velocity Apartments	8	Leased/Issued	No	Homeless Families
Northwood Square	24	Leased/Issued	No	Families and/or Elderly or Disabled

Project Based Contracts

Independence Bridge	24	Leased/Issued	No	Homeless Young Adults
Sophia's Home - Bellepark East	1	Leased/Issued	No	Homeless Individuals
Sophia's Home - Timberwood	2	Leased/Issued	No	Homeless Individuals
Sophia's Home - Woodside East	4	Leased/Issued	No	Homeless Individuals
August Wilson Place	8	Leased/Issued	No	Homeless Families
August Wilson Place-VASH	8	Leased/Issued	No	Homeless Veterans
Patricia Harris Manor	41	Leased/Issued	No	Elderly or Disabled Families and/or Elderly or Disabled
Woodcreek Lane	20	Leased/Issued	No	
Gilman Square	25	Leased/Issued	No	Low Income Families
Friends of Youth - Group Home serving 10 YA's	2	Leased/Issued	No	Homeless Young Adults
Phoenix Rising	24	Leased/Issued	No	Homeless Young Adults
Family Village	10	Leased/Issued	No	Homeless Families
William J. Wood Veterans House	44	Leased/Issued	No	Homeless Veterans
Kirkland Avenue Townhomes	2	Leased/Issued	No	Homeless Veterans
Timberwood Apartments - VASH	16	Leased/Issued	No	Homeless Veterans
Carriage House - VASH	21	Leased/Issued	No	Homeless Veterans
Villages at South Station - VASH	16	Leased/Issued	No	Homeless Veterans
Cove East Apartments - VASH	16	Leased/Issued	No	Homeless Veterans
Ronald Commons	8	Leased/Issued	No	Homeless Veterans
Southwood Square	104	Leased/Issued	No	Low Income Families
Velocity Apartments -VASH	8	Leased/Issued	No	Homeless Veterans
Providence John Gabriel House	8	Leased/Issued	No	Elderly
Houser Terrace/RHA - VASH	25	Leased/Issued	No	Homeless Veterans
Athene	8	Leased/Issued	No	Elderly
TOTAL	2,557			

APPENDIX C

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 D
DISCLOSURE OF LOBBYING ACTIVITIES

DISCLOSURE OF LOBBYING ACTIVITIES

Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352

Approved by OMB

0348-0046

(See reverse for public burden disclosure.)

1. Type of Federal Action: <input type="checkbox"/> a. contract <input type="checkbox"/> b. grant <input type="checkbox"/> c. cooperative agreement <input type="checkbox"/> d. loan <input type="checkbox"/> e. loan guarantee <input type="checkbox"/> f. loan insurance		2. Status of Federal Action: <input type="checkbox"/> a. bid/offer/application <input type="checkbox"/> b. initial award <input type="checkbox"/> c. post-award		3. Report Type: <input type="checkbox"/> a. initial filing <input type="checkbox"/> b. material change For Material Change Only: year _____ quarter _____ date of last report _____	
4. Name and Address of Reporting Entity: <input type="checkbox"/> Prime <input type="checkbox"/> Subawardee Tier _____, if known: Congressional District, if known:			5. If Reporting Entity in No. 4 is a Subawardee, Enter Name and Address of Prime: Congressional District, if known:		
6. Federal Department/Agency:			7. Federal Program Name/Description: CFDA Number, if applicable: _____		
8. Federal Action Number, if known:			9. Award Amount, if known: \$ _____		
10. a. Name and Address of Lobbying Registrant (if individual, last name, first name, MI):			b. Individuals Performing Services (including address if different from No. 10a) (last name, first name, MI):		
11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.			Signature: _____ Print Name: _____ Title: _____ Telephone No.: _____ Date: _____		
Federal Use Only:				Authorized for Local Reproduction Standard Form LLL (Rev. 7-97)	

INSTRUCTIONS FOR COMPLETION OF SF-LLL, DISCLOSURE OF LOBBYING ACTIVITIES

This disclosure form shall be completed by the reporting entity, whether subawardee or prime Federal recipient, at the initiation or receipt of a covered Federal action, or a material change to a previous filing, pursuant to title 31 U.S.C. section 1352. The filing of a form is required for each payment or agreement to make payment to any lobbying entity for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with a covered Federal action. Complete all items that apply for both the initial filing and material change report. Refer to the implementing guidance published by the Office of Management and Budget for additional information.

1. Identify the type of covered Federal action for which lobbying activity is and/or has been secured to influence the outcome of a covered Federal action.
2. Identify the status of the covered Federal action.
3. Identify the appropriate classification of this report. If this is a followup report caused by a material change to the information previously reported, enter the year and quarter in which the change occurred. Enter the date of the last previously submitted report by this reporting entity for this covered Federal action.
4. Enter the full name, address, city, State and zip code of the reporting entity. Include Congressional District, if known. Check the appropriate classification of the reporting entity that designates if it is, or expects to be, a prime or subaward recipient. Identify the tier of the subawardee, e.g., the first subawardee of the prime is the 1st tier. Subawards include but are not limited to subcontracts, subgrants and contract awards under grants.
5. If the organization filing the report in item 4 checks "Subawardee," then enter the full name, address, city, State and zip code of the prime Federal recipient. Include Congressional District, if known.
6. Enter the name of the Federal agency making the award or loan commitment. Include at least one organizational level below agency name, if known. For example, Department of Transportation, United States Coast Guard.
7. Enter the Federal program name or description for the covered Federal action (item 1). If known, enter the full Catalog of Federal Domestic Assistance (CFDA) number for grants, cooperative agreements, loans, and loan commitments.
8. Enter the most appropriate Federal identifying number available for the Federal action identified in item 1 (e.g., Request for Proposal (RFP) number; Invitation for Bid (IFB) number; grant announcement number; the contract, grant, or loan award number; the application/proposal control number assigned by the Federal agency). Include prefixes, e.g., "RFP-DE-90-001."
9. For a covered Federal action where there has been an award or loan commitment by the Federal agency, enter the Federal amount of the award/loan commitment for the prime entity identified in item 4 or 5.
10. (a) Enter the full name, address, city, State and zip code of the lobbying registrant under the Lobbying Disclosure Act of 1995 engaged by the reporting entity identified in item 4 to influence the covered Federal action.

(b) Enter the full names of the individual(s) performing services, and include full address if different from 10 (a). Enter Last Name, First Name, and Middle Initial (MI).
11. The certifying official shall sign and date the form, print his/her name, title, and telephone number.

According to the Paperwork Reduction Act, as amended, no persons are required to respond to a collection of information unless it displays a valid OMB Control Number. The valid OMB control number for this information collection is OMB No. 0348-0046. Public reporting burden for this collection of information is estimated to average 10 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0046), Washington, DC 20503.

APPENDIX E

Designation Plan

Designation Plan Status as of 07/31/2018

Project #	Project	Units	Occupied	%Target	Target	#Elderly	%Elderly	Pre-Imp.	Status	Action
NORTHEAST MIXED POPULATION										
150TC	Paramount House	70	70	0.78	55	52	74	-12	-3	Freeze admission of younger households
151	Northridge I	70	69	0.78	55	58	82	-7	3	No restrictions on younger households
152	Briarwood	70	69	0.78	55	62	88	-2	7	No restrictions on younger households
153	Northridge II	70	69	0.78	55	57	81	-2	2	No restrictions on younger households
154	The Lake House	70	68	0.78	55	54	77	-5	-1	Freeze admission of younger households
156	Westminster Manor	60	59	0.78	47	48	80	-	1	No restrictions on younger households
250	Forest Glen	40	40	0.78	32	36	90	-2	4	No restrictions on younger households
251	Casa Juanita	80	78	0.78	63	67	83	4	4	No restrictions on younger households
290	Northlake House	38	38	0.78	30	35	92	-	5	No restrictions on younger households
191	Northwood	34	34	0.78	27	30	88	-	3	No restrictions on younger households
SOUTHEAST MIXED POPULATION										
554TC	Gustaves Manor	35	35	0.78	28	27	77	6	-1	Freeze admission of younger households
450TC	Mardi Gras	61	61	0.78	48	52	85	10	4	No restrictions on younger households
551TC	Plaza 17	70	69	0.78	55	62	88	7	7	No restrictions on younger households
550	Wayland Arms	67	66	0.78	53	54	80	2	1	No restrictions on younger households
487TC	Vantage Point	77	75	0.78	61	67	87		6	No restrictions on younger households
SOUTHWEST MIXED POPULATION										
350	Boulevard Manor	70	69	0.78	55	55	78	-11	0	Monitor for next vacancy
354TC	Brittany Park	43	43	0.78	34	34	79	-8	0	Monitor for next vacancy
553TC	Casa Madrona	70	69	0.78	55	58	82	6	3	No restrictions on younger households
352TC	Munro Manor	60	59	0.78	47	48	80	-5	1	No restrictions on younger households
342TC	Nia	82	80	0.78	64	71	86	0	7	No restrictions on younger households
358TC	Riverton Terrace EGIS	30	30	0.78	24	26	86	-3	2	No restrictions on younger households
552	Southridge House	80	80	0.78	63	72	90	14	9	No restrictions on younger households
353	Yardley Arms	67	66	0.78	53	56	83	-9	3	No restrictions on younger households
390	Burien Park	102	101	0.78	80	92	90	-	12	No restrictions on younger households
HOPA										
451	Eastridge House	40	40	0.9	36	34	85	-	-2	Freeze admission of younger households
465	Bellevue Manor	66	65	0.9	60	62	93	5	2	No restrictions on younger households
466	Patricia Harris	41	40	0.9	37	40	97	6	3	No restrictions on younger households
SEDRO WOOLLEY										
155	Hillsvie	60	60		-	43	71	-	-	

APPENDIX F

UNIT UPGRADE COMPLETION REPORT

		Fund	Prop		Community	Apt #	Bedrooms	Notes	Start	Complete	Man Hrs	Labor	Materials	Total	WO #
			Cedarwood	1981	Total Units	25	Upgraded	16	Remaining	9			Avg. \$ (since 2012)	\$24,275	
Eastridge House															
	1	131	451		Eastridge House	302	1		9/15/2006	10/3/2006	135	\$6,087	\$5,968	\$12,055	545356
	2	131	451		Eastridge House	312	1		11/6/2006	11/24/2006	92	\$4,069	\$5,374	\$9,442	549489
	3	131	451		Eastridge House	305	1		8/27/2007	10/11/2007	128	\$5,758	\$4,212	\$9,970	575805
	4	131	451		Eastridge House	205	1		8/31/2007	10/11/2007	111	\$4,978	\$5,115	\$10,092	575804
	5	131	451		Eastridge House	211	1		1/29/2008	2/13/2008	148	\$6,674	\$6,455	\$13,129	586707
	6	131	451		Eastridge House	103	1		2/25/2008	3/13/2008	121	\$5,466	\$4,992	\$10,457	588496
	7	131	451		Eastridge House	209	1		3/19/2008	4/1/2008	122	\$5,434	\$6,123	\$11,557	590281
	8	131	451		Eastridge House	109	1		10/31/2008	1/13/2009	112	\$7,168	\$6,508	\$13,676	612068
	9	131	451		Eastridge House	107	1		11/26/2008	1/15/2009	101	\$6,416	\$6,167	\$12,583	612069
	10	131	451		Eastridge House	314	1		12/9/2008	2/3/2009	134	\$7,268	\$7,384	\$14,653	614093
	11	131	451		Eastridge House	201	1		2/10/2009	3/3/2009	113	\$6,609	\$7,220	\$13,830	616600
	12	131	451		Eastridge House	207	1		6/29/2009	7/17/2009	150	\$8,234	\$6,311	\$14,545	626742
	13	131	451		Eastridge House	303	1		7/31/2009	8/24/2009	138	\$7,336	\$6,808	\$14,144	629121
	14	131	451		Eastridge House	215	1		3/9/2010	3/31/2010	151	\$8,955	\$6,933	\$15,888	643081
	15	131	451		Eastridge House	204	1		6/1/2010	6/24/2010	159	\$8,569	\$6,893	\$15,462	648211
	16	131	451		Eastridge House	304	1		8/31/2010	9/22/2010	169	\$8,839	\$6,139	\$14,977	653354
	17	131	451		Eastridge House	115	1		8/31/2010	9/27/2010	160	\$8,777	\$6,498	\$15,274	653475
	18	131	451		Eastridge House	111	1		9/30/2010	10/15/2010	164	\$9,576	\$6,070	\$15,647	654926
	19	131	451		Eastridge House	101	2		3/23/2011	4/22/2011	200	\$10,794	\$10,163	\$20,958	666104
	20	131	451		Eastridge House	301	1		5/9/2011	7/8/2011	169	\$8,934	\$7,026	\$15,959	669286
	21	131	451		Eastridge House	105	1		7/6/2011	9/2/2011	188	\$10,144	\$7,440	\$17,584	674202
	22	131	451		Eastridge House	110	1	RAFN (GC) - 1		5/1/2011					
	23	131	451		Eastridge House	112	1	RAFN (GC) - 2		5/1/2011					
	24	131	451		Eastridge House	113	1	RAFN (GC) - 3		5/1/2011					
	25	131	451		Eastridge House	307	1		5/16/2012	6/27/2012	195	\$10,123	\$7,650	\$17,773	697087
	26	131	451		Eastridge House	309	1		10/15/2012	10/26/2012	170	\$9,576	\$6,720	\$16,296	706738
	27	131	451		Eastridge House	214	1		12/26/2012	1/15/2013	159	\$9,315	\$6,886	\$16,201	711458
	28	131	451		Eastridge House	206	1		6/15/2015	7/22/2015	197	\$10,613	\$10,272	\$20,884	778551
	29	131	451		Eastridge House	213	1		9/2/2015	10/16/2015	194	\$10,471	\$10,824	\$21,295	783657
	30	131	451		Eastridge House	311	1	00204510311	12/21/2015	1/22/2016	175	\$9,688	\$10,382	\$20,070	3508
	31	131	451		Eastridge House	203	1	00204510203	9/30/2016	1/10/2017	189	\$11,181	\$9,893	\$21,074	18776
	32	509	451		Eastridge House	202	1	00204510202	1/5/2018	3/26/2018	200	\$12,006	\$11,599	\$23,605	44663
	33	509	451		Eastridge House	208	1	00204510208	3/16/2018	7/10/2018	227	\$14,418	\$8,645	\$23,063	50161
		Eastridge House		1972	Total Units	40	Upgraded	33	Remaining	7			Avg. \$ (since 2012)	\$20,029	
Evergreen Court															
	1	166	505		Evergreen Court	5	2		10/13/2006	10/30/2006	186	\$8,140	\$7,110	\$15,250	547641
	2	166	505		Evergreen Court	26	2		5/27/2008	6/20/2008	302	\$19,598	\$8,707	\$28,305	595322
	3	166	505		Evergreen Court	28	2		6/14/2009	7/29/2009	207	\$13,053	\$8,682	\$21,735	627189
	4	166	505		Evergreen Court	11	3		5/1/2010	6/11/2010	324	\$19,732	\$10,527	\$30,528	647193
	5	166	505		Evergreen Court	14	3		7/1/2010	9/13/2010	299	\$18,947	\$12,468	\$31,415	649763
	6	166	505		Evergreen Court	13	3		11/9/2010	12/30/2010	227	\$14,427	\$12,040	\$26,466	657853
	7	166	505		Evergreen Court	25	2		1/3/2011	2/10/2011	269	\$17,031	\$8,332	\$25,363	660440
	8	166	505		Evergreen Court	3	2	RAFN (GC) - 4		5/1/2011					
	9	166	505		Evergreen Court	4	2	RAFN (GC) - 5		5/1/2011					
	10	166	505		Evergreen Court	21	3		9/3/2012	11/28/2012	412	\$24,867	\$12,512	\$37,379	705361
	11	166	505		Evergreen Court	8	2		1/17/2013	2/21/2013	225	\$13,648	\$12,170	\$25,819	713001
	12	166	505		Evergreen Court	10	2		1/17/2013	2/25/2013	227	\$13,853	\$12,535	\$26,389	712999
	13	166	505		Evergreen Court	12	3		1/17/2013	2/26/2013	268	\$15,782	\$14,033	\$29,814	713524
	14	166	505		Evergreen Court	9	2		1/28/2013	2/28/2013	244	\$14,625	\$11,442	\$26,068	714027
	15	166	505		Evergreen Court	30	2		4/1/2013	6/26/2013	316	\$20,132	\$11,394	\$31,526	718421
	16	166	505		Evergreen Court	1	2		4/14/2013	7/23/2013	296	\$18,944	\$10,703	\$29,647	719736
	17	166	505		Evergreen Court	27	3		5/13/2013	7/31/2013	302	\$19,403	\$11,015	\$30,417	720744
	18	166	505		Evergreen Court	7	2		5/22/2013	7/31/2013	269	\$17,064	\$11,435	\$28,498	721329
	19	166	505		Evergreen Court	23	2		7/8/2013	9/12/2013	290	\$18,148	\$11,341	\$29,489	726324
	20	509	505		Evergreen Court	19	2		12/27/2013	4/15/2014	379	\$23,131	\$12,561	\$35,692	739479
	21	509	505		Evergreen Court	29	2		7/23/2014	8/19/2014	283	\$17,499	\$11,634	\$29,133	752200
	22	509	505		Evergreen Court	18	3		8/20/2015	8/17/2015	340	\$20,094	\$12,812	\$32,906	779097
	23	509	505		Evergreen Court	17	2		8/24/2015	10/19/2015	301	\$19,065	\$14,945	\$34,009	782968
	24	509	505		Evergreen Court	24	2		10/26/2015	12/30/2015	289	\$18,240	\$13,528	\$31,768	1063
	25	509	505		Evergreen Court	2	2	00505050002	1/3/2016	2/23/2016	267	\$17,023	\$12,409	\$29,431	4073
	26	509	505	509	Evergreen Court	22	3	505050022	10/12/2017	11/30/2017	300	\$19,611	\$15,741	\$35,351	37901
		Evergreen Court		1981	Total Units	30	Upgraded	26	Remaining	4			Avg. \$ (since 2012)	\$30,372	
Forest Grove															
	1	509	204		Forest Grove	13	2		2/10/2014	4/29/2014	214	\$13,782	\$11,258	\$25,040	741603
	2	509	204		Forest Grove	19	2		9/3/2014	10/31/2014	178	\$10,951	\$12,679	\$23,630	755257
	3	509	204		Forest Grove	15	2		10/27/2014	12/30/2014	229	\$14,661	\$14,085	\$28,746	759402
	4	509	204		Forest Grove	2	3		11/21/2014	1/22/2015	348	\$22,076	\$12,844	\$34,920	761105
	5	509	204		Forest Grove	12	2		10/30/2015	12/18/2015	225	\$14,337	\$12,855	\$27,192	770
	6	509	204		Forest Grove	8	2		4/20/2015	5/19/2015	289	\$18,112	\$11,418	\$29,531	775175
	7	509	204		Forest Grove	4		00202040004	2/15/2018	5/15/2018	241	\$15,383	\$12,978	\$28,361	49137
	8	509	204		Forest Grove	10		00202040010	5/3/2018	7/31/2018	241	\$14,431	\$15,561	\$29,992	54310
		Forest Grove		1981	Total Units	25	Upgraded	8	Remaining	17			Avg. \$	\$28,426	
Glenview Heights															
	1	142	405		Glenview Heights	7	2		8/8/2008	9/12/2008	234	\$14,312	\$7,971	\$22,283	600453
	2	142	405		Glenview Heights	8	2		7/22/2010	8/12/2010	288	\$17,739	\$8,873	\$26,611	650947
	3	142	405		Glenview Heights	10	2		12/16/2010	12/30/2010	210	\$11,611	\$8,637	\$20,249	659901

[illegible]

		Fund	Prop		Community	Apt #	Bedrooms	Notes	Start	Complete	Man Hrs	Labor	Materials	Total	WO #
		11	121	155	Hillsview	346	1		7/30/2012	8/22/2012	195	\$11,499	\$7,676	\$19,175	701908
		12	121	155	Hillsview	115	1	RA-Shower	8/7/2012	8/29/2012	226	\$13,407	\$10,378	\$23,785	702379
		13	121	155	Hillsview	340	1		3/29/2013	5/13/2013	157	\$10,045	\$6,827	\$16,872	717862
		14	121	155	Hillsview	232	1		4/29/2014	6/30/2014	165	\$10,501	\$7,992	\$18,493	747680
		15	121	155	Hillsview	344	1		4/30/2014	6/30/2014	162	\$10,306	\$8,266	\$18,572	747681
		16	121	155	Hillsview	360	1		9/30/2014	11/25/2014	177	\$11,313	\$9,802	\$21,115	757252
		17	121	155	Hillsview	221	1		10/14/2014	11/25/2014	176	\$11,120	\$10,536	\$21,656	758279
		18	121	155	Hillsview	217	1		1/31/2015	3/27/2015	223	\$13,773	\$11,474	\$25,247	768693
		19	121	155	Hillsview	110	1		3/9/2015	4/21/2015	227	\$13,861	\$8,855	\$22,716	770967
		20	121	155	Hillsview	222	1		3/9/2015	4/21/2015	216	\$13,142	\$8,910	\$22,052	770968
		21	121	155	Hillsview	339	1	00101550339	4/27/2016	6/30/2016	175	\$11,087	\$10,561	\$21,648	10114
		22	121	155	Hillsview	354	1	00101550354	1/10/2017	3/31/2017	194	\$12,755	\$10,505	\$23,260	24847
		23	121	155	Hillsview	218	1	00101550218	4/25/2017	7/21/2017	197	\$12,403	\$9,687	\$22,090	30692
		24	121	155	Hillsview	227	1	00101550227	11/21/2017	2/21/2018	203	\$12,777	\$12,946	\$25,723	42189
				Hillsview	1971	Total Units	60	Upgraded	24	Remaining	36			Avg. \$ (since 2012)	\$21,600
Juanita Court															
	1	128	206		Juanita Court	16	2		12/11/2006	12/29/2006	181	\$8,015	\$6,415	\$14,430	553625
	2	128	206		Juanita Court	29	2		6/15/2007	7/3/2007	199	\$8,811	\$8,187	\$16,998	569645
	3	128	206		Juanita Court	1	2		4/1/2008	5/13/2008	235	\$13,359	\$6,818	\$20,176	591541
	4	128	206		Juanita Court	4	2		7/3/2008	7/30/2008	215	\$13,045	\$9,073	\$22,118	597816
	5	128	206		Juanita Court	2	2		8/18/2008	9/10/2008	207	\$11,966	\$8,613	\$20,579	598715
	6	128	206		Juanita Court	26	2		10/30/2008	12/16/2008	187	\$11,452	\$9,220	\$20,673	610654
	7	128	206		Juanita Court	18	2		11/24/2008	1/15/2009	225	\$14,176	\$8,523	\$22,699	612090
	8	128	206		Juanita Court	23	2		9/9/2009	10/20/2009	200	\$11,459	\$9,238	\$20,697	631464
	9	128	206		Juanita Court	17	2		8/27/2010	9/30/2010	241	\$12,590	\$9,051	\$21,641	653353
	10	128	206		Juanita Court	28	2		1/7/2010	1/29/2010	232	\$13,627	\$9,131	\$22,758	639385
	11	128	206		Juanita Court	15	2		3/1/2010	3/15/2010	232	\$13,635	\$8,906	\$22,542	642513
	12	128	206		Juanita Court	9	2		10/18/2010	11/12/2010	233	\$14,002	\$9,166	\$23,168	656067
	13	128	206		Juanita Court	14	3		8/12/2011	9/27/2011	221	\$12,977	\$9,979	\$22,955	679106
	14	128	206		Juanita Court	21	2		7/6/2011	9/28/2011	223	\$13,569	\$11,020	\$24,589	674213
	15	128	206		Juanita Court	6	2		10/31/2011	12/29/2011	244	\$14,647	\$10,486	\$25,133	684602
	16	128	206		Juanita Court	12	2		10/31/2012	11/29/2012	241	\$14,305	\$9,857	\$24,162	707941
	17	128	206		Juanita Court	24	2		12/27/2012	1/24/2013	237	\$14,458	\$10,596	\$25,054	711569
	18	128	206		Juanita Court	3	3		5/3/2013	6/14/2013	214	\$13,630	\$8,949	\$22,579	720778
	19	128	206		Juanita Court	13	3		6/21/2013	7/15/2013	225	\$13,834	\$9,228	\$23,062	723880
	20	128	206		Juanita Court	10	2		6/26/2013	10/17/2013	233	\$14,118	\$11,911	\$26,029	725069
	21	128	206		Juanita Court	5	2		7/8/2013	10/21/2013	240	\$14,515	\$11,511	\$26,025	725071
	22	128	206		Juanita Court	11	2		10/1/2013	1/29/2014	217	\$13,817	\$12,774	\$26,590	735553
	23	128	206		Juanita Court	27 (J3)	3		10/29/2015	12/14/2015	245	\$15,509	\$11,627	\$27,136	781
	24	509	206		Juanita Court	19 (G3)	3	00202060019	12/23/2015	1/26/2016	238	\$15,054	\$13,765	\$28,818	3509
	25	509	206		Juanita Court	I-1	2	00202060022	1/23/2017	2/28/2017	243	\$16,025	\$10,887	\$26,912	24848
	26	509	206		Juanita Court C-3	8	3	00202060008	03/08/17	4/28/2017	246	\$16,142	\$11,393	\$27,535	28773
	27	509	206		Juanita Court H-1	20	2	00202060020	2/27/2017	3/30/2017	249	\$16,299	\$9,748	\$26,047	26404
				Juanita Court	1982	Total Units	30	Upgraded	27	Remaining	3			Avg. \$ (since 2012)	\$25,829
Juanita Trace															
	1	129	207		Juanita Trace	6	2		8/28/2006	9/8/2006	129	\$5,767	\$6,388	\$12,155	542795
	2	129	207		Juanita Trace	11	2		10/11/2006	10/23/2006	172	\$7,588	\$8,287	\$15,874	546860
	3	129	207		Juanita Trace	25	2		11/30/2007	1/7/2008	243	\$10,847	\$6,882	\$17,728	582116
	4	129	212		Juanita Trace	106	2		3/31/2008	4/23/2008	194	\$8,687	\$6,825	\$15,512	591045
	5	129	207		Juanita Trace	7	2		4/2/2008	5/2/2008	187	\$8,402	\$6,939	\$15,341	591293
	6	129	207		Juanita Trace	17	2		7/29/2008	8/15/2008	184	\$10,941	\$7,033	\$17,974	
	7	129	212		Juanita Trace	105	2		7/14/2008	8/18/2008	206	\$11,639	\$7,305	\$18,944	598472
	8	129	207		Juanita Trace	13	2		10/20/2008	12/12/2008	209	\$12,565	\$8,534	\$21,099	607380
	9	129	207		Juanita Trace	26	2		10/17/2008	12/10/2008	256	\$15,715	\$11,112	\$26,827	607823
	10	129	207		Juanita Trace	2	2		11/3/2008	2/5/2009	201	\$11,652	\$9,524	\$21,176	612418
	11	129	207		Juanita Trace	9	3		4/30/2009	5/22/2009	252	\$14,715	\$10,391	\$25,106	622602
	12	129	207		Juanita Trace	5	3		6/29/2009	7/17/2009	194	\$10,687	\$11,085	\$21,771	626719
	13	129	207		Juanita Trace	29	2		6/29/2009	7/24/2009	152	\$8,606	\$9,040	\$17,646	626743
	14	129	207		Juanita Trace	30	2		7/13/2009	8/10/2009	180	\$10,969	\$8,317	\$19,285	627758
	15	129	207		Juanita Trace	18	3		8/10/2009	9/22/2009	211	\$12,336	\$11,703	\$24,039	629664
	16	129	207		Juanita Trace	3	2		12/28/2009	1/19/2010	207	\$12,598	\$8,836	\$21,434	638740
	17	129	207		Juanita Trace	15	2		3/30/2010	4/21/2010	214	\$13,036	\$9,322	\$22,357	644558
	18	129	207		Juanita Trace	8	2		10/18/2010	11/8/2010	222	\$12,685	\$8,502	\$21,187	656008
	19	129	207		Juanita Trace	19	2		10/29/2010	11/19/2010	221	\$12,357	\$8,949	\$21,306	656731
	20	129	212		Juanita Trace	103	3		1/28/2009	2/19/2010	211	\$12,464	\$10,687	\$23,151	640439
	21	129	212		Juanita Trace	102	3		1/25/2010	2/22/2010	220	\$12,616	\$10,258	\$22,874	640330
	22	129	207		Juanita Trace	10	2		1/3/2011	1/26/2011	237	\$13,577	\$9,044	\$22,621	660639
	23	129	207		Juanita Trace	28	2		5/4/2011	6/17/2011	241	\$13,385	\$10,455	\$23,839	668975
	24	129	207		Juanita Trace	14	1	RAFN (GC) - 6		7/1/2011					
	25	129	207		Juanita Trace	1	2		4/20/2012	5/25/2012	217	\$12,953	\$9,724	\$22,678	695591
	26	129	212		Juanita Trace	108	2		4/3/2012	5/31/2012	259	\$14,720	\$9,794	\$24,514	694371
	27	129	212		Juanita Trace	104	3		5/31/2012	7/19/2012	233	\$13,643	\$10,391	\$24,034	698337
	28	129	207		Juanita Trace	27	2		9/7/2012	9/26/2012	226	\$13,768	\$10,514	\$24,282	704336
	29	129	207		Juanita Trace	23	3		10/30/2012	11/28/2012	238	\$13,565	\$9,607	\$23,172	707814
	30	129	207		Juanita Trace	20	2		1/28/2013	3/8/2013	210	\$12,429	\$10,556	\$22,984	713753
	31	129	207		Juanita Trace	4	2		9/20/2013	1/16/2014	219	\$13,400	\$10,323	\$23,723	729740
	32	129	212		Juanita Trace	101	2		12/9/2013	1/30/2014	208	\$13,200	\$12,407	\$25,606	735566
	33	124	207		Juanita Trace	107	2		3/17/2014	6/9/2014	240	\$14,554	\$12,964	\$27,518	742472
				Juanita Trace	1983	Total Units	39	Upgraded	33	Remaining	6			Avg. \$ (since 2012)	\$24,279

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		Fund	Prop		Community	Apt #	Bedrooms	Notes	Start	Complete	Man Hrs	Labor	Materials	Total	WO #
	18	116	294		Parkway	211	2		8/19/2015	9/17/2015	284	\$17,964	\$12,836	\$30,800	782694
	19	110	294		Parkway	103	3	00802940103	10/7/2015	1/25/2016	315	\$18,296	\$13,438	\$31,734	785816
	20	110	294		Parkway	314	2	00802940314	10/29/2005	1/28/2016	298	\$18,980	\$14,314	\$33,294	164
	21	110	294		Parkway	304	2	00802940304	2/19/2016	3/28/2016	299	\$18,507	\$10,589	\$29,096	6227
	22	110	294		Parkway	202	2	00802940202	3/24/2016	4/29/2016	263	\$16,935	\$11,449	\$28,383	9350
	23	481	294		Parkway	213	2	00802940213	11/17/2016	2/17/2017	254	\$16,717	\$11,663	\$28,379	21504
	24	481	294		Parkway	205	2	00802940205	03/01/17	5/23/2017	252	\$16,484	\$11,990	\$28,474	26435
	25	481	294		Parkway	313	1	00802940313	03/01/17	5/31/2017	229	\$14,991	\$11,051	\$26,042	26436
	26	481	294		Parkway	207	3	802940207	8/28/2017	11/17/2017	264	\$17,215	\$10,282	\$27,497	35420
Parkway Apts			1995		Total Units	41	Upgraded	26	Remaining	15			Avg. \$	\$27,398	
Patricia Harris															
	1	207	466		Patricia Harris	Key Keeper Office 214	3		3/11/2016	6/30/2016	312	\$18,506	\$12,980	\$31,485	9079
	2	207	466		Patricia Harris	214	1	00404660214	6/2/2016	6/30/2016	250	\$15,131	\$12,848	\$27,978	12334
	3	207	466		Patricia Harris	212	1	00404660212	7/22/2016	8/31/2016	221	\$14,077	\$9,989	\$24,066	17097
	4	207	466		Patricia Harris	312	1	00404660312	9/26/2016	11/24/2016	226	\$14,161	\$10,795	\$24,956	18712
	5	207	466		Patricia Harris	306	1	00404660306	10/10/2016	12/14/2016	232	\$14,760	\$9,847	\$24,607	20250
	6	207	466		Patricia Harris	304	1	00404660304	1/3/2017	2/28/2017	225	\$14,851	\$9,782	\$24,633	23261
	7	207	466		Patricia Harris	203	1	00404660203	1/31/2017	2/28/2017	225	\$14,787	\$9,805	\$24,592	25004
	8	207	466		Patricia Harris	311	1	00404660311	2/28/2017	4/28/2017	244	\$15,996	\$9,793	\$25,789	26553
	9	207	466		Patricia Harris	211	1	00404660211	3/16/2017	5/31/2017	248	\$16,364	\$9,698	\$26,062	27417
	10	207	466		Patricia Harris	112	1	00404660112	3/16/2017	5/31/2017	245	\$16,287	\$9,930	\$26,217	27418
	11	207	466		Patricia Harris	208	1	00404660208	5/12/2017	7/28/2017	246	\$15,538	\$9,954	\$25,492	29912
	12	207	466		Patricia Harris	205	1	00404660205	6/5/2017	8/25/2017	246	\$14,975	\$10,187	\$25,162	21362
	13	207	466		Patricia Harris	307	1	00404660307	7/31/2017	10/31/2017	231	\$14,565	\$9,808	\$24,373	34173
	14	207	466		Patricia Harris	204	1	00404660204	8/29/2017	11/21/2017	233	\$14,637	\$10,240	\$24,877	36036
	15	207	466		Patricia Harris	201	1	00404660201	8/31/2017	11/22/2017	233	\$15,085	\$10,253	\$25,337	36047
	16	207	466		Patricia Harris	305	1	00404660305	11/13/2017	12/28/2017	242	\$15,334	\$10,224	\$25,557	40022
	17	207	466		Patricia Harris	202	1	00404660202	11/27/2017	2/14/2018	227	\$14,976	\$11,011	\$25,987	41173
	18	207	466		Patricia Harris	315	1	00404660315	12/28/2017	3/16/2018	239	\$15,241	\$10,526	\$25,767	43556
	19	207	466		Patricia Harris	206	1	00404660206	2/14/2018	5/14/2018	233	\$14,124	\$10,884	\$25,008	48017
Patricia Harris Apts					Total Units	40	Upgraded	19	Remaining	21			Avg. \$	\$25,359	
Pickering Court															
	1	144	404		Pickering Court	105	3		1/9/2013	3/20/2012	238	\$14,990	\$10,049	\$25,039	712632
	2	144	404		Pickering Court	104	3		1/4/2013	1/28/2013	259	\$16,483	\$9,389	\$25,872	712180
	3	144	404		Pickering Court	205	2		1/28/2013	3/26/2013	234	\$14,906	\$9,749	\$24,655	713751
	4	144	404		Pickering Court	705	2		4/17/2013	6/28/2013	221	\$13,965	\$8,902	\$22,867	719565
	5	144	404		Pickering Court	204	1		6/16/2013	9/24/2013	172	\$10,896	\$9,931	\$18,827	726323
	6	509	404		Pickering Court	206	2		10/31/2013	2/25/2014	208	\$13,162	\$9,868	\$23,030	733436
	7	509	404		Pickering Court	401	2		1/4/2014	2/28/2014	184	\$11,644	\$9,652	\$21,296	736588
	8	509	404		Pickering Court	304	3		8/3/2015	8/28/2015	333	\$20,977	\$14,197	\$35,173	781505
	9	509	404		Pickering Court	301	3		9/9/2015	10/29/2015	273	\$17,245	\$14,768	\$32,013	784081
	10	509	404		Pickering Court	703	2		8/31/2015	11/2/2015	283	\$17,923	\$12,659	\$30,582	783564
	11	509	404		Pickering Court	203	2	00504040203	1/19/2016	2/26/2016	241	\$15,329	\$12,370	\$27,699	4229
	12	509	404		Pickering Court	103	3	00504040103	6/29/2016	7/29/2016	317	\$20,049	\$14,019	\$34,068	13570
	13	509	404		Pickering Court	501	2	504040501	7/3/2017	9/19/2017	284	\$18,532	\$17,267	\$35,799	32476
	14	509	404		Pickering Court	102	3	504040102	10/12/2017	12/12/2017	320	\$20,839	\$16,613	\$37,451	37942
Pickering Court			1980		Total Units	30	Upgraded	14	Remaining	16			Avg. \$ (since 2012)	\$28,169	
Riverton Family															
	1	164	351		Riverton Family	9	4		11/5/2012	4/8/2013	263	\$14,262	\$15,025	\$29,287	708180
	2	164	351		Riverton Family	12	4		12/12/2012	4/10/2013	241	\$15,280	\$13,815	\$29,095	710679
	3	164	351		Riverton Family	13	5		12/14/2012	4/16/2013	264	\$16,775	\$18,352	\$35,127	710861
	4	164	351		Riverton Family	21	2		12/19/2012	4/18/2013	217	\$13,832	\$11,912	\$25,744	715508
	5	164	351		Riverton Family	28	3		2/25/2013	4/19/2013	234	\$14,930	\$13,319	\$28,249	715508
	6	164	351		Riverton Family	23	3		4/30/2013	8/30/2013	222	\$13,769	\$10,272	\$24,041	719765
	7	164	351		Riverton Family	4	2		6/15/2013	8/30/2013	219	\$14,011	\$10,315	\$24,326	723494
	8	164	351		Riverton Family	18	2		7/22/2013	8/30/2013	213	\$13,552	\$10,488	\$24,040	725698
	9	164	351		Riverton Family	10	4		10/2/2013	12/20/2013	373	\$21,283	\$13,411	\$34,694	729981
	10	164	351		Riverton Family	22	3		10/1/2013	12/16/2013	231	\$14,691	\$11,954	\$26,645	730283
	11	509	351		Riverton Family	2	3		5/16/2014	9/15/2014	278	\$16,182	\$10,719	\$26,902	747408
	12	509	351		Riverton Family	27	3		7/15/2014	9/24/2014	288	\$17,126	\$10,508	\$27,634	752023
	13	164	351		Riverton Family	24	3		5/28/2015	6/29/2015	309	\$19,693	\$12,798	\$32,491	777426
	14	164	351		Riverton Family	11	5		3/3/2015	3/30/2015	316	\$20,126	\$17,794	\$37,920	770136
	15	164	351		Riverton Family	30	2		3/24/2015	4/21/2015	219	\$13,939	\$10,099	\$24,037	772107
	16	509	351		Riverton Family	17	2	003035110017	12/4/2015	2/5/2016	217	\$13,863	\$11,893	\$25,756	2376
	17	509	351	509	Riverton Family	1	2	303510001	8/12/2017	11/15/2017	252	\$16,395	\$11,920	\$28,315	34475
	18	509	351		Riverton Family	14434	4	30351	12/31/2017	2/14/2018	306	\$20,005	\$14,378	\$34,383	43703
	19	509	351		Riverton Family	14424	3	300351	4/23/2018	7/3/2018	336	\$21,991	\$11,893	\$33,883	52329
Riverton Family			1969		Total Units	30	Upgraded	19	Remaining	11			Avg. \$ (since 2012)	\$29,082	
Shoreham															
	1	164	305		Shoreham	B-4	3		8/5/2008	9/23/2008	339	\$20,909	\$9,352	\$30,262	590960
	2	164	305		Shoreham	A-1	3		4/21/2009	6/12/2009	311	\$17,530	\$10,768	\$28,298	622294
	3	164	305		Shoreham	C4	3		5/4/2009	6/29/2009	381	\$21,456	\$12,101	\$33,556	622668
	4	164	305		Shoreham	2	3		5/20/2010	7/13/2010	332	\$19,129	\$12,520	\$31,649	647665
	5	164	305		Shoreham	11	3		7/29/2010	12/3/2010	298	\$18,964	\$12,753	\$31,716	657764
	6	164	305		Shoreham	C-6	3		6/3/2009	7/22/2009	323	\$19,774	\$9,413	\$29,187	625201

		Fund	Prop		Community	Apt #	Bedrooms	Notes	Start	Complete	Man Hrs	Labor	Materials	Total	WO #
			Vista Heights	1995	Total Units	30	Upgraded	30	Remaining	0			Avg. \$ (since 2012)	\$22,511	

		Fund	Prop	Community	Apt #	Bedrooms	Notes	Start	Complete	Man Hrs	Labor	Materials	Total	WO #
	44	122	101	Ballinger Homes	130	4	00101010130	8/18/2017	11/22/2017	361	\$22,659	\$12,042	\$34,701	35374
	45	122	101	Ballinger Homes	195	3	00101010195	8/22/2017	12/20/2017	349	\$21,934	\$14,288	\$36,222	38266
	46	130	101	Ballinger Homes	106	4	00101010106	10/16/2017	1/19/2018	341	\$21,847	\$15,222	\$37,069	41194
	47	122	101	Ballinger Homes	205	3	00101010205	1/2/2018	3/14/2018	329	\$20,579	\$16,532	\$37,111	45560
		Ballinger Homes	1969	Total Units	110	Upgraded	47	Remaining	63			Avg. \$ (since 2012)	\$33,886	
Boulevard Manor														
	1	162	350	Boulevard Manor	120	1		12/1/2006	12/21/2006	166	\$7,293	\$5,118	\$12,411	551361
	2	162	350	Boulevard Manor	214	1		10/19/2007	11/14/2007	167	\$7,628	\$6,027	\$13,654	579584
	3	162	350	Boulevard Manor	308	1		12/21/2007	1/16/2008	189	\$8,505	\$6,239	\$14,744	583681
	4	162	350	Boulevard Manor	418	1		11/17/2008	12/5/2008	167	\$10,361	\$6,670	\$17,031	610880
	5	162	350	Boulevard Manor	222	1		11/25/2008	12/24/2008	184	\$11,928	\$6,866	\$18,793	611528
	6	162	350	Boulevard Manor	306	1		6/30/2008	7/8/2008	244	\$14,914	\$5,922	\$20,836	596217
	7	162	350	Boulevard Manor	118	1		12/1/2008	1/7/2009	209	\$13,585	\$7,357	\$20,942	611891
	8	162	350	Boulevard Manor	210	1		12/24/2008	1/26/2009	319	\$20,740	\$7,037	\$27,777	613483
	9	162	350	Boulevard Manor	206	1		3/16/2009	4/23/2009	328	\$21,089	\$6,738	\$27,826	619257
	10	162	350	Boulevard Manor	216	1		3/16/2009	4/8/2009	248	\$15,837	\$8,148	\$23,985	618963
	11	162	350	Boulevard Manor	405	1		3/2/2009	4/6/2009	288	\$18,638	\$6,816	\$25,454	617968
	12	162	350	Boulevard Manor	216	1		3/16/2009	4/8/2009	248	\$15,837	\$8,148	\$23,985	618963
	13	162	350	Boulevard Manor	206	1		3/16/2009	4/23/2009	328	\$21,089	\$6,738	\$27,826	619257
	14	162	350	Boulevard Manor	320	1		6/2/2009	7/17/2009	265	\$16,233	\$7,569	\$23,802	625008
	15	162	350	Boulevard Manor	314	1		7/15/2009	8/17/2009	216	\$13,740	\$7,359	\$21,098	628006
	16	162	350	Boulevard Manor	410	1		8/3/2009	8/29/2009	241	\$15,529	\$7,068	\$22,597	629113
	17	162	350	Boulevard Manor	128	1		8/3/2009	9/4/2009	269	\$16,307	\$7,160	\$23,466	629166
	18	162	350	Boulevard Manor	215	1		2/2/2010	2/25/2010	253	\$15,803	\$6,943	\$22,746	640824
	19	162	350	Boulevard Manor	213	1		2/19/2010	4/2/2010	357	\$22,251	\$7,920	\$30,172	641800
	20	162	350	Boulevard Manor	207	1		3/24/2010	5/10/2010	313	\$19,435	\$7,021	\$26,456	644002
	21	162	350	Boulevard Manor	212	1		5/19/2010	6/22/2010	276	\$17,327	\$7,949	\$25,277	647574
	22	162	350	Boulevard Manor	221	1		6/28/2010	10/13/2010	265	\$16,783	\$8,891	\$25,674	649576
	23	162	350	Boulevard Manor	316	1		7/6/2010	10/15/2010	248	\$15,149	\$8,139	\$23,288	649985
	24	162	350	Boulevard Manor	123	1		9/24/2010	11/9/2010	258	\$16,218	\$8,582	\$24,800	654826
	25	162	350	Boulevard Manor	121	1		9/24/2010	11/17/2010	225	\$14,259	\$7,967	\$22,226	654827
	26	162	350	Boulevard Manor	125	1		9/24/2010	11/29/2010	298	\$18,914	\$9,128	\$28,042	654828
	27	162	350	Boulevard Manor	319	1		10/19/2010	12/10/2010	216	\$12,450	\$8,247	\$20,697	656304
	28	162	350	Boulevard Manor	321	1		10/26/2010	12/17/2010	282	\$16,901	\$8,387	\$25,288	656718
	29	162	350	Boulevard Manor	219	1		10/21/2010	12/24/2010	301	\$18,118	\$8,527	\$26,645	656305
	30	162	350	Boulevard Manor	317	1		11/15/2010	12/30/2010	254	\$15,593	\$7,367	\$22,960	658045
	31	162	350	Boulevard Manor	312	1		11/29/2010	1/28/2011	226	\$13,561	\$9,322	\$22,883	660528
	32	162	350	Boulevard Manor	406	1		12/10/2010	2/9/2011	286	\$18,248	\$5,447	\$23,695	659582
	33	162	350	Boulevard Manor	124	1		1/18/2011	2/18/2011	238	\$14,529	\$8,256	\$22,785	661479
	34	162	350	Boulevard Manor	129	1		2/28/2011	4/18/2011	284	\$17,393	\$8,023	\$25,416	665029
	35	162	350	Boulevard Manor	420	1		3/1/2011	4/21/2011	274	\$17,052	\$7,318	\$24,370	665030
	36	162	350	Boulevard Manor	409	1		5/4/2011	6/17/2011	261	\$15,820	\$8,719	\$24,539	669027
	37	162	350	Boulevard Manor	130	1		5/25/2011	7/15/2011	268	\$16,578	\$7,918	\$24,496	670578
	38	162	350	Boulevard Manor	322	1		6/23/11	8/3/2011	248	\$15,759	\$5,895	\$21,654	673036
	39	162	350	Boulevard Manor	313	1		7/11/11	8/23/2011	249	\$15,312	\$8,514	\$23,826	674527
	40	162	350	Boulevard Manor	412	1		8/10/11	10/21/2011	277	\$17,557	\$7,313	\$24,870	678295
	41	162	350	Boulevard Manor	310	1		10/12/11	12/28/2011	258	\$15,668	\$7,515	\$23,182	683182
	42	162	350	Boulevard Manor	318	1		1/9/12	2/27/2012	304	\$19,623	\$8,331	\$27,955	688433
	43	162	350	Boulevard Manor	411	1		5/31/12	10/16/2012	318	\$18,922	\$7,176	\$26,098	698311
	44	162	350	Boulevard Manor	315	1		9/28/12	10/30/2012	264	\$16,635	\$6,566	\$23,201	705733
	45	162	350	Boulevard Manor	211	1		10/23/12	12/31/2012	227	\$13,641	\$8,935	\$22,576	707302
	46	162	350	Boulevard Manor	408	1		12/31/2013	3/31/2014	219	\$13,951	\$9,789	\$23,740	736162
	47	162	350	Boulevard Manor	304	1		12/23/2013	3/31/2014	225	\$14,295	\$10,319	\$24,613	736163
	48	162	350	Boulevard Manor	404	1		4/4/2014	6/26/2014	235	\$14,941	\$10,595	\$25,535	744149
	49	162	350	Boulevard Manor	220	1		4/6/2014	6/30/2014	204	\$12,988	\$10,515	\$23,503	744150
	50	162	350	Boulevard Manor	419	1		7/8/2014	10/17/2014	232	\$14,770	\$9,580	\$24,349	751046
	51	162	350	Boulevard Manor	217	1		10/29/2014	12/30/2014	234	\$14,794	\$10,931	\$25,724	759436
	52	162	350	Boulevard Manor	218	1		1/23/2015	2/27/2015	227	\$14,359	\$9,929	\$24,288	766191
	53	162	350	Boulevard Manor	305	1	00303500305	11/10/2016	12/30/2016	201	\$12,761	\$9,712	\$22,473	20936
	54	162	350	Boulevard Manor	119	1	00303500119	01/03/17	3/27/2017	201	\$13,178	\$10,706	\$23,883	23462
	55	22	350	Boulevard Manor	208	1	303500208	4/2/2018	6/5/2018	220	\$14,287	\$10,469	\$24,756	50690
		Boulevard Manor	1969	Total Units	70	Upgraded	55	Remaining	15			Avg. \$ (since 2012)	\$24,478	
Briarwood														
	1	124	152	Briarwood	112	1		2/1/2008	2/25/2008	137	\$6,158	\$7,135	\$13,293	586920
	2	124	152	Briarwood	203	1		2/19/2008	3/5/2008	140	\$6,204	\$6,755	\$12,959	588032
	3	124	152	Briarwood	221	1		9/19/2008	10/14/2008	152	\$8,790	\$4,518	\$13,309	602645
	4	124	152	Briarwood	308	1		9/22/2008	10/10/2008	153	\$8,519	\$4,988	\$13,508	602911
	5	124	152	Briarwood	208	1		11/10/2008	1/16/2009	215	\$12,242	\$6,888	\$19,130	612420
	6	124	152	Briarwood	219	1		12/19/2008	2/17/2009	162	\$9,253	\$7,464	\$16,716	613513
	7	124	152	Briarwood	313	1		2/3/2009	2/26/2009	148	\$8,593	\$7,430	\$16,023	616315
	8	124	152	Briarwood	101	1		7/31/2009	8/27/2009	142	\$8,200	\$7,162	\$15,363	629047
	9	124	152	Briarwood	204	1		9/17/2009	10/21/2009	141	\$7,968	\$6,320	\$14,288	632080
	10	124	152	Briarwood	104	1		8/7/2009	9/9/2009	152	\$8,256	\$6,496	\$14,752	629419
	11	124	152	Briarwood	320	1		2/1/2010	2/24/2010	165	\$9,781	\$8,067	\$17,847	640936
	12	124	152	Briarwood	302	1		3/4/2010	3/24/2010	157	\$9,854	\$6,868	\$16,722	642892
	13	124	152	Briarwood	105	1		7/8/2010	8/26/2010	177	\$9,612	\$7,366	\$16,978	651519
	14	124	152	Briarwood	222	1		7/28/2010	8/31/2010	166	\$9,624	\$6,916	\$16,540	651520
	15	124	152	Briarwood	109	1		8/23/2010	9/16/2010	171	\$9,834	\$7,389	\$17,223	652824
	16	124	152	Briarwood	214	1		10/1/2010	10/22/2010	165	\$9,567	\$7,442	\$17,009	655334
	17	124	152	Briarwood	212	1		11/1/2010	11/30/2010	160	\$9,420	\$6,364	\$15,783	656833
	18	124	152	Briarwood	119	1		11/15/2010	12/13/2010	152	\$9,017	\$7,455	\$16,472	657711
	19	124	152	Briarwood	301	1		12/6/210	12/17/2010	169	\$10,389	\$7,504	\$17,893	658872
	20	124	152	Briarwood	206	1		1/3/2011	1/21/2011	162	\$9,934	\$8,984	\$18,917	660426
	21	124	152	Briarwood	115	1		1/14/2011	1/31/2011	161	\$9,867	\$6,909	\$16,775	661324
	22	124	152	Briarwood	201	1		2/4/2011	2/25/2011	169	\$10,137	\$6,725	\$16,862	662808
	23	124	152	Briarwood	113	1		2/7/2011	2/25/2011	172	\$10,028	\$7,122	\$17,150	662951
	24	124	152	Briarwood	220	1		4/1/2011	4/29/2011	188	\$10,698	\$8,169	\$18,867	666742

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		Fund	Prop		Community	Apt #	Bedrooms	Notes	Start	Complete	Man Hrs	Labor	Materials	Total	WO #	
		18	127	203		College Place	18	2		8/17/2011	10/5/2011	220	\$12,968	\$12,547	\$25,515	678714
		19	127	203		College Place	39	2	RAFN (GC) - 22		5/1/2011					
		20	127	203		College Place	42	2	RAFN (GC) - 23		5/1/2011					
		21	127	203		College Place	43	2	RAFN (GC) - 24		5/1/2011					
		22	124	203		College Place	33	3		1/30/2011	4/9/2012	258	\$14,730	\$11,306	\$26,037	689738
		23	124	203		College Place	47	3		2/8/2012	4/27/2012	242	\$14,274	\$10,637	\$24,911	690374
		24	124	203		College Place	21	2		3/27/2012	4/30/2012	241	\$14,001	\$9,970	\$23,971	693825
		25	124	203		College Place	41	3		10/1/2012	10/15/2012	224	\$13,079	\$9,781	\$22,860	705739
		26	124	203		College Place	50	2		10/15/2012	10/29/2012	237	\$13,965	\$9,058	\$23,023	706739
		27	124	203		College Place	13	2		11/13/2012	12/17/2012	202	\$11,989	\$10,592	\$23,090	708644
		28	124	203		College Place	5	2		5.23/2013	8/26/2013	228	\$12,365	\$10,644	\$23,009	721410
		29	124	203		College Place	23	2		5/30/2013	8/26/2013	236	\$12,811	\$11,254	\$24,065	721812
		30	127	203		College Place	22	3		9/3/2013	12/12/2013	223	\$12,086	\$10,049	\$22,135	728161
		31	127	203		College Place	30	3		8/23/2013	12/13/2013	222	\$12,342	\$11,612	\$23,954	727527
		32	124	203		College Place	27	2		3/4/2014	4/30/2014	233	\$13,330	\$13,403	\$26,732	741241
		33	124	203		College Place	17	2		4/25/2014	7/31/2014	238	\$13,382	\$8,974	\$22,356	745173
		34	124	203		College Place	2	2		5/21/2014	8/29/2014	201	\$12,128	\$12,333	\$24,461	747563
		35	127	203		College Place	7	2	00202030007	10/31/2016	12/12/2016	298	\$18,810	\$12,018	\$30,893	20870
		36	127	203		College Place	24	3	00202030024	4/2/2018	6/21/2018	315	\$19,573	\$11,517	\$31,090	50612
					College Place	1981	Total Units	51	Upgraded	36	Remaining	15		Avg. \$ (since 2012)	\$24,754	
Eastside Terrace																
		1	127	202		Eastside Terrace	37	2		2/29/2008	3/24/2008	218	\$9,785	\$10,623	\$20,408	589165
		2	127	202		Eastside Terrace	24	2		7/23/2009	8/20/2009	217	\$12,393	\$11,703	\$24,096	628569
		3	127	202		Eastside Terrace	46	3		8/4/2009	9/3/2009	235	\$13,053	\$10,703	\$23,755	629239
		4	127	202		Eastside Terrace	41	3		9/29/2009	11/3/2009	231	\$13,011	\$10,458	\$23,469	632619
		5	127	202		Eastside Terrace	42	3		7/1/2010	7/22/2010	239	\$13,668	\$10,448	\$24,115	649800
		6	127	202		Eastside Terrace	38	2		7/1/2010	7/29/2010	221	\$12,688	\$11,220	\$23,908	649799
		7	127	202		Eastside Terrace	28	2		3/31/2010	4/26/2010	273	\$15,852	\$11,627	\$27,479	644557
		8	127	202		Eastside Terrace	39	2		3/7/2011	4/6/2011	241	\$13,707	\$10,228	\$23,934	664930
		9	127	202		Eastside Terrace	3	2		3/14/2011	4/8/2011	258	\$14,469	\$13,130	\$27,599	665354
		10	127	202		Eastside Terrace	30	1		5/4/2011	6/30/2011	235	\$13,196	\$9,701	\$22,897	668891
		11	127	202		Eastside Terrace	4	2		10/27/2011	12/30/2011	243	\$14,737	\$11,370	\$26,107	683743
		12	127	202		Eastside Terrace	33	1	ADA	11/30/2011	1/27/2012	221	\$12,659	\$10,504	\$23,163	686026
		13	127	202		Eastside Terrace	25	2		8/16/2012	9/17/2012	257	\$13,919	\$10,222	\$24,141	702958
		14	127	202		Eastside Terrace	2	2		11/2/2012	12/14/2012	246	\$12,976	\$10,965	\$23,940	708061
		15	127	202		Eastside Terrace	15	2		3/29/2013	5/7/2013	229	\$13,357	\$11,042	\$24,399	717985
		16	127	202		Eastside Terrace	32	1	ADA	4/23/2013	7/16/2013	250	\$13,557	\$8,820	\$22,377	719448
		17	127	202		Eastside Terrace	8	2		7/15/2013	12/23/2013	232	\$12,580	\$15,993	\$28,572	725159
		18	127	202		Eastside Terrace	21	3		8/14/2013	12/23/2013	263	\$14,154	\$13,165	\$27,319	727219
		19	127	202		Eastside Terrace	6	2		7/31/2014	10/30/2014	245	\$12,823	\$12,842	\$25,665	752687
		20	127	202		Eastside Terrace	34	1		11/10/2014	December	280	\$16,793	\$12,200	\$28,993	760113
		21	127	202		Eastside Terrace	44	3	00202020044	12/28/2015	1/28/2016	320	\$18,575	\$12,091	\$30,848	3510
		22	127	202		Eastside Terrace	27	2	00202020027	5/16/2016	6/14/2016	250	\$14,106	\$13,298	\$27,403	11235
		23	127	202		Eastside Terrace	11	2	00202020011	12/13/2016	1/30/2017	250	\$14,852	\$11,630	\$26,482	22552
		24	127	202		Eastside Terrace	26	2	00202020026	1/30/2017	3/29/2017	247	\$16,165	\$10,742	\$26,907	24793
		25	127	202		Eastside Terrace	23	2	00202020023	1/30/2017	3/29/2017	242	\$15,862	\$11,488	\$27,350	24832
		26	127	202		Eastside Terrace	8	2	00202020008	4/5/2017	6/21/2017	262	\$15,643	\$7,130	\$22,773	28194
		27	127	202		Eastside Terrace	35	1	00202020035	8/22/2017	10/30/2017	244	\$15,862	\$9,916	\$25,779	34927
		28	127	202		Eastside Terrace	1	3	00202020001	8/29/2017	11/28/2017	297	\$19,433	\$12,203	\$31,636	35631
		29	127	202		Eastside Terrace	14	2	00202020014	4/2/2018	6/26/2018	326	\$21,340	\$15,647	\$36,987	51271
					Eastside Terrace	1980	Total Units	50	Upgraded	29	Remaining	21		Avg. \$ (since 2012)	\$26,930	
Federal Way Homes																
		1	166	508		Fed. Way House	2	2		4/6/2009	6/8/2009	581	\$36,182	\$10,145	\$46,326	620894
		2	166	508		Fed. Way House	3	3		9/1/2014	11/24/2014	608	\$38,532	\$15,835	\$54,367	756084
					Federal Way Homes	1993	Total Units	3	Upgraded	2	Remaining	1		Avg. \$	\$50,347	
Firwood Circle																
					1971	Total Units	50	Upgraded	0	Remaining	50			Avg. \$	\$0	
Forest Glen																
		-	126	250		Forest Glen	7	1		10/1/2008	11/12/2008	256	\$15,832	\$7,500	\$23,332	604911
		-	126	250		Forest Glen	19	1		5/1/2009	5/22/2009	249	\$14,020	\$8,056	\$22,077	622706
		-	126	250		Forest Glen	8	1		5/29/2009	6/29/2009	204	\$11,802	\$7,923	\$19,724	624581
		-	126	250		Forest Glen	13	1		1/15/2010	2/23/2010	201	\$12,644	\$8,549	\$21,194	639928
		-	126	250		Forest Glen	2	1		3/2/2010	3/22/2010	195	\$12,419	\$7,661	\$20,080	642787
		-	126	250		Forest Glen	35	1		7/2/2010	8/24/2010	194	\$11,292	\$8,322	\$19,615	649991
		-	126	250		Forest Glen	1	1		7/29/2010	8/31/2010	205	\$12,023	\$8,248	\$20,271	651522
		-	126	250		Forest Glen	15	1		9/10/2010	10/8/2010	192	\$11,017	\$7,841	\$18,858	653816
		-	126	250		Forest Glen	38	1		11/3/2010	12/3/2010	194	\$10,924	\$6,748	\$17,672	657166
		-	126	250		Forest Glen	12	1		12/6/2010	12/23/2010	190	\$11,785	\$6,537	\$18,322	658790
		-	126	250		Forest Glen	39	1		4/19/2011	5/12/2011	201	\$12,396	\$7,781	\$20,177	668071
		-	126	250		Forest Glen	23	1		5/23/2011	7/29/2011	180	\$10,633	\$8,749	\$19,382	670487
		-	126	250		Forest Glen	17	1		6/17/2011	7/29/2011	195	\$12,431	\$8,743	\$21,174	673478
		-	126	250		Forest Glen	18	1		8/22/2011	10/21/2011	208	\$13,232	\$8,832	\$22,064	679195
		-	126	250		Forest Glen	30	1		9/13/2011	12/19/2011	210	\$12,594	\$9,147	\$21,741	680837
		-	126	250		Forest Glen	40	2		10/4/2011	12/20/2011	216	\$13,081	\$10,188	\$23,269	683480
		-	126	250		Forest Glen	33	1		11/3/2011	12/30/2011	214	\$13,391	\$8,599	\$21,990	684593
		-	126	250		Forest Glen	29	1		1/24/2012	4/20/2012	187	\$11,386	\$8,269	\$19,654	689539
		-	126	250		Forest Glen	24	1		1/10/2014	3/25/2014	193	\$11,978	\$9,347	\$21,325	736975

		Fund	Prop		Community	Apt #	Bedrooms	Notes	Start	Complete	Man Hrs	Labor	Materials	Total	WO #	
	-	126	250		Forest Glen	6	1		12/31/2013	3/24/2014	190	\$12,074	\$9,113	\$21,187	736431	
	-	126	250		Forest Glen	25	1		4/14/2014	7/31/2014	201	\$12,873	\$9,996	\$22,869	744561	
	-	126	250		Forest Glen	11	1		1/31/2015	3/25/2015	189	\$11,905	\$10,435	\$22,339	767793	
	1	126	250		Forest Glen	29	1	00202500029	01/05/16	6/10/2016	348	\$21,908	\$14,990	\$36,898	9629	
	2	126	250		Forest Glen	30	1	00202500030	01/05/16	6/10/2016	319	\$19,695	\$13,973	\$33,668	9630	
	3	126	250		Forest Glen	31	1	00202500031	01/05/16	6/10/2016	292	\$18,420	\$14,174	\$32,594	9631	
	4	126	250		Forest Glen	32	1	00202500032	01/05/16	6/10/2016	296	\$18,016	\$15,308	\$33,324	9632	
	5	126	250		Forest Glen	33	1	00202500033	01/05/16	6/10/2016	283	\$17,107	\$14,547	\$31,654	9564	
	6	126	250		Forest Glen	1	1	00202500001	05/02/16	7/29/2016	297	\$18,970	\$12,104	\$31,073	10654	
	7	126	250		Forest Glen	2	1	00202500002	05/02/16	7/29/2016	294	\$18,642	\$13,445	\$32,087	10655	
	8	126	250		Forest Glen	3	1	00202500003	05/02/16	7/29/2016	295	\$18,835	\$14,258	\$33,093	10656	
	9	126	250		Forest Glen	4	1	00202500004	05/02/16	7/29/16%	306	\$19,538	\$14,004	\$33,542	10657	
	10	126	250		Forest Glen	5	1	00202500005	05/02/16	7/29/2016	294	\$18,718	\$11,869	\$30,586	10658	
	11	126	250		Forest Glen	6	1	00202500006	05/02/16	7/29/2016	279	\$17,835	\$10,960	\$28,794	10659	
	12	126	250		Forest Glen	7	1	00202500007	05/02/16	7/29/2016	286	\$18,126	\$11,109	\$29,235	10660	
	13	126	250		Forest Glen	8	1	00202500008	05/02/16	7/29/2016	282	\$17,962	\$9,215	\$27,177	10661	
	14	126	250		Forest Glen	23	1	00202500023	06/01/16	8/26/2016	280	\$17,866	\$12,949	\$30,814	13191	
	15	126	250		Forest Glen	24	1	00202500024	06/01/16	8/26/2016	308	\$19,524	\$11,209	\$30,733	13192	
	16	126	250		Forest Glen	25	1	00202500025	06/01/16	8/26/2016	311	\$19,783	\$12,066	\$31,849	13193	
	17	126	250		Forest Glen	26	1	00202500026	06/01/16	8/26/2016	246	\$15,542	\$11,157	\$26,699	13194	
	18	126	250		Forest Glen	27	1	00202500027	06/01/16	8/26/2016	242	\$15,442	\$11,257	\$26,699	13195	
	19	126	250		Forest Glen	28	1	00202500028	06/01/16	8/26/2016	237	\$15,129	\$12,040	\$27,169	13196	
	20	126	250		Forest Glen	9	1	00202500009	07/07/16	9/30/2016	358	\$22,770	\$12,990	\$35,760	14499	
	21	126	250		Forest Glen	10	1	00202500010	07/07/16	9/30/2016	327	\$20,639	\$11,948	\$32,587	14500	
	22	126	250		Forest Glen	11	1	00202500011	07/07/16	9/30/2016	307	\$19,499	\$12,531	\$32,030	14501	
	23	126	250		Forest Glen	12	1	00202500012	07/07/16	9/30/2016	312	\$19,832	\$12,273	\$32,105	14502	
	24	126	250		Forest Glen	13	1	00202500013	07/07/16	9/30/2016	336	\$21,456	\$11,601	\$33,057	14503	
	25	126	250		Forest Glen	14	1	00202500014	07/07/16	9/30/2016	312	\$19,774	\$11,750	\$31,524	14504	
	26	126	250		Forest Glen	15	1	00202500015	07/07/16	9/30/2016	297	\$18,953	\$11,078	\$30,031	14505	
	27	126	250		Forest Glen	16	1	00202500016	07/07/16	9/30/2016	313	\$20,025	\$11,222	\$31,247	14506	
	28	126	250		Forest Glen	34	1	00202500034	08/15/16	11/9/2016	328	\$20,840	\$11,682	\$32,522	16942	
	29	126	250		Forest Glen	35	1	00202500035	08/15/16	11/9/2016	336	\$21,376	\$11,633	\$32,489	16943	
	30	126	250		Forest Glen	36	1	00202500036	08/15/16	11/9/2016	328	\$20,776	\$11,601	\$32,377	16944	
	31	126	250		Forest Glen	37	1	00202500037	08/15/16	11/9/2016	331	\$21,055	\$11,661	\$32,716	16945	
	32	126	250		Forest Glen	38	1	00202500038	08/15/16	11/9/2016	320	\$20,288	\$11,948	\$32,236	16946	
	33	126	250		Forest Glen	39	1	00202500039	08/15/16	11/9/2016	339	\$21,671	\$11,699	\$33,370	16947	
	34	126	250		Forest Glen	40	1	00202500040	08/15/16	11/9/2016	312	\$19,736	\$11,989	\$31,724	16948	
	35	126	250		Forest Glen	20	1	00202500020	09/06/16	5/26/2017	165	\$10,831	\$10,807	\$21,638	26317	
	36	126	250		Forest Glen	21	1	00202500021	09/06/16	5/26/2017	168	\$10,984	\$10,554	\$21,538	26319	
	37	126	250		Forest Glen	22	1	00202500022	09/06/16	5/26/2017	162	\$10,662	\$10,685	\$21,347	26320	
	38	126	250		Forest Glen	17	1	00202500017	09/06/16	5/30/2017	168	\$11,000	\$10,551	\$21,551	26313	
	39	126	250		Forest Glen	18	1	00202500018	09/06/16	5/30/2017	168	\$11,096	\$10,625	\$21,721	26315	
	40	126	250		Forest Glen	19	1	00202500019	09/06/16	5/30/2017	168	\$11,032	\$9,794	\$20,826	26318	
				Forest Glen	1970	Total Units	40	Upgraded	40	Remaining	0		Avg. \$ (since 2016)	\$30,052		
Houghton Court																
	1	153	215		Houghton Court	201		00202150010	3	5/3/2018	7/27/2018	440	\$28,784	\$15,505	\$44,289	54951
	2	153	215		Houghton Court	4		00202150004	2	5/3/2018	8/2/2018	412	\$26,908	\$15,634	\$42,542	54950
	3	153	215		Houghton Court	203		00202150015	3	5/3/2018	8/3/2018	486	\$31,762	\$16,081	\$47,843	54952
				Kirkland Place	Total Units	15	Upgraded	3	Remaining	12			Avg. \$	\$44,891.43		
Island Crest																
	1	118	213		Island Crest	16	1	Drywall Contractor	6/30/2012	2/14/2014	371	\$23,691	\$19,598	\$43,289	718276	
	2	118	213		Island Crest	17	1	Drywall Contractor	8/31/2011	2/18/2014	417	\$26,597	\$19,972	\$46,569	718992	
	3	118	213		Island Crest	27	1	Drywall Contractor	8/31/2011	3/7/2014	343	\$21,967	\$19,184	\$41,151	718282	
	4	118	213		Island Crest	28	1	Drywall Contractor	1/17/2013	3/12/2014	373	\$23,777	\$18,430	\$42,207	718285	
	5	118	213		Island Crest	6	2	Drywall Contractor	4/16/2013	3/19/2014	439	\$28,067	\$23,252	\$51,319	718996	
	6	118	213		Island Crest	21	1		10/31/2012	6/24/2014	334	\$21,294	\$14,938	\$36,232	718993	
	7	118	213		Island Crest	15	1		7/31/2013	6/27/2014	343	\$21,771	\$15,169	\$36,940	727331	
	8	118	213		Island Crest	22	1		2/26/2014	7/23/2014	381	\$24,323	\$12,776	\$37,098	740947	
	9	118	213		Island Crest	24	1		6/10/2013	7/28/2014	413	\$26,195	\$14,993	\$41,188	725659	
	10	118	213		Island Crest	9	2		4/8/2014	7/30/2014	348	\$22,364	\$11,654	\$34,018	746771	
	11	118	213		Island Crest	30	2		8/4/2014	11/19/2014	349	\$22,115	\$14,736	\$36,851	757239	
	12	118	213		Island Crest	19	1		8/15/2014	11/21/2014	359	\$22,583	\$13,857	\$36,440	757242	
	13	118	213		Island Crest	5	2		10/3/2014	11/25/2014	351	\$22,191	\$12,990	\$35,181	758621	
	14	118	213		Island Crest	11	2	00802130011	1/6/2016	2/24/2016	198	\$12,486	\$9,193	\$21,679	4409	
	15	118	213		Island Crest	20	2	802130020	4/12/2017	7/5/2017	293	\$18,748	\$13,858	\$32,606	28560	
				Island Crest	2011	Total Units	30	Upgraded	15	Remaining	15		Avg. \$ (Exc. HD Services)	\$34,823		
Kirkland Place																
	1	650	210		Kirkland Place	101	2		11/29/2011	3/30/2012	280	\$16,157	\$12,440	\$28,597	686021	
	2	650	210		Kirkland Place	303	2		3/28/2013	5/15/2013	251	\$13,795	\$11,675	\$25,470	717814	
	3	650	210		Kirkland Place	304	2		4/28/2013	7/19/2013	252	\$14,093	\$11,007	\$25,101	71879	
	4	650	210		Kirkland Place	203	2		5/23/2013	7/22/2013	246	\$13,669	\$10,504	\$24,174	721411	
	5	650	210		Kirkland Place	202	2		6/17/2014	9/30/2014	234	\$14,233	\$10,915	\$25,149	749443	
	6	132	210		Kirkland Place	201	2	00202100201	1/5/2017	4/28/2017	241	\$15,827	\$11,609	\$27,436	23806	
	7	132	210		Kirkland Place	301	3	00202100301	9/18/2017	12/27/2017	247	\$15,563	\$13,956	\$29,519	36444	
	8	132	210		Kirkland Place	302	3	00202100302	11/16/2017	1/25/2018	250	\$15,529	\$13,362	\$28,890	40091	
				Kirkland Place	Total Units	9	Upgraded	8	Remaining	1			Avg. \$ (since 2012)	\$26,791.95		

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[illegible]

		Fund	Prop		Community	Apt #	Bedrooms	Notes	Start	Complete	Man Hrs	Labor	Materials	Total	WO #
	23	167	552		Southridge	104	1	RAFN (GC) - 36		5/1/2010					
	24	167	552		Southridge	106	1	RAFN (GC) - 37		5/1/2010					
	25	167	552		Southridge	107	1	RAFN (GC) - 38		5/1/2010					
	26	167	552		Southridge	108	1	RAFN (GC) - 39		5/1/2010					
	27	167	552		Southridge	204	1		11/16/11	1/26/2012	261	\$16,054	\$7,510	\$23,564	685723
	28	167	552		Southridge	404	1		12/14/11	2/6/2012	242	\$15,747	\$7,491	\$22,965	687168
	29	167	552		Southridge	207	1		2/2/12	3/20/2012	244	\$14,673	\$7,668	\$22,341	690009
	30	167	552		Southridge	612	1		3/5/12	4/3/2012	184	\$11,776	\$7,441	\$19,217	692107
	31	167	552		Southridge	313	1		4/24/12	7/11/2012	275	\$16,835	\$7,243	\$24,077	695601
	32	167	552		Southridge	611	1		6/11/12	8/31/2012	233	\$14,022	\$7,267	\$21,289	698443
	33	167	552		Southridge	407	1		9/9/12	10/18/2012	169	\$10,877	\$7,560	\$18,437	705360
	34	167	552		Southridge	114	1		9/28/12	11/5/2012	235	\$14,475	\$7,231	\$21,706	705731
	35	167	552		Southridge	414	1		10/18/12	12/3/2012	137	\$8,749	\$7,278	\$16,027	707095
	36	167	552		Southridge	505	1		1/7/13	2/27/2013	211	\$12,779	\$6,828	\$19,607	712542
	37	167	552		Southridge	602	1		1/3/13	2/28/2013	257	\$15,951	\$8,639	\$24,591	711938
	38	167	552		Southridge	206	1		12/13/12	2/28/2013	248	\$15,210	\$7,814	\$23,041	710745
	39	167	552		Southridge	205	1		3/27/2013	5/20/2013	242	\$15,288	\$4,424	\$19,711	717758
	40	167	552		Southridge	401	1		3/15/2013	5/23/2013	252	\$16,044	\$8,681	\$24,725	717020
	41	167	552		Southridge	603	1		3/15/2013	5/27/2013	238	\$15,118	\$8,382	\$23,499	717019
	42	167	552		Southridge	406	1		11/6/2013	12/23/2013	201	\$12,242	\$8,462	\$20,704	732348
	43	167	552		Southridge	502	1		12/2/2013	12/27/2013	208	\$12,832	\$8,444	\$21,276	734104
	44	167	552		Southridge	410	1		3/5/2014	5/28/2014	194	\$12,336	\$6,938	\$19,274	741360
	45	167	552		Southridge	503	1		9/11/2014	10/31/2014	206	\$13,102	\$7,713	\$20,815	755846
	46	167	552		Southridge	601	1		11/17/2014	12/30/2014	201	\$12,268	\$7,679	\$19,948	760617
	47	167	552		Southridge	308	1		5/18/2015	6/23/2015	220	\$13,087	\$8,593	\$21,680	777031
	48	167	552		Southridge	405	1	00505520405	11/16/2016	12/30/2016	179	\$11,980	\$10,404	\$22,384	71280
	49	167	552		Southridge	509	1	00505520509	12/8/2016	1/17/2017	209	\$12,747	\$11,145	\$23,893	22364
	50	167	552		Southridge	412	1	00505520412	12/29/16	3/15/2017	210	\$13,068	\$9,202	\$22,271	23278
	51	167	552		Southridge	208	1	00505520208	03/02/17	4/28/2017	206.0	\$13,450	\$10,477	\$23,927	26526
	52	167	552		Southridge	613	1	505520612	12/27/2017	1/31/2018	220	\$14,399	\$9,673	\$24,072	43068
	53	167	552		Southridge	413	1	505520413	1/30/2018	3/12/2018	216	\$14,215	\$8,842	\$23,056	45790

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		Fund	Prop		Community	Apt #	Bedrooms	Notes	Start	Complete	Man Hrs	Labor	Materials	Total	WO #	
		11	485	352	EGIS	Munro Manor	213	1	4/30/2012	3/14/2012	269	\$15,943	\$8,567	\$24,510	689877	
		12	485	352	EGIS	Munro Manor	13	1	4/18/2012	6/15/2012	184	\$11,205	\$9,677	\$20,882	695401	
		13	485	352	EGIS	Munro Manor	12	1	3/25/2013	5/31/2013	213	\$13,190	\$9,302	\$22,492	717625	
		14	485	352	EGIS	Munro Manor	114	1	8/30/2013	11/15/2013	224	\$14,224	\$8,090	\$22,923	728027	
		15	485	352	EGIS	Munro Manor	19	1	10/31/2013	12/31/2013	205	\$12,437	\$9,978	\$22,415	732027	
		16	485	352	EGIS	Munro Manor	108	1	6/30/2014	9/19/2014	265	\$16,196	\$8,123	\$24,319	750559	
		17	485	352	EGIS	Munro Manor	104	1	9/15/2014	11/13/2014	211	\$12,850	\$9,113	\$21,963	756084	
		18	485	352	EGIS	Munro Manor	210	1	11/14/2014	12/30/2014	218	\$13,824	\$8,446	\$22,269	760369	
		19	485	352	EGIS	Munro Manor	101	1	2/27/2015	3/31/2015	230	\$14,610	\$10,552	\$25,162	769710	
		20	485	352	EGIS	Munro Manor	112	1	4/30/2015	5/29/2015	200	\$12,417	\$10,985	\$23,402	775690	
		21	485	352	EGIS	Munro Manor	316	1	4/28/2015	6/5/2015	213	\$13,226	\$10,279	\$23,505	775533	
		22	485	352	EGIS	Munro Manor	116	1	4/29/2015	6/8/2015	216	\$13,553	\$10,579	\$24,133	775608	
		23	485	352	EGIS	Munro Manor	319	1	6/16/2015	7/29/2015	196	\$11,408	\$10,180	\$21,588	778618	
		24	485	352	EGIS	Munro Manor	208	1	8/28/2015	10/9/2015	174	\$10,922	\$10,081	\$21,002	783349	
		25	485	352	EGIS	Munro Manor	16	1	10/5/2015	12/8/2015	197	\$12,517	\$10,920	\$23,437	785656	
		26	485	352	EGIS	Munro Manor	201	1	00303520201	11/30/2015	1/20/2016	225	\$14,253	\$9,797	\$24,050	1454
		27	485	352	EGIS	Munro Manor	18	1	00303520018	2/1/2016	3/16/2016	199	\$12,663	\$12,116	\$24,778	5184
		28	485	352	EGIS	Munro Manor	15	1	00303520015	3/28/2016	5/26/2016	248	\$15,287	\$10,841	\$26,128	8169
		29	485	352	EGIS	Munro Manor	111	1	00505320111	11/17/2016	1/30/2017	213	\$13,910	\$11,814	\$25,724	21264
		30	485	352	EGIS	Munro Manor	314	1	00303520314	12/28/2016	1/31/2017	209	\$13,612	\$11,197	\$24,809	23274
		31	485	352	EGIS	Munro Manor	214	1	303520214	3/29/2017	6/13/2017	203	\$13,225	\$10,955	\$24,180	27809
		32	485	352	EGIS	Munro Manor	217	1	303520217	6/22/2017	8/28/2017	200	\$13,576	\$11,496	\$25,072	31874
		33	485	352	EGIS	Munro Manor	107	1	303520107	8/2/2017	10/17/2017	200	\$13,091	\$12,126	\$25,217	33916
		34	485	352	EGIS	Munro Manor	209	1	303520209	8/4/2017	10/23/2017	199	\$12,984	\$13,119	\$26,103	34101
		35	485	352	EGIS	Munro Manor	321	1	303520321	4/3/2018	5/29/2018	238	\$15,651	\$10,910	\$26,560	50778
				Munro Manor	1971	Total Units	60	Upgraded	35	Remaining	25			Avg. \$ (since 2012)	\$23,865	

		Fund	Prop		Community	Apt #	Bedrooms	Notes	Start	Complete	Man Hrs	Labor	Materials	Total	WO #
	13	485	551	EGIS	Plaza 17	509	1		4/27/2012	6/20/2012	202	\$12,875	\$6,857	\$19,732	696045
	14	485	551	EGIS	Plaza 17	106	1		12/27/2013	1/29/2013	243	\$15,547	\$6,279	\$21,826	712209
	15	485	551	EGIS	Plaza 17	206	1		1/7/2013	1/31/2013	253	\$16,083	\$6,592	\$22,675	712208
	16	485	551	EGIS	Plaza 17	104	1		11/25/2013	1/31/2014	236	15,084	6,916	22,000	733698
	17	485	551	EGIS	Plaza 17	511	1		11/13/2014	12/30/2014	230	14,518	7,704	22,222	760032
	18	485	551	EGIS	Plaza 17	501	1		1/30/2015	2/27/2015	202	\$12,838	\$7,068	\$19,906	767206
	19	485	551	EGIS	Plaza 17	502	1		7/7/2015	8/5/2015	203	\$12,787	\$8,966	\$21,753	779924
	20	485	551	EGIS	Plaza 17	402	1		6/30/2015	8/21/2015	190	\$11,974	\$7,849	\$19,822	780257
	21	485	551	EGIS	Plaza 17	210	1		8/20/2015	10/13/2015	198	\$12,450	\$8,047	\$20,497	782792
	22	485	551	EGIS	Plaza 17	510	1		10/27/2015	12/15/2015	230	\$14,454	\$7,544	\$21,978	163
	23	485	551	EGIS	Plaza 17	407	1	00505510407	6/2/2016	6/30/2016	209	\$13,303	\$8,229	\$21,532	12200
	24	485	551	EGIS	Plaza 17	309	1	00505510309	12/13/2016	2/15/2017	209	\$13,704	\$7,693	\$21,397	22893
	25	485	551	EGIS	Plaza 17	306	1	00505510306	1/17/2017	4/13/2017	227	\$14,882	\$10,113	\$24,995	24266
	26	485	551	EGIS	Plaza 17	609	1	00505510609	02/28/17	5/16/2017	195	\$12,690	\$9,920	\$22,609	26544
	27	485	551	EGIS	Plaza 17	304	1	505510304	4/28/2017	7/11/2017	200	\$13,096	\$9,018	\$22,114	29355
	28	485	551	EGIS	Plaza 17	410	1	505510305	8/11/2017	10/27/2017	196	\$12,504	\$8,650	\$21,154	34474
	29	485	551	EGIS	Plaza 17	411	1	505510411	8/18/2017	10/31/2017	197	\$12,820	\$8,486	\$21,306	35829
			Plaza 17	1971	Total Units	70	Upgraded	29	Remaining	41			Avg. \$ (since 2012)	\$21,426	

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THE HOUSING AUTHORITY OF THE COUNTY OF KING
RESOLUTION NO. 5604
APPROVAL OF THE KING COUNTY HOUSING AUTHORITY'S MOVING TO
WORK ANNUAL PLAN FOR FISCAL YEAR 2019

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

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

WHEREAS, in 2016 HUD and KCHA executed an amendment to extend the Agency's MTW participation through fiscal year 2028 on the conditions and requirements of participation outlined in the Amended and Restated Agreement (Restated Agreement) between HUD and KCHA; and,

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

WHEREAS, staff has developed the required MTW Annual Plan covering Fiscal Year 2019 (January 1, 2019 through December 31, 2019) in a manner that is responsive to and complies with the Restated Agreement requirements; and,

WHEREAS, in developing the FY 2019 MTW Annual Plan, KCHA provided opportunity for public and resident input regarding the Plan components, including two meetings with the KCHA Resident Advisory Council and a Public Hearing; and,

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

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

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

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

ADOPTED AT A MEETING OF THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE COUNTY OF KING THIS 8th DAY OF OCTOBER 2018.

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

DOUG BARNES, Chair
Board of Commissioners

STEPHEN NORMAN
Secretary-Treasurer

T A B N U M B E R

3



TO: Board of Commissioners

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

Date October 3, 2018

Re: Resolution No. 5605 Authorizing Acquisition of the Riverstone Apartments

Executive Summary

At the January Board Retreat, the Board reconfirmed KCHA's portfolio goal to make "Substantial progress toward the Board directive to focus on Transit Oriented Development (TOD) through the acquisition of 1,000 units adjacent to light rail stations". Access to public transportation is now an over-arching consideration in all KCHA real estate acquisition and development opportunities, since nearby public transportation insures that low-income residents have reliable access to services, employment, shopping, school, cultural and other activities. This policy approach also supports the regional consensus regarding preservation and development of affordable housing opportunities along emerging mass transit corridors.

Background

KCHA has identified a fifth Transit Oriented Development ("TOD") acquisition opportunity very near the future S. 272nd light rail station in Federal Way. The property, Riverstone Apartments, is located at 27314 24th Pl. S. in Federal Way, one block southwest of the Star Lake Park and Ride which is the site of the future light rail station. KCHA has entered into a purchase and sale agreement with the current owner for \$71,268,000 (\$231,390/unit) and has begun pre-acquisition due diligence including title review and physical condition assessment of the buildings.

Resolution No. 5605, authorizes the Executive Director to proceed with the acquisition of Riverstone Apartments and waive the inspection contingencies in the purchase and sale agreement, subject to the Executive Director's satisfaction with all due diligence reports such as the final inspection report, the Phase 1 environmental report and the final appraisal report. The resolution further provides that the Executive Director not proceed with the acquisition if the purchase price exceeds the appraised value by more than 5%. The resolution directs the Executive Director certify to the Board that proceeding with the acquisition is in the best interests of KCHA and the region's housing goals. KCHA has provided \$750,000 in earnest money, which upon waiver of contingencies, will become nonrefundable and will increase to \$1.5 million. KCHA has received a proposal from Key Bank to provide a line of credit in amount sufficient to acquire the property at closing which is scheduled to occur on or before January 22, 2019.

Riverstone Apartments is a 308 multifamily development located on a rectangular-shaped, 16 acre parcel that was developed in 1985 and consists of 31 buildings with a community clubhouse, outdoor playground/BBQ, swimming pool and landscaped areas. The wood frame buildings, totaling 230,900 square feet, are two and three-story structures with pitched roofs and exterior stairways to second and third story units. Given its proximity to the rail station, growing demand for housing within transit corridors and the general tightness of the rental market in the area, rents are expected to continue to increase. Riverstone's current vacancy rate of 2% is half of the South King County market average.

Staff Recommendation

Staff believes that Riverstone Apartments is an important acquisition opportunity given its location, the future gentrification of the neighborhood triggered by the mass transit corridor development and the resulting rapid loss of housing affordability. In addition, King County has expressed a strong interest in providing additional TOD funding to KCHA for acquisitions within the mass transit corridors. Further project specific information is provided in the attached Project Profile.

Staff recommends the approval of Resolution No. 5605.

Riverstone Apartments Project Profile

Riverstone Apartments is a large multifamily transit oriented development (TOD) community located in Federal Way across the street from the Star Lake Park and Ride which will be converted to the S. 272nd St. light rail station in 2024. Built in 1985, the development consists of 31 two and three-story buildings with 308 apartments (40 studio units with 1 bath, 80 one-bedroom units with 1 bath, 76 two-bedroom units with 1 bath, 80 two-bedroom units with two baths and 32 three-bedroom units), a leasing office/community building and swimming pool. KCHA has entered into a purchase and sale agreement with the current owner for \$71,268,000 and has begun pre-acquisition due diligence including title research and a physical condition assessment of the buildings.

Purchase Status

Riverstone Apartments is owned by FSC Associates, which acquired the property in 2008. The property was not listed for sale on the open market but through direct negotiation with the owner KCHA has entered into a purchase and sale agreement (“PSA”) to acquire the property. The agreement to acquire the property is subject to approval by KCHA’s Board of Commissioners and the satisfaction of the Executive Director with the results of KCHA’s due diligence review.

The terms of the PSA include a sales price of \$71,268,000 (\$231,390/unit) and a due diligence inspection window of 30 days in order for KCHA to complete a thorough review of title, physical condition and overall feasibility of the project. An earnest money deposit of \$1.5 million is required by the seller (\$750,000 at the time of the execution of the PSA and an additional \$750,000 upon waiver of contingencies. At that point the deposit becomes non-refundable. The waiver of contingencies must occur on or before October 16th and the anticipated closing date is January 22, 2019.

Due Diligence Status

KCHA has ordered an appraisal, capital needs assessment, Phase I Environmental assessment and a land survey from third party consultants. The due diligence inspection reports are expected to be completed by mid-October. Based on initial property inspections and assessments by KCHA staff, the property appears to be in average to above average condition with no observable property wide or systemic defects.

The property is currently managed by Westwood Management which is a related party to the owner.

Property Description & Building Condition

Riverstone is a 308 multifamily development on a rectangular-shaped, 16 acre parcel, located at 27314 24th Pl. S. in Federal Way. It is a multifamily residential use consistent with current zoning.

The property was developed in 1985 and consists of 31 multi-family buildings with a community clubhouse, outdoor playground/BBQ, swimming pool and landscaped areas. The wood frame buildings, totaling 230,900 square feet, are two and three-story structures with pitched roofs and

exterior stairways to second and third story units.

KCHA's Capital Construction and Asset Management Construction staff, along with a third party consultant, have inspected the property. Inspections included both the interior of the residential units and the exteriors of the buildings. These inspections allow us to gauge the extent of short and longer term improvements anticipated to be necessary as well as the approximate cost of these improvements. The property was judged to be in average to above average condition without systemic defects or repair needs, although numerous small repair items typical for this age of complex were identified. The roofs have an expected remaining life of 5-7 years.

Unit Configuration

The unit mix includes:

- 40 studio, one bath units of approximately 500 square feet each,
- 80 one-bedroom, one bath units of approximately 600 square feet each,
- 76 two-bedroom, one bath units of approximately 775 square feet each,
- 80 two-bedroom, two bath units of approximately 900 square feet,
- 32 three bedroom, two bath units of approximately 1,000 square feet.

Neighborhood Description

The property is located in Federal Way and is approximately one block from the planned S. 272nd light rail station which is part of Sound Transit's Linked Light Rail Extension from the SeaTac Angle Lake Station to Federal Way. The S. 272nd Station along with two other stations, the Kent-Des Moines and the Federal Way Transit Center stations, are expected to open in 2024. Nearby uses include several large apartment complexes and single family homes, with retail, business and public uses located about 5 blocks away along Highway 99. The light rail station is located immediately northeast of the property across S. 272nd Street on the west side of I-5. Riverstone is slightly downhill and over 1 block away from I-5, which is obscured by trees and the Mark Twain elementary school to the east. Riverstone does not appear to be impacted by freeway noise.

Summary of Subject Rent Roll

The following table presents the summary of the subject's rent roll as of September 25, 2018.

Rent Roll Summary							
Unit Type	Unit Count	Rent Min.	Rent Max.	Average	Avg. Rent/SF	Size	Vacancy
Studio	40	\$994	\$1,136	\$1,076	\$1.96	550 SF	3%
1 BR/1 BA	80	\$1,091	\$1,426	\$1,212	\$1.86	650 SF	1%
2 BR/1 BA	76	\$1,241	\$1,665	\$1,366	\$1.61	850 SF	1%
2 BR/2 BA	80	\$1,210	\$1,766	\$1,470	\$1.55	950 SF	5%
3 BR/2 BA	32	\$1,550	\$1,921	\$1,706	\$1.48	1,150 SF	0%
Total	308		Average:	\$1,350		816 SF	2%

Strategic Rationale for Acquisition

KCHA's Board of Commissioner's has identified the acquisition and development of affordable housing near or adjacent to light rail stations and other high volume public transit stops (transit oriented development or "TOD") as a priority in order to address a shortage of affordable housing

with easy access to reliable public transportation.

Although the site is not within a “high opportunity neighborhood”, which an important criterion informing KCHA’s property acquisition approach, the Board of Commissioners’ direction has broadened acquisition criteria to include locations that are easily accessible to major employment centers, services, and educational resources by mass transit. This site fits these criteria. Regional approaches to growth planning and affordable housing development emphasize preservation and creation of affordable housing opportunities within mass transit corridors. The acquisition of Riverstone supports this policy approach. Current market trends show significant increases in rental costs around light rail stations and we anticipate that over time lower income working households and elderly individuals will be priced out of housing proximate to light rail stations. This acquisition is intended to lock in this affordability before rising rents push acquisition costs even higher

Proposed Financing

Interim Financing - KCHA anticipates acquiring the property with proceeds from a draw on a new line of credit from KeyBank. The line of credit would bear an indicative variable interest rate of approximately 2.75 % and be subject to future changes in the LIBOR rate. KCHA has received a financing commitment from KeyBank for a line of credit sufficient to close the purchase.

Permanent Financing – Permanent financing for the Riverstone acquisition would be a combination of long-term tax-exempt bond financing and a grant or loan from King County’s lodging tax revenue reserved for TOD projects that provide affordable housing for households earning less than 80% of the area median income. Staff expects project net operating revenue to support approximately \$50 million in permanent debt with the balance (approximately \$22 million) coming from King County’s TOD fund. Staff is in preliminary discussions with King County’s Housing Finance Division regarding a possible set aside of TOD funding for Riverstone and other future TOD related acquisitions.

Risks & Mitigation

Acquisition Risks & Mitigation

- (Risk) The purchase price for the property is above its true market value and KCHA could risk overpaying for the property.
- (Mitigation) As part of the due diligence process, KCHA has ordered an appraisal of the property by an MAI appraiser licensed to do business in the State of Washington. The appraiser has provided KCHA with a draft appraisal that supports the proposed purchase price and values the property at \$71,500,000.

- (Risk) The condition of the property has title or physical/environmental defects that are unforeseen or unknown.
- (Mitigation) KCHA has reviewed Chicago Title’s preliminary title commitment and has determined that at closing, KCHA will be able to obtain a full owners’ policy insuring clean title with extended coverage. KCHA is also conducting extensive inspections and environmental due diligence on the property. Preliminary inspections and reports indicate no serious defects in the property although final reports will not be available until early

October. KCHA will not waive contingency until these reports have been received and reviewed.

Financing Risk & Mitigation

- (Risk) KCHA has insufficient credit capacity within its line(s) of credit for the initial acquisition financing.
- (Mitigation) KCHA has received a proposal for a new line of credit from KeyBank in an amount sufficient to cover the full cost of acquisition. Subject to Board approval to open the line of credit, funds would be available to KCHA by the closing date of the sale.

- (Risk) After acquisition, KCHA will not be able to fully refinance the line of credit with permanent long-term financing.
- (Mitigation) Key Bank's proposal to provide interim financing is premised on underwriting long-term bonds in an amount that, when combined with other general revenues of KCHA, are sufficient to take out the line of credit. Initial underwriting indicates that project revenues (net operating income from Riverstone) will support about \$50 million of the long-term take out financing. By using KCHA's AA Issuer Credit Rating and/or Credit Enhancement from King County that will provide a AAA rating, there is a high degree of certainty that the long term financing can be provided. KCHA is in discussions with King County's Housing Finance Division regarding a set-aside of TOD funds to provide the \$22 million in equity gap financing through a grant or a forgivable or low interest mezzanine loan.

- (Risk) King County is unable to provide TOD gap financing and KCHA must use other KCHA internal resources to support an additional \$22 million in long term bonds.
- (Mitigation) KCHA currently has sufficient corporate revenues to support the long-term debt service for the Riverstone "gap" financing. Initial analysis indicates that this increase in debt, given the associated net income, would not affect our financial metrics to a point of jeopardizing our overall S&P rating.

- (Risk) Increases in interest rates will reduce the amount that KCHA can borrow for long-term take out financing.
- (Mitigation) Increases in interest rates will decrease the amount of debt that can be supported by project revenues but KCHA can increase the amount of the no or low cost gap financing provided through King County. Although in a very preliminary stage, the County has indicated an ability to provide KCHA up to \$50 million, which will be sufficient to cover any additional gap created by rising interest rates. As an alternative, KCHA can shorten the maturities of some of the debt instruments to reduce both the overall interest rate and resulting annual debt service payments.

- (Risk) Softening of the market in south King County reduces revenues necessary to support the acquisition debt incurred by KCHA.

- (Mitigation) Location of this housing adjacent to a light rail station ensures that this is a property that will maintain market viability even in the face of declining rents in the south county region in general.

Rehab Risk & Mitigation

- (Risk) Additional repair and improvement costs are needed beyond what is visible from due diligence inspections.
- (Mitigation) KCHA is in the process of completing its due diligence of the property. In addition to outside inspectors KCHA is utilizing its own maintenance mechanics, who have extensive experience with the repair needs of this type of housing. Staff estimates the property will require less than \$500,000 in short-term repairs and that routine repairs and replacements at the property can be made out of on-going property operations. Unforeseen repairs not able to be paid from property operations would be funded from additional draws on a KCHA line of credit or from KCHA reserves. KCHA has extensive experience in the assessment and upgrading of this type of property.

THE HOUSING AUTHORITY OF THE COUNTY OF KING

RESOLUTION NO. 5605

**A RESOLUTION AUTHORIZING ACQUISITION OF
THE RIVERSTONE 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; and,

WHEREAS, there is a growing loss of affordable housing within transit corridors and around light rail stations in King County; and,

WHEREAS, access to reliable public transportation is a critical resource for low-income households, providing access to work, services, school, shopping, cultural and other activities for these residents; and,

WHEREAS, the Housing Authority has identified acquiring and developing housing along planned mass transit corridors as a strategic priority to ensure the long-term availability of low-income housing near reliable public transportation; and,

WHEREAS, the Riverstone Apartments (the “Property”) comprises the 308-unit apartment complex located at 27314 24th Place South, Federal Way, Washington, in an area of King County that is within a transit corridor and close

to a future light rail station where rents are increasingly unaffordable to low-income households; 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 operations, and RCW 35.82.070(5) authorizes a housing authority to acquire real property by exercise of the power of eminent domain or by purchase in lieu of exercise of the power of eminent domain; and,

WHEREAS, acquisition of the Property by the Housing Authority will serve the mission of the Housing Authority and the housing goals of the region through an approach that is considerably less expensive than constructing the same number of new housing units; and,

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

Section 1: Acquisition of the Property by the Housing Authority is necessary to preserve and provide housing for persons of low income that is equitably distributed in various areas of its operations.

Section 2: The Executive Director, Stephen J. Norman, is hereby vested with the authority, and with discretion in the exercise of such authority, to make a final determination after reviewing the results of inspection of the Property as to whether to proceed with the purchase of the Property if he deems it in the best interest of the Housing Authority and the region's housing goals to do so. The Executive Director shall notify the Board of Commissioners in writing of the final

determination he has made prior to final acquisition of the Property. If the Executive Director makes a final determination to proceed, the Board of Commissioners hereby further authorizes the Executive Director to take any and all actions necessary to acquire the Property, and authorizes, approves and/or ratifies the execution of a purchase and sale agreement, at a price of no more than (a) Seventy-One Million, Two Hundred Sixty-Eight Thousand Dollars (\$71,268,000) \$231,389.61 per unit) or (b) 105% of the appraised value of the Property pursuant to an appraisal completed by a Washington State licensed MAI appraiser, whichever is less.

Section 3: The Board of Commissioners hereby authorizes the Executive Director (i) give notice to the current owner of the Property of the Housing Authority's intention to acquire the Property by eminent domain if it is unsuccessful in acquiring the Property on satisfactory terms through negotiation and purchase in lieu of condemnation; and (ii) to acquire the Property by condemnation through exercise of the Housing Authority's power of eminent domain, if it is unsuccessful in acquiring the Property on satisfactory terms through negotiation with and purchase from the owner in lieu of condemnation.

Section 4: The Board of Commissioners hereby elects pursuant to RCW 8.26.010(2) not to comply with the provisions of RCW 8.26.035 through RCW 8.26.115 in connection with the acquisition of the Property because no existing occupants of the Property will be displaced by reason of the acquisition.

Section 5: The Board of Commissioners hereby authorizes the Executive Director, Stephen J. Norman, to execute any and all applications, agreements,

certifications or other documents in connection with the submission of various funding and financing applications, in order to provide all or part of the interim and/or permanent financing of the acquisition of the Property pursuant to this Resolution.

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 Jill Stanton, to execute on behalf of the Housing Authority any and all contracts, agreements, certifications or other documents in connection with the Housing Authority's acquisition of the Property pursuant to this Resolution.

**ADOPTED BY THE BOARD OF COMMISSIONERS OF THE
HOUSING AUTHORITY OF THE COUNTY OF KING AT A PUBLIC
MEETING THIS 8TH DAY OF OCTOBER, 2018.**

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

DOUGLAS J. BARNES, Chair

Attest:

STEPHEN J. NORMAN, Secretary

T A B N U M B E R



TO: Board of Commissioners

From: Jill Stanton, Deputy Executive Director/Chief Administrative Officer

Date October 3, 2018

Re: Financial Metrics Presentation

Today's presentation continues the conversation started at our board retreat regarding new tools for oversight of KCHA's financial operations. The interest in providing an additional dashboard is being driven by intensified scrutiny of KCHA's balance sheet by outside parties as the Authority increases its acquisition and development pipeline. External partners such as credit rating agencies, lending institutions, grantors and the King County Credit Enhancement Program are critical tools in this effort. An additional consideration involves monitoring the impact that additional debt obligations may have on cash flow from the workforce housing portfolio to corporate operations. KCHA is dependent on an adequate level of cash flow from these properties to maintain core central office operations.

KCHA received an Issuer "AA" Credit Rating (ICR) from Standard and Poor's (S&P) in November, 2017. This rating resulted from an in depth review of our agency practices and financial metrics and correlates to a "very strong" assessment. The Board was presented with an overview of the S&P criteria at the 2018 retreat and it was decided that management would provide a framework for on-going monitoring of our financial metrics as a part of our business practices and Board reporting.

As part of that process we are developing a tool that measures key financial metrics based on our financial statements and projects the impacts of various financial decisions on those metrics. Specifically, the sensitivity analysis will allow us to measure the impact of decisions regarding acquisitions, development, and debt on our overall finances to assure our compliance with financial performance requirements in connection with our lender covenants and to maintain our AA S&P rating.

As a reminder, the S&P report began with a reflection of why we achieved the AA rating:

- Extremely strong management & strategy
- Good financial flexibility & stable outlook
- Peer comparisons on target

- Asset quality very high
- Very strong enterprise risk profile
- Strong demand on affordability and very low social rent as percentage of market rent
- Very strong financial risk profile
- Extremely strong liquidity ratios
- Extremely strong debt profile
- Well established financial policies

S&P computes their rating based on both an enterprise risk assessment (non-financial indicators) and a risk assessment of financial indicators and policies. The monitoring tool focuses on the financial risk assessment. The financial indicators are based on four primary categories:

- Financial Performance
- Debt Profile
- Liquidity
- Financial Policies

S&P calculates “anchor” scores from our financial statements. Those scores are then adjusted for qualitative factors that positively or negatively affect the anchor. Our S&P analyst spent a lot of time gathering information regarding qualitative measures through financial reviews, on-site visits and staff interviews in order to make recommendations to the S&P committee who ultimately decides our rating.

Executive Dashboard

There are four S&P metrics which are scored as part of the rating process:

- Net Earnings (EBITDA Earnings Before Interest, Taxes, Depreciation, and Amortization) to Revenue Ratio
- Debt to Net Earnings Coverage Ratio
- Net Earnings to Interest Coverage Ratio
- Liquidity Coverage Ratio

In addition, we are required to comply with a debt service coverage ratio covenant with our lending partners of 1.1. While this is the minimum ratio, KCHA must monitor the ratio for trending patterns that reflect a downward shift and could raise concerns with our lenders. KCHA also maintains \$13 million in liquidity as a compliance requirement of the King County Credit Enhancement program.

The tool includes an Executive Dashboard that displays historical and projected S&P ratios and compares them to the S&P scoring criteria. In addition, it will capture

other key compliance metrics and will be expanded when new compliance terms are required.

Key Metrics

Net Revenue: Net Revenue which we often refer to as EBITDA equates to operating income minus operating expenses. It does not include any revenue from development or interest, only earned income such as rent and subsidies. It also does not include any expenses not associated with actual operations. This means that it does not include interest, taxes, depreciation or amortization. The S&P metrics use the Net Income as a base for each ratio, therefore we've built a five year analysis of this calculation into our tool where we input the numbers from our accounting system and the ratios automatically calculate. This information also provides trending analysis and other factors that S&P considers in their rating process. We have experienced a steady increase in our revenues over the past 5 years and have been able to contain administrative and maintenance expenses. As a result, our Net Income has remained relatively consistent over the 5 years with a decrease in 2017 attributable to increased HAP payments not fully supported by HAP grant funding. In 2018 we received a renewal funding inflation factor of 18.2% which will positively impact our net income.

Net Income to Revenue Ratio: This financial performance ratio measures our profitability by calculating a percentage measurement of how much of the earned income we have left after we pay our operational expenses. KCHA has consistently measured around 22% in this category meaning we have approximately 22% of our revenues available to pay non-operating expenses and debt or to invest in capital or other investments. This equates to an S&P score of 4 on a scale of 1 to 6.

As stated earlier, initial "anchor" scores based on financial results can be positively or negatively changed by 1 or 2 points through consideration of qualitative factors. For Financial Performance these factors are as follows:

Qualitative factors that positively affect the anchor include:

In jurisdictions where it is legally possible, the ability and willingness exist to raise rental revenue or decrease costs, resulting in the possibility of increasing EBITDA such that the anchor may be improved by at least one notch.

Qualitative factors that negatively affect the anchor include:

Significant volatility (greater than 20%) in operating performance over a five-year period (including forecasts) exists.

Over 15% of revenues are earned or expected to be earned from development for sale on the open market, or there is similar exposure directly linked to volatility in the open residential sales market.

<i>Consistently negative net margins generated as a result of high debt servicing costs.</i>
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While the tool cannot predict precisely how KCHA's score might be changed by these factors, we include them in order to emphasize that there is an on-going role for decision-making by management and the Board in response to changes in our financial picture. For example, the ability and willingness to raise additional rental revenues from our workforce housing portfolio if absolutely necessary could become an important mitigating factor in addressing declining Net Income ratios.

Our current score of 4 in this category, while not the strongest, does not necessarily reflect a "low score". It highlights the tension between a private sector focus on cash flow and the public sector's double-bottom line focus on addressing mission priorities, such as issuing more Housing Choice Vouchers or keeping workforce housing portfolio rents below market. Net Revenue/Revenue can also be described as a capital neutral measure or comparison measure. It allows for financial result comparisons between peers without accounting for capital or debt. S&P uses this measure and others to compare KCHA with similar social agencies with the expectation that we will either be exceeding the averages or be in line with them. The tool captures this as part of the Executive Dashboard.

Debt to Net Income and Net Income to Interest Ratio: The two debt related ratios measure our Net Income in terms of how much in earnings are available to make interest payments and how much our total outstanding debt exceeds our annual Net Income. These ratios intersect to determine the overall score. KCHA scored a 1 in this category on a scale of 1 to 6.

KCHA's projected Debt/Net Income ratio is 8.3 and the Net Income/Interest ratio is 3.7. This is an area to monitor closely. If we want to retain a score of 1, we have to keep the first ratio under 10 and the second over 2.5. This score also has qualitative factors which can affect our score as outlined below:

Qualitative factors that positively affect the anchor include:

<i>Unencumbered assets valued at over 50% of debt combined with legal and practical ability to sell the assets if necessary</i>
<i>Successful serial amortization of debt on an annual basis or the presence of a sinking fund that is expected to be sufficient to repay debt when it matures.</i>
<i>Low levels of committed capital spending from the total capital program or the ability to scale back capital and reduce forecast debt sufficient to improve the anchor by at least category.</i>

Qualitative factors that negatively affect the anchor include:

<i>High future funding needs requiring debt, which could result in weakening of the anchor by at least one category</i>	
<i>Debt repayment schedules resulting in large swings on debt service coverage outside the forecast period.</i>	
<i>More than 40% of debt is exposed to currency risk, interest rate changes, or interest rates fixed for less than one year.</i>	
<i>High levels of leverage measured by the value of loan to current value of property of over 70%</i>	
<i>Conversion of contingent liabilities to an actual liability is foreseeable in the next 12-24 months and sufficient to weaken the anchor by one.</i>	

Liquidity Coverage Ratio: This ratio measures cash available to cash needed over the next 12 months. It's a projected number. The tool is capturing our projections based on the same components originally used by S&P and this may change over time as cash is affected by other factors such as a decline in HAP reserves. Historically, KCHA has consistently maintained a ratio of 3:1 of available cash over needed cash. This score reflects a 1 or "excellent" rating. A score between 3:1 and 1.75:1 keeps us at a "very strong" assessment in line with our overall S&P credit rating. KCHA's cash liquidity would need to decrease by over 50 million dollars (with everything else remaining the same) before this ratio would decrease by 1 point. In addition, we have a \$13 million dollar liquidity covenant as part of our King County Credit Enhancement Agreement. Our projected liquidity for 2018 is over four times greater than this amount, but again, something that we will monitor going forward.

The following qualitative factors may positively or negatively affect the "anchor" liquidity score:

Qualitative factors that positively affect the anchor include:

<i>If access to external liquidity is "exceptional," as defined in table 10, the anchor improves by two notches. If access to external liquidity is "strong" as defined in table 10, the assessment improves by one notch.</i>
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Qualitative factors that negatively affect the anchor include:

<i>Access to external liquidity is "limited" or "uncertain," as defined in table 10. The assessment worsens by one notch if "limited," and by two notches if "uncertain"</i>	
<i>High refinancing costs over the next two to three years.</i>	

Aggressive use of investments.

Exposure to rating triggers in derivatives or other instrument potentially creating collateral calls over the next 12 months where the risk of such call is foreseeable.

Debt Service Coverage Ratio: This ratio is not used by S&P but it is required by lenders. This ratio measures our ability to pay our annual debt service payment with our net operating income. The tool's sensitivity analysis allows us to quickly assess the effect of additional debt and increasing or decreasing Net Income would have on this ratio. Without considering other factors, our analysis projects that we could incur an additional \$115 million in debt (with all else being equal), before it would raise our Debt/Net Income ratio and affect our S&P anchor score. Please keep in mind this is very basic, other factors have not been built into the tool yet, and the numbers are based on projections, not actuals.

Staff Recommendation

We have built a tool that mirrors the financial metrics our external partners are looking at as they evaluate our financial position. Our goal is to further develop the tool to project impacts of future decisions encompassing the many factors that could affect our financial metrics. We suggest that the dashboard and relevant underlying analysis and trending be brought to the Board on an annual basis to assure retention of our S&P rating and compliance with financial covenants. In addition, the tool will be used as an additional way to assess the impact individual financial decisions may have on these ratios before being brought to the Board for review and that analysis will be included in the risk assessment portion of the staff recommendations.

FINANCIAL METRIC DASHBOARD

Assessment of Liquidity												
King County Housing Authority						Standard & Poor's Scoring Criteria						
	Actual 2014	Actual 2015	Actual 2016	Actual 2017	Projected 2018							
Ratio	n/a	n/a	3.82	3.53	4.07	Ratio	>3x	1.75x-3x	1.25x-1.75x	1.05x1.25x	0.5x-1.05x	<0.5x
Score	n/a	n/a	1 (Excellent)	1 (Excellent)	1 (Excellent)	Score	1 (Excellent)	2 (Very strong)	3 (Strong)	4 (Adequate)	5 (Less than adequate)	6 (Weak)
Projected cash resources over the next 12months/ projected cash uses over the next 12 months												
Assessment of Debt Profile												
King County Housing Authority						Standard & Poor's Scoring Criteria						
	Actual 2014	Actual 2015	Actual 2016	Actual 2017	Projected 2018							
Debt/EBITDA Ratio	6.1	6.0	7.0	9.9	8.3	Debt/EBITDA		EBITDA/Interest				
EBITDA/Interest Ratio	4.6	5.3	6.3	5.1	3.7		>3.5	2.5-3.5	1.5-2.5	1-1.5	0.5-1	<0.5
Score	1 (Excellent)	1 (Excellent)	1 (Excellent)	1 (Excellent)	1 (Excellent)	<10	1	1	2	3	4	5
						10-20	2	2	3	3	5	6
						>20	3	3	4	5	6	6
Assessment of Financial Performance - EBITDA as a Percentage of Revenues												
King County Housing Authority						Standard & Poor's Scoring Criteria						
	Actual 2014	Actual 2015	Actual 2016	Actual 2017	Projected 2018							
Ratio	22.0%	22.8%	24.8%	20.5%	21.6%	Ratio	>50%	40%-50%	30%-40%	20%-30%	10%-20%	<10%
Score	4 (Adequate)	4 (Adequate)	4 (Adequate)	4 (Adequate)	4 (Adequate)	Score	1 (Excellent)	2 (Very strong)	3 (Strong)	4 (Adequate)	5 (Less than adequate)	6 (Weak)
Assessment of Debt Coverage												
King County Housing Authority						Key Bank's Requirement						
	Actual 2014	Actual 2015	Actual 2016	Actual 2017	Projected 2018							
Ratio	1.8	2.3	2.5	2.7	2.3	Minimum Ratio Allowed per Key Bank Covenant						1.1

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TO: Board of Commissioners

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

Date October 4, 2018

Re: Briefing on the acquisition of the International Association of Machinists and Aerospace Workers District 751's portfolio of five Section 8 subsidized apartment complexes

On September 24th, KCHA entered into five separate purchase and sale agreements for the acquisition of five properties owned and operated by non-profit affiliates of the International Association of Machinists and Aerospace workers District 751. Each of these properties has a project-based Section 8 rental assistance contract with HUD to provide rental subsidies for either all or a majority of the units. This acquisition is critical to the Authority to ensure the long-term preservation of these developments for extremely low-income households.

KCHA has commenced its due diligence and will provide a status update and overview of the developments at the October Board meeting.

T A B N U M B E R

6



To: Board of Commissioners

From: Sarah Oppenheimer, Director of Research and Evaluation

Date: October 2, 2018

Re: **KCHA Community Indicators Dashboard**

At the January 2018 Board Retreat, a draft Community Indicators Dashboard was presented and discussed. This dashboard provides context on regional trends in housing and homelessness, and serves as a critical backdrop for informing program and policy design, resource allocation decisions, and approaches for measuring agency impact.

During the Board Retreat, indicators were presented according to three domains: housing shelter burden, homelessness, and income segregation. These are as follows:

- *Housing Shelter Burden:* (1) extremely low income and (2) moderately low income households experiencing severe shelter burden;
- *Homelessness:* (1) annual counts for sheltered and unsheltered homeless persons, and (2) annual counts for homeless students;
- *Income Segregation:* (1) the Residential Income Segregation Index (RISI) score for the Seattle Metro region, and (2) the percentage of households living in low, middle, and high income census tracts in King County.

We believe these three domains and these particular indicators within each domain provide the most compelling, relevant, and actionable information relative to the dashboard's intended use.

Moving forward, we propose updating the Community Indicators Dashboard every January and presenting this data to the Board every February. This timing corresponds with update schedules for the key data sources used in the dashboard: spring for annual homelessness counts, summer for student homelessness data, and November-December for 1-year American Community Survey (ACS) estimates. Based on this plan, the next Community Indicators Dashboard will be presented in February 2019.

At the October 2018 Board Meeting we look forward to a final review of these indicators, and any discussion or feedback on the anticipated utility and timing of the Community Indicators Dashboard.

King County Housing Authority Community Indicators: Dashboard

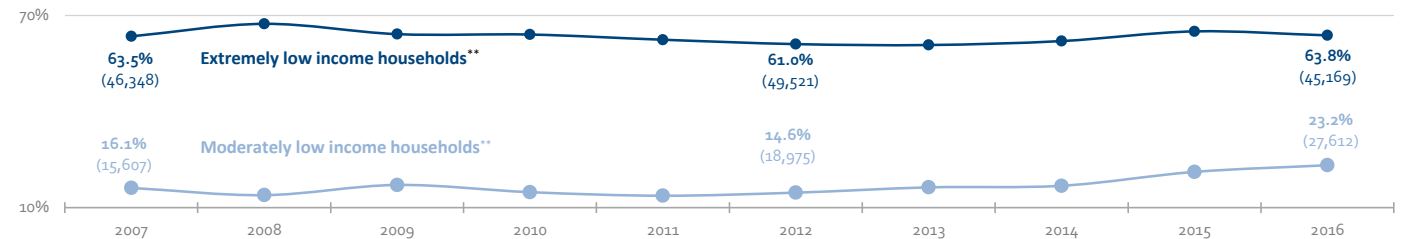
October 2018

Housing Shelter Burden in King County *

Extremely low-income households consistently experience SEVERE SHELTER BURDENS, paying more than 50% of their income to rent.¹

64%

of extremely low-income households were severely shelter burdened in 2016, totalling 45,169 households.

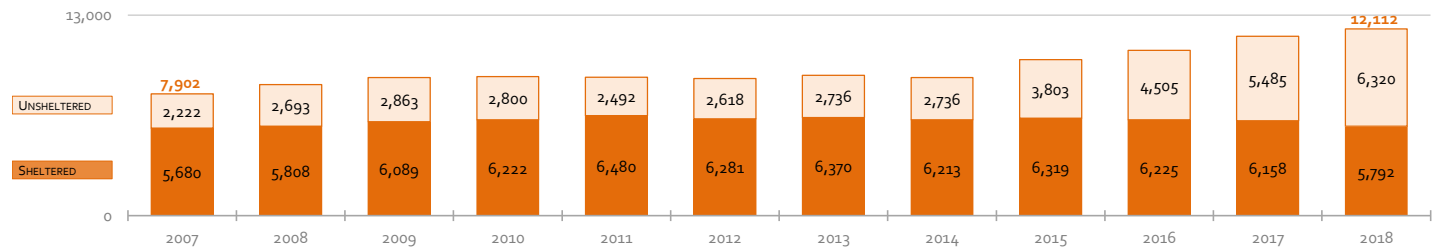


Homelessness in King County *

The number of HOMELESS INDIVIDUALS in King County has surged since 2014, rising 35%.²

12,112

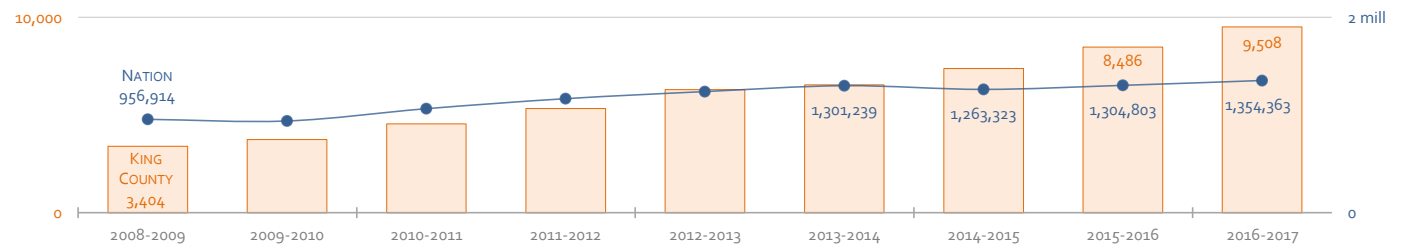
people were homeless on a single night in 2018, a 35% increase since 2014.



While nationally the number of HOMELESS STUDENTS has flattened since the '12 - '13 school year, King County's schools have seen a 51% increase since that time.³

9,508

students were homeless in King County schools during the '16 - '17 school year.⁴



Notes

* King County indicators include the City of Seattle. Seattle-Metro Region indicators include King, Pierce, and Snohomish County.

** Extremely low-income households are those earning less than 30% of the Area Median Income (AMI). Moderately low-income households are those earning between 30% and 80% of AMI.

¹ U.S. Census Bureau. American Community Survey (ACS), One-Year Public Use Microdata Sample (PUMS). 2007 - 2016. <https://www.census.gov/programs-surveys/acs/data/pums.html>.

² U.S. Department of Urban Development. Point-in-Time (PIT) Estimates of Homelessness by Continuum of Care Program. 2017. <https://www.hudexchange.info/resource/3031/pit-and-hic-data-since-2007>.

³ Washington State Office of Superintendent of Public Instruction. Education of Homeless Children and Youth Data Collection and Reports. 2008 - 2016. <http://www.k12.wa.us/HomelessEd/Data.aspx>.

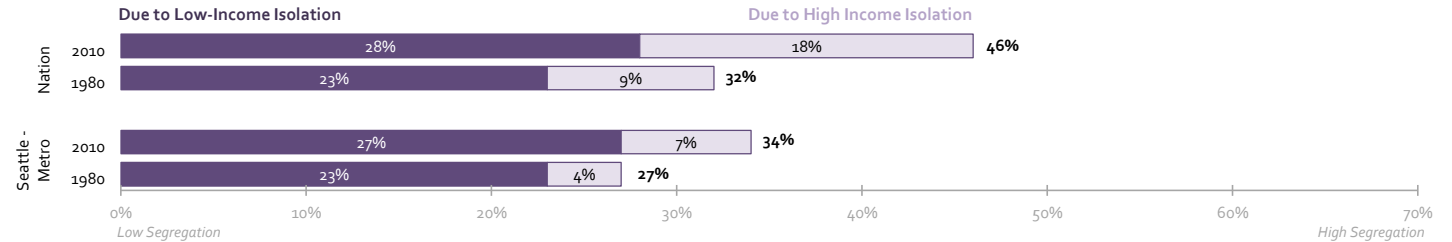
⁴ OSPI's full count of homeless students in King County is included for context. Excluding Seattle, there were 5,228 homeless students identified in King County during the '16 - '17 school year.

Income Segregation in the Seattle-Metro Region

Residential INCOME SEGREGATION is deepening nationally and in the Seattle-Metro Region, attributed largely to concentrations of low-income households.⁵

27%

of low-income households in 2010 lived in census tracts that were majority low-income.

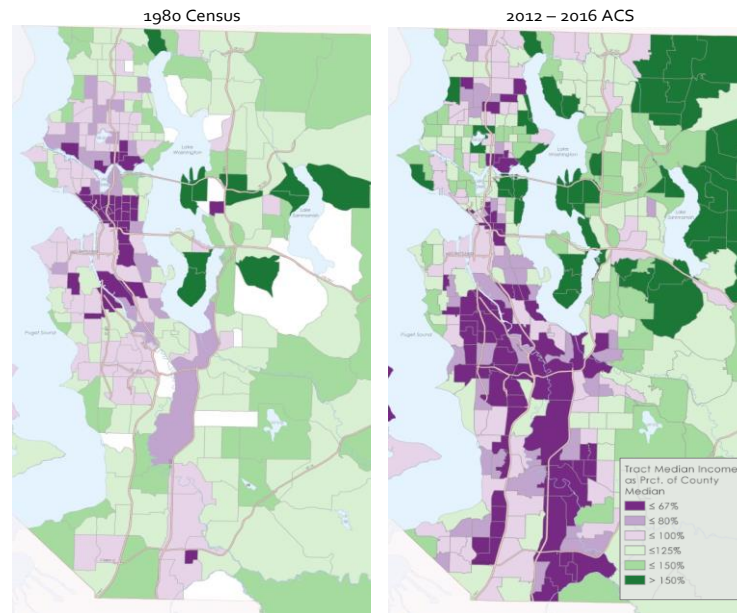


Fewer people live in MIDDLE-INCOME NEIGHBORHOODS as the percentage of households living in high and low-income neighborhoods increases⁶

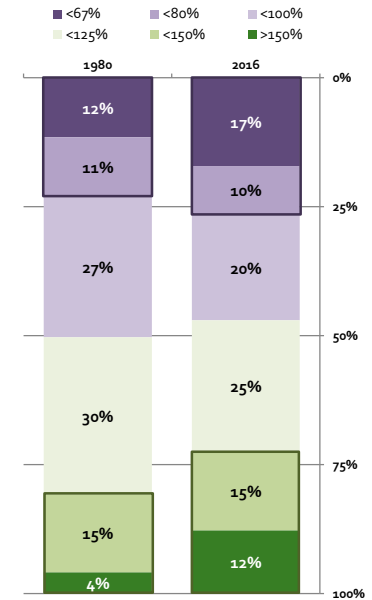
12%

of households no longer live in middle income census tracts compared to 1980 (57% versus 45%)

Census Tract Median Income as Prct. of County Median⁸



Percentage of households living in Low, Middle, and High Income Census Tracts^{7, 8}



Notes

⁵ Pew Research Center. Richard Fry & Paul Taylor. "The Rise of Residential Segregation by Income." 2012. <http://assets.pewresearch.org/wp-content/uploads/sites/3/2012/08/Rise-of-Residential-Income-Segregation-2012.2.pdf>. To make a national comparison, the low-income threshold in this paper is \$30,000 in 2016 dollars.

⁶ A range of other economic segregation indexes also rank the region near the middle or in the lower half of large metropolitan regions, including the Generalized Neighborhood Sorting Index (GNSI, 46th out of the 100 largest commuting zones), Brown University's American Communities Project (66th out of the 100 largest metros), and in the Martin Prosperity Institute's research by Richard Florida (191st of 350 metros).

⁷ Census tracts are grouped at the 67%, 80%, 100%, 125%, and 150% Area Median Income levels to match the methodology used by the Stanford Center on Poverty & Inequality. <https://inequality.stanford.edu/income-segregation-maps>.

⁸ U.S. Census Bureau. Decennial Census, 1980. American Community Survey (ACS), Five-Year Sample, 2012 - 2016.

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KCHA IN THE NEWS

Detailed New National Maps Show How Neighborhoods Shape Children for Life

Some places lift children out of poverty. Others trap them there. Now cities are trying to do something about the difference.



By **Emily Badger** and **Quoc Trung Bui**

Oct. 1, 2018

SEATTLE — The part of this city east of Northgate Mall looks like many of the neighborhoods that surround it, with its modest midcentury homes beneath dogwood and Douglas fir trees.

Whatever distinguishes this place is invisible from the street. But it appears that poor children who grow up here — to a greater degree than children living even a mile away — have good odds of escaping poverty over the course of their lives.

Believing this, officials in the Seattle Housing Authority are offering some families with housing vouchers extra rent money and help to find a home here: between 100th and 115th Streets, east of Meridian, west of 35th Avenue. Officials drew these lines, and boundaries around several other Seattle neighborhoods, using highly detailed research on the economic fortunes of children in nearly every neighborhood in America.

The research has shown that where children live matters deeply in whether they prosper as adults. On Monday the Census Bureau, in collaboration with researchers at Harvard and Brown, published nationwide data that will make it possible to pinpoint — down to the census tract, a level relevant to individual families — where children of all backgrounds have the best shot at getting ahead.

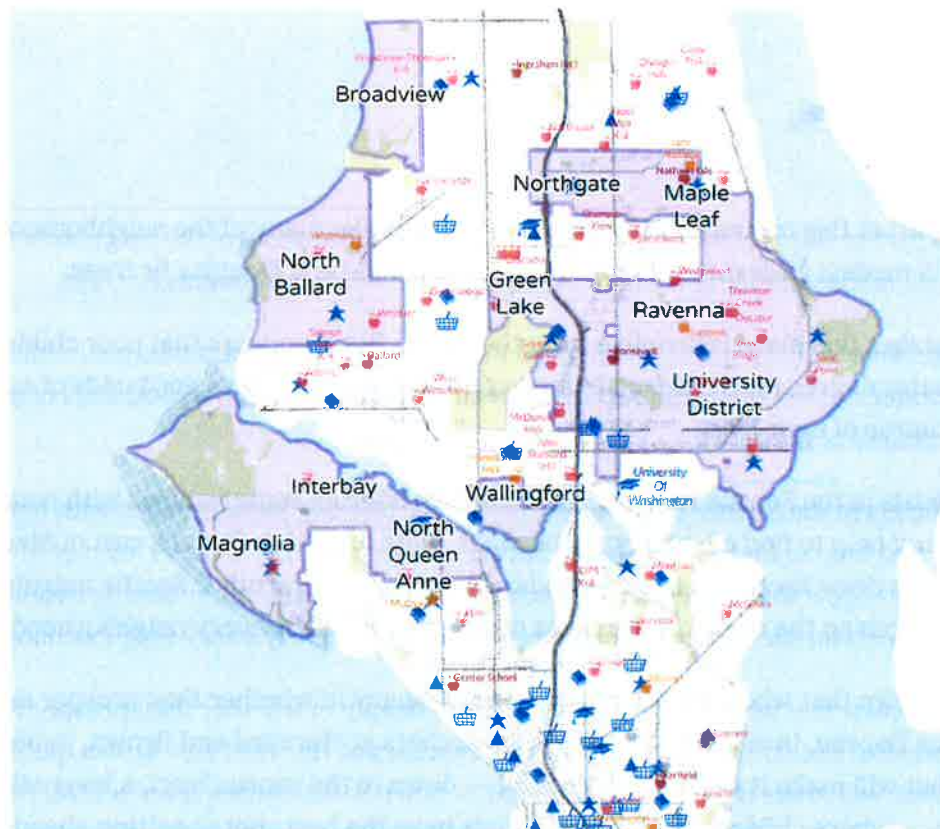
This work, years in the making, seeks to bring the abstract promise of big data to the real lives of children. Across the country, city officials and philanthropists who have dreamed of such a map are planning how to use it. They're hoping it can help crack open a problem, the persistence of neighborhood disadvantage, that has been resistant to government interventions and good intentions for years.

Nationwide, the variation is striking. Children raised in poor families in some neighborhoods of Memphis went on to make just \$16,000 a year in their adult households; children from families of similar means living in parts of the Minneapolis suburbs ended up making four times as much.

The local disparities, however, are the most curious, and the most compelling to policymakers. In one of the tracts just north of Seattle's 115th Street — a place that looks similarly leafy, with access to the same middle school — poor children went on to households earning about \$5,000 less per year than children raised in Northgate. They were more likely to be incarcerated and less likely to be employed.

The researchers believe much of this variation is driven by the neighborhoods themselves, not by differences in what brings people to live in them. The more years children spend in a good neighborhood, the greater the benefits they receive. And what matters, the researchers find, is a hyper-local setting: the environment within about half a mile of a child's home.

At that scale, these patterns — a refinement of previous research at the county level — have become much less theoretical, and easier to act on.



A map used by the Seattle Housing Authority identifies neighborhoods, shaded in purple, where housing officials and researchers believe that poor children have particularly good odds of rising out of poverty. Seattle Housing Authority

“That’s exciting and inspiring and daunting in some ways that we’re actually talking about real families, about kids growing up in different neighborhoods based on this data,” said the Harvard economist Raj Chetty, one of the project’s researchers, along with Nathaniel Hendren at Harvard, John N. Friedman at Brown, and Maggie R. Jones and Sonya R. Porter at the Census Bureau.

The Seattle and King County housing authorities are testing whether they can leverage their voucher programs to move families to where opportunity already exists. In Charlotte, where poverty is deeper and more widespread, community leaders are hoping to nurse opportunity where it’s missing.

In other communities, the researchers envision that this mapping could help identify sites for new Head Start centers, or neighborhoods for “Opportunity Zones” created by the 2017 tax law. Children from low-opportunity neighborhoods, they suggest, could merit priority for selective high schools.

For any government program or community grant that targets a specific *place*, this data proposes a better way to pick those places — one based not on neighborhood poverty levels, but on whether we expect children will escape poverty as adults.

That metric is both more specific and more mysterious. Researchers still don't understand exactly what leads some neighborhoods to nurture children, although they point to characteristics like more employed adults and two-parent families that are common among such places. Other features like school boundary lines and poverty levels often cited as indicators of good neighborhoods explain only half of the variation here.

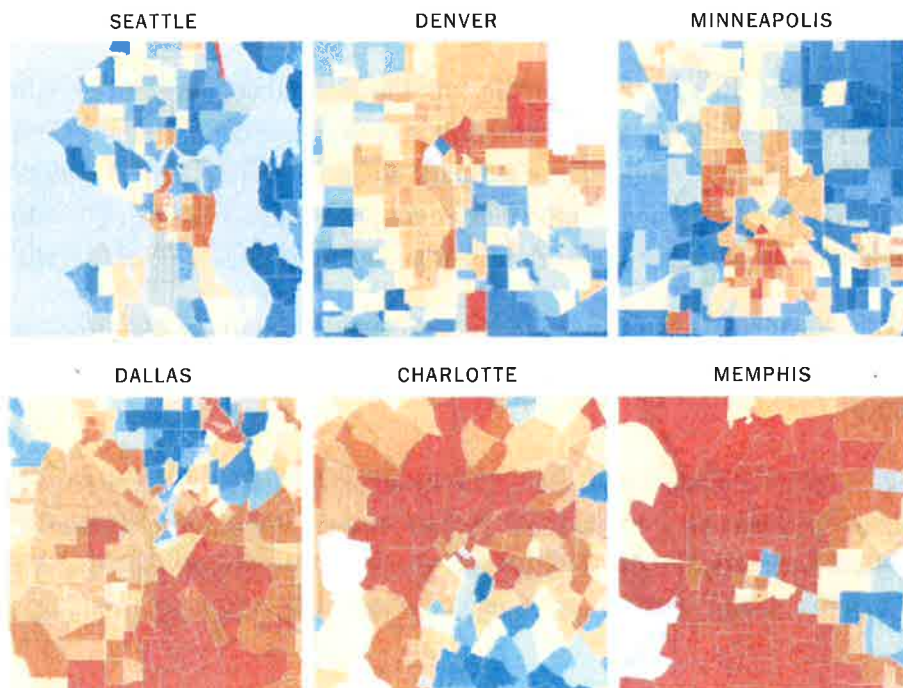
"These things are now possible to think about in a different way than you thought about them before," said Greg Russ, the head of the Minneapolis Public Housing Authority, which is also planning to use the data. "Is opportunity a block away? These are the kind of questions we can ask."

The answers shown here are based on the adult earnings of 20.5 million children, captured in anonymous, individual-level census and tax data that links each child with his or her parents. That data covers nearly all children in America born between 1978 and 1983, although the map here illustrates the subset of those children raised in poorer families. The research offers a time-lapse view of what happened to them: who became a teenage mother, who went to prison, who wound up in the middle class, and who remained trapped in poverty for another generation.

Few of the children from Northgate still live in the neighborhood, but the data traces their outcomes as adults today back to the place that helped shape them.

Expected adult household income for poor children

Lower income Higher income



The patterns broadly hold true for children growing up today, the researchers believe, even though the data reflects the experience of people now in their 30s. In rapidly changing cities like Seattle, some neighborhoods will look quite different now. So in drawing their opportunity maps, the housing authorities here, working with Mr. Chetty's team, also considered indicators like poverty rates and test scores for poor students today.

The researchers argue, however, that this data that looks back over the last 30 years can reveal something about a place that's not captured in snapshots of its conditions today.

In Seattle, that picture confirmed what housing officials feared — that their voucher holders had long been clustered in neighborhoods offering the least upward mobility.

"It really struck us as, well, we are contributing to this problem, not solving the problem," said Andrew Lofton, the executive director of the Seattle Housing Authority.

Here the response means offering some of those families more choices in where to live. But that solution won't help every child, or even many of them. The larger question is how to convert struggling neighborhoods into places where poor children are likely to thrive.

In other regions, the differences between such places are more visible than in Seattle.

In the Charlotte area, Ophelia Garmon-Brown, a longtime family physician, sees in these maps clear traces of where the fewest jobs are, where the high-poverty schools are, where African-American families live.

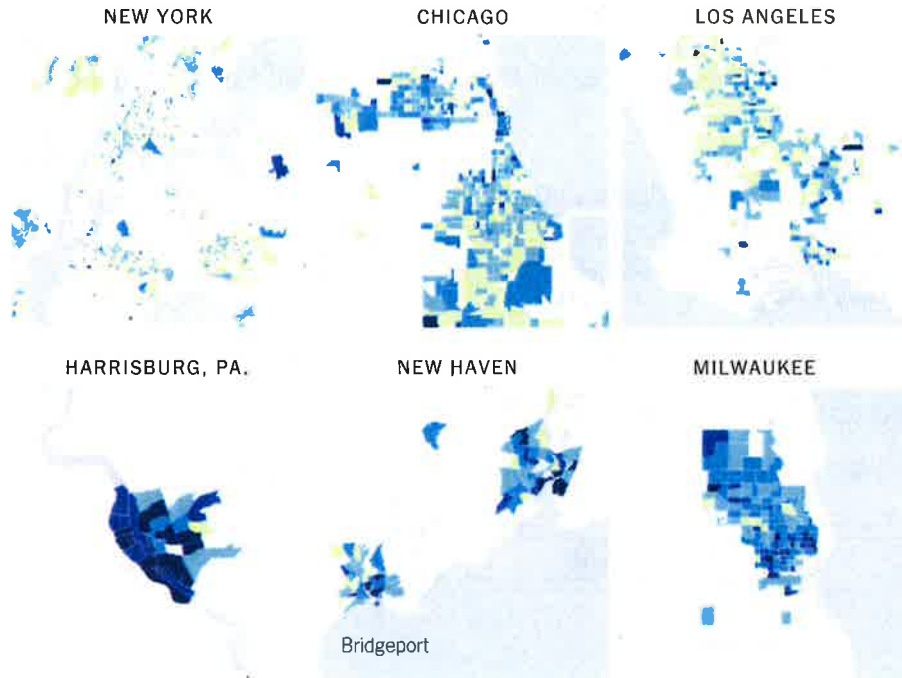
"You could drive from your home in south Charlotte to your banking job downtown and never see poverty, because we're so segregated," said Dr. Garmon-Brown, who grew up poor herself, in Detroit. "In some of this, we have to admit that was intentional."

The earlier research showed Charlotte as among the worst large metropolitan areas in the country in creating opportunity for poor children, a realization that prompted the community to create a task force co-chaired by Dr. Garmon-Brown. At this finer scale, parsing outcomes by race and neighborhood, poor white children in Charlotte have had more opportunity than poor black children, even when they've grown up in the same neighborhoods. In many parts of the region, however, their worlds simply don't overlap.

In other communities, what separates neighborhoods is probably tied to incarceration. Included in the new census data are neighborhood-level rates of children who were later counted in the census in prisons or jails on April 1, 2010.

About 1.5 percent of the entire cohort, adults then in their late 20s to early 30s, were incarcerated on that single day. For some neighborhoods in Milwaukee or New Haven, that number was far higher: As many as one in four poor black boys growing up in those places were incarcerated. Their neighborhoods — or something about how those neighborhoods were policed — sent more poor children into prison than out of poverty.

**Share of black men from poor families
who were incarcerated on April 1, 2010**



Poor indicates families making about \$27,000 a year (in 2015 dollars), at the 25th percentile of the national income distribution

Underscoring how difficult it will be to transform these places, the federal government has spent billions in struggling neighborhoods over the years, funneling as much as \$500 million into some individual census tracts since 1990, according to a tally by researchers of major place-based initiatives like block grants and housing redevelopment programs.

“And yet we’ve never been able as a country to fully know whether and to what degree those investments were efficacious,” said Kathryn Edin, a Princeton sociologist.

Ms. Edin and other researchers working with Mr. Chetty plan to re-examine those past government programs with the new data, which makes it possible to identify where children lived when they were exposed to those investments, and what happened to them afterward.

If the answers are not clear yet, there is a hint of answers coming, now that we have fine-grained data on millions of children, now that cities alarmed by the results are taking notice, now that philanthropists are lining up to help.

In Seattle, where all these pieces have converged, housing officials were recently driving past neighborhoods their map doesn’t identify, into “opportunity areas” where families have begun to move.

“I believe the results of the data, but we all wish we knew what the distinguishing attributes are, so that we could build them in other neighborhoods,” said Andria Lazaga, the director of policy and strategic initiatives with the Seattle Housing Authority. “That’s the dream — to figure that out.”

The poor children shown here were raised in families making about \$27,000 a year (in 2015 dollars), at the 25th percentile of the national income distribution. Not all neighborhoods were home to such families, so researchers calculated tract-level estimates by extrapolating from the results of families at other percentiles who were present there. Data is not shown in tracts with few children. Results not shown here covering other income levels and full outcomes including incarceration are available [here](#).

Josh Williams contributed research.

Emily Badger writes about cities and urban policy for The Upshot from the San Francisco bureau. She's particularly interested in housing, transportation and inequality — and how they're all connected. She joined The Times in 2016 from The Washington Post. @emilymbadger

Quoctrung Bui is a graphics editor and covers social science and policy for The Upshot. He joined The Times in 2015, and previously worked for National Public Radio covering economics and everyday life. @qdbui

A version of this article appears in print on Oct. 1, 2018, on Page A1 of the New York edition with the headline: Data Zooms In on the Springboards to Prosperity

READ 228 COMMENTS

Burien apartment residents facing eviction plead for city intervention

A packed house at the Burien City Council Monday as dozens of residents facing eviction asked the city to intervene. The Fox Cove Apartments were recently sold and the new owners have given some residents until the end of the month to get out.

The building was recently purchased and the new owners say they want to fix the buildings and bring them up to code. To do that work, all residents will eventually be forced to move out during renovations.

featured by



At one point, the city considered giving every household in the 36-unit complex \$3,000 in relocation assistance. Instead, the city decided to wait and ask city staff to figure out where the money would come from and find a non-profit partner to help administer the assistance. They're also moving forward on an idea to require landlords to give tenants 90 days notice if they want to evict tenants for reasons other than non-payment.

The next council meeting is set for October 15. Fox Cove residents who packed the meeting were frustrated as they left, saying they can't wait two more weeks to find out if they'll get assistance.

The complex has been plagued by maintenance problems for years; residents said they've dealt with everything from mold to broken appliances. The dilapidated conditions meant that rents were below traditional market rates.

When the renovation work is complete, the rents will likely be closer to traditional market rates. Many of the residents are low-income and say they probably will not be able to afford those.

The work is being done six units at a time and residents from those first six apartments must be out by the end of October. The King County Housing Authority confirms there is a shortage of low-income housing and finding spots on that time frame could be challenging but they are trying to help families that are impacted.

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