



HYBRID MEETING OF THE BOARD OF COMMISSIONERS

**Monday, July 21, 2025
3:00 pm**

Webinar Meeting:

<https://kcha-org.zoom.us/j/84244814646>

Webinar ID: 842 4481 4646

Phone: (253) 215-8782

HYBRID MEETING OF THE BOARD OF COMMISSIONERS AGENDA

Monday, July 21, 2025 - 3:00 p.m.

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

I. Call to Order

II. Roll Call

III. Public Comment

IV. Approval of Minutes 1

A. Board Meeting Minutes – June 30, 2025

V. Approval of Agenda

VI. Consent Agenda

A. Voucher Certification Reports for May 2025 2

B. First Quarter 2025 Executive Dashboard 3

VII. Resolutions for Discussion

A. **Resolution No. 5799 –** 4
Moving to Work Plan Amendment

VIII. Reports

A. 2025 Midyear Budget 5

B. Safety and Security Updates	6
C. People and Culture EDIB Update	7

IX. Executive Session

- A. To receive and evaluate complaints or charges brought against a public officer or employee (RCW 42.30.110 (1) (f))

X. President/CEO Report

XI. KCHA in the News

XII. Commissioner Comments

XIII. Adjournment

Members of the public who wish to give public comment: We are now accepting public comment during the meeting or written comments. Please send your requests for public comment to the Board Coordinator via email to kamir@kcha.org three days prior to the meeting date. If you have questions, please call 206-574-1206.

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

Monday, June 30, 2025

I. CALL TO ORDER

The special monthly meeting of the King County Housing Authority Board of Commissioners was held as a special hybrid meeting on Monday, June 30, 2025. There being a quorum, the hybrid meeting was called to order by Vice Chair Jackson at 3:03 p.m.

II. ROLL CALL

Present: Commissioner Richard Jackson (Vice-Chair) (via Zoom), Commissioner Tina Keys (via Zoom), Commissioner Jerry Lee (via Zoom) and Commissioner Neal Black (via Zoom)

Absent: Commissioner Regina Elmi

III. PUBLIC COMMENT

Alex Tsimerman gave public comment.

Guillermo Rivera gave a written public comment.

IV. APPROVAL OF MINUTES

A. Board Meeting Minutes – May 19, 2025

On motion by Commissioner Tina Keys, and seconded by Commissioner Jerry Lee, the Board unanimously approved the May 19, 2025, meeting minutes.

V. APPROVAL OF AGENDA

On motion by Commissioner Jerry Lee, and seconded by Commissioner Tina Key, the Board unanimously approved the June 30, 2025, hybrid Board of Commissioners' meeting agenda.

VI. CONSENT AGENDA

A. Voucher Certification Reports for April 2025

B. **Resolution 5797** - Resolution No. 5797 Supersedes and replaces Resolution No. 5795 authorizing the Authority's participation in the development, financing and operation of a manufactured housing community.

On motion by Commissioner Jerry Lee, and seconded by Commissioner Tina Keys, the Board unanimously approved the June 30, 2025, hybrid Board of Commissioners' meeting consent agenda.

VII. RESOLUTIONS FOR DISCUSSION

A. Resolution No. 5798 – A Resolution of the Board of Commissioners of the Housing Authority of the County of King relating to governance and open public meetings, amending and restating the Authority's Bylaws and adopting revised policies on public meeting protocols.

Robin Walls, President/CEO explained the need for the updates.

On motion by Commissioner Jerry Lee, and seconded by Commissioner Neal Black, the Board unanimously approved Resolution 5798.

VIII. BRIEFINGS AND REPORTS

A. First Quarter 2025 Financial Report

Wendy Teh, Vice President of Finance gave a presentation with the financial highlights for the Board.

B. First Quarter 2025 Write-Off Report

Penny Bradley, Assistant VP of Property Management – Administrative, gave a summary of the report to the Board.

C. KCHA Goals

Robin Walls, President/CEO, gave a presentation on the 2025 KCHA Goals. We will continue to report on the Goals at future meetings.

- Support the development of equitable, inclusive and anti-racist practices across the organization.
- Develop and enhance workforce programming to attract, retain and develop KCHA staff to improve business practices and promote an inclusive workplace culture.
- Continuing to Upgrade and Expand KCHA's Affordable Housing Inventory.
- Continue to Reduce KCHA's Environmental Footprint and promote Environmental Justice.
- Improve KCHA Operational Experience for Internal and External Customers.

D. KCHA Digital Equity Update

Steven Hellyer, Executive VP of Technology/Chief Technology Officer and
Jamie Robbins, Digital Equity Coordinator

KCHA believes that every person, regardless of age, background, income, or experience, should have the tools they need to actively engage in the economy, society, and democracy, including:

- Affordable high-speed internet;
- Affordable computers, laptops, and devices; and
- Opportunities to learn practical skills.

Digital equity for those on KCHA assistance: The capacity for all residents living at KCHA-owned housing sites and utilizing a tenant-based voucher to have access to (1) affordable high-speed internet, (2) low-cost computing devices, and (3) digital literacy skills to fully utilize devices and internet is a condition KCHA will strive to achieve. KCHA will also take steps to ensure it is not widening the digital divide with each technology initiative impacting the community we serve.

IX. PRESIDENT/CEO REPORT

Robin Walls, President/CEO gave news updates

- We will be going over the packets for the next few months. We have given you the Digital Equity update, we will be going over additional updates. We will focus on KCHA operational experience, increasing access to units for voucher holders. Housing Choice Voucher Program has decreased utilization nationwide. We will also look at Developing and Enhancing Workforce Programming to support an inclusive workplace, we will focus on the pay equity issue. We have a lot of data to share with the Board.
- Saeed Hajarizadeh, Chief Administrative Officer presented on an International Social Housing Conference that he and Robin participated in at the beginning of June in Dublin, Ireland and to provide an update on how some of us are partnering with Housing Europe on our shared issues with respect to affordable housing. This was a self-funded trip, no KCHA or government funds were used. KCHA is a member of NAHRO, National Association of Housing and Redevelopment Officials. There are about 3500 housing authorities in the country. They have a committee called the International Research and Global Exchange Committee, which both Saeed and Robin are members of. This event happens every two years and is put together by Housing Europe. An organization like NAHRO. They represent 31 European countries encompassing 25 million dwellings and in Europe, roughly 11% of housing is social housing. There were 2000 members at the conference. Saeed also shared photos from the trip. Social housing in Europe is a term used in Europe to indicate housing that is less expensive and generally funded and assisted by local and national forms of government. Social housing plays a crucial role in providing affordable housing spaces. In Ireland, they consider housing a human right guaranteed by its national

government. They provide financial assistance through a similar mechanism to our HCV Program. Help is immediate and universal so there's no wait to receive housing assistance as long as you can find a unit, and that has been a problem, even in Ireland. This housing is guaranteed for life, and you pay depending on income. Social housing is heavily subsidized by the government, and created a lot of housing for the poor. Our public housing is for housing the poor but we stopped adding housing since the 1990's and most has been from the private sector. In Dublin, the challenges are similar to Seattle. They have done tax incentives, and the issues are the same Housing is a human right, rent controls to end landlord power sign. We have just passed a version of rent controls as well.

- HUD Budget Update – There is a critical stage for us with respect to the federal budget. The understanding of the budget process for 2026 and the emergency housing vouchers. We are at a point where we have to take serious budget actions to prepare for the EHV's running out in 2026.

Emergency Housing Vouchers Background

- 752 EHV's awarded to KCHA via the American Rescue Plan (2021)
- Funding for vouchers anticipated through September 30, 2030
- Approx 60,000 vouchers funded nationwide
- \$5 Billion budgeted for the program
- Priorities for families are:
 - Homeless
 - At risk of homelessness
 - Fleeing or attempting to flee DV, dating violence and sexual assault
- Due to historic increases in rental prices, sufficient funding to cover EHV's through CY 2026
- PIH Notice 2025-19, issued on 6/20/25 provided instruction for HA's to transition EHV families into their HCV Programs
- We have 743 EHV utilization (95.5%)
- Annual costs of \$12.31 Million
- Options per the PIH Notice are:
 - Transfer families via a waitlist preference
 - Transition families eligible to certain special purpose vouchers i.e. mainstream to vacancies
 - Terminate assistance for families

EHV funding/HUD Funding

- The reconciliation bill, "big, beautiful, bill" does not determine HUD FY 26 Funding
- HUD funding is determined by the Appropriates Committees
- Reportedly 100+ legislators are pushing for continued funding for EHV's
- Depending upon the final ruling by the Supreme Court on Birthright Citizenship, housing authorities may also be forced to take action on mixed families.

KCHA has already taken multiple steps in preparation for 2026. We have already slowed hiring in anticipation of cuts. We have also looked at the household share of the rent. We have a family share at 28%, which is no longer a feasible or sustainable long-term strategy. Increasing family share to 31% allows HAP cost

savings. We will be updating the MTW Plan to allow for the change, including holding public meetings in July. We anticipate bringing the MTW Update to the board for approval in July or Sept 2025.

- Dan Watson gave a tribute to Tim Walter, Senior VP of Development and Asset Management, who is retiring today, after 32 years at KCHA.

X. KCHA IN THE NEWS

None.

XI. COMMISSIONER COMMENTS

None.

XII. ADJOURNMENT

Vice Chair Jackson adjourned the meeting at 4:33 p.m.

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

RICHARD JACKSON, Vice Chair
Board of Commissioners

ROBIN WALLS
President/CEO and Secretary-Treasurer

T A B N U M B E R



King County Housing Authority

To: Board of Commissioners

From: Mary Osier, Accounting Manager

Date: July 14, 2025

Re: **VOUCHER CERTIFICATION FOR May 2025**

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

Mary Osier
Accounting Manager
July 14, 2025

Bank Wires / ACH Withdrawals		7,550,639.86
	<i>Subtotal</i>	7,550,639.86
Accounts Payable Vouchers		
Key Bank Checks - #357221-357800		7,238,040.84
Tenant Accounting Checks - #12459-12484		46,635.81
	<i>Subtotal</i>	7,284,676.65
Payroll Vouchers		
Checks - #911754432-911754435 & 911813590-911813605 & 911898949-911898961		52,925.47
Direct Deposit		2,698,233.48
	<i>Subtotal</i>	2,751,158.95
Section 8 Program Vouchers		
Checks - #656014-656727		1,232,536.90
ACH - #641037-643652		22,922,811.00
	<i>Subtotal</i>	24,155,347.90
Purchase Card / ACH Withdrawal		470,977.89
	<i>Subtotal</i>	470,977.89
	GRAND TOTAL	\$ 42,212,801.25

TO:

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

FROM:

Wen Xu, Director of Asset Management

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

Wen Xu

Date

Property	Wired to Operating Account for Obligations of Property			Notes:
	Date	Wire Transaction	Claim	
ALPINE RIDGE	05/01/2025	\$ 4,893.55	AP	
ARBOR HEIGHTS	05/01/2025	\$ 12,987.55	AP	
Aspen Ridge	05/01/2025	\$ 9,711.51	AP	
Auburn Square	05/01/2025	\$ 7,240.59	AP	
Carriage House	05/01/2025	\$ 4,260.38	AP	
Carrington	05/01/2025	\$ 757.43	AP	
CASCADIAN	05/01/2025	\$ 2,444.65	AP	
Colonial Gardens	05/01/2025	\$ 3,592.46	AP	
FAIRWOOD	05/01/2025	\$ 3,504.13	AP	
HERITAGE PARK	05/01/2025	\$ 5,998.81	AP	
LAURELWOOD	05/01/2025	\$ 10,136.54	AP	
Meadows	05/01/2025	\$ 8,024.33	AP	
Newporter	05/01/2025	\$ 8,064.44	AP	
OVERLAKE	05/01/2025	\$ 14,579.27	AP	
Parkwood	05/01/2025	\$ 3,606.04	AP	
Pinewood Village	05/01/2025	\$ 2,308.84	AP	
Plum Court	05/01/2025	\$ 19,540.17	AP	
Salish Place	05/01/2025	\$ 2,289.91	AP	
Sandpiper East	05/01/2025	\$ 8,826.10	AP	
SOUTHWOOD SQUARE	05/01/2025	\$ 7,660.53	AP	
Sterling Ridge	05/01/2025	\$ 16,231.13	AP	
Timberwood	05/01/2025	\$ 3,784.24	AP	
Walnut Park	05/01/2025	\$ 34,331.29	AP	
WINDSOR HEIGHTS	05/01/2025	\$ 16,015.06	AP	
Woodridge Park	05/01/2025	\$ 2,966.54	AP	
Argyle	05/07/2025	\$ 41,856.96	AP & Payroll	
Ballinger Commons	05/07/2025	\$ 125,515.72	AP & Payroll	
Bellepark	05/07/2025	\$ 13,845.97	AP	

Brier Woods	05/07/2025	\$ 22,801.26	AP & Payroll	
Emerson	05/07/2025	\$ 177,583.07	AP & Payroll	
GILMAN SQUARE	05/07/2025	\$ 86,776.55	AP & Payroll	
Hampton	05/07/2025	\$ 58,069.85	AP	
Kendall Ridge	05/07/2025	\$ 190,091.95	AP	
Landmark	05/07/2025	\$ 40,243.28	AP	
Meadowbrook	05/07/2025	\$ 113,823.98	AP & Payroll	
Riverstone	05/07/2025	\$ 30,523.18	AP	
SALMON CREEK HOUSING	05/07/2025	\$ 10,423.69	Monthly bank fees	
Surrey Downs	05/07/2025	\$ 80,276.17	AP & Payroll	
Tall Cedars	05/07/2025	\$ 8,247.09	AP	
Villages at South Station	05/07/2025	\$ 71,182.50	AP & Payroll	
Woodside East	05/07/2025	\$ 34,855.35	AP	
ALPINE RIDGE	05/08/2025	\$ 6,010.21	AP & Payroll	
ARBOR HEIGHTS	05/08/2025	\$ 30,044.58	AP & Payroll	
Argyle	05/08/2025	\$ 22,801.26	AP & Payroll	
Aspen Ridge	05/08/2025	\$ 30,031.46	AP & Payroll	
Auburn Square	05/08/2025	\$ 33,306.77	AP & Payroll	
Carriage House	05/08/2025	\$ 26,105.60	AP & Payroll	
Carrington	05/08/2025	\$ 8,954.81	AP & Payroll	
CASCADIAN	05/08/2025	\$ 24,983.08	AP & Payroll	
Colonial Gardens	05/08/2025	\$ 9,332.13	AP & Payroll	
Cottonwood	05/08/2025	\$ 34,831.20	AP & Payroll	
Cove East	05/08/2025	\$ 55,091.39	AP & Payroll	
FAIRWOOD	05/08/2025	\$ 23,056.01	AP & Payroll	
HERITAGE PARK	05/08/2025	\$ 15,574.48	AP & Payroll	
Henry House	05/08/2025	\$ 11,581.90	AP & Payroll	
Juanita View	05/08/2025	\$ 20,490.14	AP & Payroll	
LAURELWOOD	05/08/2025	\$ 14,908.12	AP & Payroll	
Meadows	05/08/2025	\$ 9,223.89	AP & Payroll	
Newporter	05/08/2025	\$ 22,287.59	AP & Payroll	
NIA	05/08/2025	\$ 49,564.90	AP & Payroll	
OVERLAKE	05/08/2025	\$ 132,293.28	AP & Payroll	
Parkwood	05/08/2025	\$ 17,834.97	AP & Payroll	
Pinewood Village	05/08/2025	\$ 14,303.24	AP & Payroll	
Plum Court	05/08/2025	\$ 47,452.70	AP & Payroll	
RAINIER VIEW I	05/08/2025	\$ 16,117.84	AP & Payroll	
RAINIER VIEW II	05/08/2025	\$ 11,272.95	AP & Payroll	
Salish Place	05/08/2025	\$ 19,576.71	AP & Payroll	
SALMON CREEK HOUSING	05/08/2025	\$ 52,731.93	AP & Payroll	

Sandpiper East	05/08/2025	\$ 57,753.24	AP & Payroll	
SEOLA CROSSING LLC	05/08/2025	\$ 81,742.15	AP & Payroll	
SEOLA CROSSING LLC	05/08/2025	\$ 40,800.43	AP & Payroll	
SI VIEW	05/08/2025	\$ 9,153.36	AP & Payroll	
SOUTHWOOD SQUARE	05/08/2025	\$ 9,071.44	AP & Payroll	
Sterling Ridge	05/08/2025	\$ 53,380.80	AP & Payroll	
Timberwood	05/08/2025	\$ 38,907.68	AP & Payroll	
Vashon Terrace	05/08/2025	\$ 1,203.72	AP & Payroll	
Walnut Park	05/08/2025	\$ 33,979.89	AP & Payroll	
WINDSOR HEIGHTS	05/08/2025	\$ 59,431.65	AP & Payroll	
Woodridge Park	05/08/2025	\$ 29,198.69	AP & Payroll	
Tall Cedars	05/09/2025	\$ 9,612.24	AP	
Bellepark	05/14/2025	\$ 46,551.55	AP & Payroll	
Hampton	05/14/2025	\$ 64,083.67	AP & Payroll	
Kendall Ridge	05/14/2025	\$ 18,387.51	AP & Payroll	
Landmark	05/14/2025	\$ 87,413.78	AP & Payroll	
Woodside East	05/14/2025	\$ 29,030.12	AP & Payroll	
ALPINE RIDGE	05/15/2025	\$ 5,580.31	AP	
ARBOR HEIGHTS	05/15/2025	\$ 28,843.79	AP	
Aspen Ridge	05/15/2025	\$ 6,778.58	AP	
Auburn Square	05/15/2025	\$ 26,033.63	AP	
Carriage House	05/15/2025	\$ 161,647.99	AP	
Carrington	05/15/2025	\$ 10,759.42	AP	
CASCADIAN	05/15/2025	\$ 61,441.78	AP	
Colonial Gardens	05/15/2025	\$ 9,987.33	AP	
FAIRWOOD	05/15/2025	\$ 14,318.43	AP	
HERITAGE PARK	05/15/2025	\$ 12,906.33	AP	
LAURELWOOD	05/15/2025	\$ 11,566.10	AP	
Meadows	05/15/2025	\$ 11,093.11	AP	
Newporter	05/15/2025	\$ 3,890.52	AP	
OVERLAKE	05/15/2025	\$ 40,132.04	AP	
Parkwood	05/15/2025	\$ 20,037.55	AP	
Pinewood Village	05/15/2025	\$ 8,985.42	AP	
Plum Court	05/15/2025	\$ 4,466.79	AP	
Salish Place	05/15/2025	\$ 17,811.64	AP	
Sandpiper East	05/15/2025	\$ 26,110.39	AP	
SOUTHWOOD SQUARE	05/15/2025	\$ 26,633.10	AP	
Sterling Ridge	05/15/2025	\$ 24,456.96	AP	
Timberwood	05/15/2025	\$ 10,070.62	AP	
Vashon Terrace	05/15/2025	\$ 6,616.98	AP	

Walnut Park	05/15/2025	\$ 50,963.28	AP	
WINDSOR HEIGHTS	05/15/2025	\$ 81,870.17	AP	
Woodridge Park	05/15/2025	\$ 31,646.63	AP	
Argyle	05/21/2025	\$ 48,950.19	AP & Payroll	
Ballinger Commons	05/21/2025	\$ 213,740.08	AP & Payroll	
Bellepark	05/21/2025	\$ 18,610.40	AP	
Brier Woods	05/22/2025	\$ 47,342.75	AP & Payroll	
Emerson	05/21/2025	\$ 140,760.12	AP & Payroll	
GILMAN SQUARE	05/21/2025	\$ 64,307.68	AP & Payroll	
Hampton	05/21/2025	\$ 226,483.17	AP	
Kendall Ridge	05/21/2025	\$ 14,362.21	AP	
Landmark	05/21/2025	\$ 5,351.29	AP	
Meadowbrook	05/21/2025	\$ 48,003.20	AP & Payroll	
Riverstone	05/21/2025	\$ 23,695.95	AP	
Surrey Downs	05/21/2025	\$ 97,292.43	AP & Payroll	
Villages at South Station	05/21/2025	\$ 81,132.41	AP & Payroll	
Woodside East	05/21/2025	\$ 83,275.21	AP	
ALPINE RIDGE	05/22/2025	\$ 6,443.64	AP & Payroll	
ARBOR HEIGHTS	05/22/2025	\$ 17,155.48	AP & Payroll	
Aspen Ridge	05/22/2025	\$ 34,349.67	AP & Payroll	
Auburn Square	05/22/2025	\$ 50,716.89	AP & Payroll	
Carriage House	05/22/2025	\$ 59,831.77	AP & Payroll	
Carrington	05/22/2025	\$ 16,104.76	AP & Payroll	
CASCADIAN	05/22/2025	\$ 129,528.24	AP & Payroll	
Colonial Gardens	05/22/2025	\$ 9,809.06	AP & Payroll	
Cottonwood	05/22/2025	\$ 26,048.23	AP & Payroll	
Cove East	05/22/2025	\$ 78,900.28	AP & Payroll	
FAIRWOOD	05/22/2025	\$ 27,728.07	AP & Payroll	
HERITAGE PARK	05/22/2025	\$ 13,565.47	AP & Payroll	
Henry House	05/22/2025	\$ 46,101.37	AP & Payroll	
Juanita View	05/22/2025	\$ 29,124.03	AP & Payroll	
LAURELWOOD	05/22/2025	\$ 14,550.17	AP & Payroll	
Meadows	05/22/2025	\$ 16,515.70	AP & Payroll	
Newporter	05/22/2025	\$ 20,648.48	AP & Payroll	
NIA	05/22/2025	\$ 32,015.85	AP & Payroll	
OVERLAKE	05/22/2025	\$ 44,474.09	AP & Payroll	
Parkwood	05/22/2025	\$ 18,011.79	AP & Payroll	
Pinewood Village	05/22/2025	\$ 31,912.58	AP & Payroll	
Plum Court	05/22/2025	\$ 24,870.24	AP & Payroll	
RAINIER VIEW I	05/22/2025	\$ 19,113.33	AP & Payroll	

RAINIER VIEW II	05/22/2025	\$ 8,951.70	AP & Payroll	
Riverstone	05/22/2025	\$ 35,168.02	AP & Payroll	
Salish Place	05/22/2025	\$ 20,991.21	AP & Payroll	
SALMON CREEK HOUSING	05/22/2025	\$ 31,707.22	AP & Payroll	
Sandpiper East	05/22/2025	\$ 36,565.75	AP & Payroll	
SEOLA CROSSING LLC	05/22/2025	\$ 31,657.68	AP & Payroll	
SEOLA CROSSING LLC	05/22/2025	\$ 27,624.60	AP & Payroll	
SI VIEW	05/22/2025	\$ 57,206.06	AP & Payroll	
SOUTHWOOD SQUARE	05/22/2025	\$ 12,149.78	AP & Payroll	
Sterling Ridge	05/22/2025	\$ 31,533.44	AP & Payroll	
Timberwood	05/22/2025	\$ 83,865.78	AP & Payroll	
Vashon Terrace	05/22/2025	\$ 2,858.88	AP & Payroll	
Walnut Park	05/22/2025	\$ 43,747.62	AP & Payroll	
WINDSOR HEIGHTS	05/22/2025	\$ 39,063.17	AP & Payroll	
Woodridge Park	05/22/2025	\$ 33,421.90	AP & Payroll	
Argyle	05/28/2025	\$ 16,900.00	AP	
Bellepark	05/28/2025	\$ 11,554.53	AP & Payroll	
Hampton	05/28/2025	\$ 51,634.73	AP & Payroll	
Kendall Ridge	05/28/2025	\$ 35,994.49	AP & Payroll	
Landmark	05/28/2025	\$ 19,387.68	AP & Payroll	
Riverstone	05/28/2025	\$ 41,052.63	AP & Payroll	
Woodside East	05/28/2025	\$ 18,106.17	AP & Payroll	
ALPINE RIDGE	05/29/2025	\$ 7,764.93	AP & Management fee & OCR	
ARBOR HEIGHTS	05/29/2025	\$ 5,685.30	AP & Management fee & OCR	
Aspen Ridge	05/29/2025	\$ 23,878.45	AP & Management fee & OCR	
Auburn Square	05/29/2025	\$ 35,026.87	AP & Management fee & OCR	
Carriage House	05/29/2025	\$ 35,457.44	AP & Management fee & OCR	
Carrington	05/29/2025	\$ 7,904.87	AP & Management fee & OCR	
CASCADIAN	05/29/2025	\$ 19,717.32	AP & Management fee & OCR	
Colonial Gardens	05/29/2025	\$ 11,639.71	AP & Management fee & OCR	
FAIRWOOD	05/29/2025	\$ 34,112.51	AP & Management fee & OCR	
HERITAGE PARK	05/29/2025	\$ 9,973.92	AP & Management fee & OCR	
LAURELWOOD	05/29/2025	\$ 5,997.71	AP & Management fee & OCR	
Meadows	05/29/2025	\$ 16,520.27	AP & Management fee & OCR	
Newporter	05/29/2025	\$ 16,020.87	AP & Management fee & OCR	
OVERLAKE	05/29/2025	\$ 42,725.47	AP & Management fee & OCR	
Parkwood	05/29/2025	\$ 7,543.17	AP & Management fee & OCR	
Pinewood Village	05/29/2025	\$ 11,972.38	AP & Management fee & OCR	
Plum Court	05/29/2025	\$ 5,970.80	AP & Management fee & OCR	
RAINIER VIEW I	05/29/2025	\$ 973.04	AP	

RAINIER VIEW II	05/29/2025	\$ 2,310.00	AP	
Salish Place	05/29/2025	\$ 23,482.40	AP & Management fee & OCR	
Sandpiper East	05/29/2025	\$ 17,220.98	AP & Management fee & OCR	
SI VIEW	05/29/2025	\$ 3,463.17	AP	
SOUTHWOOD SQUARE	05/29/2025	\$ 7,850.93	AP & Management fee & OCR	
Sterling Ridge	05/29/2025	\$ 14,342.79	AP & Management fee & OCR	
Timberwood	05/29/2025	\$ 20,169.23	AP & Management fee & OCR	
Vashon Terrace	05/29/2025	\$ 1,203.72	AP	
Walnut Park	05/29/2025	\$ 15,115.77	AP & Management fee & OCR	
WINDSOR HEIGHTS	05/29/2025	\$ 37,802.94	AP & Management fee & OCR	
Woodridge Park	05/29/2025	\$ 33,605.88	AP & Management fee & OCR	
Tall Cedars	05/30/2025	\$ 12,962.64	AP	
	200 Wires	\$ 6,524,370.81		

T A B N U M B E R



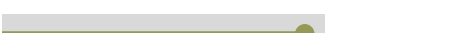

3

Households Served




point in time as of March 2025¹

24,190

Finance

	Budgeted	Actual	Actual to Budget	
Revenue year-to-date	\$136,982,278	\$148,360,804	108.3%	
Expenditure year-to-date	\$126,621,133	\$117,156,745	92.5%	
LGIP Rate Investments	4.69%	4.40%	-0.29%	
Non-LGIP Investments	4.69%	3.08%	-1.61%	

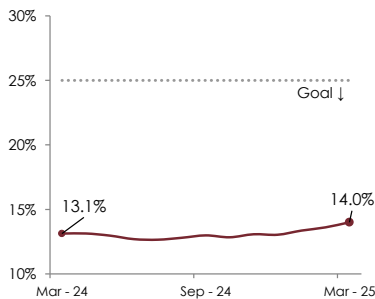
Housing Management

	Scope	Target	Mar '25	
Public Housing Occupancy ²	2,453 units	98.0%	97.7%	
Local Programs Occupancy ³	9,012 units	96.5%	98.5%	
Total Units Online	11,465 units		12,788	

Housing Choice Voucher Program Operations

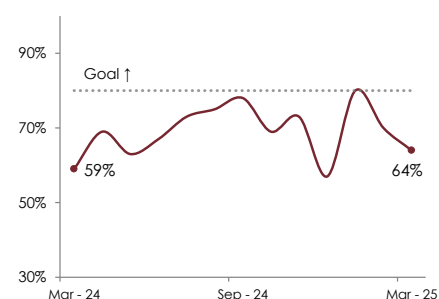
Shelter Burden

Households paying more than 40% of income for rent and utilities.



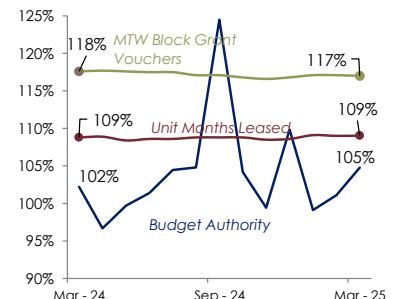
Shopping Success⁴

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



Utilization Rate⁵

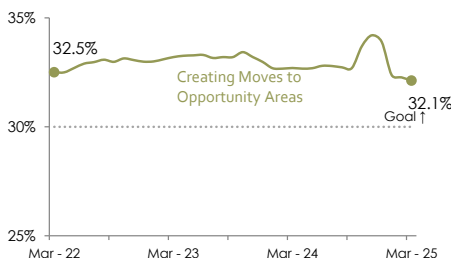
Percentage of HUD ACC leased by month and by budget authority.⁶



Focus Areas

Opportunity Area Access

Percentage of households with children living in high opportunity areas.



Notes

1) Includes households in federally subsidized programs, workforce housing, and local programs. 2) Excludes 49 units in portfolio where turnover is not tracked monthly. 3) Kirkland Heights is not factored in to occupancy rates because it is under construction. 4) Represents success of latest cohort to reach 240 days after voucher issuance. Moving forward, shopping success will be monitored based on 180 days. 5) Does not include Emergency Housing Vouchers. 6) HUD measures utilization by both unit months and budget authority. Historically,

T A B N U M B E R



To: Board of Commissioners

From: Jessica de Barros, VP of Policy and Intergovernmental Affairs

Date: July 16, 2025

Re: **Resolution No. 5799:** Approving KCHA's FY 2025 Moving to Work Annual Plan Amendment 1

In November 2024, in accordance with the terms of its MTW Agreement, KCHA submitted, and HUD subsequently approved, its FY 2025 MTW Annual Plan, outlining both ongoing MTW initiatives previously approved by HUD and new initiatives proposed for implementation during 2025. Since that time KCHA identified time-sensitive changes needed.

Resolution No. 5799 proposes KCHA's FY 2025 MTW Plan Amendment 1 which covers the fiscal year that began on January 1, 2025 and ends on December 31, 2025. The proposed Amendment adds two new activities and to clarify KCHA's intent make changes to the implementation of ongoing approved initiatives projected to occur during the fiscal year. Primary items noted in the Amendment are summarized below:

- Young Adult Prosperity Program (YAPP). A new initiative scheduled for implementation during 2025. The YAPP program will support eligible youth exiting foster care build skills, economic independence and long-term housing stability through youth-centered case management, personalized education and career planning, and monthly financial incentives of up to \$500, with savings opportunities built in.
- Rental Assistance Demonstration (RAD) program. Following the Board's approval of Resolution 5793 in May 2025, KCHA submitted a RAD portfolio award application and applications for specific properties. To approve specific property applications, HUD requires certain information about the agency's plans for conversion under RAD be contained in an approved MTW Plan. That information is incorporated in this MTW Plan Amendment, primarily in Section II and Appendix I.
- Clarification relating to modified HQS Inspection Protocols. Indicates KCHA will retain current locally modified inspection protocols in lieu of

transitioning to HUD's new inspection standard (NSPIRE) for the time being.

- Clarification relating to KCHA's EASY and WIN Rent programs. The Amendment clarifies that KCHA may implement changes to address imminent and emergent program needs. For example, WIN Rent program Income Bands and Rent Tables may be modified and the percentage of income used when calculating rent for EASY Rent Households may be adjusted to allow KCHA to effectively respond to economic conditions and help ensure short and long-term program viability.

Amendment No. 1 also includes minor edits related to KCHA's regionalization partnership with the Sedro Woolley Housing Authority, corrections to grammar and alignment of the Plan's content with current federal guidance.

The proposed FY 2025 MTW Annual Plan Amendment 1 was made available for public and tenant comment from June 2 – July 1, 2025. On June 24 a public hearing was held and, separately, staff met with the Resident Advisory Committee to discuss the Plan.

Adoption of the proposed Resolution No. 5799 is necessary to allow KCHA to submit the FY 2025 MTW Annual Plan Amendment 1 to HUD for approval.

2025 Moving to Work Annual Plan

Proposed Amendment

July 2025



King County
Housing
Authority

Jessica de Barros
Vice President

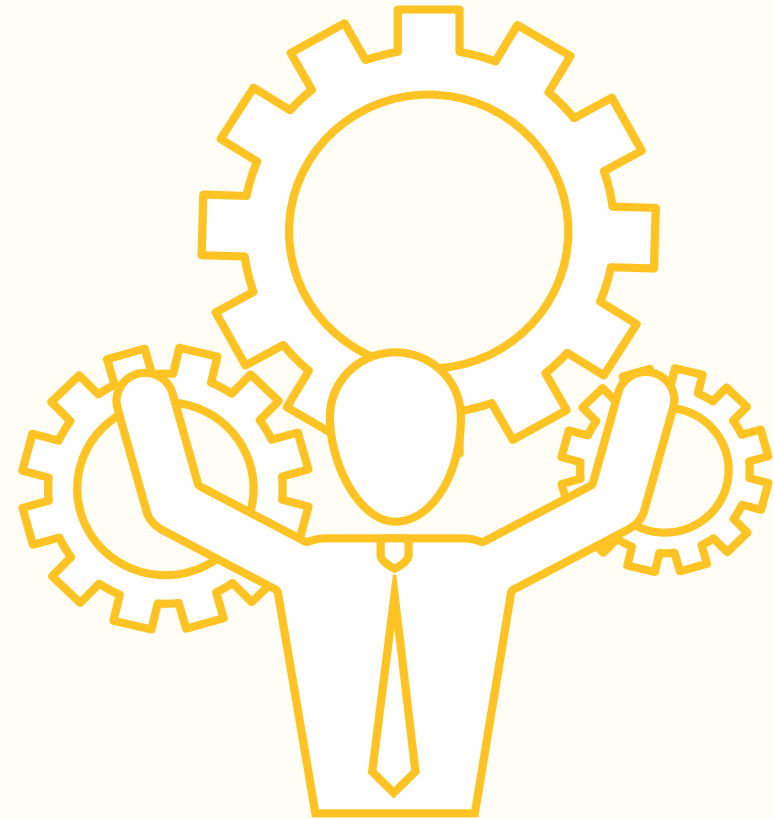
Intergovernmental Relations & Policy

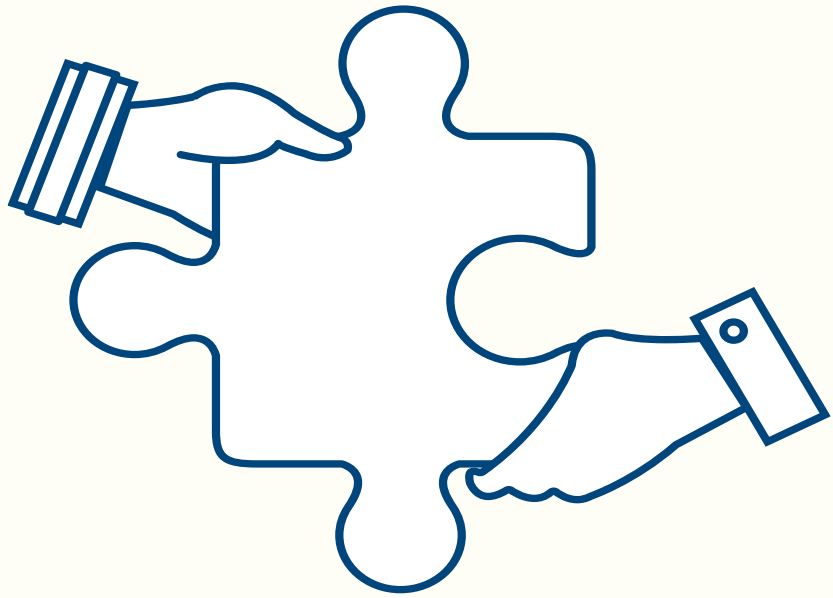
Moving to Work (MTW) basics

KCHA was designated a Moving to Work housing authority by HUD in 2003 – one of the first 39 agencies.

Purpose of MTW:

- To design and test creative ideas
- Use Federal dollars more efficiently
- Help residents find employment and become self-sufficient
- Increase housing choices





Annual Plan

Each year, KCHA outlines planned uses of funds and initiatives in the Annual Plan.

Amendment

If there are time-sensitive updates needed in the Annual Plan, KCHA may propose an Amendment.



2025 MTW Plan – Proposed Amendment



New Opportunities

- 🏠 Young Adult Prosperity Program
- 🏠 Rental Assistance Demonstration

Clarifications

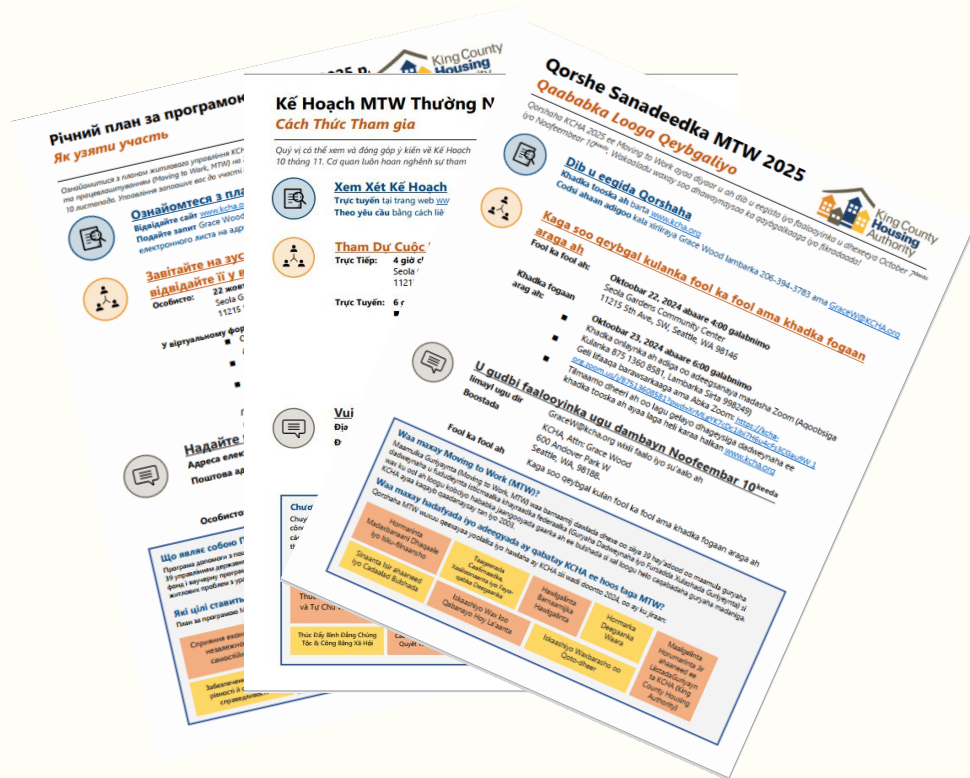
- 🏠 Local rent policy flexibility
- 🏠 Choice of HUD inspection protocols
- 🏠 Sedro Woolley transition to MTW under “regionalization”

Public Comment Period

The public comment period for KCHA's 2025 MTW Plan Amendment was held between June 2 and July 1, 2025.

MEETINGS & HEARINGS:

- June 24, 2025: Resident Advisory Committee Meeting
- June 24, 2025: In-Person & Virtual Public Hearing



Questions & Comments



THE HOUSING AUTHORITY OF THE COUNTY OF KING
RESOLUTION NO. 5799
APPROVING KCHA’S MOVING TO WORK ANNUAL PLAN
FOR FISCAL YEAR 2025 AMENDMENT

WHEREAS, the King County Housing Authority (KCHA or Authority) entered the U.S. Department of Housing and Urban Development’s (HUD) Moving to Work Demonstration Program (MTW) in 2003; and

WHEREAS, KCHA and HUD have entered into an Amended and Restated Moving to Work Agreement (Agreement), which has been extended by Congress through 2038; and

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

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

WHEREAS, in accordance with MTW program requirements, KCHA submitted to HUD and received subsequent approval of its FY 2025 MTW Annual Plan; and

WHEREAS, subsequent to HUD’s approval, KCHA has identified new activities and a need to clarify the implementation scope of existing approved activities in 2025; and

WHEREAS, HUD requires certain information to be contained in an approved MTW Annual Plan in order to approve applications to convert subsidy for properties under the Rental Assistance Demonstration; and

WHEREAS, KCHA proposed the 2025 MTW Annual Plan Amendment 1 and provided opportunity for public and resident input, including a meeting with the KCHA Resident Advisory Council and a Public Hearing on June 24, 2025; and

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

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

The Board of Commissioners hereby:

1. Certifies that the public comment and public hearing requirements have been met.
2. Approves the 2025 MTW Plan Amendment 1 attached to this resolution and the accompanying memorandum for implementation and submission to HUD.
3. Authorizes the staff to take actions necessary to finalize the Plan for HUD approval and to implement approved activities including modifying the agency's Housing Choice Voucher Administrative Plans and Public Housing Admissions and Occupancy Plan.

ADOPTED AT A REGULAR MEETING OF THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE COUNTY OF KING AT AN OPEN PUBLIC MEETING THIS 21st DAY OF JULY, 2025.

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

RICHARD JACKSON, Vice Chair
Board of Commissioners

ROBIN WALLS
President/CEO and Secretary-Treasurer



2025 MOVING TO WORK PLAN



King County Housing Authority

Proposed Amendment 1
July 16, 2025

BOARD OF COMMISSIONERS

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Jerry Lee

Regina Elmi

Richard Jackson

Tina Keys

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JJ Jordan

Vice President of Capital Construction & Weatherization

Anne Martens

Senior Vice President of Communication

Tim Walter

Senior Vice President of Development & Asset Management

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SECTION I

INTRODUCTION

A. OVERVIEW OF SHORT-TERM MTW GOALS AND OBJECTIVES

In recent years, Moving to Work flexibilities have allowed King County Housing Authority (KCHA) to pivot to address the emerging health and safety needs of our residents, design new programs to address the region's dual housing and homelessness crises, and make investments in critical operational and programmatic areas. After more than 20 years in the MTW program, KCHA remains committed to continually expanding both the reach and effectiveness of our programs through innovation and evaluation. In 2025, KCHA will continue to leverage MTW flexibility to:

SHAPE POLICIES THROUGH EVALUATION

Research and evaluation are important components of the MTW demonstration. KCHA uses continuous evaluation and research to ensure operational excellence. In 2025, KCHA will complete evaluation of our EASY and WIN rent policies (MTW activities 2008-10 and -11). After operating those rent reform policies for more than 10 years, KCHA will use this evaluation to better understand the policies' impact, understandability, efficiency, and costs. KCHA has contracted with Abt Global LLC (Abt) — a well-established research agency with expertise related to public housing authorities, MTW, and rent policies — to lead the evaluation. Abt will analyze administrative data to learn how often KCHA's federally subsidized residents are certified under these rent policies and whether the policies help grow their income, as well as assess costs associated with the policies. Abt is designing the evaluation to center lived experience by engaging and compensating a small team of KCHA residents as advisers through a Resident Expert Panel. The evaluation team additionally will interview KCHA staff and residents for their perspectives on the operation of the two rent policies. Abt also will compare rent policy materials from KCHA and other housing authorities. This evaluation will continue through fall 2025.

In 2025 KCHA will be launching a new subsidy model, Direct Rental Assistance (DRA), in which housing funds are paid directly to renters. A key goal of DRA is getting people housed faster, with less administrative burden for tenants as well as the housing authority. To design a successful pilot program and to evaluate the outcomes, KCHA will be participating in a research cohort in partnership with the research group MDRC and several other housing authorities across the country. DRA is a promising idea, and KCHA will be one of the initial innovators to pilot this program; by using our resources to research this new rental assistance model, we hope to not only expand rental assistance to additional households, but to create a housing model that is more effective and user-friendly than the traditional Housing Choice Voucher program.

PROMOTE ECONOMIC INDEPENDENCE AND SELF-SUFFICIENCY

KCHA's subsidized housing programs start with providing families a safe and stable place to call home. But they do not end there. Advancing economic opportunity and disrupting intergenerational poverty is a core focus for the agency. In 2025, KCHA will make further investments to advance this goal through the following strategies:

Advancing Economic Opportunity

To provide further opportunities for residents to advance economically and achieve self-sufficiency, KCHA will use our single-fund flexibility to create an Economic Independence Pathways Program. To inform the program design KCHA will consult with residents to ensure that the program will have meaningful and impactful outcomes and center lived experiences. The program will provide coaching and mentorship in tandem with financial incentives for up to two years with an aim of supporting residents' pursuit of economic independence through training and education. Additionally, KCHA is continuing the development of the Young Adult Prosperity Program to provide self-sufficiency support for youth participating in the Family Unification Program (FUP) and Foster Youth to Independence (FYI) voucher programs, further promoting economic mobility and preventing additional experiences of homelessness.

Wealth-Building Pathways

Homeownership is one of the most effective ways families can create wealth for themselves and future generations. In 2025, KCHA is preparing to launch a homeownership pilot program. To ensure the success of the program, KCHA will continue working with nonprofit, lending, and governmental partners to create stronger connections between participants of subsidized housing programs and affordable homeownership opportunities. KCHA understands the importance of creating avenues for existing residents of our affordable housing programs to purchase homes.

INCREASE THE NUMBER OF EXTREMELY LOW-INCOME HOUSEHOLDS WE SERVE

A sufficient supply of affordable housing is key to our region's strategies to combat issues of poverty, housing instability, public health, community displacement, and homelessness. KCHA continues to pursue every available opportunity to expand our housing assistance for low-income households through applications for new special purpose vouchers, property acquisitions and new development, the activation of banked public housing subsidies, project-basing voucher rental assistance to help increase the supply of Permanent Supportive Housing (PSH), over-leasing of our Housing Choice Voucher (HCV) program, and the use of innovative subsidy programs to house and support diverse populations.

In 2025, KCHA will continue to pursue full lease-up of all special purpose vouchers through partnerships with our governmental and community-based partners. KCHA will continue working in close collaboration with the Washington State Department of Children, Youth and Families and our local YMCA to support the lease-up of the agency's 123 Foster Youth to Independence (FYI) vouchers, and the local U.S. Office of Veterans Affairs to fully deploy the agency's 1,250 HUD-VASH vouchers.

SUPPORT RESIDENT HEALTH, STABILITY, AND WELL-BEING

KCHA is strengthening our capacity to strategically engage residents to provide ideas, advice, and feedback about health-related programming. In 2024, we will wrap up a Resident Health Needs Assessment and develop a strategy that is responsive to the findings. Already identified health issues that can significantly impact the ability to retain housing include: (1) mental and behavioral health, (2) hoarding and high clutter, and (3) aging in place. KCHA's work is laying the foundation for multi-tiered strategies to address these emerging priorities through internal cross-departmental process mapping, tools and training for staff, and contracts with external partners. We have maintained strategic partnerships with other housing authorities, local governments, community-based service providers, and community coalitions to leverage resources and build momentum for regional approaches to address the interconnected outcomes of housing stability, health, and wellness.

In 2025, we expect to continue to deepen relationships with community-based partners to provide services for KCHA residents related to healthy aging in place, mental health, and high clutter. We also will continue to refine a screening tool used to identify health-related social needs of individual households, and to support the broader use of the tool, which will allow us to be more responsive with our programming and services. We also plan to increase internal collaboration with our agency's new digital coordinator to support increased access to telehealth services.

LEVERAGE PARTNERSHIPS TO ADDRESS THE NEEDS OF INDIVIDUALS AND FAMILIES EXPERIENCING HOMELESSNESS

King County is grappling with a severe homelessness crisis, as highlighted by the January 2024 Point-in-Time (PIT) Count conducted by the King County Regional Homelessness Authority. The count revealed a 23% increase in homelessness since 2022 and 16,385 individuals and families in our community without stable housing.¹ Addressing this crisis demands robust collaboration, new funding, and sustained partnerships among various stakeholders. KCHA plays a pivotal role by preserving affordable housing, preventing homelessness, and pioneering new strategies for delivering housing and essential services. Through these collective efforts and strong partnerships,

¹ 2024 Point in Time Count. King County Regional Homelessness Authority. <https://kcrha.org/data-overview/king-county-point-in-time-count>

meaningful progress can be made in tackling homelessness in our community. In 2023, over 60% of the households entering KCHA's federally subsidized programs reported they were experiencing homelessness prior to receiving our housing assistance.

In 2025, KCHA will continue working with our partners to deploy multiple strategies to address homelessness, including:

Innovative Partnerships

KCHA will collaborate with multiple service partners and funders to enhance access to special purpose voucher programs, such as VASH, FUP, and FYI vouchers. KCHA will continue to refine our efforts to support students experiencing homelessness and integrate essential support services to maintain ongoing housing stability for our residents. Through these partnerships, KCHA aims to provide comprehensive and sustainable solutions to the homelessness crisis in King County.

VASH Designated Service Provider (DSP)

KCHA is currently exploring the possibility of applying to Veterans Affairs to become a Designated Service Provider (DSP) under the VASH program. This opportunity does not come with additional funding. Therefore, if KCHA decides to apply and is approved, we will use MTW funding to support VASH outreach efforts, provide housing navigation services, and fund the temporary case management services required under the DSP model.

Housing Navigation and Stability Supports

Building on the grant-funded work of 2023-2024, KCHA will expand our housing navigation services in 2025 to assist additional Housing Choice Voucher (HCV) households. This will be achieved through in-house housing navigators and an expanded HCV subsidy retention program within our Resident Services department. These initiatives aim to support successful lease-ups in King County's highly competitive rental market and ensure that housing stability services are available through KCHA, thereby preventing exits to homelessness.

Additionally, KCHA will continue our efforts to coordinate with multiple service partners that are providing housing navigation and stability services to many different special purpose voucher households, such as FUP, FYI, Mainstream, and Non-elderly Disability vouchers.

Project-Basing Voucher Assistance

KCHA will continue our long-standing partnership with other public funders such as King County government, A Regional Coalition for Housing (ARCH) and King County's Continuum of Care through the King County Regional Homelessness Authority to explore Project-based Voucher

(PBV) opportunities to help fund the operations of Permanent Supportive Housing (PSH). Through previous commitments, KCHA is anticipating that a total of 58 new PBV PSH units to be completed and ready for occupancy during 2025. This will include a unique partnership, that is in an exploratory phase, between KCHA and the Muckleshoot Housing Authority (MHA), allocating 50 KCHA PBVs to a new PSH development MHA is developing on the Muckleshoot reservation in Auburn.

Adding Incremental Vouchers to our Portfolio

In December 2023, KCHA was awarded 48 new Family Unification Program (FUP) vouchers through the FY-2022 Notice of Funding Opportunity (NOFO). Recognizing the incredible value these resources have in addressing the homelessness and housing instability in King County, KCHA will continue to seek out and apply for new vouchers that HUD makes available during 2025.

DEEPEN PARTNERSHIPS WITH EDUCATIONAL INSTITUTIONS, YOUTH, AND FAMILIES TO SUPPORT EDUCATIONAL OUTCOMES

KCHA's federally subsidized housing provides a home for over 15,470 children every year, underscoring the importance of continued investment in educational opportunities. Academic success is a crucial part of our core mission to prevent multi-generational cycles of poverty and promote economic mobility. In 2025, KCHA will continue to prioritize students' educational success through partnerships with educational stakeholders in King County, including school districts, out-of-school time and early learning providers, and youth and parents themselves. Additionally, KCHA will continue to collaborate with local schools, Highline College, and regional partners to provide critical housing assistance resources to individuals and families experiencing homelessness.

Youth Violence Prevention, Mentoring, and Leadership Opportunities

KCHA is dedicated to building healthy and safe communities where youth are empowered to be leaders and will be launching new programming focused on youth violence prevention, mentoring, and leadership at KCHA family sites. These programs aim to provide young people with positive role models, supportive environments, and the tools they need to lead in their community and overcome challenges. Additionally, our Education Team remains committed to supporting the recently introduced youth leadership and development program, co-created with youth and implemented in 2024. Through these efforts, we aim to cultivate healthier, safer, and more resilient communities where youth and families can thrive.

Out-of-School Time Programs

KCHA will continue to partner with our network of out-of-school time providers to ensure school-aged children living in KCHA properties have access to after-school and summer learning

programs. These programs are in place to ensure that youth have safe spaces to support their education outside of the classroom, and to further their social and emotional development. Connecting providers with specialized nonprofits, school districts, and their respective resources, and building provider capacity through grant opportunities remain areas of key focus.

Neighborhood Early Learning Connectors

KCHA's Neighborhood Early Learning Connectors (NELC) program, launched in 2020, will continue in 2025. The NELC program aims to support families' success and promote healthy child development so that young children are prepared to thrive as they enter kindergarten. The NELC staff, comprised of residents from KCHA's housing programs, reflect the culture and linguistic makeup of the communities they serve. In 2025, KCHA will continue our pursuit to cultivate new partnerships that provide essential items for parents raising young children. These resources are a crucial part of the NELC model and remain an important next step in expanding the NELC program to additional KCHA sites.

ADAPT OPERATIONS, POLICIES, AND PROCEDURES TO SUPPORT PROGRAM ADMINISTRATION

KCHA continually pursues opportunities to streamline and adapt our operations, policies, and procedures to meet resident needs, ease administrative burdens, and remove barriers to efficiently administer federal housing assistance. KCHA has increased non-contact options available to residents by expanding the use of online rent payments and document signing, and by implementing an online submission form for requests for tenancy approvals. In 2025, KCHA will modernize our business systems further by transitioning to a new software platform that will offer significant opportunities to advance digital engagement and improve the operational experience between program staff and residents. For example, the transition will result in modified Tenant Selection policies to simplify procedures and increase program access for extremely low income households.

KCHA will be implementing all necessary policy and procedural changes in alignment with the U.S. Department of Housing and Urban Development's (HUD) to ensure compliance with the Housing Opportunity Through Modernization Act (HOTMA), pursuant to the U.S. Department of Housing and Urban Development's Final Rule on HOTMA, except where waived with MTW. KCHA's policies and procedures in which approved MTW waivers and activities supersede HOTMA will remain in effect, as allowed per the Final Rule on HOTMA published in the Federal Register on February 14, 2023.

INVEST IN THE ELIMINATION OF ACCRUED CAPITAL REPAIR AND SYSTEM REPLACEMENT NEEDS IN OUR FEDERALLY SUBSIDIZED HOUSING INVENTORY

In 2025, KCHA will continue our recapitalization efforts and invest \$21 million in MTW working capital to upgrade our federal housing stock. These investments improve housing quality, reduce maintenance costs and energy consumption, and extend the life expectancy of our housing stock, enabling us to better fulfill our mission over the long term. KCHA may also pursue conversion of Public Housing properties to Section 8 subsidy, as outlined in Appendix I.

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 these overarching strategic goals:

- **STRATEGY 1:** Continue to strengthen the physical, operational, financial, and environmental sustainability of our portfolio of more than 12,641 affordable housing units.
- **STRATEGY 2:** Increase the supply of housing in the region that is affordable to extremely low-income households — those earning below 30% 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, elderly residents with mobility impairments, and families with children — so that more of our residents have the opportunity to live in neighborhoods with high-performing schools and convenient access to support 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 significantly decreasing homelessness throughout King County.
- **STRATEGY 5:** Engage in the revitalization of King County's low-income neighborhoods, with a focus on housing and other services, amenities, institutions, and partnerships that empower strong, healthy communities and prevent displacement of existing community members.
- **STRATEGY 6:** Work with King County government, regional transit agencies, and suburban cities to support regional development by integrating new — and preserving existing — affordable housing in regional growth corridors aligned with mass transit investments.
- **STRATEGY 7:** Expand and deepen partnerships with our residents, local school districts, Head Start programs, after-school program providers, public health departments,

community colleges, and the philanthropic community with the goal of improving educational and life outcomes for the children and families we serve.

- **STRATEGY 8:** Promote greater economic independence for families and individuals living in subsidized housing by addressing barriers to employment and facilitating access to training and education programs, with the goal of enabling moves to market-rate housing — including homeownership — 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:** Develop our capacity as a learning organization that uses data, research, and evaluation to assess housing access and outcomes, and 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	Section 504 Accessible Units (Mobility)	Section 504 Units (Hearing / Vision)
	0/1	2	3	4	5	6+				
Future Acquisition and Conversion of Existing Housing to Public Housing								TBD	TBD	TBD
Total Public Housing Units to be Added²							0			

ii. Planned Public Housing Units to be Removed

KCHA is evaluating each of its public housing-subsidized properties to identify options for increasing long-term financial stability and addressing capital and operating needs. To apply for some of these new funding opportunities, including HUD's Rental Assistance Demonstration (RAD) program as described further in Appendix I, KCHA must list them in this MTW Plan section under "units to be removed."

AMP Name and Number	Number of Units to Be Removed	Explanation for Removal
Anticipated in 2025:		Conversion to alternative funding source(s) through RAD or other HUD-approved strategies such as RAD/Section 18 Construction Blend or disposition and replacement units funded by tenant protection vouchers.
Briarwood (WA002000152)	70	
Brittany Park (WA002000354)	43	
Lake House (WA002000152)	70	
Munro Manor (WA002000352)	60	
Riverton Terrace II (WA002000354)	30	
Yardley Arms (WA002000352)	67	
Other Properties:		
Ballinger Homes (WA002000101)	110	
Boulevard Manor (WA002000350)	70	
Brookside (WA002000180)	16	
Burien Park (WA002000390)	102	
Burndale Homes (WA002000504)	50	

² Additional properties yet to be identified or acquired by KCHA may convert to Public Housing in 2025 should KCHA deem such opportunities appropriate. Additionally, some housing units might be designated MTW Neighborhood Services units in 2025 should an opportunity arise to partner with a local service provider or assign units to other eligible MTW purposes upon approval from the HUD field office.

AMP Name and Number	Number of Units to Be Removed	Explanation for Removal
Casa Juanita (WA002000251)	80	
Casa Madrona (WA002000553)	70	
Cascade (WA002000403)	108	
College Place (WA002000203)	51	
Eastbridge (WA002000341)	13	
Eastside Terrace (WA002000203)	50	
Fairwind (WA002000346)	87	
Firwood Circle (WA002000503)	50	
Forest Glen (WA002000201)	40	
Gustaves Manor (WA002000550)	35	
Houghton (WA002000215)	10	
Island Crest (WA002000213)	17	
Kirkland Place (WA002000210)	9	
Mardi Gras (WA002000450)	61	
Nia (WA002000355)	40	
Northlake House (WA002000290)	38	
Northridge (WA002000153)	140	
Northwood (WA002000191)	34	
Northwood Square (WA002000467)	24	
Pacific Court (WA002000354)	32	
Paramount House (WA002000150)	70	
Park Royal (WA002000105)	23	
Peppertree (WA002000101)	28	
Plaza Seventeen (WA002000551)	70	
Salmon Creek (WA002000343)	50	
Seola Crossing (WA002000340)	77	
Shelcor (WA002000409)	8	
Sixth Place (WA002000345)	24	
Southridge House (WA002000552)	80	
Valli Kee (WA002000401)	115	
Village Plaza (WA002000452)	3	
Vantage Point (WA002000452)	77	
Wayland Arms (WA002000550)	67	
Westminster Manor (WA002000156)	59	
Zephyr (WA002000344)	25	

iii. Planned New Project-based Vouchers

Property Name	Anticipated Number of New Vouchers to be Project-based	RAD?	Description of Project
Illahee Apartments	36	No	Increase KCHA's level of existing affordable housing stock by converting 36 existing unsubsidized housing units to PBVs.
Mercy Housing's Burien Family Supportive Housing	34	No	Awarded Project-based Vouchers (PBV) through the 2023 King County Combined Funders NOFO. AHAP contract anticipated in Q1 2025 with project completion anticipated in Q3 2026.
Low Income Housing Institute's Child Haven Skyway	15	No	Awarded PBVs through the 2023 King County Combined Funders NOFO. AHAP contract anticipated in Q2 2025 with project completion anticipated in Q4 2026.
Henry House Apartments	54	No	Preserve affordable housing for low-income families by taking over a PBS8 contract for 36 units of HUD multifamily units, as well as converting 18 existing unsubsidized housing units to PBVs.
Briarwood	70	Yes	Subsidy conversion from Public Housing through RAD.
Brittany Park	43	Yes	Subsidy conversion from Public Housing through RAD.
Lake House	70	Yes	Subsidy conversion from Public Housing through RAD.
Munro Manor	60	Yes	Subsidy conversion from Public Housing through RAD.
Riverton Terrace II	30	Yes	Subsidy conversion from Public Housing through RAD.
Yardley Arms	67	Yes	Subsidy conversion from Public Housing through RAD.
Planned Total Vouchers to be Newly Project-based	479		

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 Year

While no additional modifications 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 as additional opportunities arise throughout the plan year, 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, the use of new Special Purpose and Project-Based Vouchers, and sponsor-based housing.

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

In 2025, KCHA will spend approximately \$21 million in MTW working capital to complete improvements critical to maintaining our federally subsidized properties. Overall, these investments improve housing quality, reduce maintenance costs and energy consumption, and extend the life expectancy of our housing stock, enabling us to better fulfill our mission over the long term. Expenditures include:

- **UNIT UPGRADES AND SPECIAL PROJECTS (\$7.8 MILLION)**

KCHA's ongoing efforts to significantly upgrade the interiors of our affordable housing inventory as units turnover will continue in 2025. KCHA's in-house, skilled workforce will perform the renovations, which include the installation of new flooring, cabinets, and fixtures to extend by 15 years the useful life of up to 135 additional units. The increase in annual investment is due largely to the rising costs for contractor and vendor services as well as building materials.

- **BUILDING ENVELOPE AND COMPONENTS UPGRADES (\$9.1 MILLION)**

New windows will be installed at Brittany Park (Normandy Park) and Gustaves Manor (Auburn), and Burien Park (Burien) and Vista Heights (Renton) will be re-roofed. The building envelope upgrade at Westminster Manor (Shoreline) includes new siding, windows, exterior doors, and roofing. In 2023, only the roof had been scheduled to be completed but during the roof design, leaks were discovered in the stairways and in the siding so the scope of work was expanded to include a full envelope upgrade. This larger project is scheduled for 2025.

- **SYSTEMS (HEATING, SEWER, ELEVATOR) IMPROVEMENTS (\$2.9 MILLION)**

The fire monitoring systems at Harrison House (Kent) and Newport Apartments (Bellevue) were scheduled for upgrade in 2024, but the work had to be rescheduled for 2025. In 2025, the system at Yardley Arms (Burien) also will be upgraded. Work will begin at Wayland Arms (Auburn) to stabilize the slab under the south side of the building, which also will entail relocating the boiler and domestic hot water supply.

- **SECURITY IMPROVEMENTS (\$1.2 MILLION)**

Automated vehicle and pedestrian gates will be installed in existing fencing at Birch Creek (Kent), Mardi Gras (Kent), and Valli Kee (Kent).

B. LEASING INFORMATION

i. Planned Number of Households Served³

SUMMARY

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	2,440	29,280
MTW Housing Choice Vouchers (HCV) Utilized ⁴	8,710	104,520
Local, Non-traditional: Tenant-based	140	1,680
Local, Non-traditional: Property-based	0	0
Local, Non-traditional: Homeownership	0	0
Planned Total Households Served	11,290	135,480

LOCAL, NON-TRADITIONAL PROGRAMS

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	40	480
Tenant-based	2013-2: Flexible Rental Assistance	100	1,200
Planned Total Households Served		140	1,680

³ In prior years, KCHA's planned number of households served included special purpose vouchers that were funded outside of the agency's MTW Block Grant. This table includes only KCHA's MTW Block Grant vouchers.

⁴ In 2025, KCHA also plans to administer housing assistance to an additional 2,100 households that have ported-in to our jurisdiction and an additional 3,579 households using other non-MTW special purpose vouchers, including 703 Emergency Housing Vouchers.

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 2025.
MTW Housing Choice Voucher (HCV)	King County continues to experience population growth, low vacancy rates, and rising rents. The resulting competition among renters for a limited supply of affordable units creates leasing challenges for those utilizing tenant-based vouchers and individuals with barriers to housing stability. To address these challenges, KCHA will continue to deploy a variety of interventions, including: executing contracts with nonprofits to provide housing search services; expanding housing navigation services within KCHA's Resident Services Department; a ZIP code-based payment standard system that tracks changes in market rents closely and adjusts payment standards on a semi-annual basis; landlord outreach and retention efforts; expedited inspection processes including self-certification of newly constructed and KCHA-owned properties; security deposit assistance; and exploration of the expansion of flexible client assistance funds aimed to mitigate financial leasing barriers for all voucher types.
Local, Non-traditional	Securing housing in high-cost, competitive rental markets is exceptionally challenging for low-income individuals and families. The gap between their earnings and soaring rent prices makes it difficult to meet financial requirements like high security deposits and strong credit scores. Additionally, the limited supply of affordable housing means that demand far exceeds availability, leading landlords to favor tenants with more stable financial backgrounds and rental history. To address these challenges, KCHA and our partners will continue working together to identify strategies and resources to help mitigate financial leasing barriers, and to offer support services such as unit identification, advocacy with landlords, and assistance with completing housing applications to help Local, Non-traditional clients navigate the complex rental landscape.

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 2025?
Housing Choice Voucher	Community-wide	1,625	Partially open (accepting targeted voucher referrals only)	No
Public Housing	Regional	10,232	Closed	No
Public Housing	Site-based	10,287	Closed	No
Project-based	Regional	6,358	Open	N/A
Public Housing – Conditional Housing	Program-specific	25	Open	N/A

ii. Planned Changes to Waiting List in the Plan Year

- As noted in Activity 2004-3, KCHA may implement new site-based waiting lists for properties where there is a community-identified need to serve a priority population. For instance, to address high levels of students experiencing homelessness in the area, KCHA will partner with the Bellevue School District and community organizations to provide families experiencing homelessness access to subsidized housing within the school district. KCHA also will explore the possibility of replicating this strategy to other parts of King County.
- As noted in Activity 2004-3, KCHA plans to change the structure of the existing site-based waiting lists for our subsidized housing program. Currently, residents are able to select up to two regional waiting lists and up to two site-based waiting lists. To create greater choice for applicants, KCHA is exploring and may implement a change in 2025 to allow housing applicants to select as many sites as they desire. This change will allow greater opportunities for families to identify and select housing opportunities in communities of their choice based on their desired neighborhood and site amenities.
- As detailed in Appendix I, KCHA anticipates approval of its application to reposition its Public Housing inventory under HUD's RAD program. KCHA currently operates its Public Housing mixed-population hi-rise developments under a HUD-approved Designation Plan. To ensure operational continuity as these developments transition to Project-based subsidy, revised and/or new preferences specific to these former PH developments may be adopted to allow retention of current wait list and tenant selection procedures.

SECTION III

PROPOSED MTW ACTIVITIES

ACTIVITY 2025-1: Young Adult Prosperity Program (YAPP)

MTW Objective: Increase Self-Sufficiency

A. ACTIVITY DESCRIPTION

Working with the Washington State Department of Children, Youth Families (DCYF) along with expert local youth-centered provider partners, KCHA administers Foster Youth to Independence (FYI) vouchers and Family Unification Program (FUP) Youth vouchers, dedicated to young adults who are exiting foster care and those who were previously in foster care and are now experiencing homelessness. While these participants are eligible for participation under KCHA's Family Self-Sufficiency (FSS) program, the traditional program model is not tailored or designed in a manner that is developmentally appropriate nor addresses the unique circumstances and all too common barriers faced by youth and young adults in King County.

Therefore, KCHA is creating a local MTW self-sufficiency program, the Young Adult Prosperity Program (YAPP). YAPP will not replace the traditional FSS program. Rather it is aimed specifically at households that have FYI and FUP youth vouchers. YAPP will include self-sufficiency services coordinated with and complimentary to existing FUP-youth and FYI case management services provided by KCHA's long-time partner the YMCA and may incorporate incentives that are tied to program-specific pathways and goals.

The proposed program design will include, but is not limited to, the following:

- A contract of participation describing the targeted contract completion date and family obligations (program requirements).
- Participant identified goal(s), active participation in an education or career pathway plan and development of life skills in support of successful goal achievement.
- Youth-centered case management with minimum meetings with a coordinator to facilitate timely and relevant goals and service plan.
- Up to \$500 per month in incentives by meeting program-wide and individual goals. KCHA may require some or all incentive payments be deposited into an escrow account based on participation terms and personal objectives. KCHA will establish guidelines for the use of escrow funds that align with program goals. Incentive payments are excluded from rent calculation income.

YAPP incorporates a client-centered approach designed to meet the unique needs of FYI and FUP-Y participants while addressing system service gaps, increasing youth voucher participants' level of

engagement and better supporting their ability to build life skills, economic independence, and long-term housing stability. Self-sufficiency services may incorporate attainment of a General Equivalency Diploma (GED), connections to resources to help finance post-secondary and technical school attendance, job preparedness coaching, job training programs, internships and employment opportunities; and other pathways of interests identified by YAPP young adults. YAPP will also serve to meet related service participation requirements to qualify for HUD-allowable voucher extension beyond the initial three years as described in the Fostering Stable Housing Opportunities Amendment.

KCHA expects to begin implementing the program as soon as feasible following MTW approval. Only FYI and FUP-Y voucher participants are eligible for participation in YAPP.

B. COST IMPLICATIONS

KCHA will utilize its single fund budget authority to support YAPP service delivery. KCHA may also seek grant funding to help augment use of its own single fund budget flexibility. Potential cost-implications are estimated at \$250,000 per year for staffing and incentive payments. This estimate is based on an anticipated caseload size of about 25 youth voucher participants fully meeting all program and incentive requirements. If demand exceeds the current program size, KCHA will review and determine program growth.

C. NEED/JUSTIFICATION:

Applicable MTW authorizations to engage in the following MTW initiative include Attachment C Section B.1 (and, if required by HUD, Section E) and Attachment D Sections A and C of KCHA's Amended and Restated Moving to Work Agreement.

KCHA needs the funding and program flexibility to implement a local self-sufficiency program that meets the unique circumstances of YAPP households.

D. RENT REFORM/TERM LIMIT INFORMATION

This activity does not fall under The US Department of Housing and Urban Development's (HUD) definition of a "rent reform activity."

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
2024-1	Employment Sponsorship Program	Self-sufficiency	23
2024-2	Local Homeownership Program	Housing Choice	23
2022-1 & 2019-1	Acquire and Develop New Affordable Housing	Housing Choice	25
2018-1	Encouraging the Successful Lease-up of the Housing Choice Voucher Program	Housing Choice	26
2016-2	Conversion of Former Opt-out Developments to Public Housing	Cost-effectiveness	27
2015-2	Reporting on the Use of Net Proceeds from Disposition Activities	Cost-effectiveness	28
2014-2	Revised Definition of "Family"	Housing Choice	29
2013-1	Passage Point Re-entry Housing Program	Housing Choice	29
2013-2	Flexible Rental Assistance	Housing Choice	30
2009-1	Project-based Section 8 Local Program Contract Term	Housing Choice	31
2008-1	Acquire New Public Housing	Housing Choice	32
2008-3	FSS Program Modifications	Self-sufficiency	33
2008-10 & 2008-11	EASY and WIN Rent Policies	Cost-effectiveness	34
2008-21	Public Housing and Housing Choice Voucher Utility Allowances	Cost-effectiveness	35
2007-6	Develop a Sponsor-based Housing Program	Housing Choice	37
2007-14	Enhanced Transfer Policy	Cost-effectiveness	38
2005-4	Payment Standard Changes	Housing Choice	39
2004-2	Local Project-based Section 8 Program	Cost-effectiveness	40
2004-3	Develop Site-based Waiting Lists	Housing Choice	42
2004-5	Modified Housing Quality Standards (HQS) Inspection Protocols	Cost-effectiveness	43
2004-7	Streamlining Public Housing and Housing Choice Voucher Forms and Data Processing	Cost-effectiveness	45
2004-9	Rent Reasonableness Modifications	Cost-effectiveness	47
2004-12	Energy Performance Contracting	Cost-effectiveness	47
2004-16	Housing Choice Voucher Occupancy Requirements	Cost-effectiveness	48

ACTIVITY 2024-1: Employment Sponsorship Program

MTW STATUTORY OBJECTIVE: Increase Self-sufficiency

APPROVAL: 2024

IMPLEMENTED: 2024

CHALLENGE: In 2022, the median annual income of residents of KCHA's federally subsidized housing programs was \$13,266. Households with a member able to work had a median income from wage earnings of about \$32,591. Yet high housing costs in King County mean that households need annual incomes of about \$84,000 to afford a one-bedroom rental unit, and \$98,000 to afford a two-bedroom rental unit.⁵ There is a significant opportunity to create greater access to employment and career training programs that increase long-term earnings for residents of subsidized housing.

SOLUTION: The Employment Sponsorship Program will promote self-sufficiency among residents by providing unique opportunities to gain on-the-job skills and a foothold in permanent positions that pay living wages. KCHA is working with residents, staff, and workforce development service providers to design an employment sponsorship program that will provide opportunities for participants in KCHA's housing programs to engage in job training programs or introductory positions that support a transition to permanent career opportunities. Employment sponsorship activities may include an internship, a time-limited employment opportunity, or other workforce development training programs. As stated in the agency's approved 2024 MTW Annual Plan, any wages, stipend, or other payments earned through the program would not impact a household's income calculation for a set period of time. This program broadens an existing exclusion for income received due to participation in HUD-funded training programs to include those paid for by KCHA or another provider.

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 2024-2: Local Homeownership Program

MTW STATUTORY OBJECTIVE: Increase Housing Choice

APPROVAL: 2024

IMPLEMENTED: 2024

⁵ Out of Reach Report. 2023. National Low Income Housing Coalition. www.nlihc.org/oor/state/wa

CHALLENGE: The high cost of housing and limited development of lower-cost housing types in KCHA's jurisdiction, combined with the level of subsidy needed to make a home affordable, is largely incongruous with HUD's traditional Housing Choice Voucher Homeownership Program.

SOLUTION: KCHA is committed to finding ways to support wealth-building opportunities for low-income households in King County. KCHA received approval to make modifications to HUD's traditional HCV Homeownership Program to operate more effectively within local conditions. As stated in the agency's approved 2024 MTW Annual Plan, KCHA makes monthly housing assistance payments on behalf of low-income homeownership voucher holders to assist in meeting their monthly homeownership obligations. Requirements for program participation may include, but are not limited to the following:

- Must be a program participant in good standing.
- Eligible households must attend pre-purchase and post-purchase homeownership counseling programs. With the aim of assisting program participants reach this requirement, KCHA may develop community partnerships and utilize our internal Resident Services Department to remove barriers and increase access to homeownership classes, credit counseling, and financial education activities.
- Any homes must pass an inspection approved by KCHA.

The approved changes that KCHA has made to the traditional homeownership program include, but are not limited to:

- Alternative eligibility requirements, including those related to minimum household income, sustained employment, removal of first-time homebuyer requirements, and additional modifications reasonably related to the ability to purchase a home.
- Lowering or eliminating the minimum homeowner contribution requirement.
- An alternative homeownership payment standard that differs from KCHA's multi-tiered HCV payment standards, and/or the establishment of a standard monthly homeownership subsidy amount.
- Alternative time limitations on subsidy assistance of up to 20 years under certain conditions.

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 2022-1 & 2019-1: Acquire and Develop New Affordable Housing

MTW STATUTORY OBJECTIVE: Increase Housing Choice

APPROVAL: 2019

IMPLEMENTED: 2019

CHALLENGE: This activity seeks to address a common barrier to the development of affordable housing. 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 a property's acquisition or new development. MTW funds for development, acquisition, financing, or renovation costs can mitigate this financing gap in whole or in part, in accordance with PIH Notice 2011-45.

SOLUTION: To expand agency and regional efforts, KCHA re-proposed and was granted approval to modify Activity 2019-1 in order to allow MTW funds to be used to support the development or acquisition of non-federally subsidized affordable housing, including properties owned or controlled by KCHA (already approved by HUD) and those owned or operated by nonprofit entities. Properties supported by this effort may include, but are not limited to, properties also leveraging Low Income Housing Tax Credits (LIHTC) and other federal, state, and local funding sources. Funding provided under this activity may be structured as a loan (or internal loan when supporting a KCHA-owned property), a financial equity contribution to a development, or a recoverable grant.

As stated in the agency's approved 2022 MTW Annual Plan, KCHA may continue to use MTW funds to support local nonprofits in the acquisition, rehabilitation, or development of small- to medium-sized properties in King County, and will continue to leverage previously authorized flexibility under this activity to support KCHA's Trailhead development, a non-federally subsidized 168-unit family complex in Issaquah, and similar ventures.

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 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 low vacancy rate, coupled with the large in-migration of an affluent and skilled workforce, make it difficult for KCHA's voucher holders to compete in the private housing market. The shopping success rate after eight months of searching hovers around 66% — an achievement in this market but lower than our agency stretch goal of 80%.

SOLUTION: KCHA is working to preserve and increase the number of housing options available by streamlining our inspection protocol even further by allowing landlords to inspect and self-certify that the unit passes HUD's standards. The program's three pilot phases have been implemented, including: (1) allowing self-certifications for newly constructed, not-previously-occupied units issued a Certificate of Occupancy or Temporary Certificate of Occupancy; (2) allowing KCHA-owned properties built after 1978 to self-certify; and (3) allowing non-KCHA affiliated LIHTC properties to self-certify. These efficiencies are enabling faster lease-up times and cause less disruption for landlords while ensuring program compliance. Following the implementation of the three-phase self-certification pilot, KCHA has made permanent the self-certification options for certain types of buildings, including newly constructed buildings, KCHA-owned sites built after 1978, and non-KCHA affiliated LIHTC properties.⁶

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 in the geographic location of their choice. 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 the customer experience.

PROPOSED CHANGES TO ACTIVITY: In 2025, building on learnings from the Creating Moves to Opportunity (CMTO) demonstration program and the recent use of in-house navigators to support HUD-VASH participants, KCHA is planning to expand housing search services. If any associated actions necessitate additional waiver flexibility, KCHA will seek approval through the HUD-approved MTW Plan amendment process.

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

⁶ For additional detail, see Activity 2004-5.

guidelines, units convert only when the original resident moves out with a voucher. This transition is gradual, and at properties that house seniors or residents with disabilities, turnover of units tends to be particularly low. At the same time, 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 on 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 Public Housing residents, 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 housing portfolio or through 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: 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):

- Repair or rehabilitation of existing ACC units.
- Development and/or acquisition of new ACC units.
- Provision of social services for residents.
- Implementation of a preventative and routine maintenance strategy for specific single-family scattered-site ACC units.
- Modernization of a portion of a residential building in our inventory to develop a recreation room, laundry room, or day-care facility for residents.
- 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.

KCHA reports on the uses of net proceeds from disposition activities, including administrative and overhead costs, in the annual MTW report.

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 2014-2: Revised Definition of "Family"

MTW STATUTORY OBJECTIVE: Increase Housing Choice

APPROVAL: 2014

IMPLEMENTED: 2014

CHALLENGE: In July 2023, 1,779 households experiencing homelessness in King County were families with children.⁷ Thousands more elders and people with disabilities, many with severe rent burdens, are experiencing homelessness and often on our waiting lists.

⁷ King County Regional Homelessness Authority: Households Served. www.kcrha.org/households-served

SOLUTION: This policy directs KCHA's limited resources to populations facing the greatest need: elderly and near-elderly households; people with disabilities; families with children; and heads of household designated as emancipated minors (aged 16 and above) pursuant to Washington State regulations. 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 member, person with a disability, 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 survivors of domestic violence or individuals experiencing chronic homelessness.

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

This activity may apply to Sedro-Woolley Housing Authority contingent upon HUD's approval of KCHA's application for MTW regionalization. SWHA may customize the adoption and implementation of this activity to best meet the needs of SWHA and its residents. During SWHA's conversion to this MTW activity it will continue to operate as is. See Appendix H for information regarding KCHA's regionalization efforts.

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: Between July 2020 and June 2023, 989 individuals in King County returned to the community after a period of incarceration.⁸ In 2016 (the most recent year statistics are available), 47% of all state prisoners nationally and 57% of all federal prisoners were parents with at least one minor child. Among those minors, 19% with a parent in state prison and 13% with a parent in federal prison were age 4 or younger.⁹ Parents typically face barriers to securing housing and employment upon release from prison due to their criminal record or lack of traditional job skills. Without a home or employment, many are unable to reunite with their children.

⁸ Washington State Department of Corrections. Number of Prison Releases by County of Release. www.doc.wa.gov/docs/publications/reports/200-RE001.pdf

⁹ Maruschak, L.M, Bronson, J., and Alper, M. (2021). Survey of Prison Inmates, 2016: Parents in Prison and Their Minor Children. <https://bjs.ojp.gov/content/pub/pdf/pptmcspi16st.pdf>

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 Vouchers (PBV) 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 residents may remain in place until they have completed the reunification process, are stabilized in employment, and are able to succeed in a less service-intensive environment. Passage Point residents who complete the program and regain custody of their children may apply to KCHA's Public Housing program and receive priority placement on the waiting list.

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

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 households facing distinct housing crises. In many of these cases, time-limited, short-term rental assistance paired with responsive, individualized case management can help a family or individual out of a crisis situation and into stable housing.

SOLUTION: This activity, developed with local service providers and cross-sector partners, offers tailored flexible housing assistance programs to families and individuals experiencing homelessness. KCHA provides flexible financial and rental assistance, which could include time-limited rental subsidy, security deposits, rent arrears, and funds to cover move-in costs, while our partners provide individualized support services.

KCHA currently administers two distinct flexible rental assistance programs:

- **Student and Family Stability Initiative (SFSI):** SFSI pairs short-term rental assistance with housing stability and eviction prevention services that follow the Rapid Rehousing model and is coupled with employment navigation services for families experiencing homelessness. School-based McKinney-Vento liaisons identify and connect these families with a community-based service provider under contract with KCHA. The caseworkers of

the community-based provider have the flexibility to determine the most effective approach to quickly stabilize the family in housing.

- While in School Housing Program (WISH): Implemented as part of KCHA's 2019 MTW Plan, flexible housing assistance is provided to college students experiencing homelessness or housing instability. This tenant-based, time-limited subsidy, developed in partnership with Highline College, provides up to 54 months of housing support while leveraging existing on-campus services that support students beyond their housing needs. This program was launched in 2020 with 40 vouchers and since has been expanded to now serve up to 70 students.

PROPOSED NON-SIGNIFICANT CHANGES TO ACTIVITY: In 2024, KCHA expanded the WISH program to 70 students. Due to the success of the program and continued local need, we additionally are exploring the expansion of WISH to another college with the necessary infrastructure to support the program. KCHA is also in early-stage conversations with the Jeannette Rankin Foundation and Highline College, discussing potential partnerships to address various needs of WISH students through targeted scholarship opportunities offered by the foundation.

In 2025, KCHA will begin exploring the use of flexible rent assistance to support additional populations experiencing homelessness, including those fleeing domestic violence, dating violence, sexual assault, and stalking. This initiative will consider providing flexible financial assistance for urgent basic needs, term-limited rental assistance, security deposits, and flex funds to mitigate leasing barriers. If any associated actions necessitate additional waiver flexibility, KCHA will seek approval through the HUD-approved MTW Plan amendment process.

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 short-term rental assistance commitments provided the cash flow. Measured against banking and private financial 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.

ACTIVITY 2008-1: Acquire New Public Housing

MTW STATUTORY OBJECTIVE: Increase Housing Choice

APPROVAL: 2008

IMPLEMENTED: 2008

CHALLENGE: In 2021 in King County, 85% of extremely low-income households were cost burdened by housing costs, and there were only 21 affordable and available units for every 100 extremely low-income renter households.¹⁰ In the context of these challenges, KCHA's Public Housing waiting lists continue to grow to over 20,000 households. 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 that are affordable to extremely low-income households.

SOLUTION: KCHA's Public Housing Annual Contributions Contract (ACC) is currently below the Faircloth limit in the number of allowable units. These "banked" Public Housing subsidies allow us to add to the affordable housing supply in the region by acquiring new units. This approach is challenging, however, because Public Housing units cannot support debt. We continue our innovative use of MTW working capital, with a particular focus on the creation or preservation of units in high-opportunity neighborhoods.¹¹ We further simplify the acquisition and addition of units to our Public Housing inventory by collaborating 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.¹²

¹⁰ US Census Bureau, American Community Survey 2021 1-year estimate, as reported by the King County Regional Affordable Housing Dashboard. www.kingcounty.gov/depts/community-human-services/housing/affordable-housing-committee/data.aspx

¹¹ Neighborhood opportunity designations are from the Puget Sound Regional Council and Kirwan Institute's Opportunity Mapping index. www.psrc.org/opportunity-mapping

¹² Some Public Housing units might be designated MTW Neighborhood Services units in 2022 upon approval from the HUD field office.

KCHA continues to look for strategic opportunities to acquire existing private-market properties and turn on banked public housing ACC, both of which may occur within a plan year. For ACC units that we own or acquire, and that meet the definition of physically obsolete, Section 18 will remain a valuable tool in rehabilitation efforts. Combined with this approach through the plan year, KCHA will provide HUD with the respective property's date of construction completion rather than the DOFA date so that while determining the capital fund subsidy in accordance with CFR 905.400(d)(1)(iii), HUD can calculate the age of the project for estimated accrual need.

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

ACTIVITY 2008-3: FSS Program Modifications

MTW STATUTORY OBJECTIVE: Increase Self-sufficiency

APPROVAL: 2008

IMPLEMENTED: 2018

CHALLENGE: Nationally, only 25% of low-income households that qualify for housing assistance receive it.¹³ For more households with limited resources to be served, 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 necessary to support greater self-sufficiency among participants.

SOLUTION: KCHA is implementing modifications to the FSS program that could increase incentives for resident participation, education and training outcomes, and income growth. With KCHA's rent policy, the new Contract of Participation (COP) length can potentially decrease the number of families served. Through MTW flexibility, the COP will begin on the first day of the following month that is signed and will be in effect for five years, with possible extensions for up to two years. In order to serve even more families, FSS families that are actively seeking employment at contract end date — and are ready to move to market-rate housing or homeownership — will be deemed as successful participants and can graduate from the program. We also continue to explore the manner and rate at which participants accumulate and access escrow funds as part of a broader economic mobility strategic planning process.

PROPOSED CHANGES TO ACTIVITY: No additional major modifications are anticipated and no additional authorizations are needed at this time. If any actions necessitate additional waiver flexibility in 2025, KCHA will seek approval.

¹³ Worst Case Housing Needs 2019: Report to Congress, page xi.

<https://www.huduser.gov/portal/portal/sites/default/files/pdf/Worst-Case-Housing-Needs-2023.pdf>

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. In addition, many households headed by seniors and people with disabilities 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 households headed by a senior or person with a disability who derive 90% 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% 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% 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 Public Housing and HCV programs by 20%.

PROPOSED NON-SIGNIFICANT CHANGES TO ACTIVITY:

The EASY and WIN rent policies have been operating for more than 10 years without adjustments to the initially implemented tenant share of the rent. In 2025 KCHA will focus on:

- Evaluating these rent policies to learn more about their impact, understandability, efficiency, and costs, and to consider possible policy improvements for the future. KCHA may implement changes to address imminent and emergent program needs. For example, WIN Rent program Income Bands and Rent Tables may be modified and the percentage of income used when calculating rent for EASY Rent Households may be adjusted to allow KCHA to effectively respond to economic conditions and help ensure short and long-term program viability.
- No additional MTW authorizations are anticipated to be necessary.
- KCHA continues to assess the impact of HUD's final regulations implementing HOTMA Sections 102 and 104 on the agency's existing policies. While we undertake additional analysis, KCHA in 2025 will continue to leverage our MTW authority and previously approved activities to maintain existing policies related to recertifications, interim reexaminations, income calculations, streamlined deductions, and asset limitations. If any associated actions necessitate additional waiver flexibility in 2025, KCHA will seek approval through the HUD-approved MTW Plan amendment process.

This activity may apply to Sedro-Woolley Housing Authority (SWHA) contingent upon HUD's approval of KCHA's application for MTW regionalization. SWHA may customize the adoption and implementation of this activity to best meet the needs of SWHA and its residents. During SWHA's conversion to this MTW activity it will continue to operate as is. See Appendix H for information regarding KCHA's regionalization efforts.

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 an estimated \$20,000 or more 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% rate increase by utility companies. Now, KCHA provides allowance adjustments annually when the Consumer Price Index produces a cumulative change of more than 10% 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 NON-SIGNIFICANT CHANGES TO ACTIVITY:

- KCHA continues to assess the impact of HUD's final regulations implementing HOTMA Sections 102 and 104 on the agency's existing policies. While we undertake additional analysis, KCHA in 2025 will continue to leverage our MTW authority and previously approved activities to maintain existing policies related to recertifications, interim reexaminations, income calculations, streamlined deductions, and asset limitations.
- As noted in previous MTW Plans, as sustainable construction methods, building orientation, and natural features increasingly enable more energy efficient housing, the difference between the amount that a household may spend on utilities in a newer property relative to an older property is widening. In the case of Section 8 Project-Based Voucher contracts, relying on KCHA's streamlined utility allowances (referred to as Energy Assistance Supplement or EAS) can result in less subsidy paid to the owner over the life of the contract. Recognizing the importance of advancing sustainable development principles and the need for adequate operating revenue at supportive housing sites, KCHA in 2025 will explore and may implement a policy allowing for alternative utility allowances. In analyzing and implementing this policy, KCHA would establish criteria for energy modeling reports or other tools used to determine the alternative EAS, limit eligibility to certain types of properties, and establish criteria regarding periodic updates to models and approved allowances.

- In 2025, KCHA will continue to explore making changes to the content, structure, and scope of our utility allowances to ensure they are meeting the needs of households living in our subsidized housing. If KCHA pursues such changes in addition to those related to project-based vouchers, we will ensure that the proper public process is followed.

This activity may apply to Sedro-Woolley Housing Authority contingent upon HUD's approval of KCHA's application for MTW regionalization. SWHA may customize the adoption and implementation of this activity to best meet the needs of SWHA and its residents. During SWHA's conversion to this MTW activity it will continue to operate as is. See Appendix H for information regarding KCHA's regionalization efforts.

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

MTW STATUTORY OBJECTIVE: Increase Housing Choice

APPROVAL: 2007

IMPLEMENTED: 2007

CHALLENGE: According to the King County Regional Homelessness Authority's most recent Point-in-Time Count in January 2024, 16,385 people in the county lacked housing, and about half of them (49%) reported that they were experiencing chronic homelessness.¹⁴

SOLUTION: KCHA provides housing funds directly to our behavioral health care and nonprofit partners, including Sound and Navos. Providers use the funds to provide affordable housing to subsidy program participants. The programs operate under the "Housing First" model of supportive housing, which couples low-barrier placement in permanent, scattered-site housing with individualized services that help residents maintain long-term housing stability. As openings occur, recipients are referred through the mental health system, street outreach teams, and King County's Coordinated Entry system. Once a participant is stabilized and ready for a more independent living environment, KCHA works with King County government to offer a move-on strategy through a tenant-based non-elderly disability voucher, issued by KCHA.

INFORMATIONAL UPDATE:

There are no significant changes being made to this activity, in 2025 KCHA will focus on:

Sponsor-based program partners continue to encounter financial, staffing, and service capacity challenges in administering the Sponsor-based housing program. KCHA remains actively engaged with these providers, including Sound and Navos, to evaluate their ability to sustain the program

¹⁴ 2024 Point in Time Count. King County Regional Homelessness Authority. <https://kcrha.org/data-overview/king-county-point-in-time-count>

beyond 2024. Ongoing discussions aim to determine if any adjustments are necessary to ensure the program can effectively achieve its critical objectives in 2025.

ACTIVITY 2007-14: Enhanced Transfer Policy

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness

APPROVAL: 2007

IMPLEMENTED: 2007

CHALLENGE: HUD rules restrict a resident to move from Public Housing to HCV, or from HCV to Public Housing. This hampers KCHA's ability to meet the needs of our residents. For example, project-based Section 8 residents may need to move if their physical abilities change and they no longer can access an upper-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 to 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.

ACTIVITY 2005-4: Payment Standard Changes

MTW STATUTORY OBJECTIVE: Increase Housing Choice

APPROVAL: 2005

IMPLEMENTED: 2005

CHALLENGE: In 2022, 30% of all KCHA's federally subsidized households with children lived in high-opportunity neighborhoods — an increase of 6 percentage points since 2016. These

neighborhoods offer benefits to their residents, including improved educational opportunities, increased access to public transportation, and greater economic opportunities.¹⁵

When market rents exceed allowable subsidy levels provided under HUD's traditional payment standard methodology, participating HCV households must pay the overage directly out of pocket. Therefore, the failure of the payment standards to reflect escalating housing costs directly increases the amount paid by HCV participants and also can hamper the ability of some households to secure new housing, particularly those households coming directly from homelessness with extremely limited incomes. KCHA's multi-tiered approach to setting payment standards based on location has expanded geographic choice for families.

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 a biannual 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. Our biannual monitoring ensures we are positioned to act quickly amid changing market conditions. As a result, our residents are less likely to be displaced by rising rents and have greater geographic choice.

In 2007, we expanded this initiative and allowed approval of payment standards of up to 120% 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 70% to 112% 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. Outcomes demonstrate an increase in lease-up rates in high-opportunity neighborhoods within the top two tiers. In 2018, we added an additional tier and instituted the

¹⁵ High-opportunity areas in this case align with those identified as part of the Creating Moves to Opportunity (CMTO) project. To identify high-opportunity neighborhoods, CMTO researchers used the Opportunity Atlas which provides the rates of "upward income mobility for children growing up in low-income families" across census tracts. See: www.opportunityatlas.org

practice of conducting a second market analysis and potential payment standard adjustment to account for the rapidly changing rental submarkets.

NON-SIGNIFICANT CHANGES TO ACTIVITY:

- In 2024 KCHA received confirmation of exemption from the mandatory use of the SAFMRs as a result of our alternative payment standards policy. HUD is in agreement that this activity meets the MTW exemption criteria per section 6 of Notice PIH 2018-01.
- KCHA continues to assess the impact of HUD's final regulations implementing HOTMA Sections 102 and 104 on the agency's existing policies. While we undertake additional analysis, KCHA in 2025 will continue to leverage our MTW authority and previously approved activities to maintain existing policies related to payment standards. No major modifications are anticipated and no additional authorizations are needed at this time.

ACTIVITY 2004-2: Local Project-based Voucher Program

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness

APPROVAL: 2004

IMPLEMENTED: 2004

CHALLENGE: Current project-basing regulations are cumbersome and present multiple obstacles to serving special-needs households, partnering effectively and efficiently with nonprofit developers, and promoting housing options in high-opportunity areas and throughout suburban King County.

SOLUTION: The ability to streamline the Project-based Voucher (PBV) 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 Vouchers in high-opportunity areas of the county in order to increase access to these 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 people experiencing homelessness throughout King County who are traditionally not served through our mainstream Public Housing and Housing Choice Voucher programs. Additionally, we coordinate with county government and suburban jurisdictions to assist with underwriting 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.

¹⁶ Neighborhood opportunity designations are from the Puget Sound Regional Council and Kirwan Institute's Opportunity Mapping index. www.psrc.org/opportunity-mapping

CREATE HOUSING TARGETED TO SPECIAL-NEEDS POPULATIONS BY:

- Assigning Project-based Voucher 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 PBV assistance to units located in high-opportunity census tracts, including those with poverty rates lower than 20%. (FY 2004)
- Waiving the 25% cap on the number of units that can be project-based on a single site. (FY 2004)
- Allocating PBV subsidy non-competitively to KCHA-controlled sites or other jurisdictions and using an existing local government procurement process for project-based Voucher 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 PBV 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)
- Allowing KCHA to enter into a HAP contract for any type of unit that does not qualify as existing housing and is under construction or has been recently constructed, regardless of whether an AHAP has been executed. (FY 2019)

IMPROVE PROGRAM ADMINISTRATION BY:

- Allowing project sponsors to manage project waiting lists as determined by KCHA. (FY 2004)
- Using KCHA's standard HCV process for determining Rent Reasonableness for units in lieu of requiring third-party appraisals. (FY 2004)
- Allowing participants in "wrong-sized" units to remain in place, if needed, and pay the higher rent. (FY 2004)
- Assigning standard HCV payment standards to PBV 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 PBV 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 PBV vacancy when the unit has remained vacant for more than 30 days. (FY 2010)
- Waiving the 20% cap on the amount of HCV budget authority that can be project-based, allowing KCHA to determine the size of our PBV program. (FY 2010)

PROPOSED CHANGES TO ACTIVITY: KCHA is proposing the following changes to this activity to streamline PBV (Project-Based Voucher) contracting:

- Improve program administration by allowing KCHA to remove the requirement that all units to be placed under contract must pass inspection before the contract is executed. In these scenarios, KCHA will ensure that the property communal areas pass inspection before execution of the contract, and each individual unit intended for inclusion under the contract will undergo inspection and must pass prior to tenants moving into the unit and before KCHA pays the PBV subsidy.
- KCHA continues to assess the impact of HUD’s final regulations implementing HOTMA on the agency’s existing policies. While we undertake additional analysis, KCHA in 2025 will continue to leverage our MTW authority and previously approved activities to maintain existing policies related to our local PBV program.

ACTIVITY 2004-3: Develop Site-based Waiting Lists

MTW STATUTORY OBJECTIVE: Increase Housing Choice

APPROVAL: 2004

IMPLEMENTED: 2004

CHALLENGE: Under traditional HUD waiting list guidelines, an individual can wait more than two-and-a-half years for a Public Housing unit. 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 waiting lists, we also maintain regional waiting 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 households experiencing or at risk of homelessness to 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 waiting list is lacking an eligible applicant. Instead, a qualified applicant is pulled from the next waiting list in the rotation.

INFORMATIONAL UPDATES:

There are no significant changes being made to this activity, in 2025 KCHA will focus on:

- As described in previous MTW Plans, KCHA is considering implementing new site-based waiting lists for properties where there is a community-identified need to serve a priority population. For instance, to address high levels of students experiencing homelessness in the area, KCHA plans to partner with the Bellevue School District and local community organizations to provide families experiencing homelessness access to subsidized housing at particular properties within the school district. KCHA may apply this strategy to other areas of King County as well.
- As described in previous MTW Plans, and as mentioned in Section II of this plan, KCHA in 2025 plans to change the structure of the existing site-based waiting lists for our subsidized housing program. Currently, residents are able to select up to two regional waiting lists and up to two site-based waiting lists. To create greater choice for applicants, KCHA is exploring and may implement a change in 2025 allowing applicants to select as many sites or regional waiting lists as they desire. This change will allow greater opportunities for families to identify and select housing opportunities in communities of their choice, based on their desired neighborhood and site amenities. KCHA also is considering grouping sites by cities or other characteristics, as an alternative to regional or site-specific waiting lists.

This activity may apply to Sedro-Woolley Housing Authority contingent upon HUD's approval of KCHA's application for MTW regionalization. See Appendix H for information regarding KCHA's regionalization efforts.

ACTIVITY 2004-5: Modified Inspection Protocols

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness

APPROVAL: 2004

IMPLEMENTED: 2004

CHALLENGE: HUD's inspection protocols often require multiple trips to the same neighborhood, the use of third-party inspectors, and blanket treatment of diverse housing types, adding an estimated \$100,000 or more 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 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 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.

We also are streamlining our protocol even further by allowing landlords to inspect and self-certify that the unit passes HUD's standards. The program takes a phased-in approach and starts with newly constructed, not-previously-occupied units issued a Certificate of Occupancy or Temporary Certificate of Occupancy. The second phase extends the pilot to KCHA-owned properties built after 1978, and the third phase to non-KCHA affiliated LIHTC properties. To ensure that these units meet KCHA's high inspection standards, quality control audits will be performed on no fewer than 20% of the self-certified units every 90 days of the two-year pilot. These efficiencies will enable faster lease-up times and cause less disruption for landlords while ensuring program compliance. In early 2020, in response to the COVID-19 pandemic, KCHA implemented a catastrophe response plan that extended self-certified inspections to all landlords who qualify and delayed biennial inspections. In 2024, following the successful implementation of the three phase self-certification pilot program, KCHA made permanent the self-certification options for certain types of buildings, including newly constructed buildings, KCHA-owned sites built after 1978, and non-KCHA affiliated properties financed under the LIHTC program.

PROPOSED CHANGES TO ACTIVITY:

- KCHA continues to assess the impact of HUD's final regulations and guidance implementing HOTMA and NSPIRE on the agency's existing policies and is undergoing an enterprise-wide

software conversion. In lieu of immediate implementation, KCHA will continue to leverage our MTW authority - maintaining existing inspection protocols including continued use of HQS inspection standards. No additional HUD authorizations are required at this time.

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 and regular intrusions into the lives of the residents we serve. These processes often require KCHA to expend our limited resources on work that does not support program goals.

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 PBV requirements to allow the most recent recertification (within last 12 months) to substitute for the full recertification when a tenant's unit is converted to a PBV subsidy. (FY 2012)
- Allow Public Housing and HCV applicant households to qualify for a preference when household income is below 30% 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)
- Modified the Resident Service Stipend maximum income exclusion allowance from \$500 to \$750 per month, and updated the policy so that the maximum amount will be annually adjusted based on the COLA increases received by KCHA employees. (FY 2023)
- 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)

NON-SIGNIFICANT CHANGES TO ACTIVITY:

- As KCHA transitions to a new housing management software platform in 2025, KCHA will continue to explore and may implement further streamlining policies that take advantage the new software functionality and reduce administrative burdens. No further authorizations are needed at this time. Any changes are justified using the authorization granted in KCHA’s MTW Restated and Amended Agreement: Attachment C, Item D.5.
- In 2025, KCHA plans to remove a local preference that was previously established to exclude recipients of federal rental subsidy programs on KCHA’s waitlist from qualifying for a Housing Choice Voucher. Removing this local preference will provide greater flexibility and housing choice.
- KCHA continues to assess the impact of HUD’s final regulations implementing HOTMA Sections 102 and 104 on the agency’s existing policies. While the agency continues to undertake additional analysis, KCHA in 2025 will continue to leverage our MTW authority and previously approved activities to maintain existing policies relating to recertifications, interim reexaminations, streamlined deductions, income calculations, and asset limitations.

This activity may apply to Sedro-Woolley Housing Authority contingent upon HUD’s approval of KCHA’s application for MTW regionalization. SWHA may customize the adoption and

implementation of this activity to best meet the needs of SWHA and its residents. During SWHA's conversion to this MTW activity it will continue to operate as is. See Appendix H for information regarding KCHA's regionalization efforts.

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. We also continue to consider a modification to the Rent Reasonableness review that would exclude any properties that are financed in whole or in part by local or federal programs, including tax credit properties.

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

ACTIVITY 2004-12: Energy Performance Contracting

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness

APPROVAL: 2004

IMPLEMENTED: 2004

CHALLENGE: KCHA could recapture up to \$3 million in energy savings per year if provided the upfront investment necessary to make efficiency upgrades to our 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.

ACTIVITY 2004-16: Housing Choice Voucher Occupancy Requirements

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness

APPROVAL: 2004

IMPLEMENTED: 2004

CHALLENGE: More than 20% 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 NON-SIGNIFICANT CHANGES TO ACTIVITY: In FY 2005 KCHA established occupancy standards that reduced the number of bedrooms for which a family qualified by allocating one bedroom per two adults or per two minors. In 2025, KCHA will reexamine our occupancy standards to allow bedrooms to again be allocated using such family characteristics as sex, age, and disability status.

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 Housing Assistance Payment (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. Based upon recent evaluation this activity will not be implemented in 2025, but we will continue to consider implementation in a future fiscal year.

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. In 2025 this demonstration program will be deferred again, as our program partners opted for a tenant-based model. We continue to consider implementation in a future fiscal 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. Based upon recent evaluation this activity will not be implemented in 2025, but we will continue to consider implementation in a future fiscal year.

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. Based upon recent evaluation this activity will not be implemented in 2025, but we will continue to consider implementation 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. Based upon recent evaluation this activity will not be implemented in 2025, but we will continue to consider implementation in a future fiscal year.

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 2014-1: Stepped-down Assistance for Homeless Youth

APPROVAL: 2014

CLOSE OUT YEAR: 2024

Through this activity, KCHA implemented a flexible “stepped-down” rental assistance model in partnership with local youth service providers. KCHA partnered with Valley Cities Counseling and Consultation (VCCC) to operate the Coming Up Program (CUP). This program offered independent housing opportunities to young adults (ages 18 to 25) who were transitioning out of homelessness. With support from the provider, the youth moved into housing in the private rental market, signed a lease, and worked with a resource specialist who prepared them to take over the lease after a period of being stabilized in housing.

For the past several years our partner agency has faced many challenges administering the Sponsor-based stepped rent model through a master-lease, and decided to end the CUP model and terminate its contract with KCHA through attrition. The contract between KCHA and VCCC ended on December 31, 2022. This activity is closed out as KCHA was not able to find another youth-serving agency to partner with us on this innovative model.

ACTIVITY 2016-1: Budget-based Rent Model

APPROVAL: 2016

CLOSEOUT YEAR: 2018

This activity would have allowed KCHA to adopt a budget-based approach to calculating the contract rent at our 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 would have allowed KCHA to create an appropriate annual budget for each property from which a reasonable, cost-conscious rent level would derive.

This policy is no longer under consideration.

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. 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 informed Creating Moves to Opportunity, KCHA's completed research partnership that sought 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 that required assistance to avoid loss of affordable housing. This activity is completed. An evaluation of the program by Breyse *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 state Department of Social and Health Services 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 our 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 would have limited 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 have redefined 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. This policy change is completed.

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. 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 have capped 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 allowed 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 homeownership. KCHA implemented this five-year pilot in collaboration with community partners, including Bellevue College and the YWCA. These partners provided education and employment-focused case management, such as individualized career planning, a focus on wage progression, and asset-building assistance. In lieu of a standard FSS escrow account, each household received a monthly deposit into a savings account, which continued throughout program participation. Deposits to the household savings account were made available to

residents upon graduation from Public Housing or HCV subsidy. 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% of gross income upon initial lease-up rather than 40% of adjusted income. *Note: KCHA may implement a rent cap modification in the future to increase housing choice.*

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

PLANNED APPLICATION OF MTW FUNDS

A. PLANNED APPLICATION OF MTW FUNDS

i. Estimated Sources of MTW Funds

FDS Line Item	FDS Line Item Name	Dollar Amount
70500 (70300+70400)	Total Tenant Revenue	\$9,618,476
70600	HUD PHA Operating Grants	\$230,948,616
70610	Capital Grants	\$6,600,000
70700 (70710+70720+70730+70740+70750)	Total Fee Revenue	\$0
71100+72000	Interest Income	\$180,896
71600	Gain or Loss on Sale of Capital Assets	\$0
71200+71300+71310+71400+71500	Other Income	\$67,893,141
70000	Total Revenue	\$315,241,130

ii. Estimated Application of MTW Funds

FDS Line Item	FDS Line Item Name	Dollar Amount
91000 (91100+91200+91400+91500+91600+91700+91800+91900)	Total Operating - Administrative	\$18,889,043
91300+91310+92000	Management Fee Expense	\$7,848,262
91810	Allocated Overhead	\$0
92500 (92100+92200+92300+92400)	Total Tenant Services	\$12,720,541
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	\$4,011,513
93500+93700	Labor	\$0
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	\$7,490,352
95000 (95100+95200+95300+95500)	Total Protective Services	\$0
96100 (96110+96120+96130+96140)	Total Insurance Premiums	\$615,954
96000 (96200+96210+96300+96400+96500+96600+96800)	Total Other General Expenses	\$0
96700 (96710+96720+96730)	Total Interest Expense and Amortization Cost	\$0
97100+97200	Total Extraordinary Maintenance	\$4,000,000
97300+97350	Housing Assistance Payments + HAP Portability-in	\$244,322,522
97400	Depreciation Expense	\$8,919,679
97500+97600+97700+97800	All Other Expenses	\$19,437,750
90000	Total Expenses	\$328,255,616

The \$13 million variance between the Estimated Total Revenue and Estimated Total Expense will be made up from KCHA's MTW HUD and PHA held reserves at the end of the 2024 calendar year.

iii. Description of Planned Application of MTW Funding Flexibility

KCHA seeks to make efficient, effective, and creative use of our single-fund flexibility while adhering to the statutory requirements of the MTW program. The agency's 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 households in the Puget Sound region. In 2025, KCHA will continue to use MTW funds to invest in programs that expand our programs' reach and effectiveness, while offering new services that support social impact areas. Significant investment areas include:

- **HOMELESSNESS INITIATIVES**

KCHA will continue to use MTW funding to help address the growing homelessness crisis in King County. These initiatives address the varied and diverse needs of the most vulnerable populations experiencing homelessness, including the supportive services necessary to meet their complex needs. Additionally, KCHA will remain steadfast in our commitment to work in close coordination with other public funders and community-based organizations to further advance regional solutions to the ongoing homelessness crisis in King County.

- **FUNDING FOR HOUSING STABILITY SERVICES**

This funding provides emergency financial assistance to qualified households to maintain stable housing, including limited rental assistance to avoid eviction, security deposits, and utility support. In the case of KCHA's Housing Stability Fund, a designated agency partner disburses funds to third parties on behalf of program participants and screens for eligibility according to the program's guidelines.

- **SUBSIDY RETENTION PROGRAM**

The subsidy retention program pairs KCHA internal resident services coordinators with voucher holders who are at acute risk of losing their voucher or housing. The coordinators provide a range of services, including referring clients to community resources and providing guidance on KCHA policies, processes, and landlord relations. Over a three-year period, 1,776 households were served through this program, with 87% retaining their voucher eight months beyond service intervention.

- **EDUCATIONAL INITIATIVES**

KCHA will use our MTW funding flexibility to support various educational initiatives, including out-of-school programs, youth leadership, mentoring and violence prevention, and

coordination with school institutions to help advance educational opportunities for KCHA residents.

- ACQUISITION AND PRESERVATION OF AFFORDABLE HOUSING

We continue to use MTW resources to preserve affordable housing at risk of market-rate redevelopment and create additional affordable housing opportunities in partnership with the state and local jurisdictions. We will continue to look for opportunities to purchase small- to medium-sized apartment complexes and turn on banked ACC, providing new housing choices for extremely low-income households across the region. KCHA's partnerships with the region's major technology companies has enabled the acquisition and preservation of over 2,000 units of non-subsidized housing over the past several years, and we plan to expand these efforts if feasible and when opportunities arise.

- INCREASE ACCESS TO HEALTH CARE THROUGH PARTNERSHIPS AND COLLABORATIVE PLANNING

KCHA continues to develop new partnerships with local community-based providers and healthcare delivery systems to support residents in accessing the social services they need to maintain housing stability and a high quality of life. In 2025, KCHA will continue to invest in partnerships to support healthy aging in place, address hoarding and high clutter, and provide on-site behavioral health interventions and referrals, as well as consultation to direct service staff through our Resident Services Department.

- LONG-TERM VIABILITY OF OUR GROWING PORTFOLIO

KCHA uses our single-fund flexibility to reduce outstanding financial liabilities and assure and plan for the long-term physical viability of our housing portfolio. Single-fund flexibility allows us to make loans, often in conjunction with LIHTC financing, to recapitalize properties in our federally subsidized inventory. With an eye toward the long-term needs of our portfolio, KCHA will explore establishing replacement reserves for public housing properties, and in doing so may deposit amounts sufficient to bring reserves up to levels commensurate with projected capital needs. MTW working capital also provides an essential backstop for outside debt, addressing risk concerns of lenders, enhancing our credit worthiness (currently rated as AA by S&P Global), and enabling our continued access to private capital markets.

- REMOVAL OF THE CAP ON VOUCHER UTILIZATION

This flexibility 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 operational efficiencies and policy changes has been critical in helping us respond to the growing housing needs of the region's extremely low-income households. Despite 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.

- SUPPORTING ROBUST AND EFFICIENT OPERATIONS

KCHA's single-fund flexibility ensures that the agency can invest in robust staffing, safety and security measures, and software systems that assure the agency has the resources to deliver quality customer service and ensure resident health and safety. In 2025, KCHA is implementing a comprehensive safety strategy, leveraging technology to further invest in the security of our communities. Additionally, KCHA is transitioning to a new core housing management software platform and will utilize single-fund budget flexibility to assist with the conversion.

- YOUNG ADULT PROSPERITY PROGRAM (YAPP)

The traditional Family Self-Sufficiency (FSS) program model is not tailored or designed to support young adults exiting foster care. As such, KCHA is developing the Young Adult Prosperity Program (YAPP), which will give eligible young adults the ability to extend their voucher for up to two years beyond the current limit of three years. YAPP participation will allow young adults to build life skills and economic independence to help create a pathway to long-term housing stability. Program services will be coordinated with community agencies that serve youth in foster care and may incorporate stipends, which may come in the form of monthly guaranteed income and/or be incentive-based with an annual cap. Once housing assistance ends or expires, self-sufficiency services offered through YAPP would also end. In addition to single-fund flexibility, KCHA also may seek grant funding to help augment use of our own single-fund budget flexibility.

- ECONOMIC MOBILITY PROGRAMMING

In 2025, KCHA plans to use our single-fund budget flexibility to invest in a new economic independence pathways program. The program's core aim is to coach and mentor families to create economic independence pathways by seeking employment, training, and/or education. Additionally, participants will receive financial capability services to help them set goals and prepare for income changes. Program participants will be eligible for financial incentives, which may come in the form of a regular monthly payment or be based on reaching certain goals. Incentives will be capped annually. The program initially will serve between 100 and 150 participants.

iv. Planned Application of PHA Unspent Operating Fund and HCV Funding

Original Funding Source	Beginning of FY – Unspent Balances	Planned Application of PHA Unspent Funds during FY
HCV HAP	\$38,017,387	\$38,017,387
HCV Admin Fee	\$0	\$0
PH Operating Subsidy	\$5,758,043	\$0
Total:	\$43,775,431	\$38,017,387

KCHA's unspent HCV HAP funds will be used to support a variety of initiatives, such as the rehabilitation of Public Housing properties, HCV subsidy retention, and housing navigation, and to support various activities targeting people experiencing homelessness. KCHA has no plans to spend the unspent Public Housing Operating Subsidy funds, as the agency is required by HUD to retain a prudent level of operating reserves.

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.

KCHA is not making changes to the LAMP in 2025.

C. RENTAL ASSISTANCE DEMONSTRATION (RAD) PARTICIPATION

i. Description of RAD Participation

In this MTW Plan KCHA is proposing a RAD Amendment. In May 2025, the agency's Board authorized submission of a RAD Portfolio Award application and RAD applications to convert all public housing units in the following public housing properties to RAD PBV: Briarwood, Brittany Park, Lake House, Munro Manor, Riverton Terrace II and Yardley Arms. KCHA's planned RAD participation is further described in Appendix I.

ii. Has the MTW PHA submitted a RAD Significant Amendment in the appendix?

Yes (see Appendix I).

iii. Status of RAD Significant Amendment

Initial submission.

SECTION VI

ADMINISTRATIVE

A. BOARD OF COMMISSIONERS RESOLUTION AND CERTIFICATIONS OF COMPLIANCE

Attached as Appendix A.

B. PUBLIC PROCESS

The public comment period for KCHA's FY 2025 MTW Plan was held between October 7 and November 10, 2024.

MEETINGS & HEARINGS:

- October 8: Resident Advisory Committee Meeting
- October 22: In-Person Public Hearing
- October 23: Virtual Public Hearing

The public comment period for KCHA's FY 2025 MTW Plan Amendment 1 was held between June 2 and July 1, 2025.

MEETINGS & HEARINGS:

- June 24: Resident Advisory Committee Meeting
- June 24: In-Person and Virtual Public Hearing

PUBLISHING AND POSTING:

KCHA conducted outreach to participants and the public throughout both public comment periods to make them aware of the availability of the Plan and Amendment and their ability to provide public comment, including posting in the Seattle Times, Daily Journal of Commerce, and Northwest Asian Weekly. Information was also included in KCHA's October 2024 and June 2025 e-newsletters, which was emailed to approximately 14,800 residents and available on KCHA's website (www.kcha.org). Additionally, flyers were posted in buildings and common areas with access to translation in the eight most prominent languages of KCHA residents (English, Arabic, Korean, Russian, Ukrainian, Somali, Spanish, and Vietnamese). The draft Plan was publicly available on KCHA's website and hard copies were available by request.

SUMMARY OF COMMUNITY & RESIDENTS FEEDBACK ON 2025 ANNUAL PLAN:

Through the public comment period, KCHA received generally positive feedback on the plan, the agency's direction for 2025, and the new proposed MTW activity. Residents emphasized the importance of capital improvements, homeownership initiatives and economic independence programs to support participants. Multiple residents expressed support for learning more about the design of the Direct Rental Assistance pilot program.

Staff received one emailed written comments (printed below) during the public comment process. A separate commenter raised concerns around the long-term success of people enrolling in KCHA's Local Homeownership Program. This is important to staff as well, and language has been added to recognize the importance of long-term success for enrolled households.

KCHA took all public comments received into consideration in preparation of the final plan and proposed amendment.

WRITTEN COMMENTS RECEIVED:

I would like to commend Grace Wood, KCHA's MTW Program Manager for this exceptionally crafted MTW 2025 plan.

I have resided in KCHA public housing for 25 years and currently serve on the Resident Advisory Committee. I have served on the committee for 20 years. I have lived (and exited) homelessness and would like to bring my life experiences to this discussion.

I am enthusiastically looking forward to the launch of the new subsidy model, Direct Rental Assistance. I agree it is a promising idea! With the high percentage of voucher holders struggling to get into stable housing, this new pilot program to provide a better process to get people into stable and affordable housing is a hopeful activity.

Evaluating the EASY and WIN rent policies is very much needed. I was on the Resident Advisory Committee at the inception of the EASY rent policy and participated in discussions with KCHA leadership and other committee members. Policy decisions were made contrary to what many RAC members believed would be a hardship for residents. For example, the change in how medical deductions are calculated. The minimum threshold of \$2500 is impossible to reach for many lower income families. It is not equitable.

The EASY rent policy is not easy to understand. I only just recently found out that OTC (over the counter) medically-needed items could be claimed. This qualified me for applying for the rent deduction. When I had questions regarding the policy and procedures, I received contradictory information from staff. When I asked for a copy of the EASY rent policy to review, I was told there isn't one and was referred to the over 200 page Admissions and Continued Occupancy Procedure manual. There weren't any clear answers there either.

The Housing Authority's plan to research and evaluate these rent policies has already began in advance of the approval of this MTW plan. Abt Global LLC, the outside research consultant has selected and is interviewing a random sample of residents. Included in this process is forming and compensating a small team of KCHA residents as advisors as a Resident Expert Panel. It is my understanding the Expert Panel will

be limited to six participants that have been recruited by KCHA.

The purpose of having the Resident Advisory Committee is to advise on policy reform. Several of the RAC members were involved in the EASY and WIN policies inception. RAC members are often approached by residents who have questions and challenges with existing policies and procedures. They come to us for help and guidance. RAC members have the lived experiences and perspectives of our neighbors and our communities. We are not compensated. We serve because we care about our community and want to include their voices. We want to contribute in meaningful ways. Why is there a need to create and compensate a Resident Expert Panel? What will the Resident Advisory Committee's role be in this activity?

I am excited about - and looking forward to - the digital equity program and how it evolves. Although, I have concerns regarding KCHA's involvement in providing telehealth services and potentially looking to hire staff to address behavioral health needs. These are two separate issues mentioned in this plan, but also connected. I support KCHA's continuing to utilize existing behavioral health and medical programs as a resource referral. It should not be provided internally.

In 2023, over 60% of the households entering KCHA's federally subsidized programs reported they were experiencing homelessness prior to receiving housing assistance. A large percentage of incoming residents are elderly. Rental housing prices are so high and living on a fixed income cannot keep up.

I became homeless following an on-the-job injury resulting in a permanent disabling condition and became unemployable. Even then, the limited resources for sheltering and housing could not support the number of unhoused in this region. Being a single woman without children; who is not a veteran; was not fleeing from domestic violence; had no substance abuse recovery service needs, I fell through the cracks. There were no vouchers for me and only two small shelters funded to take in single women. I had to check in daily and there was never room. I had to start "thinking outside the box", rethinking what shelter looks like. This thinking is what kept me out of a tent and off the streets. When my name finally came to the top of the housing waitlist and I was given the keys to my apartment, I knew I had found a place to call Home...and that I would never leave. In 2025, as the Housing Authority continues to look at available vouchers, housing navigation, and stability services and voucher partnerships; please recognize that when women have no safe place to sleep, they are at very high risk for sexual assaults. These women often fall through the cracks.

CAPITAL EXPENDITURES: While I support investing MTW funds in extending the useful life of the existing properties, I believe this Housing Authority allocates too much MTW funding to capital projects. I do not believe this is fiscally responsible at a time when 10,000 households are on your waitlists and nearly half of unhoused families in this region are unsheltered. Children are being tucked into bed in the backseat of a car, in tents, or separated from their families. Seniors are living in their cars, on the streets, or in tents. Families are so desperate for help.

With allocation of capital project funds, oversight is imperative. By this I mean - in respect to unit upgrades and other capital projects, some of the changes are not supporting resident needs and create more work for maintenance staff. For example, there is considerably less storage space available in the remodeled "upgrade" units. The loss of storage space contributes to a greater degree of clutter which then becomes a risk of failing inspections and becoming at-risk for eviction. Grab bars in the shower and toilet area have been removed in the new upgrade design. The decision to remove the grab bars was a deliberate design modification made by management several years ago, despite the recommendations of the Resident Advisory Committee to keep them and add more supportive design. Grab bars help prevent falls and support aging in place. Some of the upgrade changes have created more work orders for KCHA maintenance staff, such as the redesign of the closet doors in the bedrooms. The new doors go off track requiring maintenance to make numerous service calls. The same is true for the vertical blinds during the Envelope Project. The new blind slats fall apart when used. I banded mine and they are unused – opting to

purchase curtains and drapes and pull down blinds instead, because I did not want to burden maintenance staff. Why am I discussing these details? Because you are allocating \$22 million for capital and upgrade projects. It is not enough to extend the life of a property, a major consideration should be to support the household needs, as well as consider the maintenance burden on staff. Many of these changes are actually more expensive rather than cost-cutting.

Activity 2008 - 21 Public housing and Housing Choice voucher utility allowance: Diving deeper into this is very important. The current model is outdated and does not take into consideration increased utility costs and savings. A one size fits all model isn't equitable. In the city of Shoreline, there are two subsidized properties sharing common grounds. One of the properties has several heat pumps in common areas that benefit all residents. The other building has no heat pumps in any common area, including the community room. Therefore, it is not equitable to apply the same utility allowance when your building upgrade projects provide heating and cooling at certain properties and not others.

In 2025, I will continue to research ways other nonprofits and housing organizations are "thinking outside the box" and rethinking what shelter looks like. Cities are funding promising models to provide sheltered homes as a bridge to more permanent housing. I believe this agency can look to partner with existing organizations and to create innovative model designs to provide support and assistance to the thousands of households on your waitlists and beyond. I look forward to continuing the conversation with this agency leadership and Board, as I continue to delve into the "thinking outside the box" activity happening in this region.

In closing, as a Resident Advisory Committee member, as a KCHA resident for 25 years, as a tenant rights advocate, as a community outreach volunteer, I continue to learn from the living experiences of my community and our region - housed and unhoused, sheltered and unsheltered. This is not just one voice.

*Sincerely,
Cindy Ference*

SUMMARY OF COMMUNITY & RESIDENTS FEEDBACK ON 2025 ANNUAL PLAN AMENDMENT 1:

For public comment regarding the proposed Amendment 1, KCHA received comments and questions through the virtual and in-person public hearing and a meeting with the Resident Advisory Council. In addition, one unrelated written public comment was submitted.

Themes shared in public comment included: concerns about potential federal funding cuts; desire for increased resident support services such as employment and Family Self-Sufficiency; and clarifying questions about RAD conversion and potential rent policy changes. No substantive changes were made to the proposed plan.

C. PLANNED AND ONGOING EVALUATIONS

As noted and described previously (Section 1A), KCHA will be evaluating our WIN and EASY Rent policies in 2025 to learn more about their impact, understandability, efficiency, and costs, and to consider possible policy improvements for the future.

D. LOBBYING DISCLOSURES

Attached as Appendix D.

T A B N U M B E R

5



- Richard Jackson
- Jerry Lee
- Regina Elmi
- Tina Keys

Memo

TO: Board of Commissioners

FROM: Wendy Teh, Vice President of Finance

DATE July 21, 2025

RE: 2025 Midyear Financial Forecast

EXECUTIVE SUMMARY

The Board adopted the Calendar Year 2025 Operating and Capital Budget (“2025 budget”) via Resolution 5783 on December 9, 2024. The 2025 Midyear Financial Forecast includes revised assumptions and new information not part of the original budget process.

The 2025 Midyear Financial Forecast includes several adjustments that increase the projected cash balance at 12/31/2025 (excluding HUD held reserves) for KCHA Operations to \$298.5 million, an increase of \$7 million in unrestricted or programmatic cash. The primary drivers of this projected change are due to lower Housing Assistance Payments and reduced capital construction projects.

Exhibit A details the original 2025 Adopted Budget, the Total Forecasted Changes, and the 2025 Revised Budget for KCHA Operations. The Changes to Staffing section emphasizes new positions and changes to existing positions. Exhibit B summarizes total positions by department.

CONTEXT

The 2025 Midyear Financial Forecast provides the Board with an overall synopsis of the changes in the current and near-term fiscal outlook for KCHA compared to the Authority’s adopted 2025 Budget. Included changes are generally limited to those with an aggregate financial impact of \$1.0 million or greater. Although those affecting Moving to Work (MTW) funds with an aggregate impact of \$500 thousand or greater are also included, as are other adjustments deemed significant.

Changes to the number of Full-Time Equivalent (FTE) employees are also included in this report to the Board of Commissioners and in the fiscal projection.

FINANCIAL FORECAST HIGHLIGHTS

Federal Programs

Block Grant and Special Purpose Vouchers (SPV)

Revenue

KCHA historically uses conservative estimates of the HCV Renewal Funding Inflation Factor (RFIF) and prorate to derive budgeted block grant and special purpose voucher (SPV) revenue. As announced recently by HUD, actual 2025 RFIF was less than budget while the prorate level was above our original estimate. The 2025 RFIF of 0.386% is well below the original projection of 2.5% but the prorate of 100.632% is slightly above the budget of 99.5%, resulting in a decrease of \$2.1 million in block grant revenue. For Special Purpose Vouchers, based on our current predictions, the combined effect on funding is an increase of \$2.8 million in revenue. For Emergency Housing Vouchers, HUD announced that funding will be reduced by \$2.1 million for 2025 with the program expected to run out of funds in 2026.

Expense

To date, the Per Unit Cost (PUC) for Housing Assistance Payments in the HCV program has been less than forecast in the budget. The 2025 Midyear Financial Forecast assumes an annualized increase of 7% in the PUC between now and the end of the year for all KCHA SPV programs. The PUC for the remainder of the year for the block grant was projected based on actuals from January to April. The current forecast at 12/31/2025 is now \$1,612.90, down from \$1,615.74 in the original budget.

Total unit months leased (UML) are projected to decrease. Block grant UML for the remainder of the year was forecast based on current attrition rates. Due to decreased funding for the current year and anticipated funding challenges for the following year, there is a temporary pause to add new participants to the program. The revised UML projection for the block grant is estimated at 9,745 versus the original budget of 9,961.

The lower UML levels for the block grant result in a decrease of \$1.0 million in projected HAP costs. In aggregate, the revised projections for PUC and UML for the SPV result in a decrease of HAP expenses of \$1.3 million. HAP expense for Emergency Housing Vouchers is projected to decrease by \$480,000 mostly due to lower than anticipated PUC and a decrease in UML.

Ports-In

The 2025 Midyear Financial Forecast reflects a minimal increase of \$134,409 of operating revenue related to HCV “Ports-In”, clients from other housing authorities who have moved into KCHA’s area of service. Although it is anticipated that UMLs will remain steady, the higher PUC is causing HAP revenue to increase. Offsetting this increase in revenue will be an equal increase in HAP expense.

Public Housing

Through June, HUD has used an interim proration of 92.89% for the Public Housing Operating Fund Subsidy versus the budget of 90.0%, resulting in an increase to the revenue forecast. Budgeted gross eligibility was estimated at \$13.2 million, whereas actual gross eligibility is \$13.6 million. After the current estimated prorate is applied, the operating fund subsidy revenue is expected to increase by \$424,515.

Capital Construction

Planned work by the Capital Construction department will see a reduction of \$5.1 million. \$2.5 million of this reduction is due to projects on hold and \$2.6 million is due to projects being completed at a lower cost compared to the original budget.

CHANGES TO STAFFING

The financial effect of midyear personnel changes is anticipated to be an increase of approximately \$484,000 including benefits. Proposed personnel changes, excluding interdepartmental transfers, are presented here to provide clarity regarding new agency staffing needs. In total, KCHA's staffing is increasing by 3.0 FTEs. See below for details:

- Information Technology is adding a Digital Equity Manager to manage and direct agency-wide all aspects of the Digital Equity program.
- Human Resources is adding a Senior Management Analyst to increase Employee Relations support
- Development is adding a Senior Development Manager to support continued development activities and RAD conversions

Please see Exhibit B for authorized staffing and midyear changes by department which includes all inter-departmental transfers.

Exhibit A

KCHA Operations (values in 1000s)	2025 Budget	Midyear Changes	2025 Revised Budget
Beginning Balance, Unrestricted Cash	176,040		176,040
Revenues			
Tenant Revenue	176,441	-	176,441
Operating Fund Subsidy from HUD	13,220	(425)	12,796
Section 8 Subsidy from HUD	280,574	(1,306)	279,268
Other Operating Revenue	85,419	-	85,419
Total Operating Revenues	555,655	(1,731)	553,924
Expenses			
Salaries & Benefits	(96,873)	(484)	(97,356)
Routine Maintenance, Utilities, Taxes & Insurance	(53,704)	500	(53,204)
Other Social Service Support Expenses & HAP	(314,670)	3,469	(311,201)
Administrative Support Expenses	(43,805)	126	(43,679)
Total Operating Expenses	(509,051)	3,611	(505,440)
Net Operating Income	46,604	1,880	48,484
Non-operating Revenue	33,160	-	33,160
Non-operating Expenses	(34,308)	-	(34,308)
Net Income	45,456	1,880	47,336
Other Sources/(Uses) of Cash			
Capital Projects and Acquisitions	(52,604)	5,124	(47,480)
Changes in Designated Cash	(3,569)	-	(3,569)
Changes in Restricted Cash	(445)	-	(445)
Changes in Receivables	2,309	-	2,309
Changes in Other Assets	82	-	82
Changes in Debt	(19,872)	-	(19,872)
Changes in Other Liabilities	(1,992)	-	-
Changes in Equity	-	-	-
Total Other Sources/(Uses) of Cash	(76,091)	5,124	(68,975)
Transfer In from (Out to) Other Funds			
Transfers In from Other Funds	40,673	-	40,673
Transfers Out to Other Funds	(40,886)	-	(40,886)
Net Transfer In/(Out)	(213)	-	(213)
Net Change in Unrestricted Cash	(30,847)	7,004	(21,851)
Ending Balance, Unrestricted Cash	145,453	7,004	152,457
Ending Balance, Designated Cash	109,833	-	109,833
Ending Balance, Restricted Cash	36,189	-	36,189

Exhibit B

	2025 FTEs Authorized	Midyear Changes	2025 Revised FTEs	% Change
King County Housing Authority				
Office of the Executive Director				
Communications	2.00		2.00	0.0%
Equity Diversity & Inclusion	4.00		4.00	0.0%
Executive & Policy/Intergovernmental Affairs	11.25	1.00	12.25	8.9%
Human Resources	19.00	1.00	20.00	5.3%
Information Technology	28.00	2.00	30.00	7.1%
Social Impact	21.00	(1.00)	20.00	-4.8%
Total	85.25	3.00	88.25	3.5%
Construction & Weatherization				
Capital Construction	21.00		21.00	0.0%
Weatherization	19.00		19.00	0.0%
Total	40.00	-	40.00	0.0%
Asset Management & Development				
Asset Management	27.50		27.50	0.0%
Development	4.00	1.00	5.00	25.0%
Greenbridge	3.00		3.00	0.0%
Total	34.50	1.00	35.50	2.9%
Administrative Services				
Finance	29.00		29.00	0.0%
Procurement	2.00		2.00	0.0%
Support Services	15.00		15.00	0.0%
Total	46.00	-	46.00	0.0%
Housing Management				
Compliance	10.00		10.00	0.0%
Housing Choice Vouchers	119.00	(1.00)	118.00	-0.8%
Housing Management	6.00		6.00	0.0%
Property Management	195.56		195.56	0.0%
Resident Services	48.00		48.00	0.0%
Safety & Security	3.00		3.00	0.0%
Total	381.56	(1.00)	380.56	-0.3%
KCHA Total	587.31	3.00	590.31	0.5%
Sedro-Woolley Housing Authority				
Cedar Grove/Hillsview	2.09		2.09	0.0%
SWHA Total	2.09	-	2.09	0.0%
Combined Total Workforce				
King County Housing Authority	587.31	3.00	590.31	0.5%
Sedro Woolley Housing Authority	2.09	-	2.09	0.0%
TOTAL	589.40	3.00	592.40	0.5%



2025 Midyear Budget Review



Agenda

- 🏠 Staffing Changes
- 🏠 Operations
- 🏠 Year End Cash Impact

Staffing Proposals

Total net change of all proposals is a 3 FTE increase with an impact of approximately \$0.4 million.

Department	FTE	Position	Justification
IT	1.0	Digital Equity Manager	Manage and direct agency-wide aspects of KCHA’s Digital Equity program
HR	1.0	Senior Management Analyst	Assist with workload related to employee relations support
Development	1.0	Senior Development Manager	Support continued development activities and RAD conversions

Internal Transfers

Department From	Department To	FTEs	Roles
Social Impact	IT	1.0	Digital Equity Coordinator
HCV	Social Impact	1.0	Housing Assistant

Positions on Hold

Department	FTE	Position
Capital Construction	1.0	Regional Maintenance Mechanic
Capital Construction	1.0	Construction Project Specialist
Social Impact	1.0	Housing Program Manager
Social Impact	1.0	Administrative Specialist
Social Impact	1.0	Senior Management Analyst
Property Management	1.0	Regional Maintenance Mechanic
Property Management	1.0	Temporary Student Intern
Human Resources	1.0	Content Designer
Resident Services	1.0	Resident Services Coordinator
Resident Services	1.0	Resident Services Coordinator
HCV	1.0	Temporary Student Intern

Operations – Midyear Changes

Area	2025 Budget	\$ Impact	Key Drivers
Operating Fund Subsidy	\$13.0 M	(\$0.4 M)	92.89% proration vs 90% budgeted
HCV (Net)	(\$23.9 M)	\$1.4	Reduction in funding and HAP expense reduction
Salaries & Benefits	(\$96.8 M)	(\$0.5 M)	Addition of 3 FTEs
Capital Construction	(\$13.6 M)	\$5.1 M	Projects on hold and lower than anticipated costs
Property Management (Maintenance)	(\$9.5 M)	\$0.5 M	Reduction in the number of unit upgrades
Social Impact	(\$10.2 M)	\$0.9 M	Several new initiatives paused due to federal funding uncertainty
Total		\$7.0 M	

Revised Year End Cash Reserves

(excluding HUD-held cash)

Operations	2025 Budget	Midyear Changes	Revised Cash
Unrestricted Cash	\$145.5 M	\$7.0 M	\$152.5 M
Designated Cash	\$109.8 M	-	\$109.8 M
Restricted Cash	\$36.2 M	-	\$36.2 M
Total	\$291.5 M	\$7.0 M	\$298.5 M



Questions?



T A B N U M B E R

6



King County
Housing
Authority

Flock Cameras



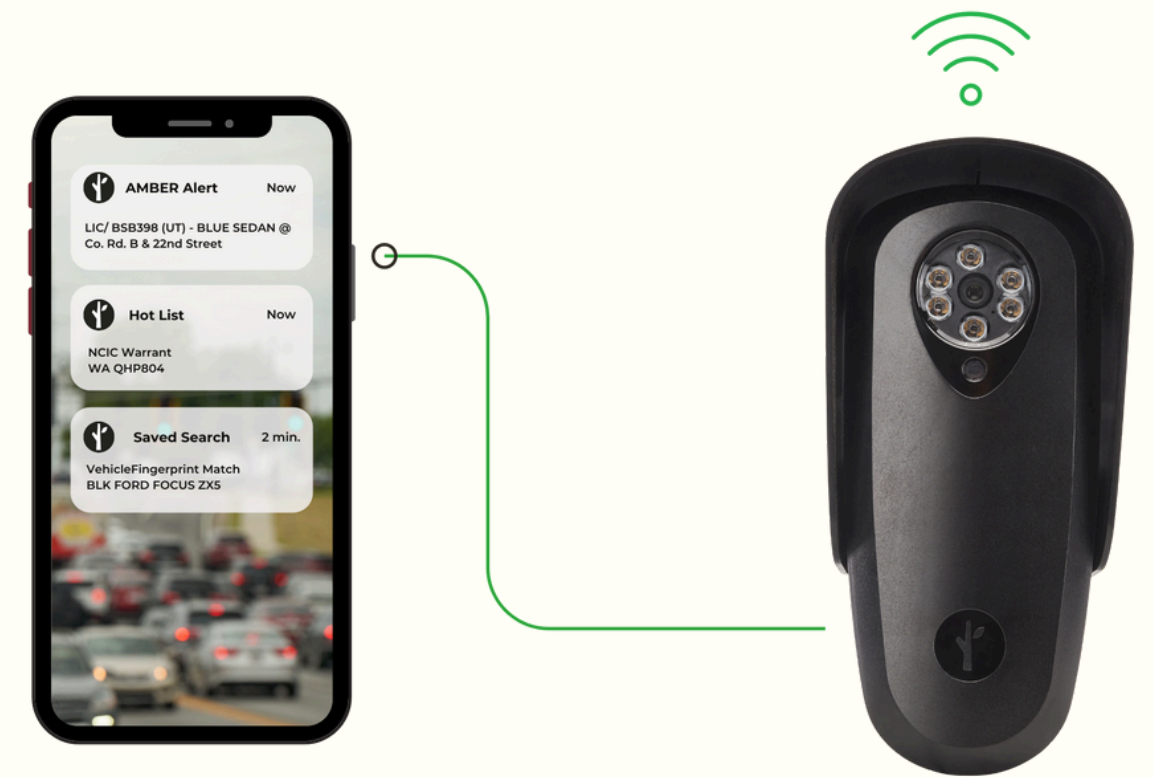
What are Flock cameras?

- Automated license plate reader camera
- Takes still photos focusing solely on vehicle and license plate
- Real-time alerts for KCHA and law enforcement (e.g. stolen vehicles, Amber alerts)
- Shared network allowing agencies to track vehicles to solve crime
- Solar powered, utilizes cellular network, and encrypts data (retained for 30 days)



Why are we using Flock cameras?

- **Proactive tracking** - Real-time alerts to identify stolen and wanted vehicles before incidents occur.
- **Enhanced response through technology** - Faster and more accurate law enforcement action.
- **Crime Reduction** - Partnering with law enforcement to create safer neighborhoods
- **Privacy-conscious implementation** - Prioritizing transparency and responsible data use to protect privacy.



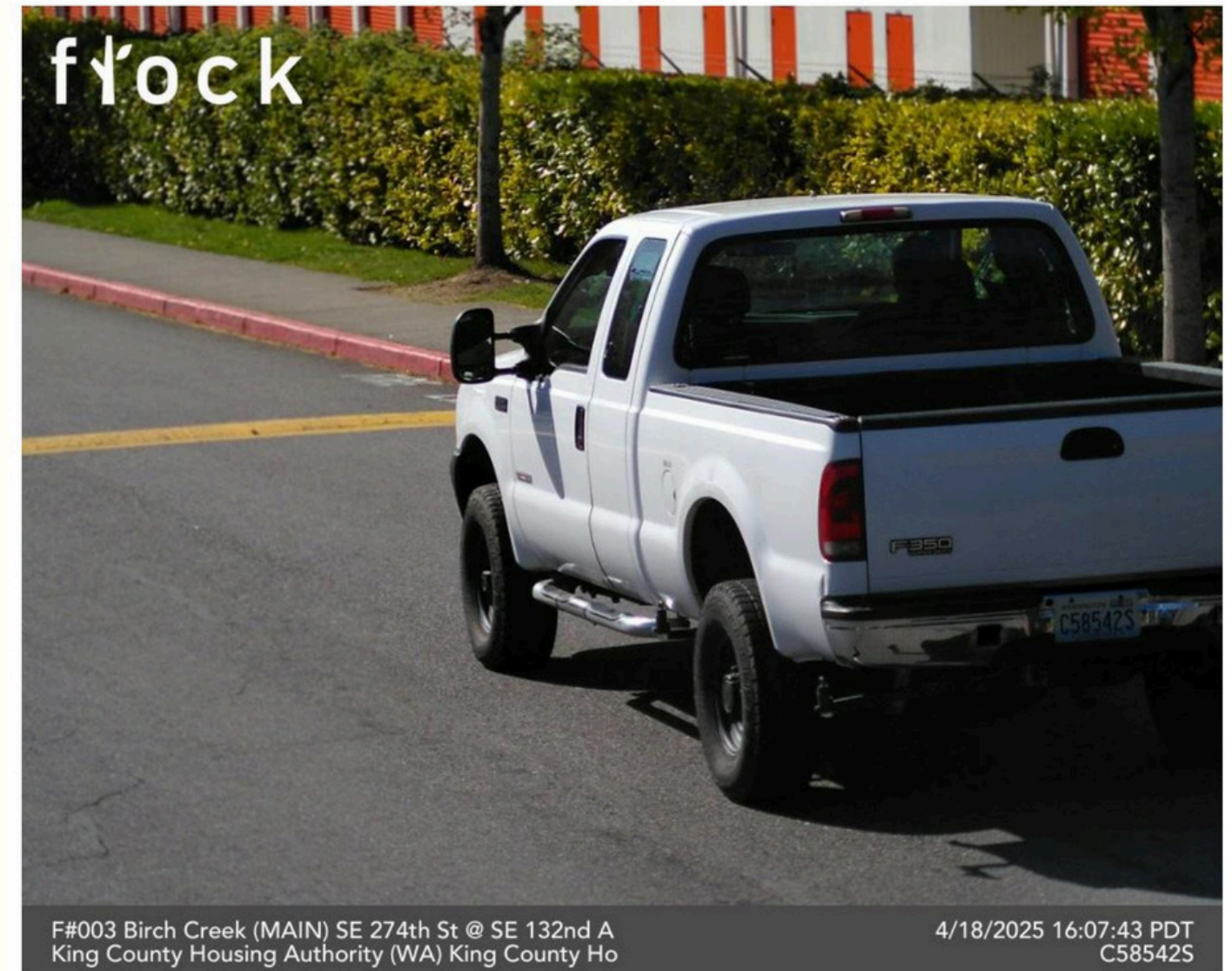
Data & Transparency

- Data stored for 30 days (secured and encrypted)
- Flock does not access, share, or sell data to third parties.
- Flock does not actively monitor the cameras
- FAQ's for staff and residents. Community Newsletter published in October 2024
- Work with Support Services & Communications for information on KCHA's website



Locations of Flock cameras

- Pilot project started in 2024
- Thirteen (13) Flock cameras installed at 6 KCHA locations
- Birch Creek, Burndale Homes, Central Office, Riverton Terrace, Pacific Court, and Valli Kee
- Site selected based on incident data and partner police agencies



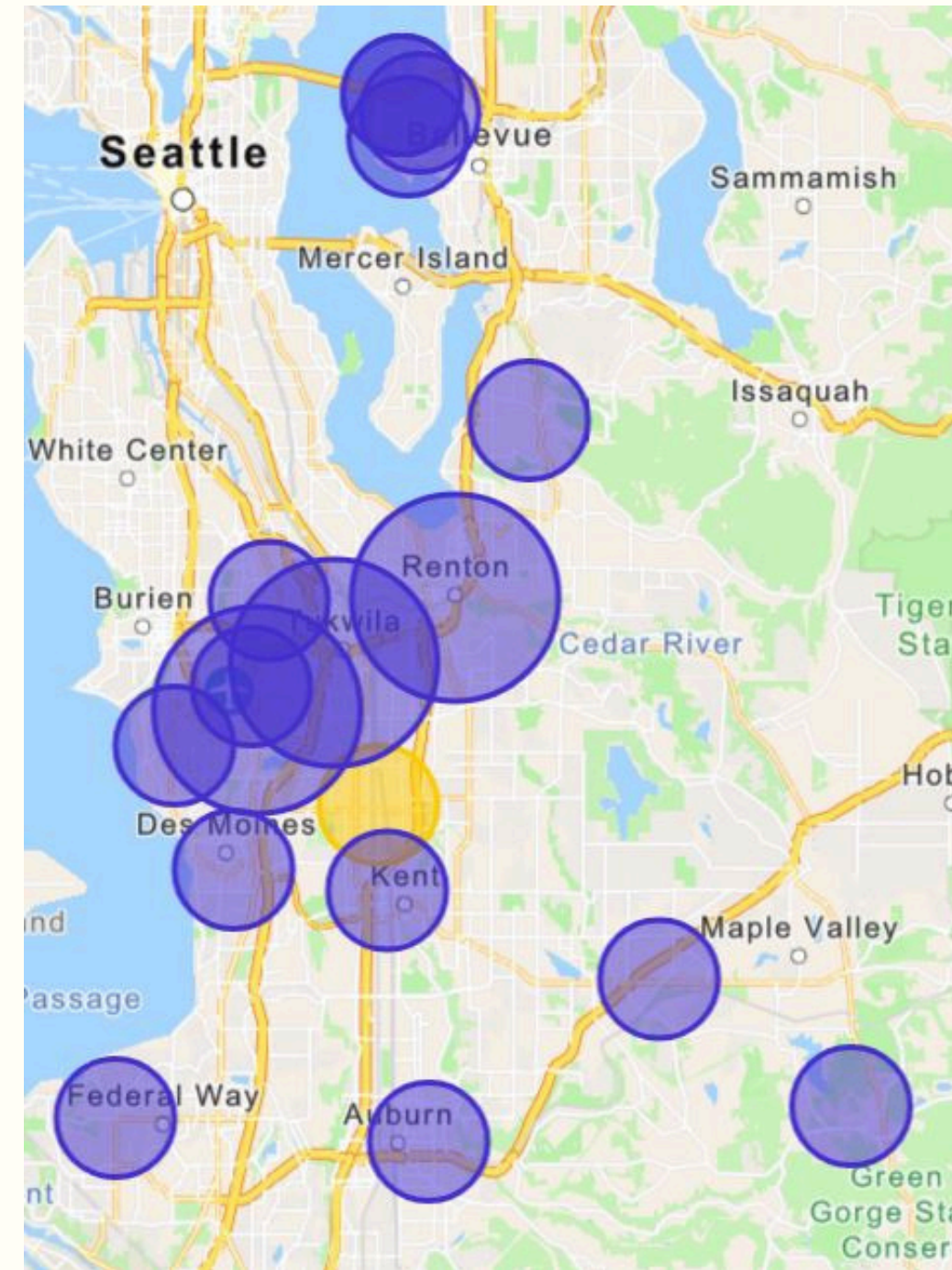
Partner police agencies using Flock cameras

- Phase One (2024): Kent, Auburn, and Tukwila PD
- Phase Two Proposal (2025): adding Bellevue and Federal Way
- Memorandum of Agreement with Bellevue, Federal Way, Kent, Auburn, and Tukwila PD



Sharing with other police jurisdictions

- Currently sharing with fourteen (14) law enforcement agencies in King County
- Allows law enforcement to locate Amber Alert victims, violent offenders, or investigate property crimes other than stolen vehicles
- When agencies conduct a search, “search reason” and case number are required.



Audits

- Searches are saved in an audit report permanently, including agencies whose camera was included in the search.
- Searches are viewable in a “network audit” and available for regular oversight and PDR’s.
- Safety & Security working with Support Services with recent PDR’s

The screenshot shows a web application interface with a dark green header bar containing navigation links: Search, Alerts, FlockOS, VMS, Devices (with a dropdown arrow), Sharing, Insights, and Evidence. Below the header, there is a search bar with a magnifying glass icon and a dropdown arrow, and a notification badge showing '0'. A 'Reason' dropdown menu is open, displaying a list of options: Stolen vehicle, Missing person, Assault, Fraud, and Theft. To the right of the 'Reason' dropdown is a 'Case Number' input field with the placeholder text 'Do you have a case number?'. Below these fields is a 'Plate State' dropdown menu with 'Any' selected. At the bottom, there are checkboxes for 'lookup', 'DOT Lookup', and 'GA Lookup', followed by an information icon. A 'Start typing or select' input field with a dropdown arrow and a filter icon is also visible.

Media Misrepresentation

License Plate Readers Proliferate in Washington, Bringing Concerns over ICE Overreach

“King County Housing Authority has installed Flock's automated license plate readers at five of its properties. A recent audit found that data has been used to hunt immigrants and abortion seekers, despite a state shield law.”

The Urbanist, June 19th 2025



Facts from Johnson County Sheriff's Office

Correcting the Women's Healthcare Falsehood

“Sheriff's Office has reported that a local family called to ask for help – a relative had self-administered an abortion and subsequently ran away. Her family feared she was hurt and asked the Sheriff's deputy to search for her to the best of their abilities. Deputies performed a nationwide search in Flock, the broadest search possible within the system, to try to locate her as quickly as they could. Luckily, she was found safe and healthy in Dallas a couple of days later.”



flock safety



Clarifying Misconceptions

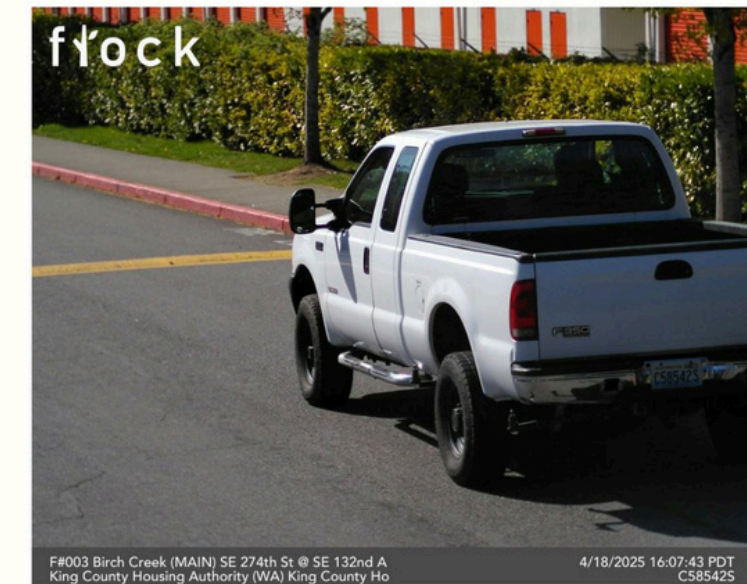
Setting the Record Straight: Statement on Flock Network Sharing, Use Cases, and Federal Cooperation



flock safety

“Flock conducted an audit of all searches conducted on Flock license plate readers (LPR) and found not a single credible case of law enforcement using the system to locate vulnerable women seeking healthcare.”

Flock Safety Press Release, June 19th
2025



Phase Two: Expansion to New Sites in 2025

- 14 cameras at 5 locations
- Spiritwood Manor (Bellevue)
- King's Court (Federal Way)
- Valley Park East (Auburn)
- Mardi Gras (Kent)
- Ballinger Homes (Shoreline)



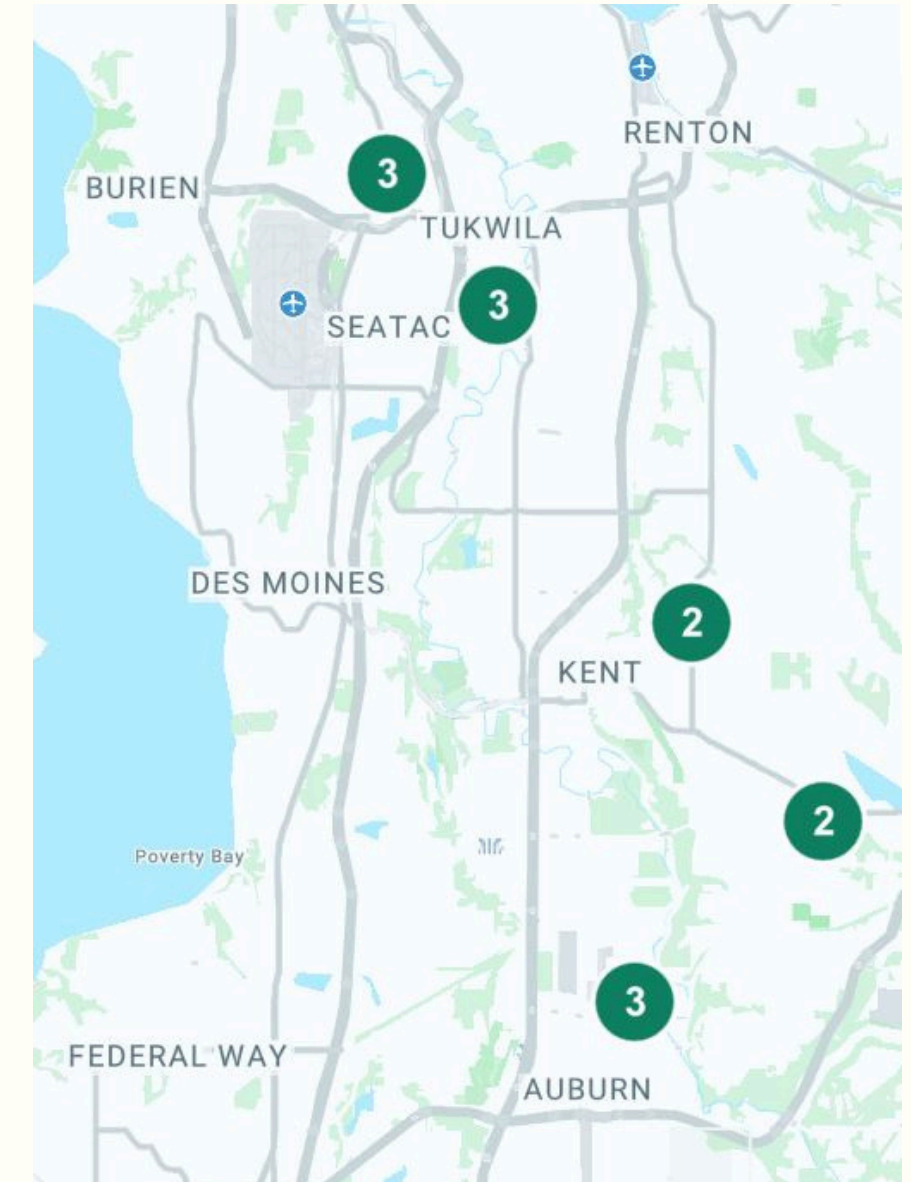
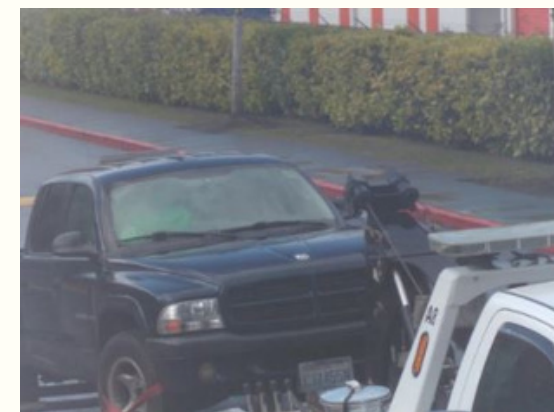
Cost Overview: 2024-2025 Budget and Subscription Model

- 2024: Thirteen (13) Flock cameras
\$46,950. **Annual recurring total is \$39,000*
- 2025: Fourteen (14) Flock cameras
\$51,100 - Phase Two proposal. **Annual recurring total will be \$42,400*
- 12-month rental agreement, includes installation, cloud subscription, maintenance, repairs, and customer support.



Insights to Data and Distribution

- 2024 license plates scanned: **12,635**
- 2025 license plates scanned: **420,000+**
- 25 “hits” from KCHA Flock cameras
- Stolen vehicles, stolen license plates, protection order violations
- KCHA Safety & Security, Property Management, Allied Universal Security, and KCSO Det. DesJardin (DJ)



Success Stories

- Carjacking at Harrison House on February 5th, 2025
- Victim had his legs ran over by suspect
- Kent PD utilized KCHA Birch Creek Flock cameras to apprehend suspect

“This capture by Flock allowed officers to flood the area and take the suspect into custody. I just wanted to share how Flock is proving to be an extremely valuable tool.”

Det. Andrehas (Major Crimes Unit, Kent PD)





King County
Housing
Authority

Questions or
comments?



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To: Board of Commissioners
From: Tonya Harlan, EVP of People & Culture
Date: July 21, 2025
Re: KCHA EDIB Goals Update

Dear Commissioners,

KCHA remains firmly committed to advancing Equity, Diversity, Inclusion, and Belonging (EDIB). In response to the ongoing evolution of this work and shifting external dynamics, we are strategically reframing our approach. EDIB is now embedded within the People & Culture division, with efforts underway to explore naming conventions that better reflect our organizational values. This work continues to focus on aligning equity and inclusion principles with daily operations, fostering shared ownership, and ensuring sustainability. To inform and guide in this work, KCHA is developing data-driven tools that support strategic decision-making and help identify opportunities to advance EDIB goals. Two key resources that support this work will be reviewed today:

1. Demographic Dashboards

KCHA has launched a set of interactive demographic dashboards that provide insights into workforce composition by race, gender, role, and more. These tools support equity-driven decision-making and transparency, and may be used to support recruitment, compensation, and staff development strategies. They are accessible via Power BI and available to all KCHA staff.

2. Equity Lens Tool Development

We are developing an Equity Lens Toolkit to guide inclusive and equitable decision-making across the agency. Currently being created by a cross-functional design team, it will include resources, practices, frameworks, and guides that are designed to ensure decisions meaningfully advance equity by centering the lived experiences and needs of historically marginalized staff, residents, and applicants. To ensure scalability, the tool will be piloted in several departments. The team is prioritizing the design of the tool's implementation and assessment, which will be launched alongside a training plan over the next year to support meaningful and measurable equity outcomes.

Please let me know if you would like additional details on any of these initiatives ahead of the meeting.



People & Culture: EDIB Update

Tonya Harlan, CPO, SHRM-SCP, SPHR
Ebane Mainor, EDIB Program Manager
July 21, 2025



Strategic Alignment

By integrating HR, L&D, and EDIB, the People & Culture department will create a holistic employee experience that not only ensures compliance and operational efficiency but also drives engagement, inclusion, and professional growth across KCHA.



Development & Implementation of Inclusive Practices

- **Demographic Dashboards**
 - Existing Tool: Refresh and improve KCHA's interactive dashboards for leadership and staff utilization
- **Equity Framework**
 - New Tool/ Agency Goal: Develop an organizational equity assessment tool



KCHA Workforce Demographic Dashboards



How we can apply the Data

1. Identifying Disparities

This allows leaders and managers to:

- Detect underrepresentation in specific departments or job levels.
- Examine trends in hiring, promotion, and retention across demographic groups

2. Informing Policy and Practice

- Equity-centered recruitment strategies.
- Fair and transparent compensation reviews.
- Inclusive staff development and advancement planning

3. Driving Accountability

- Set measurable EDIB goals.
- Track progress over time.
- Engage in informed discussions about equity and inclusion

4. Embedding Equity in Performance Management

Equity Lens Tool

The Demographic Dashboards equip staff with the data and visibility needed to understand where disparities exist

An Equity Lens Tool can then provide the structured guidance and reflective practices to act on that understanding, ensuring that decisions are not only informed by data, but also aligned with the lived experiences of those most impacted.

Equity Lens Design Team (ELDT)

Members of the Equity Lens Design Team serve as subject matter experts, bringing their departmental knowledge and perspectives to inform the tool's development.



Why an Equity Lens Tool?

The EDIB Council is a cross-functional leadership group designed to guide and support the agency's equity strategy and implementation.

Through KCHA's core equity goals a sub goal was developed within the council:

Develop an organizational equity tool.

The themes on the right reflect the conversations that informed this goal.

Fragmented Efforts Across the Agency

Lack of Familiarity with Equity Integration

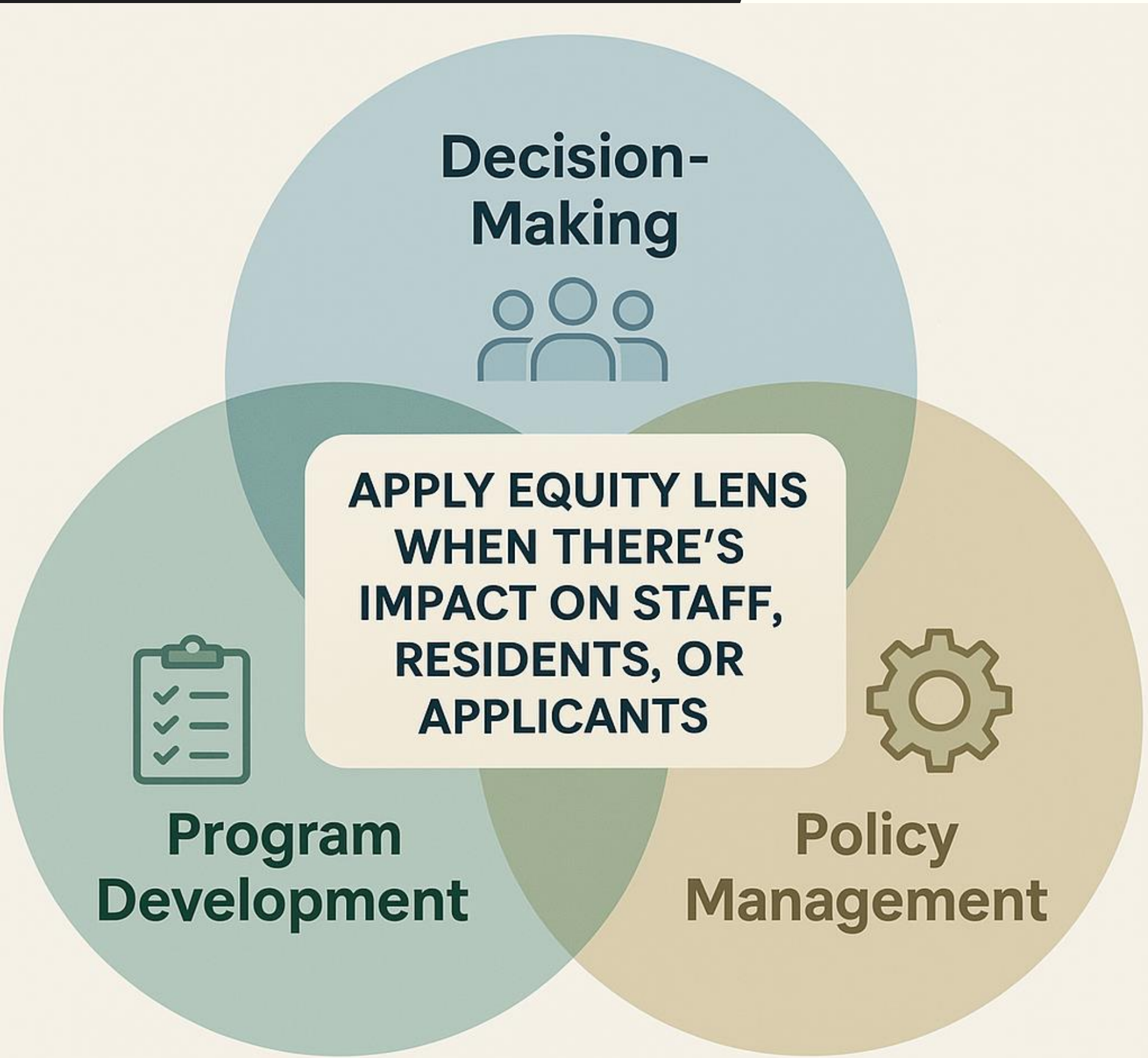
Disconnect Between Decision-Makers and Impacted Communities

What will the toolkit be designed to do?

The Toolkit should help users **slow down** and **think more deeply** about how their decisions impact staff, residents and applicants—especially those from historically marginalized groups. It's designed to **build understanding of lived experiences, data, and context** so decisions are more aligned with our KCHA values and support long-term equity. This tool will help to **uncover hidden bias, and structural obstacles**, and make sure **equity stays front and center** in our decision making, communication and investments.



When to Apply the Equity Lens



Staff are (expected/encouraged) to apply the Equity Lens Tool whenever they are engaged in decision-making, program development, or policy management that may impact KCHA staff, residents, or applicants especially those from historically marginalized or underrepresented communities.

Decision-Making: When shaping internal processes or external services, staff should use the tool to assess how choices may reinforce or reduce disparities, and to ensure inclusion is embedded in both intent and outcome.

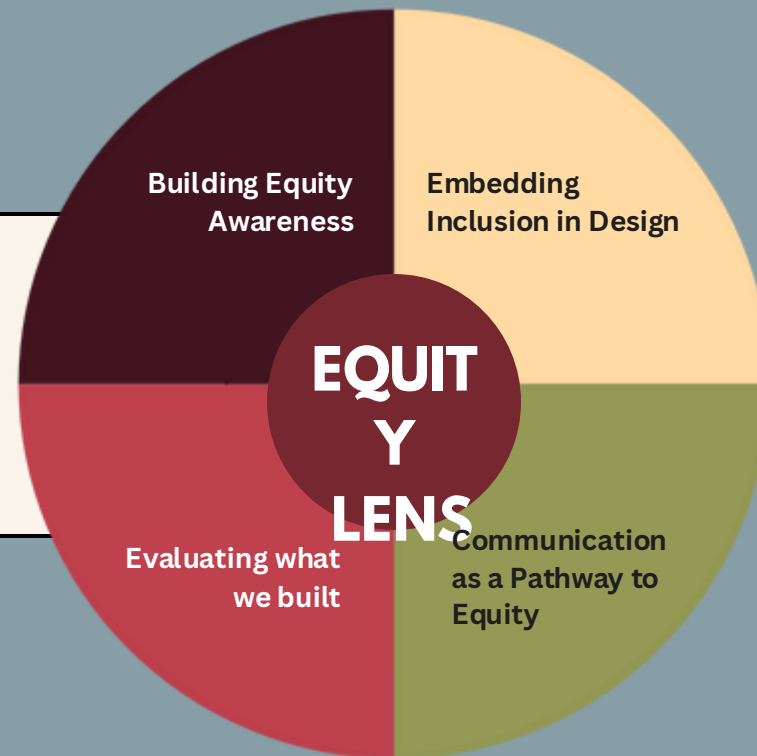
Program Development: When designing or revising programs and services, the tool should guide efforts to remove barriers, promote equitable access, and foster a culture of belonging and professional growth.

Policy Management: When creating, reviewing, or implementing policies and procedures, staff should use the tool to evaluate potential impacts on different communities and ensure internal policies support equity, inclusion, and a healthy workplace culture.

What is a Toolkit

An equity toolkit is a collection of practical resources, such as checklists, guiding questions, templates, and frameworks designed to help its user(s) apply an equity lens to their decisions, policies, and practices.

Guiding Principles Across the Toolkit

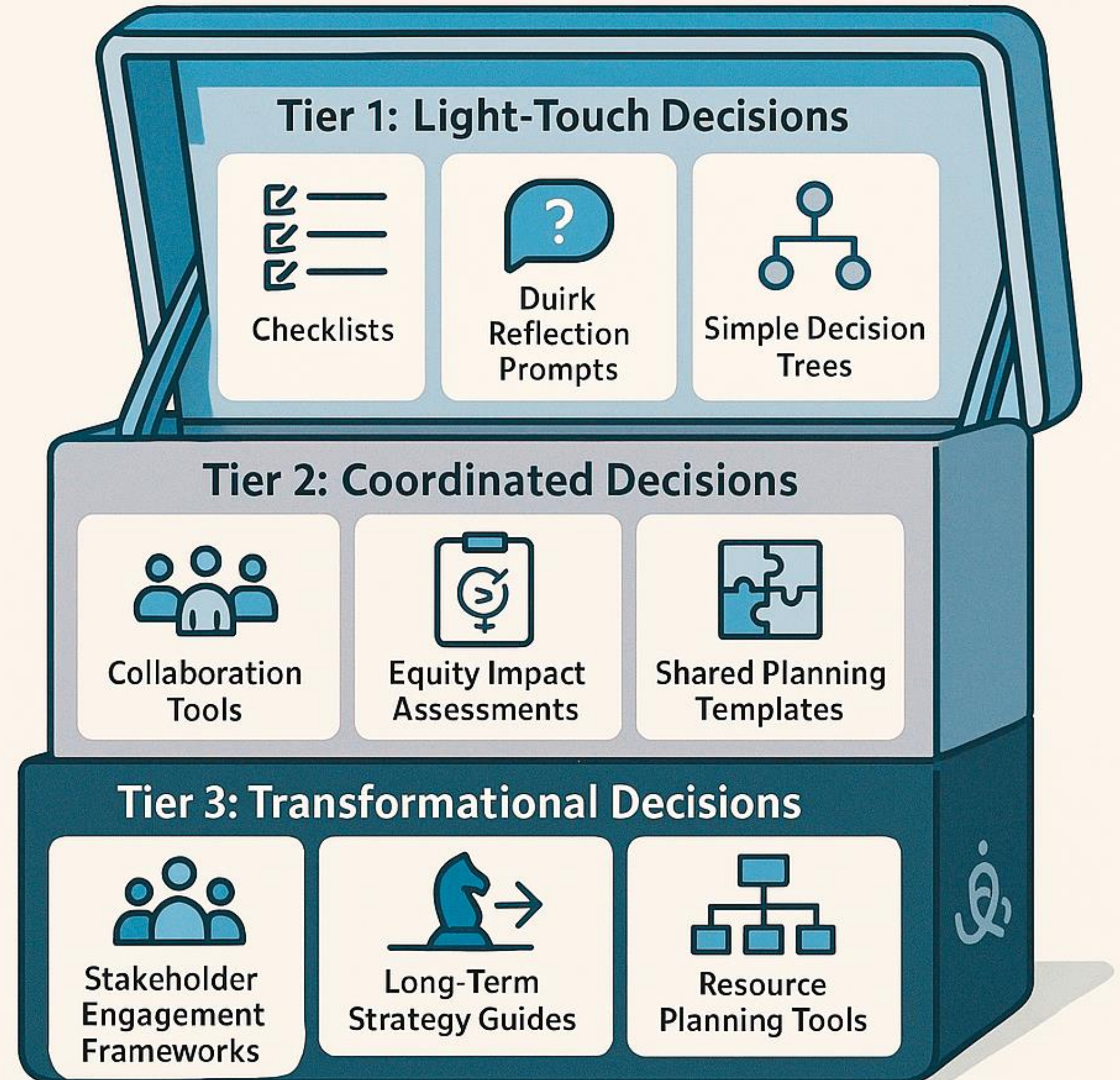


Why a Toolkit

Rather than a one-size-fits-all tool, the ELDT found it important that we design a flexible toolkit that:

- Meets users where they are
- Supports different levels of decision-making
- Encourages confidence and growth over time

Equity Lens Toolkit



How to use the Toolkit

Start with the level of your decision.

We've designed the toolkit around three tiers of decision-making:

Tier 1: Light-Touch Decisions

Purpose: Tools for everyday decisions that benefit from quick equity reflection.

Tier 2: Coordinated Decisions

Purpose: Guidance for decisions that involve multiple teams, moderate impact, and benefit from intentional equity consideration and shared input.

Tier 3: Transformational Decisions

Purpose: Frameworks for high-impact, long-term decisions that require deep equity integration, broad stakeholder engagement, and sustained commitment.



Each tier is based on:

- Complexity
- Visibility
- Impact
- Autonomy
- Resource use
- Time to complete


Two Ways to Use the Toolkit

1. **By Tier**

Use the full set of tools aligned with your decision's tier.

2. **Start Where You're Ready**

Use individual tools or worksheets that meet your current needs.

 *Tools from earlier tiers are encouraged to carry forward into higher tiers for deeper reflection and continuity.*

Tool Exploration

Evaluating tools based on our criteria:

- Alignment with our decision-making needs and guiding principles
- Compatibility based on tier criteria: complexity, impact, autonomy, resource use, visibility, and time to complete.

Internal Tools (KCHA)		
Tool Name	Focus Area	Notes:
DSGOT Equity Lens	Data governance & oversight	Used for reflection on large-scale projects; includes accountability prompts
Support Services Equity Lens	Departmental decision-making	Includes guiding questions on inclusion, access, and impact

External Tools		
Toolkit	Source	Highlights
Collective Impact Forum Racial Equity Toolkit	Data governance & oversight	Step-by-step equity integration for collaborative initiatives
HDC Racial Equity Toolkit	Housing Development Consortium	Peer-supported racial equity commitment; includes cohort-based learning
SHA Equity Toolkit	Seattle Housing Authority	Includes RSJ guiding questions and assessment tools
Lane County Equity Lens Toolkit	Lane County, OR	Public-sector focused; emphasizes community impact and accountability



Thank you.

Tonya Harlan, CPO, SHRM-SCP, SPHR
Ebane Mainor, EDIB Program Manager
July 21, 2025

