

# MOVING TO WORK

FY 2020 ANNUAL PLAN



# KING COUNTY HOUSING AUTHORITY

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# King County Housing Authority

## Moving to Work Annual Plan FY 2020

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

*Executive Director*  
Stephen J. Norman

## LETTER FROM THE EXECUTIVE DIRECTOR

As the region moves into the new year, the inventory of affordable housing in our community continues to shrink. A recent study estimates that over the past decade, King County's supply of rental housing affordable to households earning less than 80% of the area's median income (AMI) – about \$80,000 for a family of three – has decreased by more than 90,000 units. The average cost of a two-bedroom apartment in our region is now \$2,125/month.

At the same time, the number of renter households earning below 80% of AMI has climbed from nearly 170,000 to more than 188,000.

Given this trend, it is no surprise that there were more than 11,000 people living on our streets or in emergency shelters during this year's point-in-time count. Or that school districts in King County reported nearly 10,000 students in their classrooms who experienced homelessness during the 2017-18 school year. Or that so many of our neighbors are now devoting more than 50% of their income to rent and utilities.

There is simply not enough affordable housing – housing needed to support elderly and disabled households living on fixed incomes, families struggling with life's adversities, or even full-time working households employed in occupations that are essential to the economic vitality and quality of life in our region.

The private market is not stepping up to meet the housing needs of our region's lower-income residents. The reasons for this are complex – ranging from prohibitive land use regulations to the cost of construction – and they are not easily corrected. The private market only responds when a profit is to be made. It will take concerted regulatory changes and the commitment of considerable resources at all levels of government to reverse these trends.

This will take time.

A large scale reframing of the federal and regional response is absolutely essential. In the meantime, KCHA is committed to ramping up our efforts in multiple ways – to do more, and do it with greater efficiency.

This past year, KCHA extended housing assistance to more than 1,400 additional households. Working in partnership with King County and local corporate stakeholders, we purchased more than 1,000 additional units of workforce housing in neighborhoods experiencing rising housing costs and growing displacement of existing residents. Our ownership of these properties locks in affordability for these rental communities for the long term. An additional 357 vouchers were added to our Housing Choice Voucher program, creating new housing solutions for some of King County's most vulnerable residents.

This coming year, KCHA will continue efforts to expand our inventory, purchasing additional buildings and stabilizing rents in communities where existing residents are most at risk of displacement. We will also continue to recapitalize our existing inventory and build new housing where opportunities present themselves.

In response to our region's ongoing homelessness crisis, we will partner with local governments and nonprofit service providers to launch a new 300-unit permanent supportive housing initiative in support of the new regional homelessness plan. We also will aggressively apply for and deploy any new federal resources made available. We will continue our efforts to address homelessness in the classrooms of our public schools, and we will begin to work with our local community colleges to support low-income college students who are experiencing homelessness.

Building on the highly successful first phase of the Creating Moves to Opportunity (CMTO) initiative, KCHA will work in partnership with a national research team to explore the most effective approaches to empowering federally subsidized households to live in the neighborhood of their choice. Nearly 30% of KCHA's federally subsidized households with children now live in high-opportunity neighborhoods.

Equally important, we are exploring new strategies for bringing opportunity to neighborhoods where low-income children already live. This is an absolutely essential complement to mobility strategies.

None of this would be possible without the flexibility provided under the Moving to Work program. We look forward to the continued expansion of these flexibilities and opportunities to benefit more housing authorities across the country as we collectively struggle to respond to a growing national crisis.

Sincerely,

A handwritten signature in black ink, appearing to be 'SJN' with a stylized flourish at the end.

Stephen J. Norman  
Executive Director

# SECTION I

## INTRODUCTION

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### A. OVERVIEW OF SHORT-TERM MTW GOALS AND OBJECTIVES

In 2020, King County Housing Authority (KCHA) will continue to focus on ensuring that our housing assistance reaches as many of our community's lowest income households as possible. Moving to Work (MTW) flexibility allows KCHA to invest in innovative policy and program approaches that are otherwise not achievable under rigid federal housing regulations and program rules. As a result, KCHA is serving significantly more households, including those that are hardest to reach, than when we entered the program in 2003. At the same time, MTW allows us to impact longer-term, multi-generational outcomes for the households we serve around issues of education, health, and economic mobility. In 2020, in support of this multi-pronged approach, we will continue pursuing the following objectives:

- **INCREASE THE NUMBER OF EXTREMELY LOW-INCOME HOUSEHOLDS WE SERVE.** KCHA will continue to expand our housing assistance for low-income households through multiple approaches: applications for new special purpose vouchers, as they become available; property acquisitions and new development in order to preserve and increase the overall supply of affordable multifamily housing in the region; use of banked Annual Contributions Contract (ACC) authority to expand housing options for extremely low-income households; project-basing voucher rental assistance to help increase the supply of permanent supportive housing (PSH); over-leasing of our existing Housing Choice Voucher (HCV) program baseline; and continued use of locally designed, innovative subsidy programs to house and support diverse populations.

- **INCREASE GEOGRAPHIC CHOICE.** KCHA will continue our multi-pronged approach to broaden geographic choice for our program participants to support economic and racial integration in King County. Our strategies include a six-tier, ZIP code-based payment standard system for the voucher program, strategic property acquisitions and development, and the establishment of new public housing and project-based assistance contracts in high-opportunity neighborhoods. Currently, 29 percent of KCHA's HUD-subsidized households with children (and 37 percent of our federally subsidized households overall) live in high- or very high-opportunity neighborhoods, putting us on track to reach our goal of 30 percent of extremely low-income households with children living in high-opportunity neighborhoods by the end of the year. To further support this goal, KCHA will continue our Bill & Melinda Gates Foundation-funded research partnership, Creating Moves to Opportunity, which tests new strategies to assist families with young children in accessing and moving to high-opportunity neighborhoods.



- **EXPAND OUR PORTFOLIO OF HOUSING ALONG EMERGING MASS TRANSIT CORRIDORS.** KCHA has acquired more than 1,500 units of housing along the region’s emerging mass transit corridors over the past five years. A recent voter-approved funding measure is slated to further extend the region’s transit system, adding both new light rail stations and increased rapid bus service. As such, in 2020 and beyond, we will expand our efforts to acquire or develop properties near these transit sites, and allocate rental assistance or MTW capital in support of new housing development. This approach helps ensure that King County residents, regardless of income, have access to the region’s growing mass transportation system and the economic opportunities that coincide with them.

- **FOSTER OPPORTUNITY IN NEIGHBORHOODS WITH HIGH RATES OF POVERTY**  
In conjunction with our efforts to increase geographic choice, KCHA is working to ensure opportunity is fostered and available in neighborhoods that are historically underserved and under-resourced, and where the majority of the region’s low-income households currently live. To that end, KCHA invests in these communities, providing community facilities and supporting youth and family programs across the region. In White Center, with the support of a web of partnerships, KCHA will continue our efforts to expand health, education, and economic mobility support, not just for those households receiving KCHA’s housing assistance, but for the neighborhood as a whole.

- **LEVERAGE PARTNERSHIPS TO ADDRESS THE MULTI-FACETED NEEDS OF THE INDIVIDUALS AND FAMILIES EXPERIENCING HOMELESSNESS IN OUR REGION.** Nearly half of the households entering our federally subsidized programs last year reported that they were experiencing homelessness prior to receiving assistance. This share of households includes diverse populations with varying needs: veterans with complex health needs; individuals living with behavioral health issues; those involved with the criminal justice system; unaccompanied youth; youth experiencing homelessness and/or transitioning out of foster care; families fleeing domestic violence; and families involved with the child welfare system. KCHA will continue to partner with public and behavioral health care systems, local service provider partners, the U.S. Department of Veterans Affairs, the region’s Continuum of Care, and the child welfare system to provide supportive housing and advance regional goals to make homelessness rare, brief, and one-time. An important emerging focus is KCHA support for the creation of a more robust development pipeline across the region for non-profit sponsored permanent supportive housing to complement our scatter-site tenant-based voucher initiatives serving targeted special needs populations.

- **EXPAND HOUSING ASSISTANCE TO HOUSEHOLDS EXPERIENCING HOMELESSNESS THROUGH INNOVATIVE PROGRAMS.** In addition to expanding our service partnerships, KCHA will continue to implement and evaluate new ways to effectively use MTW dollars to address the needs of the region's growing population of people experiencing homelessness. Suburban King County school districts report that more than 5,500 students experienced homelessness at some point during the 2017-18 school year, an increase of more than 10 percent since 2016.<sup>1</sup> We will continue our partnerships with the Highline and Tukwila School Districts to provide short-term rent subsidies to school-age children experiencing homelessness and their families. In 2020, KCHA will launch a new program that assists community college students who are facing housing instability and homelessness while they pursue postsecondary education. KCHA will allocate time-limited rental subsidies to the program, which aims to reduce student homelessness and improve college graduation rates for low-income students.

- **DEEPEN PARTNERSHIPS WITH LOCAL SCHOOL DISTRICTS TO IMPROVE EDUCATIONAL OUTCOMES.** More than 15,000 children live in KCHA's federally subsidized housing over the course of a year. KCHA sees the academic success of these youth as an integral element of our core mission to prevent multi-generational cycles of poverty and promote economic mobility. KCHA will continue to prioritize students' educational success through partnerships with local education stakeholders, including school districts, out-of-school time and early learning providers, and parents. These housing-education partnerships focus on: housing and school stability; ending chronic absenteeism; increasing parental engagement; early learning opportunities to support kindergarten readiness; improved academic performance; and higher graduation rates. In 2020, a new program, Early Learning Connectors, will be underway throughout Bellevue and Kent. This unique approach employs resident interns to connect families to early learning opportunities, coordinate program referrals to early learning providers, and provide tools and resources based on a family's particular needs in order to improve early learning outcomes.

- **SUPPORT FAMILIES IN GAINING GREATER ECONOMIC INDEPENDENCE.** In 2020, KCHA will assist more than 250 households through our Family Self-Sufficiency (FSS) program. This program advances families toward economic independence through individualized case management, supportive services, and program incentives, such as an escrow account. We will continue to explore new strategies for promoting improved economic mobility for program participants by assessing needs, identifying gaps in services, engaging local workforce development partners, and implementing programmatic and policy

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<sup>1</sup> Washington State Office of Superintendent of Public Instruction, Homeless Students in Washington State by School District, 2017-18 Data, <http://www.k12.wa.us/HomelessEd/Data.aspx>.

modifications designed to increase participation and program gains.

- **INVEST IN THE ELIMINATION OF ACCRUED CAPITAL REPAIR AND SYSTEM REPLACEMENT NEEDS IN OUR FEDERALLY SUBSIDIZED HOUSING INVENTORY.** In 2020, KCHA will invest nearly \$15 million in upgrades to our federally assisted housing stock. By focusing on the quality of these assets, our Public Housing portfolio has earned one of the highest Real Estate Assessment Center (REAC) inspection average scores in the country: 95.6. These investments improve housing quality, reduce maintenance costs and energy consumption, and extend the life expectancy of our housing stock, enabling us to fulfill our mission over the long term.

- **STRENGTHEN OUR MEASUREMENT, LEARNING, AND RESEARCH CAPACITIES.** KCHA continues to increase our internal capacities in program design, data management, and evaluation, as well as external partnerships that advance our research agenda. These efforts support the MTW program's mission to demonstrate and assess new approaches that more effectively address the housing needs and improve life outcomes for people receiving federal housing assistance. In 2020, we will continue cross-sector data collaborations that explore resident outcomes at the intersections of health, housing, education, economic mobility, and homelessness; continue our Creating Moves to Opportunity research partnership with a national consortium of universities; expand our research collaboration with the University of Washington; and continue executing our updated 2019-2022 KCHA Research Agenda.

- **CREATE MORE COST-EFFECTIVE PROGRAMS BY STANDARDIZING LEADERSHIP PRACTICES, STREAMLINING BUSINESS PROCESSES, AND LEVERAGING TECHNOLOGY IN CORE BUSINESS FUNCTIONS.** KCHA will continue to foster a leadership culture of continuous improvement that supports and encourages employees to improve the quality of their work and KCHA's overall operations. One focus of these efforts is the development of leadership skills necessary to support staff and manage change. The intent is to deliver better, faster, and less intrusive services to our residents, landlords, and community partners, and to make the best use of limited resources. In 2020, program departments will continue to focus on improving workflows while an agency-wide initiative will commence on technology improvements, specifically to the human resource, payroll, and housing management software systems.

- **REDUCE THE ENVIRONMENTAL IMPACT OF KCHA'S PROGRAMS AND FACILITIES.** In 2020, KCHA will enter into the third year of our five-year Environmental Sustainability Plan, which sets out agency goals that include reducing energy and water consumption by 10 percent, diverting 55 percent of recyclables and food waste, and promoting conservation awareness among residents. In 2020, major projects will focus on lessening greenhouse gas emissions, increasing solar energy generation, diverting construction and demolition waste, updating our landscape management practices, and engaging

residents in resource conservation efforts.



## **B. OVERVIEW OF LONG-TERM MTW GOALS AND OBJECTIVES**

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

- **STRATEGY 1:** Continue to strengthen the physical, operational, financial, and environmental sustainability of our portfolio of 11,256 affordable housing units.
- **STRATEGY 2:** Increase the supply of housing in the region that is affordable to extremely low-income households – those earning below 30 percent of Area Median Income (AMI) – through developing new housing, preserving existing housing, and expanding the size and reach of our rental subsidy programs.
- **STRATEGY 3:** Provide greater geographic choice for low-income households – including residents with disabilities and elderly residents with mobility impairments – so that our residents have the opportunity to live in neighborhoods with high-performing schools and convenient access to services, transit, health services, and employment.
- **STRATEGY 4:** Coordinate closely with the behavioral health care and homeless systems to increase the supply of supportive housing for people who have been chronically homeless or have special needs, with the goal of making homelessness rare, brief, and one-time.
- **STRATEGY 5:** Engage in the revitalization of King County’s low-income neighborhoods, with a focus on housing and services, amenities, institutions, and partnerships that create strong, healthy, and inclusive communities and promote economic mobility.
- **STRATEGY 6:** Work with King County, regional transit agencies, and suburban cities to support sustainable and equitable regional development by integrating new affordable housing into regional growth corridors aligned with mass transit.
- **STRATEGY 7:** Expand and deepen partnerships with school districts, early childhood education and after-school programs, health providers, community colleges, the philanthropic community, and our residents, with the goal of eliminating the achievement gap, and improving educational and life outcomes for the low-income children and families we serve.
- **STRATEGY 8:** Promote greater economic self-sufficiency for families and individuals in subsidized housing by addressing barriers to employment and facilitating access to training and education programs, with the goal of enabling moves to market-rate housing at the appropriate time.
- **STRATEGY 9:** Continue to develop institutional capacities and operational efficiencies to make the most effective use of limited federal resources and provide extraordinary service to our residents,

communities, and partners.

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

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

## SECTION II

### GENERAL HOUSING AUTHORITY OPERATING INFORMATION

#### A. HOUSING STOCK INFORMATION

##### *i. Planned New Public Housing Units*

AMP Name and Number	Bedroom Size							Total Units	Population Type	Fully Accessible	Adaptable
	0	1	2	3	4	5	6+				
Watson Manor									Youth and young adult women (age 14-23) and their children		
TBD	0	7	3	0	0	0	0	10		TBD	TBD
Total Public Housing Units to be Added <sup>2</sup>								10			

##### *ii. Planned Public Housing Units to be Removed*

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

##### *iii. Planned New Project-based Vouchers*

Property Name	Anticipated Number of New Vouchers to be Project-based	RAD?	Description of Project
Juanita View	51	No	Preserving affordable housing for low-income families. KCHA is the project owner and is electing to opt-out of a PBA rental assistance contract with HUD.

<sup>2</sup> This, and other properties yet to be identified, may convert to Public Housing in 2020. Additionally, some housing units might be designated MTW Neighborhood Services units in 2020 should an opportunity arise to partner with a local service provider or to assign units to other eligible MTW purposes and upon approval from the HUD field office.

Kirkland Heights	106	No	Preserving affordable housing for low-income families. KCHA is the project owner and is electing to opt-out of a PBA rental assistance contract with HUD.
Vashon Micro Units	8	No	Permanent supportive housing for people with disabilities.
<b>Planned Total Vouchers to be Newly Project-based</b>	165		

#### ***iv. Planned Existing Project-based Vouchers***

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

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

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

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

In 2020, KCHA will spend nearly \$15 million to complete capital improvements critical to maintaining our federally subsidized properties. Expenditures include:

- **UNIT UPGRADES (\$3.9 MILLION).** KCHA's ongoing efforts to significantly upgrade the interiors of our affordable housing inventory as units turn over will continue in 2020. KCHA's in-house, skilled workforce will perform the renovations, which include the installation of new flooring, cabinets, and fixtures to extend by 20 years the useful life of up to 130 additional units.<sup>3</sup>
- **BUILDING ENVELOPE AND RELATED COMPONENTS UPGRADES (\$3.5 MILLION).** In 2020, building envelope improvements will be implemented at the Houghton Properties (Kirkland).

<sup>3</sup> An inventory of potential units to be upgraded in 2020 is attached as Appendix F.



This project, originally planned for 2019, was delayed to allow time for the reconfiguration and expansion of four one-bedroom units to four three-bedroom units. Additionally, the siding and windows at Kirkland Place (Kirkland) will be replaced and Northlake House (Bothell) will receive a new roof. At Pacific Court (Tukwila), all envelope components, including siding, windows, doors, and roofs, will be upgraded. Failing soffits at Casa Madrona (Olympia) will be replaced.

- **SYSTEMS (HEATING, SEWER, ELECTRICAL, DRAINAGE, SPRINKLER) IMPROVEMENTS (\$3.7 MILLION)**. The deteriorated sewer lines at Casa Madrona (Olympia), Munro Manor (Burien), and Westminster (Shoreline), and Yardley Arms (Burien) will be lined. These properties' sewer lines are located in or under the concrete slab and the lining process will minimize disruption to residents. Casa Madrona will also receive improvements to its hydronic heat system, as will Mardi Gras (Kent). Finally, aging electrical panels will be replaced at Pacific Court (Tukwila) and Wayland Arms (Auburn).
- **"509" INITIATIVE IMPROVEMENTS (\$3.0 MILLION)**. Planned improvements included in the 2013 conversion of 509 scattered site Public Housing properties will continue in 2020. At Avondale Manor (Redmond), the envelope will be upgraded, the site drainage improved, and sewer lines repaired with the lining system described above. Additionally, sidewalks will be replaced and parking areas repaved at Cedarwood (Kirkland). Finally, a sewer line replacement project at Young's Lake (Renton) was rescheduled to 2020 in order to include interior unit upgrades in the project.

## B. LEASING INFORMATION

### *i. Planned Number of Households Served<sup>4</sup>*

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	2,700	32,400
MTW Housing Choice Vouchers (HCV) Utilized	10,300	123,600
Local, Non-traditional: Tenant-based	220	2,640
Local, Non-traditional: Property-based	0	0
Local, Non-traditional: Homeownership	0	0

<sup>4</sup> These tables do not include the approximately 10,200 additional households that are 1) served by the special purpose voucher programs, 2) reside in non-federally subsidized workforce housing, and/or 3) have ported into KCHA's jurisdiction.

<b>Planned Total Households Served</b>		<b>13,220</b>	<b>158,640</b>
<b>Local, Non-traditional Category</b>	<b>MTW Activity Name/Number</b>	<b>Planned Number of Households to be Served</b>	<b>Planned Number of Unit Months Occupied/Leased</b>
Tenant-based	2007-6: Develop a Sponsor-based Housing Program	95	1,140
Tenant-based	2013-2: Flexible Rental Assistance	100	1,200
Tenant-based	2014-1: Stepped-down Assistance for Homeless Youth	25	300
<b>Planned Total Households Served</b>		<b>220</b>	<b>2,640</b>

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

<b>Housing Program</b>	<b>Description of Anticipated Leasing Issues and Possible Solutions</b>
MTW Public Housing	No leasing issues are anticipated for this program in 2020.
MTW Voucher (HCV)	King County continues to experience unprecedented population growth and low vacancy rates. The result is decreased housing availability and affordability, and increased competition among renters. We continue to closely monitor our shopping success rate. To address this issue, we deploy a variety of interventions including our multi-tiered, ZIP code-based payment standard system that better matches submarket rents, landlord outreach and retention, an expedited inspection process, deposit assistance, housing search assistance for special populations, including veterans receiving VASH assistance, and establishment of MOUs with property owners to reduce or use alternative screening criteria.
Local, Non-traditional	Successfully leasing an apartment and maintaining housing stability in a tight rental market is a challenge for households with complex physical and behavioral health needs. Our program partners administering sponsor-based housing are finding it increasingly difficult to recruit and retain landlords willing to maintain affordable, accessible rents for this program. In response, KCHA and our program partners will continue working together to develop new strategies to support housing access and stability for populations served through these and other special purpose voucher programs, including the Medicaid supportive housing benefit, Foundational Community Supports.

## 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 2020?
Housing Choice Voucher	Community-wide	920	Partially open ( <i>accepting targeted voucher referrals only</i> )	Yes
Public Housing	Regional	8,600	Open	N/A
Public Housing	Site-based	7,600	Open	N/A
Project-based	Regional	3,400	Open	N/A
Public Housing – Conditional Housing	Program-specific	25	Open	N/A

### *ii. Planned Changes to Waiting List in the Plan Year*

In 2020, as part of the Creating Moves to Opportunity project, KCHA may increase the rate at which families with children are served from the Housing Choice Voucher (HCV) wait list.

## **SECTION III**

### **PROPOSED MTW ACTIVITIES**

KCHA is not proposing any new activities in 2020.



## 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.

<b>Year- Activity #</b>	<b>MTW Activity</b>	<b>Statutory Objective</b>	<b>Page Number</b>
2019-1	Acquire and Develop New Affordable Housing	Housing Choice	15
2018-1	Encouraging the Successful Lease-up of the Housing Choice Voucher Program	Housing Choice	15
2016-2	Conversion of Former Opt-out Developments to Public Housing	Cost-effectiveness	17
2015-2	Reporting on the Use of Net Proceeds from Disposition Activities	Cost-effectiveness	18
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## ***ACTIVITY 2019-1: ACQUIRE AND DEVELOP NEW AFFORDABLE HOUSING***

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**MTW STATUTORY OBJECTIVE:** Increase Housing Choice

**APPROVAL:** 2019

**IMPLEMENTED:** 2019

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

**SOLUTION:** KCHA’s primary mission is to preserve and expand housing options for low-income families utilizing all available funding and financing tools. To expand existing efforts, we use MTW funds to support the development and acquisition of non-federally subsidized affordable housing that includes, but is not limited to, properties also leveraging Low Income Housing Tax Credits (LIHTC). While traditional third-party debt can support a significant portion of total development or acquisition costs, it generally is not sufficient to finance the full cost of these projects. This financing gap can be mitigated in whole or in part by using MTW funds for development, acquisition, financing, or renovation costs, in accordance with PIH Notice 2011-45.

**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***

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**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 on the private market. The shopping success rate after eight months of searching hovers around 75 percent – an achievement in this market, but not high enough.

**SOLUTION:** KCHA is working to preserve and increase the number of housing options available by recruiting and retaining landlords in the HCV program. In order to secure units, KCHA is exploring the

implementation of incentive payments to landlords who agree to lease a recently vacated unit to another voucher holder, not to exceed one month of the Housing Assistance Payment (HAP). These payments will serve as an incentive for landlords to continue their participation in the HCV program by minimizing the owner's losses typically experienced during turnover. KCHA also streamlines our Housing Quality Standards (HQS) protocol even further by allowing landlords to inspect and self-certify that the unit passes HUD's standards. The pilot 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 percent 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 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 landlord customer service. In addition, KCHA continues to support and participate in the Creating Moves to Opportunity (CMTO) research partnership, which tests new strategies that assist families with young children to access and move to high-opportunity neighborhoods. To aid in the implementation of this project, KCHA may modify tenant selection priorities in order to increase the rate at which families with children are selected from the HCV wait list and effectively target the intended service population for the CMTO project.

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

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**MTW STATUTORY OBJECTIVE:** Increase Cost-effectiveness

**APPROVAL:** 2016

**IMPLEMENTED:** 2016

**CHALLENGE:** The process to convert a property's subsidy model from project-based Section 8 to Public Housing is slow, burdensome, and administratively complex. Under current federal guidelines, units convert only when the original resident moves out with a voucher. This transition is gradual, and at properties housing seniors or residents with disabilities, turnover of units tends to be particularly low. In the meantime, two sets of rules – project-based Section 8 and Public Housing – simultaneously govern the management of the development, adding to the administrative complexity of providing housing assistance.

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

This activity builds upon KCHA's previously approved initiative (2008-1) to expand housing through the use of banked Public Housing ACC units. KCHA can convert former project-based "opt-out" sites to Public Housing through the development process outlined in 24 CFR 905, rather than through the typical gradual transition. As a result, this policy greatly streamlines operations and increases administrative efficiency. With transition to Public Housing subsidy, current enhanced voucher participants retain protections against future rent increases in much the same manner previously provided. As 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 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***

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**MTW STATUTORY OBJECTIVE:** Increase Cost-effectiveness

**APPROVAL:** 2015

**IMPLEMENTED:** 2015

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

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

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

- 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.

We report on the uses of the proceeds, including administrative and overhead costs, in annual MTW reports.

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

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

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

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**MTW STATUTORY OBJECTIVE:** Increase Self-sufficiency

**APPROVAL:** 2014

**IMPLEMENTED:** 2014

**CHALLENGE:** During the January 2019 point-in-time homelessness count in King County, 1,089 youth and young adults were identified as experiencing homelessness or unstably housed.<sup>5</sup> Local service providers have identified the need for a short-term, gradually diminishing rental subsidy structure to meet the unique needs of these youth.

**SOLUTION:** KCHA has implemented a flexible, “stepped-down” rental assistance model in partnership with local youth service providers. Our provider partners find that a short-term rental subsidy, paired with supportive services, is the most effective way to serve youth experiencing homelessness as a majority of them do not require extended tenure in a supportive housing environment. By providing limited-term rental assistance and promoting graduation to independent living, more youth can be served effectively through this program model. KCHA is partnering with Valley Cities Counseling and Consultation to operate the Coming Up program. This program offers independent housing opportunities to young adults (ages 18 to 25) who are transitioning out of homelessness. With support from the provider, the youth move into housing in the private rental market, sign a lease, and work with a resource specialist who prepares them to take over the lease after a period of being stabilized in housing.

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

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

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<sup>5</sup> Count Us In 2019: Seattle/King County Point-in-Time Count of Persons Experiencing Homelessness. <http://allhomekc.org/wp-content/uploads/2019/07/Updated-7.11-King-County-Report.pdf>

### ***ACTIVITY 2014-2: Revised Definition of “Family”***

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**MTW STATUTORY OBJECTIVE:** Increase Housing Choice

**APPROVAL:** 2014

**IMPLEMENTED:** 2014

**CHALLENGE:** According to a January 2019 point-in-time count, 2,451 individuals identified as experiencing homelessness in King County were in families with children.<sup>6</sup> Thousands more elderly and disabled people, many with severe rent burdens, are homeless or on our waiting lists.

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

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

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

### ***ACTIVITY 2013-1: Passage Point Re-entry Housing Program***

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**MTW STATUTORY OBJECTIVE:** Increase Housing Choice

**APPROVAL:** 2013

**IMPLEMENTED:** 2013

**CHALLENGE:** In 2018, 1,497 individuals in King County returned to the community after a period of incarceration.<sup>7</sup> Nationally, more than half of all inmates are parents who will face barriers to securing housing and employment upon release due to their criminal record or lack of traditional job skills.<sup>8</sup> Without a home or employment, many of these parents are unable to reunite with their children.

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<sup>6</sup> Count Us In 2019: Seattle/King County Point-in-Time Count of Persons Experiencing Homelessness. <http://allhomekc.org/wp-content/uploads/2019/07/Updated-7.11-King-County-Report.pdf>

<sup>7</sup> Washington State Department of Corrections. Number of Prison Releases by County of Release. <https://www.doc.wa.gov/docs/publications/reports/200-RE001.pdf>

<sup>8</sup> Glaze, L E and Maruschak, M M (2008). Parents in Prison and Their Minor Children. <http://www.bjs.gov/index.cfm?ty=pbdetail&iid=823>

**SOLUTION:** Passage Point is a unique supportive housing program in Maple Valley that serves parents trying to reunify with their children following a period of incarceration. KCHA provides 46 project-based Section 8 vouchers while the YWCA Seattle | King | Snohomish provides property management and supportive services. The YWCA identifies eligible individuals through outreach to prisons and correctional facilities and through relationships with the local public child welfare agency. In contrast to typical transitional housing programs that have strict 24-month occupancy limits, Passage Point residents may remain in place until they have completed the reunification process, are stabilized in employment, and can demonstrate their ability to succeed in a less service-intensive environment. Passage Point 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 wait list.

**PROPOSED CHANGES TO ACTIVITY:** Given recent project-based voucher program flexibilities available under the Housing Opportunities Through Modernization Act (HOTMA), KCHA is considering project-basing a portion of the units at Passage Point as Family Unification Program (FUP) vouchers. This would allow us to repurpose vouchers currently in use at Passage Point to serve additional families from the HCV waiting list.

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

### ***ACTIVITY 2013-2: Flexible Rental Assistance***

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**MTW STATUTORY OBJECTIVE:** Increase Housing Choice

**APPROVAL:** 2013

**IMPLEMENTED:** 2013

**CHALLENGE:** The one-size-fits-all approach of traditional federal housing programs does not provide the flexibility needed to quickly and effectively meet the needs of low-income individuals facing distinct housing crises. In many of these cases, a short-term rental subsidy paired with responsive, individualized case management can help a family out of a crisis situation and into stable housing.

**SOLUTION:** This activity, developed with local service providers, offers tailored flexible housing assistance to families and individuals in crisis. KCHA provides flexible financial assistance, including time-limited rental subsidy, security deposits, rent arrears, and funds to cover move-in costs, while our partners provide individualized support services. The Student and Family Stability Initiative (SFSI) pairs short-term rental assistance with housing stability and employment navigation services for families experiencing or on the verge of homelessness. School-based McKinney-Vento liaisons identify and



connect these families with community-based service providers while caseworkers have the flexibility to determine the most effective approach to quickly stabilize participants in housing.

In the 2019 MTW Plan, KCHA proposed and received approval for the application of the flexible housing assistance model to a new population – college students experiencing homelessness or housing instability. This tenant-based, time-limited subsidy provides up to 54 months of housing support while leveraging existing, on-campus services that support students beyond their housing needs. KCHA and Highline College will begin implementing this program in 2020.

**PROPOSED CHANGES TO ACTIVITY:** We will continue to consider the application of the short-term rent assistance approach to other populations and jurisdictions as we learn more about the effectiveness of this model.

**CHANGES TO METRICS:** The program’s metrics are adjusted upwards by 40 households to reflect the new partnership with Highline College.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark
Increase housing choices	HC #5: Number of households able to move to a better unit	0 households	100 households
Increase housing choices	HC #7: Number of households receiving services aimed to increase housing choice	0 households	150 households

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

**MTW STATUTORY OBJECTIVE:** Increase Housing Choice

**APPROVAL:** 2009

**IMPLEMENTED:** 2009

**CHALLENGE:** Prior to 2009, our nonprofit development partners faced difficulties securing private financing for the development and acquisition of affordable housing projects where short-term rental assistance commitments provided the cash flow. Measured against banking and private equity underwriting standards, the maximum Housing Assistance Payments (HAP) contract term allowed by HUD is too short and hinders the underwriting of debt on affordable housing projects.

**SOLUTION:** This activity extends the allowable term for Project-based Section 8 contracts up to 30 years for the initial HAP term and a 30-year cumulative maximum contract renewal term, not to exceed 60 years total. The longer term assists our partners in underwriting and leveraging private financing for

development and acquisition projects. At the same time, the longer-term commitment from KCHA signals to lenders and underwriters that proposed projects have sufficient cash flow to take on the debt necessary to develop or acquire affordable housing units.

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

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

### ***ACTIVITY 2008-1: Acquire New Public Housing***

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**MTW STATUTORY OBJECTIVE:** Increase Housing Choice

**APPROVAL:** 2008

**IMPLEMENTED:** 2008

**CHALLENGE:** In King County, almost half of all renter households spend more than 30 percent of their income on rent.<sup>9</sup> Countywide, fewer than 10 percent of all apartments are considered affordable to households earning less than 30 percent of AMI.<sup>10</sup> In context of these challenges, KCHA's Public Housing wait lists continue to grow. Given the gap between the availability of affordable housing and the number of low-income renters, KCHA must continue to increase the inventory of units 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 continued our innovative use of MTW working capital, with a particular focus on the creation or preservation of units in high-opportunity neighborhoods.<sup>11</sup>

We further simplify the acquisition and addition of units to our Public Housing inventory by partnering with the local HUD field office to streamline the information needed to add these units to the PIH Information Center (PIC) system and obtain operating and capital subsidies. We also use a process for

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<sup>9</sup> US Census Bureau, ACS 2017 1-year estimate.

<sup>10</sup> US Census Bureau, ACS 2017 1-year estimate.

<sup>11</sup> Neighborhood opportunity designations are from the Puget Sound Regional Council and Kirwan Institute's Opportunity Mapping index (<https://www.psrc.org/opportunity-mapping>).

self-certification of neighborhood suitability standards and Faircloth limits, necessitating the flexibility granted in Attachment D, Section D of our MTW Agreement.<sup>12</sup>

**PROPOSED CHANGES TO ACTIVITY:** KCHA will turn on banked ACC units in apartment buildings it owns or acquires that meet the definition of physically obsolete and then then convert the units through the Section 18 process to facilitate the rehabilitation of the units.

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

### ***ACTIVITY 2008-3: FSS Program Modifications***

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**MTW STATUTORY OBJECTIVE:** Increase Self-sufficiency

**APPROVAL:** 2008

**IMPLEMENTED:** 2018

**CHALLENGE:** Nationally, only 25 percent of low-income households that qualify for housing assistance receive it.<sup>13</sup> To serve more households with limited resources, subsidized households need to be supported in their efforts to achieve economic independence and cycle out of the program. HUD's standard Family Self-Sufficiency (FSS) program may not provide the full range of services and incentives needed to support greater self-sufficiency among participants.

**SOLUTION:** KCHA is exploring possible modifications to the FSS program that could increase incentives for resident participation, education and training outcomes, and income growth. These outcomes could pave the way for residents to realize a higher degree of economic independence. To further the program's reach, KCHA in 2018 extended the program to other adult household members by allowing them to enter into an FSS contract without the participation of the head of household. We continue to explore the manner and rate at which participants accumulate and access escrow funds as part of a broader workforce development strategic planning process.

**PROPOSED CHANGES TO ACTIVITY:** 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.

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<sup>12</sup>Some Public Housing units might be designated MTW Neighborhood Services units over this next year upon approval from the HUD field office.

<sup>13</sup> Worst Case Housing Needs 2017: Report to Congress, page viii.

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

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

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**MTW STATUTORY OBJECTIVE:** Increase Cost-effectiveness

**APPROVAL:** 2008

**IMPLEMENTED:** 2008

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

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

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

during which they are able to pay a lower rent or, in some cases, receive a credit payment. Following this period, a WIN Rent household pays a minimum monthly rent of \$25 regardless of income calculation.

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

**PROPOSED CHANGES TO ACTIVITY:** In 2020, KCHA will continue to explore additional streamlining and time-saving measures that simplify the interim recertification process while retaining program integrity. Additionally, we may consider updating the income bands and modifying the tenant rent calculation for the WIN Rent program.

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

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

**MTW STATUTORY OBJECTIVE:** Increase Cost-effectiveness

**APPROVAL:** 2008

**IMPLEMENTED:** 2010

**CHALLENGE:** KCHA was spending more than \$22,000 annually in staff time to administer utility allowances under HUD's one-size-fits-all national guidelines. HUD's national approach failed to capture average consumption levels in the Puget Sound area.

**SOLUTION:** This activity simplifies the HUD rules on Public Housing and HCV Utility Allowances by applying a single methodology that reflects local consumption patterns and costs. Before this policy change, allowances were calculated for individual units and households using different rules under the various HUD programs. Additionally, HUD required an immediate update of the allowances with each cumulative 10 percent rate increase by utility companies. Now, KCHA provides allowance adjustments annually when the Consumer Price Index produces a cumulative change of more than 10 percent rather than every time an adjustment is made to the utility equation. We worked with data from a Seattle City Light study completed in late 2009 to identify key factors in household energy use and develop average consumption levels for various types of units in the Puget Sound region. We used this information to create a new utility schedule that considers multiple factors: type of unit (single vs. multi-family), size of unit, high-rise vs. low-rise units, and the utility provider. We modified allowances for units where the

resident pays water and/or sewer charges. KCHA's Hardship Policy, adopted in July 2010, also allows KCHA to respond to unique household or property circumstances, and documented cases of financial hardship.

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

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

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

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**MTW STATUTORY OBJECTIVE:** Increase Housing Choice

**APPROVAL:** 2007

**IMPLEMENTED:** 2007

**CHALLENGE:** According to the January 2019 point-in-time count, 11,199 individuals in King County were identified as experiencing homelessness.<sup>14</sup> Of those, 2,213 people were chronically homeless.

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

KCHA continues to explore applying the sponsor-based subsidy model to extremely low-income families with children seeking to lease-up in the county's Eastside cities or neighborhoods adjacent to high-capacity mass transit stations in order to increase access to opportunity. Under this model, we would select nonprofit housing or supportive service providers that will co-design the subsidy model, identify eligible families, and administer the housing subsidy program. KCHA would provide long-term funding

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<sup>14</sup> Count Us In 2019: Seattle/King County Point-in-Time Count of Persons Experiencing Homelessness. <http://allhomekc.org/wp-content/uploads/2019/07/Updated-7.11-King-County-Report.pdf>

commitments that would allow the sponsor agencies to master lease units from private market landlords.

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

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

#### ***ACTIVITY 2007-14: Enhanced Transfer Policy***

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**MTW STATUTORY OBJECTIVE:** Increase Cost-effectiveness

**APPROVAL:** 2007

**IMPLEMENTED:** 2007

**CHALLENGE:** HUD rules restrict a resident from moving from Public Housing to HCV or from HCV to Public Housing, which hampers 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 their second-story, walk-up apartment. A Public Housing property may have an accessible unit available. Under traditional HUD regulations, this resident would not be able to move into this available unit.

**SOLUTION:** KCHA's policy allows a resident to transfer among KCHA's various subsidized programs and expedites access to Uniform Federal Accessibility Standards (UFAS)-rated units for mobility-impaired households. In addition to mobility needs, a household might grow in size and require a larger unit with more bedrooms. The enhanced transfer policy allows a household to move to a larger unit when one becomes available in either program. In 2009, KCHA took this one step further by actively encouraging over-housed or under-housed residents to transfer when an appropriately sized unit becomes available through incentive payments. The flexibility provided through this policy allows us to swiftly meet the needs of our residents by housing them in a unit that suits their situation best and enables KCHA to provide the most efficient fit of family and unit size, regardless of which federal subsidy is being received.

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

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

#### ***ACTIVITY 2005-4: Payment Standard Changes***

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**MTW STATUTORY OBJECTIVE:** Increase Housing Choice

**APPROVAL:** 2005

**IMPLEMENTED:** 2005

**CHALLENGE:** Currently, 31 percent of all KCHA’s tenant-based voucher households live in high-opportunity neighborhoods of King County. These neighborhoods offer benefits to their residents, including improved educational opportunities, increased access to public transportation, and greater economic opportunities.<sup>15</sup> Not surprisingly, high-opportunity neighborhoods have more expensive rents. According to recent market data, a two-bedroom rental unit at the 40<sup>th</sup> percentile in East King County – typically a high-opportunity area – costs \$696 more than the 40<sup>th</sup> percentile unit in South King County.<sup>16</sup> To move to high-opportunity areas, voucher holders need higher subsidy levels, which are not available under traditional payment standards. Conversely, broadly applied payment standards that encompass multiple housing markets – low and high – result in HCV rents “leading the market” in lower priced areas.

**SOLUTION:** This initiative develops local criteria for the determination and assignment of payment standards to better match local rental markets, with the goals of increasing affordability in high-opportunity neighborhoods and ensuring the best use of limited financial resources. We develop our payment standards through an annual analysis of local submarket conditions, trends, and projections. This approach means that we can provide subsidy levels sufficient for families to afford the rents in high-opportunity areas of the county and not have to pay market-leading rents in less expensive neighborhoods. As a result, our residents are less likely to be squeezed out by tighter rental markets and have greater geographic choice. In 2007, we expanded this initiative and allowed approval of payment standards of up to 120 percent of Fair Market Rent (FMR) without HUD approval. In early 2008, we decoupled the payment standards from HUD’s FMR calculations entirely so that we could be responsive to the range of rents in Puget Sound’s submarkets. Current payment standards for two-bedroom apartments range from 74 percent to 111 percent of the regional HUD FMR.

In 2016, KCHA implemented a five-tiered payment standard system based on ZIP codes. We arrived at a five-tiered approach by analyzing recent tenant lease-up records, consulting local real estate data, holding forums with residents and staff, reviewing small area FMR payment standard systems

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<sup>15</sup> Neighborhood opportunity designations are from the Puget Sound Regional Council and Kirwan Institute’s Opportunity Mapping index (<https://www.psrc.org/opportunity-mapping>).

<sup>16</sup> Apartment Insights, 2nd Quarter Report, 2019.



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

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

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

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

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

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**MTW STATUTORY OBJECTIVE:** Increase Cost-effectiveness

**APPROVAL:** 2004

**IMPLEMENTED:** 2004

**CHALLENGE:** Current project-basing regulations are cumbersome and present multiple obstacles to serving high-need households, partnering effectively and efficiently with nonprofit developers, and promoting housing options in high-opportunity areas.

**SOLUTION:** The ability to streamline the Project-based Section 8 program is an important factor in addressing the distribution of affordable housing in King County and coordinating effectively with local initiatives. KCHA places Project-based Section 8 subsidies in high-opportunity areas of the county in order to increase access to these neighborhoods for low-income households.<sup>17</sup> We also partner with nonprofit community service providers to create housing targeted to special-needs populations, opening new housing opportunities for people who are chronically homeless, mentally ill, or disabled, as well as young adults and families experiencing homelessness who traditionally are not served through our mainstream Public Housing and Housing Choice Voucher programs. Additionally, we coordinate with county government and suburban jurisdictions to underwrite a pipeline of new affordable housing

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<sup>17</sup> Neighborhood opportunity designations are from the Puget Sound Regional Council and Kirwan Institute's Opportunity Mapping index (<https://www.psrc.org/opportunity-mapping>).

developed by local nonprofit housing providers. MTW flexibility granted by this activity has helped us implement the following policies.

**CREATE HOUSING TARGETED TO SPECIAL-NEEDS POPULATIONS BY:**

- Assigning Project-based Section 8 (PBS8) subsidy to a limited number of demonstration projects not qualifying under standard policy in order to serve important public purposes. (FY 2004)
- Modifying eligibility and selection policies as needed to align with entry criteria for nonprofit-operated housing programs. (FY 2004)
- Project-basing Family Unification Program vouchers for youth engaged with the child welfare system. (FY 2019)

**SUPPORT A PIPELINE OF NEW AFFORDABLE HOUSING BY:**

- Prioritizing assignment of PBS8 assistance to units located in high-opportunity census tracts, including those with poverty rates lower than 20 percent. (FY 2004)
- Waiving the 25 percent cap on the number of units that can be project-based on a single site. (FY 2004)
- Allocating PBS8 subsidy non-competitively to KCHA-controlled sites or other jurisdictions, and using an existing local government procurement process for project-basing Section 8 assistance. (FY 2004)
- Allowing owners and agents to conduct their own construction and/or rehab inspections, and having the management entity complete the initial inspection rather than KCHA, with inspection sampling at annual review. (FY 2004)
- Modifying eligible unit and housing types to include shared housing, cooperative housing, transitional housing, and high-rise buildings. (FY 2004)
- Allowing PBS8 rules to defer to Public Housing rules when used in conjunction with a mixed finance approach to housing preservation or when assigned to a redeveloped former Public Housing property. (FY 2008)
- Partnering with local municipalities to develop a local competitive process that pairs project-based assistance with local zoning incentives. (FY 2016)
- 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 wait lists as determined by KCHA. (FY 2004)
- Using KCHA's standard HCV process for determining Rent Reasonableness for units in lieu of requiring third-party appraisals. (FY 2004)
- Allowing participants in "wrong-sized" units to remain in place, if needed, and pay the higher rent. (FY 2004)
- Assigning standard HCV payment standards to PBS8 units, allowing modification with approval of KCHA where deemed appropriate. (FY 2004)
- Offering moves to Public Housing in lieu of an HCV exit voucher (FY 2004) or allow offer of a tenant-based voucher for a limited period as determined by KCHA in conjunction with internal Public Housing disposition activity. (FY 2012)
- Allowing KCHA to modify the HAP contract. (FY 2004)
- Using Public Housing preferences for PBS8 units in place of HCV preferences. (FY 2008)
- Allowing KCHA to inspect units at contract execution rather than contract proposal. (FY 2009)
- Modifying the definition of "existing housing" to include housing that could meet Housing Quality Standards within 180 days. (FY 2009)
- Allowing direct owner or provider referrals to a PBS8 vacancy when the unit has remained vacant for more than 30 days. (FY 2010)
- Waiving the 20 percent cap on the amount of HCV budget authority that can be project-based, allowing KCHA to determine the size of our PBS8 program. (FY 2010)

**PROPOSED CHANGES TO ACTIVITY:** As part of our efforts to target rental assistance to college students experiencing homelessness, KCHA proposes expanding the list of modified housing types to include housing units that are owned or controlled by an educational institution or its affiliate, and are designed for students of the institution to occupy. Students would sign an initial one-year lease and receive continuous rental subsidy, during and outside of the school year, so long as eligibility requirements are maintained.

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

### ***ACTIVITY 2004-3: Develop Site-based Waiting Lists***

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**MTW STATUTORY OBJECTIVE:** Increase Housing Choice

**APPROVAL:** 2004

**IMPLEMENTED:** 2004

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

**SOLUTION:** Under this initiative, we have implemented a streamlined waitlist system for our Public Housing program that provides applicants additional options for choosing the location where they want to live. In addition to offering site-based wait lists, we also maintain regional wait lists and have established a Conditional Housing waiting list to accommodate the needs of households ready to transition from the region's network of transitional housing and KCHA's targeted housing programs that assist homeless and at-risk households move toward self-sufficiency. In general, applicants are selected for occupancy using a rotation between the site-based, regional, and transitional housing applicant pools, based on an equal ratio. Units are not held vacant if a particular wait list is lacking an eligible applicant. Instead, a qualified applicant is pulled from the next wait list in the rotation.

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

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

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

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**MTW STATUTORY OBJECTIVE:** Increase Cost-effectiveness

**APPROVAL:** 2004

**IMPLEMENTED:** 2004

**CHALLENGE:** HUD's HQS inspection protocols often require multiple trips to the same neighborhood, the use of third-party inspectors, and blanket treatment of diverse housing types, adding nearly \$170,000 to annual administrative costs. Follow-up inspections for minor "fail" items impose additional burdens on landlords, who in turn may resist renting to families with Housing Choice Vouchers.

**SOLUTION:** Through a series of HCV program modifications, we have streamlined the HQS inspection process to simplify program administration, improve stakeholder satisfaction, and reduce administrative costs. Specific policy changes include: (1) allowing the release of HAP payments when a unit fails an HQS inspection due to minor deficiencies (applies to both annual and initial move-in inspections); (2) geographically clustering inspections to reduce repeat trips to the same neighborhood or building by accepting annual inspections completed eight to 20 months after initial inspection, allowing us to align inspection of multiple units in the same geographic location; and (3) self-inspecting KCHA-owned units rather than requiring inspection by a third party. KCHA also piloted a risk-based inspection model that places well-maintained, multi-family apartment complexes on a biennial inspection schedule. After closely monitoring the outcomes from the risk-based inspection pilot, KCHA decided to expand the program and move all units in multi-family apartment complexes to a biennial inspection schedule.

In 2019, KCHA streamlined our inspection processes even further by piloting a program that allows landlords to inspect and self-certify that their units pass HUD's standards. The pilot began with newly constructed units with a Certificate of Occupancy or Temporary Certificate of Occupancy. To ensure that these units meet KCHA's high inspection standards, quality control audits will be performed on no fewer than 20 percent of the self-certified units every 90 days of the two-year pilot. This and the other program efficiencies enable faster lease-up times and cause less disruption for landlords and tenants while ensuring program compliance.

**PROPOSED CHANGES TO ACTIVITY:** In 2020, KCHA will extend the initial inspection pilot program to KCHA-owned properties built after 1978 and to non-KCHA affiliated LIHTC properties.

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

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

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**MTW STATUTORY OBJECTIVE:** Increase Cost-effectiveness

**APPROVAL:** 2004

**IMPLEMENTED:** 2004

**CHALLENGE:** Duplicative recertifications, complex income calculations, and strict timing rules cause unnecessary intrusions into the lives of the people we serve and expend limited resources for little purpose.

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

**CHANGES TO BUSINESS PROCESSES:**

- Modify HCV policy to require notice to move prior to the 20<sup>th</sup> of the month in order to have paperwork processed during the month. (FY 2004)
- Allow applicant households to self-certify membership in the family at the time of admission. (FY 2004)
- Modify HQS inspection requirements for units converted to project-based subsidy from another KCHA subsidy, and allow the most recent inspection completed within the prior 12 months to substitute for the initial HQS inspection required before entering the HAP contract. (FY 2012)
- Modify standard PBS8 requirements to allow the most recent recertification (within last 12 months) to substitute for the full recertification when tenant's unit is converted to a PBS8 subsidy. (FY 2012)
- Allow Public Housing and HCV applicant households to qualify for a preference when household income is below 30 percent of AMI. (FY 2004)
- Streamline procedures for processing interim rent changes resulting from wholesale reductions in state entitlement programs. (FY 2011)
- Modify the HQS inspection process to allow streamlined processing of inspection data. (FY 2010)
- Establish a local release form that replaces HUD Form 9886 – clearly defining verifications that could be obtained and extending authorization for use to 40 months. (FY 2014)

**CHANGES TO VERIFICATION AND INCOME CALCULATION PROCESSES:**

- Exclude state Department of Social and Health Services (DSHS) payments made to a landlord on behalf of a tenant from the income and rent calculation under the HCV program. (FY 2004)
- Allow HCV residents to self-certify income of \$50 or less received as a pass-through DSHS childcare subsidy. (FY 2004)
- Extend to 180 days the term over which verifications are considered valid. (FY 2008)
- Modify the definition of "income" to exclude income from assets with a value less than \$50,000 and income from Resident Service Stipends less than \$500 per month. (FY 2008)

- Apply any change in Payment Standard at the time of the resident's next annual review or update, and for entering households, on the effective date. (FY 2004)
- Allow HCV residents who are at \$0 HAP to self-certify income at the time of review. (FY 2004)

**PROPOSED CHANGES TO ACTIVITY:** In 2020, KCHA will explore additional streamlining and time-saving measures that simplify the interim recertification process while retaining program integrity.

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

### ***ACTIVITY 2004-9: Rent Reasonableness Modifications***

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**MTW STATUTORY OBJECTIVE:** Increase Cost-effectiveness

**APPROVAL:** 2004

**IMPLEMENTED:** 2004

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

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

**PROPOSED CHANGES TO ACTIVITY:** KCHA is considering excluding any properties that are financed in whole or in part by local or federal programs, including tax credit properties, from the Rent Reasonableness methodology. All units and properties receiving Housing Choice Voucher assistance remain subject to the Rent Reasonableness review.

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

### ***ACTIVITY 2004-12: Energy Performance Contracting***

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**MTW STATUTORY OBJECTIVE:** Increase Cost-effectiveness

**APPROVAL:** 2004

**IMPLEMENTED: 2004**

**CHALLENGE:** KCHA could recapture up to \$48 million in energy savings over 20 years if provided the upfront investment necessary to make efficiency upgrades to 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.

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

#### ***ACTIVITY 2004-16: Housing Choice Voucher Occupancy Requirements***

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**MTW STATUTORY OBJECTIVE:** Increase Cost-effectiveness

**APPROVAL:** 2004

**IMPLEMENTED:** 2004

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

**SOLUTION:** Households may continue to live in their current unit when their family size exceeds the standard occupancy requirements by just one member. Under standard guidelines, a seven-person



household living in a three-bedroom unit would be considered overcrowded and thus be required to move to a larger unit. Under this modified policy, the family may remain voluntarily in its current unit, avoiding the costs and disruption of moving. This initiative reduces the number of processed annual moves, increases housing choice among these families, and reduces our administrative and HAP expenses.

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

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

## **B. Not Yet Implemented Activities**

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

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

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**APPROVAL:** 2015

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

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

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**APPROVAL:** 2010

This activity is a demonstration program for up to 20 households in a project-based Family Unification Program (FUP)-like environment. The demonstration program currently is deferred, as our program partners opted for a tenant-based model. This activity is currently deferred for consideration in a future year, if the need arises.

### ***ACTIVITY 2010-9: Limit Number of Moves for an HCV Participant***

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**APPROVAL:** 2010

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

### ***ACTIVITY 2010-11: Incentive Payments to HCV Participants to Leave the Program***

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**APPROVAL:** 2010

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

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

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**APPROVAL:** 2008

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

### **C. Activities on Hold**

None

## **D. Closed-out Activities**

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

### ***ACTIVITY 2016-1: Budget-based Rent Model***

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**APPROVAL:** 2016

**CLOSEOUT YEAR:** 2018

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

### ***ACTIVITY 2013-3: Short-term Rental Assistance Program***

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**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***

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**APPROVAL:** 2012**CLOSEOUT YEAR:** 2016

This initiative was designed to encourage and enable HCV households with young children to relocate to areas of the county with higher achieving school districts and other community benefits. In addition to formidable barriers to accessing these neighborhoods, many households are not aware of the link between location and educational and employment opportunities. Through collaboration with local nonprofits and landlords, the Community Choice Program offered one-on-one counseling to households in deciding where to live, helped households secure housing in their community of choice, and provided ongoing support once a family moved to a new neighborhood. Lessons learned from this pilot are informing Creating Moves to Opportunity, KCHA's new research partnership that seeks to expand geographic choice.

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

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**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***

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**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***

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**APPROVAL:** 2011**CLOSEOUT YEAR:** 2014

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

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***ACTIVITY 2010-2: Resident Satisfaction Survey***

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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.

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

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APPROVAL: 2010

CLOSEOUT YEAR: 2016

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

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***ACTIVITY 2009-2: Definition of Live-in Attendant***

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APPROVAL: 2009

CLOSEOUT YEAR: 2014

In 2009, KCHA considered a policy change that would redefine who is considered a "Live-in Attendant." This policy is no longer under consideration.

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***ACTIVITY 2008-4: Combined Program Management***

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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.

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***ACTIVITY 2008-6: Performance Standards***

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APPROVAL: 2008

CLOSEOUT YEAR: 2014

In 2008, KCHA investigated the idea of developing performance standards and benchmarks to evaluate the MTW program. We worked with other MTW agencies in the development of the performance standards now being field-tested across the country. This activity is closed out as KCHA continues to collaborate with other MTW agencies on industry metrics and standards.

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***ACTIVITY 2008-17: Income Eligibility and Maximum Income Limits***

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APPROVAL: 2008

CLOSEOUT YEAR: 2016

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

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***ACTIVITY 2007-4: Housing Choice Voucher Applicant Eligibility***

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APPROVAL: 2007

CLOSEOUT YEAR: 2007

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

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***ACTIVITY 2007-8: Remove Cap on Voucher Utilization***

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APPROVAL: 2007

CLOSEOUT YEAR: 2014

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

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

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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.



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**ACTIVITY 2007-18: Resident Opportunity Plan (ROP)**

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**APPROVAL:** 2007

**CLOSEOUT YEAR:** 2015

An expanded and locally designed version of FSS, ROP's mission was to advance families toward self-sufficiency through the provision of case management, supportive services, and program incentives, with the goal of positive transition from Public Housing or HCV into private market rental housing or home ownership. KCHA implemented this five-year pilot in collaboration with community partners, including Bellevue College and the YWCA. These partners provided education and employment-focused case management, such as individualized career planning, a focus on wage progression, and asset-building assistance. In lieu of a standard FSS escrow account, each household received a monthly deposit into a savings account, which continues throughout program participation. Deposits to the household savings account are made available to residents upon graduation from Public Housing or HCV subsidy. After reviewing the mixed outcomes from the multi-year evaluation, KCHA decided to close out the program and re-evaluate the best way to assist families in achieving economic independence.

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**ACTIVITY 2006-1: Block Grant Non-mainstream Vouchers**

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**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.

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

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**APPROVAL:** 2005

**CLOSEOUT YEAR:** 2005

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

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

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**APPROVAL:** 2004

**CLOSEOUT YEAR:** 2006

This grant funded financial assistance through MTW reserves with rules modified to fit local circumstances, modified eligibility to include Public Housing residents with HCV, required minimum

income and minimum savings prior to entry, and expanded eligibility to include more than first-time homebuyers. This activity is completed.

## SECTION V

### SOURCES AND USES OF MTW FUNDS

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#### A. ESTIMATED SOURCES AND USES OF MTW FUNDS<sup>18</sup>

##### *i. Estimated Sources of MTW Funds*

FDS Line Item	FDS Line Item Name	Dollar Amount
70500 (70300+70400)	Total Tenant Revenue	\$8,315,051
70600	HUD PHA Operating Grants	\$159,228,112
70610	Capital Grants	\$9,164,370
70700 (70710+70720+70730+70740+70750)	Total Fee Revenue	\$0
71100+72000	Interest Income	\$1,242,128
71600	Gain or Loss on Sale of Capital Assets	\$0
71200+71300+71310+71400+71500	Other Income	\$48,788,469
70000	<b>Total Revenue</b>	<b>\$226,738,130</b>

##### *ii. Estimated Uses of MTW Funds*

FDS Line Item	FDS Line Item Name	Dollar Amount
91000 (91100+91200+91400+91500+91600+91700+91800+91900)	Total Operating - Administrative	(\$15,021,458)
91300+91310+92000	Management Fee Expense	(\$5,613,197)
91810	Allocated Overhead	\$0
92500 (92100+92200+92300+92400)	Total Tenant Services	(\$9,588,702)
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	(\$3,124,104)
93500+93700	Labor	\$0
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	(\$5,189,110)
95000 (95100+95200+95300+95500)	Total Protective Services	\$0
96100 (96110+96120+96130+96140)	Total Insurance Premiums	(\$269,915)
96000 (96200+96210+96300+96400+96500+96600+96800)	Total Other General Expenses	\$0

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<sup>18</sup> The MTW Plan is due to HUD in advance of KCHA completing a final budget for its 2020 Fiscal Year. These numbers are preliminary and are subject to change in the budgeting process.

96700 (96710+96720+96730)	Total Interest Expense and Amortization Cost	\$0
97100+97200	Total Extraordinary Maintenance	(\$4,000,000)
97300+97350	Housing Assistance Payments + HAP Portability-in	(\$171,102,827)
97400	Depreciation Expense	(\$9,010,294)
97500+97600+97700+97800	All Other Expenses	(\$12,254,566)
90000	<b>Total Expenses</b>	<b>(\$235,174,173)</b>

### ***iii. Planned Use of MTW Single Fund Flexibility***

KCHA seeks to make the most efficient, effective, and creative use of our single-fund flexibility while adhering to the statutory requirements of the MTW program. Our ability to blend funding sources gives us the freedom to implement new approaches to program delivery in response to the varied and challenging housing needs of low-income people in the Puget Sound region. With MTW flexibility, we have assisted more of our county's households – and among those, more of the most vulnerable and lowest income households – than would have been possible under HUD's traditional funding and program constraints.

KCHA's single fund activities, described below, demonstrate the value and effectiveness of this flexibility in practice:

- **KCHA'S HOMELESS HOUSING INITIATIVES.** These initiatives address the varied and diverse needs of the most vulnerable populations experiencing homelessness – those living with behavioral health issues; individuals with criminal justice involvement; young adults experiencing homelessness; youth recently transitioned out of foster care;; students experiencing homelessness and their families; and veterans experiencing homelessness. The traditional housing subsidy programs have failed to reach many of these households and lack the supportive services necessary to meet their complex needs. In 2020, KCHA will invest nearly \$43 million in these programs and will continue to grow this investment, pending the outcome of recent federal funding applications.
- **HOUSING STABILITY FUND.** This fund provides emergency financial assistance to qualified residents to maintain stable and secure housing, including limited rental assistance, security deposits, and utility support. Under the program design, a designated agency partner disburses funding to program participants and screens for eligibility according to the program's guidelines.

As a result of this assistance, families are able to maintain their housing, avoiding the far greater personal and systemic costs that would have occurred if they entered homelessness.

- **EDUCATION INITIATIVES.** KCHA continues to actively partner with local education stakeholders to improve outcomes for the more than 15,000 children who live in our federally funded housing each year. The results of these efforts, including improved attendance and increases in grade-level performance and access to early learning opportunities, carry out an integral part of our core mission. By investing in the next generation, we are working to close the cycle of poverty that persists among many of the families we serve.
- **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 state and local jurisdictions. When possible, we acquire additional housing adjacent to existing KCHA properties in emerging and current high-opportunity neighborhoods or adjacent public transit, where banked public housing subsidies can be utilized.
- **INCREASE ACCESS TO HEALTHCARE THROUGH PARTNERSHIPS AND COLLABORATIVE PLANNING.** KCHA is increasingly partnering with the local healthcare delivery system to support residents in accessing the services they need to maintain housing stability and a high quality of life. In 2020, KCHA will continue to develop our health and housing strategy by improving service coordination for residents with complex health needs, increasing resident access to health services, and identifying opportunities for impacting the social determinants of health. Overall, this effort will enable KCHA residents to access new health services made available through Medicaid waivers and expansion, funding opportunities from local sources, and philanthropic supports.
- **LONG-TERM VIABILITY OF OUR GROWING PORTFOLIO.** KCHA uses our single-fund flexibility to reduce outstanding financial liabilities and protect the long-term viability of our inventory. Single-fund flexibility allows us to make loans in conjunction with Low Income Housing Tax Credit (LIHTC) financing to recapitalize properties in our federally subsidized inventory. MTW working capital also provides an essential backstop for outside debt, addressing risk concerns of lenders, enhancing our credit worthiness, and enabling our continued access to private capital markets.
- **REMOVAL OF THE CAP ON VOUCHER UTILIZATION.** This initiative enables us to utilize savings achieved through MTW initiatives to over-lease and provide HCV assistance to more households

than permissible under our HUD-established baseline. Our cost containment from 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 ongoing uncertainties around future federal funding levels, we continue to use MTW program flexibility to support housing voucher issuance at 300 households above HUD baseline levels.

## B. LOCAL ASSET MANAGEMENT PLAN

Is the MTW PHA allocating costs within statute?

No
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Is the MTW PHA implementing a local asset management plan (LAMP)?

Yes
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Has the MTW PHA provided a LAMP in the appendix?

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

No changes will be made to the LAMP in 2020.

## SECTION VI

### ADMINISTRATIVE

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#### A. BOARD OF COMMISSIONERS RESOLUTION AND CERTIFICATIONS OF COMPLIANCE

Attached as Appendix A.

#### B. PUBLIC PROCESS

##### *MTW Plan Public Review Period*

*August 26, 2019, to September 25, 2019*

- **MEETINGS AND HEARINGS**
  - September 16 and 17: Resident Advisory Committee Meetings
  - September 18: Greenbridge Community Council
  - September 23: Public Hearing
- **MAILING**
  - August 26: Shared draft plan via email with stakeholders and partners and via mail with the Resident Advisory Committee.
- **PUBLISHING AND POSTING**
  - August 26: Notice and Draft 2020 MTW Plan posted on KCHA's website ([www.kcha.org](http://www.kcha.org)).
  - August 26: Notice posted in KCHA's Public Housing and Project-based Section 8 developments in the six most prominent languages of KCHA residents (English, Korean, Russian, Somali, Spanish, and Vietnamese). Plan was made available in the main office and at the public hearing site.
  - August 26: Notice published in the Seattle Times and the Daily Journal of Commerce.
  - August 29: Notice published in the Northwest Asian Weekly.

##### *Comments Received*

##### **Public Hearing**

KCHA's Public Hearing had two participants. No substantive comments were received about the plan.

##### **Resident Advisory Committee Meetings**

The following comments and questions were received at the September 16 and 17 Resident Advisory Committee meetings:

- A resident asked about the federal budget and its potential impact on KCHA's programs.
- There were a number of questions about the community college pilot such as eligibility and the supportive services provided by Highline. Support was communicated for the program.



- A resident expressed support for KCHA's long-term strategy to more closely coordinate with the behavioral and physical health systems.
- A few residents expressed the need for additional support services for people with behavioral health needs.
- Residents had questions about projects that do not meet the definition of a large capital project, such as non-emergency maintenance.
- Finally, a resident communicated that they have been pleased with the contractors working at their property.

In response, KCHA staff provided an overview of the federal and KCHA budget processes; provided more information on the community college pilot; shared information about forthcoming health initiatives and made plans to present on them at a future RAC meeting; and clarified the process for submitting routine maintenance requests.

This information was provided at the meeting.

### **Written Comment**

The following comment was received via email:

*This October, I will be gratefully celebrating 20 years residing in KCHA affordable housing. Back then, the waitlists were much shorter. My wait for Northridge was less than one year. The wait now averages 4 – 5 years.*

*I have been a member of the Resident Advisory Committee for over a decade and have a proven track record of working with King County Housing Authority to advocate for policies I believe better serve the needs of the residents. Additionally, I advocate for equal access to all and safer living environments.*

*At the Resident Advisory Committee meeting held September 17<sup>th</sup> to discuss the MTW plan, I raised the concern for – what I believe – may be the HA's failure to meet equal accessibility requirements as mandated by the Americans with Disabilities Act.*

*I support the Capital department's commitment to preserving the existing housing portfolios. The 2020 Capital Improvement Projects proposal stakes claim to nearly \$15 million. I believe we can do more for less.*

*The 2020 MTW Plan needs to include an allocation of capital and other funding resources to assess all KCHA properties and make necessary modifications to meet equal access requirements as mandated by the American with Disabilities Act. The MTW Plan also needs to include allocation of funds to provide safer living environments. Your responsibility is not only to provide affordable housing, you have a responsibility to provide safe, accessible, affordable housing.*

*I fully support the HA's objective to increase access to healthcare through partnerships and collaborative planning to support residents in accessing the services they need to maintain housing stability and a high quality of life. In line with that, I am advocating for additional funding to expand KCHA Resident Support Services.*

*The MTW flexibility offers tremendous advantage. With that comes a tremendous fiscal responsibility for oversight as to how the block grant funds are used. This is even more important as future funding is precarious.*

*Gratefully,*

*Cindy Ference*

Although most KCHA properties were developed prior to enactment of the ADA, KCHA will continue to incorporate current accessibility standards to new capital improvements which involve building accessibility and will continue to identify and remove barriers to building access and use for people with disabilities where requests for reasonable accommodations are made and where it is otherwise reasonable and cost effective to do so. Additionally, KCHA is pursuing partnerships and resources that leverage the healthcare delivery system in providing more robust physical and behavioral health services to residents.

## **C. PLANNED AND ONGOING EVALUATIONS**

KCHA shares evaluation findings and reports in our MTW Reports.

## **D. LOBBYING DISCLOSURES**

Attached as Appendix D.

## **APPENDIX A**

### **BOARD OF COMMISSIONERS RESOLUTION AND CERTIFICATIONS OF COMPLIANCE**

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**THE HOUSING AUTHORITY OF THE COUNTY OF KING**  
**RESOLUTION NO. 5633**  
**APPROVAL OF THE KING COUNTY HOUSING AUTHORITY'S MOVING TO**  
**WORK ANNUAL PLAN FOR FISCAL YEAR 2020**

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

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

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

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

**WHEREAS**, staff has developed the required MTW Annual Plan covering Fiscal Year 2020 (January 1, 2020 through December 31, 2020) in a manner that is responsive to and complies with the Restated Agreement requirements; and

**WHEREAS**, in developing the FY 2020 MTW Annual Plan, KCHA provided opportunity for public and resident input regarding the Plan components, including two meetings with the KCHA Resident Advisory Council and a Public Hearing; and

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


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

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

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

**ADOPTED AT A MEETING OF THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE COUNTY OF KING THIS 14<sup>th</sup> DAY OF OCTOBER 2019.**

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

  
**DOUGLAS J. BARNES**, Chair  
Board of Commissioners

  
**STEPHEN NORMAN**  
Secretary-Treasurer

**CERTIFICATIONS OF COMPLIANCE****U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
OFFICE OF PUBLIC AND INDIAN HOUSING****Certifications of Compliance with Regulations:  
Board Resolution to Accompany the Annual Moving to Work Plan**

Acting on behalf of the Board of Commissioners of the Moving to Work Public Housing Agency (MTW PHA) listed below, as its Chairman or other authorized MTW PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan for the MTW PHA Plan Year beginning (01/01/2020), hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

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

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

King County Housing Authority

WA 002

**MTW PHA NAME**

**MTW PHA NUMBER/HA CODE**

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

Stephen Norman

Executive Director

**NAME OF AUTHORIZED OFFICIAL**

**TITLE**

**SIGNATURE**

**DATE**

12/16/19

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



## **APPENDIX B**

### **PLANNED EXISTING PROJECT-BASED VOUCHERS**

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**Project-based Voucher Contracts**

<b>Property Name</b>	<b>Number of Project-based Vouchers</b>	<b>Status as of End of 2018</b>	<b>Population Served</b>	<b>RAD?</b>
Parkview Group Home	1	Leased	Disabled Individuals	No
Inland Empire Group Home	1	Leased	Disabled Individuals	No
Inland Empire Group Home	1	Leased	Disabled Individuals	No
Inland Empire Group Home	1	Leased	Disabled Individuals	No
Inland Empire Group Home	1	Leased	Disabled Individuals	No
Parkview Group Home	1	Leased	Disabled Individuals	No
Inland Empire Group Home	1	Leased	Disabled Individuals	No
Parkview Group Home	1	Leased	Disabled Individuals	No
Parkview Group Home	1	Leased	Disabled Individuals	No
Inland Empire Group Home	1	Leased	Disabled Individuals	No
Inland Empire Group Home	1	Leased	Disabled Individuals	No
Inland Empire Group Home	1	Leased	Disabled Individuals	No
Petter Court	4	Leased	Homeless Families	No
Kensington Square	6	Leased	Homeless Families	No
Villa Esperanza	23	Leased	Homeless Families	No
Villa Capri	5	Leased	Homeless Families	No
Plum Court	10	Leased	Low Income Families	No
Creston Point	15	Leased	Homeless Families	No
Enumclaw Fourplex	5	Leased	Homeless Families	No
Friends of Youth Shared Housing	2	Leased	Homeless Young Adults	No
The Willows	15	Leased	Homeless Families	No
Chalet	5	Leased	Low Income Families	No
Francis Village	10	Leased	Homeless Young Families	No
Independence Bridge	24	Leased	Homeless Young Adults	No
Chalet	4	Leased	Homeless Families	No
August Wilson Place	8	Leased	Homeless Veterans	No
Lauren Heights	5	Leased	Homeless Families	No
City Park Townhomes	11	Leased	Homeless Families	No
Burien Heights	15	Leased	Homeless Young Adults	No

**Project-based Voucher Contracts**

Evergreen Court Apartments	15	Leased	Low Income Seniors	No
Village at Overlake Station	8	Leased	Disabled Individuals	No
Summerfield Apartments	13	Leased	Low Income Families	No
Phoenix Rising	24	Leased	Homeless Young Adults	No
Sophia's Home - Timberwood	2	Leased	Homeless Individuals	No
Sophia's Home - Woodside East	4	Leased	Homeless Individuals	No
Woodland North	10	Leased	Homeless Veterans	No
<u>Passage Point</u>	<u>46</u>	<u>Leased</u>	<u>Homeless Families</u>	<u>No</u>
Family Village	10	Leased	Homeless Families	No
Discovery Heights	10	Leased	Homeless Individuals	No
Unity Village of White Center	6	Leased	Homeless Families	No
Andrew's Glen	10	Leased	Low Income Families	No
Eernisse	13	Leased	Low Income Families	No
Avondale Park	43	Leased	Homeless Families	No
Woodside East	23	Leased	Low Income Families	No
Landmark Apartments	28	Leased	Low Income Families	No
Timberwood	20	Leased	Low Income Families	No
Newporter Apartments	22	Leased	Low Income Families	No
Village at Overlake Station	12	Leased	Low Income Families	No
Harrison House	48	Leased	Low Income Seniors	No
Valley Park East & West	12	Leased	Homeless Families	No
Valley Park East & West	16	Leased	Low Income Families	No
Valley Park East & West	2	Leased	Disabled Individuals	No
Heritage Park	15	Leased	Homeless Families	No
August Wilson Place	8	Leased	Homeless Families	No
Appian Way	6	Leased	Homeless Families	No
Seola Crossing I & II	63	Leased	Low Income Families	No
Rose Crest	10	Leased	Homeless Families	No
Rose Crest	9	Leased	Homeless Families	No
Copper Lantern	4	Leased	Homeless Individuals	No
Copper Lantern	7	Leased	Low Income Families	No
Summerwood	25	Leased	Low Income Families	No

**Project-based Voucher Contracts**

Creston Point	5	Leased	Homeless Families	No
Joseph House	10	Leased	Low Income Seniors	No
Johnson Hill	8	Leased	Low Income Families	No
Velocity Apartments	8	Leased	Homeless Families	No
Compass Housing Renton	58	Leased	Homeless Veterans	No
Family Village	26	Leased	Low Income Families	No
William J. Wood Veterans House	44	Leased	Homeless Veterans	No
Timberwood Apartments	14	Leased	Homeless Veterans	No
Francis Village	10	Leased	Homeless Veterans	No
Bellepark East	12	Leased	Low Income Families	No
Laurelwood Gardens	8	Leased	Low Income Families	No
Woodland North	5	Leased	Low Income Families	No
Carriage House	21	Leased	Homeless Veterans	No
Villages at South Station	16	Leased	Homeless Veterans	No
Cove East Apartments	16	Leased	Homeless Veterans	No
Ronald Commons	8	Leased	Homeless Veterans	No
Velocity Apartments	8	Leased	Homeless Veterans	No
Providence John Gabriel House	8	Leased	Low Income Seniors	No
Kirkland Avenue Townhomes	2	Leased	Homeless Veterans	No
Athene	8	Leased	Low Income Seniors	No
Francis Village	3	Leased	Low Income Families	No
Houser Terrace	25	Leased	Homeless Veterans	No
NIA Apartments	42	Leased	Low Income Seniors	No
Spiritwood Manor	128	Leased	Low Income Families	No
Birch Creek	262	Leased	Low Income Families	No
Salmon Creek	9	Leased	Low Income Families	No
Newport	23	Leased	Low Income Families	No
Eastbridge	31	Leased	Low Income Families	No
Hidden Village	78	Leased	Low Income Families	No
Heritage Park	36	Leased	Low Income Families	No
Alpine Ridge	27	Leased	Low Income Families	No
Bellevue House # 1	1	Leased	Homeless Families	No

### Project-based Voucher Contracts

Eastridge House	40	Leased	Low Income Seniors/Disabled	No
Evergreen Court	30	Leased	Low Income Families	No
Green Leaf	27	Leased	Low Income Families	No
Avondale Manor	20	Leased	Low Income Families	No
Bellevue House # 2	1	Leased	Homeless Families	No
Bellevue House # 3	1	Leased	Homeless Families	No
Bellevue House # 4	1	Leased	Homeless Families	No
Bellevue House # 5	1	Leased	Homeless Families	No
Bellevue House # 6	1	Leased	Homeless Families	No
Bellevue House # 7	1	Leased	Homeless Families	No
Bellevue House # 8	1	Leased	Homeless Families	No
Campus Court I	12	Leased	Low Income Families	No
Campus Court II (House)	1	Leased	Low Income Families	No
Cedarwood	25	Leased	Low Income Families	No
Federal Way House #1	1	Leased	Low Income Families	No
Federal Way House #2	1	Leased	Low Income Families	No
Federal Way House #3	1	Leased	Low Income Families	No
Forest Grove	25	Leased	Low Income Families	No
Glenview Heights	10	Leased	Low Income Seniors/Disabled	No
Juanita Court	30	Leased	Low Income Families	No
Juanita Trace I & II	39	Leased	Low Income Families	No
Kings Court	30	Leased	Low Income Families	No
Kirkwood Terrace	28	Leased	Low Income Families	No
Pickering Court	30	Leased	Low Income Families	No
Riverton Terrace I	30	Leased	Low Income Families	No
Shoreham	18	Leased	Low Income Families	No
Victorian Woods	15	Leased	Low Income Families	No
Vista Heights	30	Leased	Low Income Families	No
Wellswood	30	Leased	Low Income Families	No
Young's Lake	28	Leased	Low Income Families	No
Sophia's Home - Bellepark East	1	Leased	Homeless Individuals	No
Green River Homes	59	Leased	Low Income Families	No

### Project-based Voucher Contracts

Bellevue Manor	66	Leased	Low Income Seniors/Disabled	No
Vashon Terrace	16	Leased	Low Income Seniors/Disabled	No
Northwood Square	24	Leased	Low Income Families	No
Patricia Harris Manor	41	Leased	Low Income Seniors/Disabled	No
Gilman Square	25	Leased	Low Income Families	No
Woodcreek Lane	20	Leased	Low Income Families	No
Southwood Square	104	Leased	Low Income Families	No
Foster Commons	4	Leased	Homeless Families	No
Linden Highlands	3	Leased	Homeless Families	No
Arcadia	5	Issued through AHAP	Homeless Young Adults	No
Renton Commons	12	Leased	Homeless Families	No
Renton Commons	14	Leased	Homeless Veterans	No
30Bellevue	23	Leased	Homeless Families & Individuals	No
30Bellevue	8	Leased	Low Income Families	No
Kent PSH	36	Issued through AHAP	Homeless Veterans	No
Kent PSH	44	Issued through AHAP	Homeless and Disabled	No

## APPENDIX C

### KCHA'S LOCAL ASSET MANAGEMENT PLAN

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

- KCHA will develop its own local funding model for Public Housing and Section 8 using its block grant authority. Under its current agreement, KCHA can treat these funds and CFP dollars as fungible. In contrast to 990.280 regulations, which require transfers between projects after all project expenses are met, KCHA's model allows budget-based funding at the start of the fiscal year from a central ledger, not other projects. KCHA will maintain a budgeting and accounting system that gives each property sufficient funds to support annual operations, including allowable fees. Actual revenues will include those provided by HUD and allocated by KCHA based on annual property-based budgets. As envisioned, all block grants will be deposited into a single general ledger fund. This will have multiple benefits.
- KCHA gets to decide subsidy amounts for each public housing project. It's estimated that HUD's new funding model has up to a 40% error rate for individual sites. This means some properties get too much, some too little. Although funds can be transferred between sites, it's simpler to determine the proper subsidy amount at the start of the fiscal year rather than when shortfalls develop. Resident services costs will be accounted for in a centralized fund that is a sub-fund of the single general ledger, not assigned to individual programs or properties.
- KCHA will establish a restricted public housing operating reserve equivalent to two months' expenses. KCHA will estimate subsidies and allow sites to use them in their budgets. If the estimate exceeds the actual subsidy, the difference will come from the operating reserve. Properties may be asked to replenish this central reserve in the following year by reducing expenses, or KCHA may choose to make the funding permanent by reducing the unrestricted block grant reserve.

- Using this approach will improve budgeting. Within a reasonable limit, properties will know what they have to spend each year, allowing them autonomy to spend excess on “wish list” items and carefully watch their budgets. The private sector doesn’t wait until well into its fiscal year to know how much revenue is available to support its sites.
- Reporting site-based results is an important component of property management and KCHA will continue accounting for each site separately; however, KCHA, as owner of the properties will determine how much revenue will be included as each project’s subsidy. All subsidies will be properly accounted for under the MTW rubric.
- Allowable fees to the central office cost center (COCC) will be reflected on the property reports, as required. The MTW ledger won’t pay fees directly to the COCC. As allowable under the asset management model, however, any subsidy needed to pay legacy costs, such as pension or terminal leave payments and excess energy savings from the Authority’s ESCO, may be transferred from the MTW ledger or the projects to the COCC.
- Actual Section 8 amounts needed for housing assistance payments and administrative costs will be allotted to the Housing Choice Voucher program, including sufficient funds to pay asset management fees. Block grant reserves and their interest earnings will not be commingled with Section 8 operations, enhancing budget transparency. Section 8 program managers will become more responsible for their budgets in the same manner as public housing site managers.
- Block grant ledger expenses, other than transfers out to sites and Section 8, will be those that support MTW initiatives, such as the South County Pilot or resident self-sufficiency programs. Isolating these funds and activities will help KCHA’s Board of Commissioners and its management keeps track of available funding for incremental initiatives and enhances KCHA’s ability to compare current to pre-MTW historical results with other housing authorities that do not have this designation.
- In lieu of multiple submissions of Operating Subsidy for individual Asset Management Projects, KCHA may submit a single subsidy request using a weighted average project expense level (WAPEL) with aggregated utility and add-on amounts.



**APPENDIX D**  
DISCLOSURE OF LOBBYING ACTIVITIES

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# DISCLOSURE OF LOBBYING ACTIVITIES

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

Approved by OMB

0348-0046

(See reverse for public burden disclosure.)

<b>1. Type of Federal Action:</b> <input type="checkbox"/> a. contract <input checked="" type="checkbox"/> b. grant c. cooperative agreement d. loan e. loan guarantee f. loan insurance		<b>2. Status of Federal Action:</b> <input type="checkbox"/> na a. bid/offer/application b. initial award c. post-award		<b>3. Report Type:</b> <input type="checkbox"/> a. initial filing b. material change <b>For Material Change Only:</b> year _____ quarter _____ date of last report _____	
<b>4. Name and Address of Reporting Entity:</b> <input checked="" type="checkbox"/> Prime <input type="checkbox"/> Subawardee Tier _____, if known:  <b>Congressional District, if known:</b> 4c			<b>5. If Reporting Entity in No. 4 is a Subawardee, Enter Name and Address of Prime:</b>  <b>Congressional District, if known:</b>		
<b>6. Federal Department/Agency:</b> Department of Housing and Urban Development			<b>7. Federal Program Name/Description:</b> MTW Annual Plan CFDA Number, if applicable: _____		
<b>8. Federal Action Number, if known:</b>			<b>9. Award Amount, if known:</b> \$		
<b>10. a. Name and Address of Lobbying Registrant</b> (if individual, last name, first name, MI): n/a			<b>b. Individuals Performing Services</b> (including address if different from No. 10a) (last name, first name, MI): n/a		
<b>11.</b> Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.			Signature: _____ Print Name: Stephen Norman Title: Executive Director Telephone No.: (206)574-1100 Date: 10/14/19		
<b>Federal Use Only:</b>			Authorized for Local Reproduction Standard Form LLL (Rev. 7-97)		

## **APPENDIX E**

### Designation Plan

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## Designation Plan Status as of 8/31/2019

Project #	Project	Units	Occupied	%Target	Target	#Elderly	%Elderly	Pre-Imp.	Status	Action
<b>NORTHEAST MIXED POPULATION</b>										
150TC	Paramount House	70	69	0.78	55	54	77	-12	-1	Freeze admission of younger households
151	Northridge I	70	70	0.78	55	58	82	-7	3	No restrictions on younger households
152	Briarwood	70	70	0.78	55	65	92	-2	10	No restrictions on younger households
153	Northridge II	70	70	0.78	55	58	82	-2	3	No restrictions on younger households
154	The Lake House	70	70	0.78	55	53	75	-5	-2	Freeze admission of younger households
156	Westminster Manor	60	60	0.78	47	49	81	-	2	No restrictions on younger households
250	Forest Glen	40	40	0.78	32	35	87	-2	3	No restrictions on younger households
251	Casa Juanita	80	80	0.78	63	69	86	4	6	No restrictions on younger households
290	Northlake House	38	38	0.78	30	33	86	-	3	No restrictions on younger households
191	Northwood	34	34	0.78	27	30	88	-	3	No restrictions on younger households
<b>SOUTHEAST MIXED POPULATION</b>										
554TC	Gustaves Manor	35	35	0.78	28	27	77	6	-1	Freeze admission of younger households
450TC	Mardi Gras	61	61	0.78	48	51	83	10	3	No restrictions on younger households
551TC	Plaza 17	70	70	0.78	55	61	87	7	6	No restrictions on younger households
550	Wayland Arms	67	67	0.78	53	55	82	2	2	No restrictions on younger households
487TC	Vantage Point	77	76	0.78	61	65	84		4	No restrictions on younger households
<b>SOUTHWEST MIXED POPULATION</b>										
350	Boulevard Manor	70	70	0.78	55	58	82	-11	3	No restrictions on younger households
354TC	Brittany Park	43	43	0.78	34	35	81	-8	1	No restrictions on younger households
553TC	Casa Madrona	70	70	0.78	55	57	81	6	2	No restrictions on younger households
352TC	Munro Manor	60	59	0.78	47	47	78	-5	0	Monitor for next vacancy
342TC	Nia	82	81	0.78	64	73	89	0	9	No restrictions on younger households
358TC	Riverton Terrace EGIS	30	29	0.78	24	25	83	-3	1	No restrictions on younger households
552	Southridge House	80	80	0.78	63	73	91	14	10	No restrictions on younger households
353	Yardley Arms	67	67	0.78	53	54	80	-9	1	No restrictions on younger households
390	Burien Park	102	102	0.78	80	91	89	-	11	No restrictions on younger households
<b>HOPA</b>										
451	Eastridge House	40	40	0.9	36	35	87	-	-1	Freeze admission of younger households
465	Bellevue Manor	66	66	0.9	60	63	95	5	3	No restrictions on younger households
466	Patricia Harris	41	41	0.9	37	41	100	6	4	No restrictions on younger households
<b>SEDRO WOOLLEY</b>										
155	Hillview	60	60		-	45	75	-	-	

# **APPENDIX F**

## **UNIT UPGRADE COMPLETION REPORT**

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Hillsview														
	1	121	155	Hillsview (Sedro)	347	1		11/13/2007	12/19/2007	193	\$8,641	\$6,982	\$15,623	581306
	2	121	155	Hillsview	348	1		12/17/2007	1/22/2008	199	\$8,598	\$7,398	\$15,996	583232
	3	121	155	Hillsview	345	1		2/2/2009	3/18/2009	166	\$9,027	\$6,669	\$15,696	616164
	4	121	155	Hillsview	358	1		3/4/2009	3/25/2009	162	\$9,334	\$7,901	\$17,235	618141
	5	121	155	Hillsview	228	1		1/3/2011	1/25/2011	163	\$10,044	\$7,505	\$17,549	660392
	6	121	155	Hillsview	107	1		1/25/2011	2/15/2011	168	\$10,856	\$8,088	\$18,944	661925
	7	121	155	Hillsview	359	1		4/25/2011	5/19/2011	179	\$10,201	\$8,547	\$18,749	668617
	8	121	155	Hillsview	102	1		5/5/2011	6/29/2011	170	\$9,585	\$7,479	\$17,064	669295
	9	121	155	Hillsview	350	1		5/5/2011	6/29/2011	177	\$9,412	\$7,627	\$17,039	669296
	10	121	155	Hillsview	109	1		7/6/2011	9/22/2011	181	\$10,712	\$7,405	\$18,117	674231
	11	121	155	Hillsview	346	1		7/30/2012	8/22/2012	195	\$11,499	\$7,676	\$19,175	701908
	12	121	155	Hillsview	115	1	RA-Shower	8/7/2012	8/29/2012	226	\$13,407	\$10,378	\$23,785	702379
	13	121	155	Hillsview	340	1		3/29/2013	5/13/2013	157	\$10,045	\$6,827	\$16,872	717862
	14	121	155	Hillsview	232	1		4/29/2014	6/30/2014	165	\$10,501	\$7,992	\$18,493	747680
	15	121	155	Hillsview	344	1		4/30/2014	6/30/2014	162	\$10,306	\$8,266	\$18,572	747681
	16	121	155	Hillsview	360	1		9/30/2014	11/25/2014	177	\$11,313	\$9,802	\$21,115	757252
	17	121	155	Hillsview	221	1		10/14/2014	11/25/2014	176	\$11,120	\$10,536	\$21,656	758279
	18	121	155	Hillsview	217	1		1/31/2015	3/27/2015	223	\$13,773	\$11,474	\$25,247	768693
	19	121	155	Hillsview	110	1		3/9/2015	4/21/2015	227	\$13,861	\$8,855	\$22,716	770967
	20	121	155	Hillsview	222	1		3/9/2015	4/21/2015	216	\$13,142	\$8,910	\$22,052	770968
	21	121	155	Hillsview	339	1	00101550339	4/27/2016	6/30/2016	175	\$11,087	\$10,561	\$21,648	10114
	22	121	155	Hillsview	354	1	00101550354	1/10/2017	3/31/2017	194	\$12,755	\$10,505	\$23,260	24847
	23	121	155	Hillsview	218	1	00101550218	4/25/2017	7/21/2017	197	\$12,403	\$9,687	\$22,090	30692
	24	121	155	Hillsview	227	1	00101550227	11/21/2017	2/21/2018	203	\$12,777	\$12,946	\$25,723	42189
	25	121	155	Hillsview	235	1	00101550343	8/7/2018	10/31/2018	199	\$12,079	\$11,797	\$23,876	58458
		Hillsview		1971	Total Units	60	Upgraded	25	Remaining	35			Avg. \$ (since 2012)	\$21,752
Juanita Court														
	1	128	206	Juanita Court	16	2		12/11/2006	12/29/2006	181	\$8,015	\$6,415	\$14,430	553625
	2	128	206	Juanita Court	29	2		6/15/2007	7/3/2007	199	\$8,811	\$8,187	\$16,998	569645
	3	128	206	Juanita Court	1	2		4/1/2008	5/13/2008	235	\$13,359	\$6,818	\$20,176	591541
	4	128	206	Juanita Court	4	2		7/3/2008	7/30/2008	215	\$13,045	\$9,073	\$22,118	597816
	5	128	206	Juanita Court	2	2		8/18/2008	9/10/2008	207	\$11,966	\$8,613	\$20,579	598715
	6	128	206	Juanita Court	26	2		10/30/2008	12/16/2008	187	\$11,452	\$9,220	\$20,673	610654
	7	128	206	Juanita Court	18	2		11/24/2008	1/15/2009	225	\$14,176	\$8,523	\$22,699	612090
	8	128	206	Juanita Court	23	2		9/9/2009	10/20/2009	200	\$11,459	\$9,238	\$20,697	631464
	9	128	206	Juanita Court	17	2		8/27/2010	9/30/2010	241	\$12,590	\$9,051	\$21,641	653353
	10	128	206	Juanita Court	28	2		1/7/2010	1/29/2010	232	\$13,627	\$9,131	\$22,758	639385
	11	128	206	Juanita Court	15	2		3/1/2010	3/15/2010	232	\$13,635	\$8,906	\$22,542	642513

		Fund	Prop		Community	Apt #	Bedrooms	TenMast #	Start	Complete	Man Hrs	Labor	Materials	Total	WO #
	12	128	206		Juanita Court	9	2		10/18/2010	11/12/2010	233	\$14,002	\$9,166	\$23,168	656067
	13	128	206		Juanita Court	14	3		8/12/2011	9/27/2011	221	\$12,977	\$9,979	\$22,955	679106
	14	128	206		Juanita Court	21	2		7/6/2011	9/28/2011	223	\$13,569	\$11,020	\$24,589	674213
	15	128	206		Juanita Court	6	2		10/31/2011	12/29/2011	244	\$14,647	\$10,486	\$25,133	684602
	16	128	206		Juanita Court	12	2		10/31/2012	11/29/2012	241	\$14,305	\$9,857	\$24,162	707941
	17	128	206		Juanita Court	24	2		12/27/2012	1/24/2013	237	\$14,458	\$10,596	\$25,054	711569
	18	128	206		Juanita Court	3	3		5/3/2013	6/14/2013	214	\$13,630	\$8,949	\$22,579	720778
	19	128	206		Juanita Court	13	3		6/21/2013	7/15/2013	225	\$13,834	\$9,228	\$23,062	723880
	20	128	206		Juanita Court	10	2		6/26/2013	10/17/2013	233	\$14,118	\$11,911	\$26,029	725069
	21	128	206		Juanita Court	5	2		7/8/2013	10/21/2013	240	\$14,515	\$11,511	\$26,025	725071
	22	128	206		Juanita Court	11	2		10/1/2013	1/29/2014	217	\$13,817	\$12,774	\$26,590	735553
	23	128	206		Juanita Court	27 (J3)	3		10/29/2015	12/14/2015	245	\$15,509	\$11,627	\$27,136	781
	24	509	206		Juanita Court	19 (G3)	3	00202060019	12/23/2015	1/26/2016	238	\$15,054	\$13,765	\$28,818	3509
	25	509	206		Juanita Court	I-1	2	00202060022	1/23/2017	2/28/2017	243	\$16,025	\$10,887	\$26,912	24848
	26	509	206		Juanita Court C-3	8	3	00202060008	03/08/17	4/28/2017	246	\$16,142	\$11,393	\$27,535	28773
	27	509	206		Juanita Court H-1	20	2	00202060020	2/27/2017	3/30/2017	249	\$16,299	\$9,748	\$26,047	26404
		Juanita Court		1982	Total Units	30	Upgraded	27	Remaining	3			Avg. \$ (since 2012)	\$25,829	
Juanita Trace															
	1	129	207		Juanita Trace	6	2		8/28/2006	9/8/2006	129	\$5,767	\$6,388	\$12,155	542795
	2	129	207		Juanita Trace	11	2		10/11/2006	10/23/2006	172	\$7,588	\$8,287	\$15,874	546860
	3	129	207		Juanita Trace	25	2		11/30/2007	1/7/2008	243	\$10,847	\$6,882	\$17,728	582116
	4	129	212		Juanita Trace	106	2		3/31/2008	4/23/2008	194	\$8,687	\$6,825	\$15,512	591045
	5	129	207		Juanita Trace	7	2		4/2/2008	5/2/2008	187	\$8,402	\$6,939	\$15,341	591293
	6	129	207		Juanita Trace	17	2		7/29/2008	8/15/2008	184	\$10,941	\$7,033	\$17,974	
	7	129	212		Juanita Trace	105	2		7/14/2008	8/18/2008	206	\$11,639	\$7,305	\$18,944	598472
	8	129	207		Juanita Trace	13	2		10/20/2008	12/12/2008	209	\$12,565	\$8,534	\$21,099	607380
	9	129	207		Juanita Trace	26	2		10/17/2008	12/10/2008	256	\$15,715	\$11,112	\$26,827	607823
	10	129	207		Juanita Trace	2	2		11/3/2008	2/5/2009	201	\$11,652	\$9,524	\$21,176	612418
	11	129	207		Juanita Trace	9	3		4/30/2009	5/22/2009	252	\$14,715	\$10,391	\$25,106	622602
	12	129	207		Juanita Trace	5	3		6/29/2009	7/17/2009	194	\$10,687	\$11,085	\$21,771	626719
	13	129	207		Juanita Trace	29	2		6/29/2009	7/24/2009	152	\$8,606	\$9,040	\$17,646	626743
	14	129	207		Juanita Trace	30	2		7/13/2009	8/10/2009	180	\$10,969	\$8,317	\$19,285	627758
	15	129	207		Juanita Trace	18	3		8/10/2009	9/22/2009	211	\$12,336	\$11,703	\$24,039	629664
	16	129	207		Juanita Trace	3	2		12/28/2009	1/19/2010	207	\$12,598	\$8,836	\$21,434	638740
	17	129	207		Juanita Trace	15	2		3/30/2010	4/21/2010	214	\$13,036	\$9,322	\$22,357	644558
	18	129	207		Juanita Trace	8	2		10/18/2010	11/8/2010	222	\$12,685	\$8,502	\$21,187	656008
	19	129	207		Juanita Trace	19	2		10/29/2010	11/19/2010	221	\$12,357	\$8,949	\$21,306	656731
	20	129	212		Juanita Trace	103	3		1/28/2009	2/19/2010	211	\$12,464	\$10,687	\$23,151	640439
	21	129	212		Juanita Trace	102	3		1/25/2010	2/22/2010	220	\$12,616	\$10,258	\$22,874	640330
	22	129	207		Juanita Trace	10	2		1/3/2011	1/26/2011	237	\$13,577	\$9,044	\$22,621	660639
	23	129	207		Juanita Trace	28	2		5/4/2011	6/17/2011	241	\$13,385	\$10,455	\$23,839	668975
	24	129	207		Juanita Trace	14	1	RAFN (GC) - 6		7/1/2011					
	25	129	207		Juanita Trace	1	2		4/20/2012	5/25/2012	217	\$12,953	\$9,724	\$22,678	695591
	26	129	212		Juanita Trace	108	2		4/3/2012	5/31/2012	259	\$14,720	\$9,794	\$24,514	694371

		Fund	Prop		Community	Apt #	Bedrooms	TenMast #	Start	Complete	Man Hrs	Labor	Materials	Total	WO #
	27	129	212		Juanita Trace	104	3		5/31/2012	7/19/2012	233	\$13,643	\$10,391	\$24,034	698337
	28	129	207		Juanita Trace	27	2		9/7/2012	9/26/2012	226	\$13,768	\$10,514	\$24,282	704336
	29	129	207		Juanita Trace	23	3		10/30/2012	11/28/2012	238	\$13,565	\$9,607	\$23,172	707814
	30	129	207		Juanita Trace	20	2		1/28/2013	3/8/2013	210	\$12,429	\$10,556	\$22,984	713753
	31	129	207		Juanita Trace	4	2		9/20/2013	1/16/2014	219	\$13,400	\$10,323	\$23,723	729740
	32	129	212		Juanita Trace	101	2		12/9/2013	1/30/2014	208	\$13,200	\$12,407	\$25,606	735566
	33	124	207		Juanita Trace	107	2		3/17/2014	6/9/2014	240	\$14,554	\$12,964	\$27,518	742472
	34	509	207		Juanita Trace	21	2	00202070021	11/5/2018	12/21/2018	227	\$13,480	\$12,139	\$25,619	65083
		Juanita Trace		1983	Total Units	39	Upgraded	34	Remaining	5			Avg. \$ (since 2012)	\$24,413	
Kings Court															
	1	166	506		Kings Court	C-1	2			2/15/2007	138	\$5,853	\$5,774	\$11,627	557089
	2	166	506		Kings Court	F5	2	Fire Repair	8/15/2006	3/2/2007	226	\$9,584	\$6,819	\$16,403	559809
	3	166	506		Kings Court	F4	2	Fire Repair	8/15/2006	4/10/2007	142	\$6,035	\$7,120	\$13,155	559807
	4	166	506		Kings Court	F2	2	Fire Repair	8/15/2006	5/11/2007	141	\$5,971	\$6,263	\$12,235	559805
	5	166	506		Kings Court	F3	2	Fire Repair	8/15/2006	5/11/2007	146	\$6,111	\$6,183	\$12,294	559806
	6	166	506		Kings Court	F1	2	Fire Repair	8/15/2006	5/11/2007	110	\$4,654	\$6,801	\$11,455	559804
	7	166	506		Kings Court	H-1	3		3/11/2008	4/1/2008	334	\$15,197	\$7,746	\$22,943	589929
	8	166	506		Kings Court	D-3	2		8/14/2008	9/23/2008	233	\$14,529	\$8,184	\$22,713	600616
	9	166	506		Kings Court	D-2	2		9/3/2008	10/6/2008	258	\$16,194	\$8,225	\$24,420	602025
	10	166	506		Kings Court	4	3		7/1/2010	9/2/2010	268	\$17,064	\$8,959	\$26,022	649418
	11	166	506		Kings Court	22	2		2/28/2011	3/30/2011	241	\$15,357	\$8,987	\$24,344	664511
	12	166	506		Kings Court	8	3		3/20/2012	5/16/2012	341	\$20,063	\$13,127	\$33,190	693529
	13	166	506		Kings Court	3	2		4/16/2012	6/22/2012	254	\$15,156	\$10,617	\$25,773	695252
	14	166	506		Kings Court	28	3		7/31/2012	10/2/2012	452	\$27,726	\$10,655	\$38,381	702393
	15	166	506		Kings Court	6	3		10/1/2012	2/7/2012	420	\$25,875	\$14,891	\$40,766	705848
	16	166	506		Kings Court	2	2		12/31/2012	2/15/2013	277	\$15,794	\$10,971	\$26,765	711935
	17	166	506		Kings Court	25	2		1/17/2013	2/20/2013	249	\$14,593	\$12,232	\$26,825	713525
	18	166	506		Kings Court	24	2		4/1/2013	6/21/2013	314	\$20,078	\$10,946	\$31,024	718420
	19	166	506		Kings Court	20	3		12/2/2013	4/4/2014	314	\$18,797	\$13,624	\$32,421	739480
	20	166	506		Kings Court	C-2	2		12/3/2015	12/31/2015	317	\$19,277	\$14,135	\$33,412	1685
	21	509	506		Kings Court	1	2	00505060001	3/7/2016	5/6/2016	300	\$18,762	\$12,139	\$30,901	7151
	22	509	506		Kings Court	G-1 201	2	00505060021	5/24/2016	6/24/2016	308	\$20,836	\$13,118	\$33,954	11524
	23	509	506		Kings Court	G-3	3	505060023	11/13/2017	12/29/2017	306	\$19,729	\$14,657	\$34,386	40286
	24	509	506		Kings Court	B-3	3	50506	12/4/2017	1/11/2018	331	\$21,509	\$20,498	\$42,007	41169
		Kings Court		1981	Total Units	30	Upgraded	24	Remaining	6			Avg. \$ (since 2012)	\$33,062	
Kirkwood Terrace															
	1	127	209		Kirkwood Terrace	7	3		6/29/2007	7/23/2007	157	\$7,042	\$6,212	\$13,253	570514
	2	127	209		Kirkwood Terrace	10	3		10/30/2007	11/19/2007	188	\$8,400	\$8,818	\$17,218	580193
	3	127	209		Kirkwood Terrace	5	2		11/7/2007	11/30/07	175	\$7,860	\$9,004	\$16,865	580487
	4	127	209		Kirkwood Terrace	16	3		8/11/2008	9/4/2008	187	\$11,254	\$7,573	\$18,827	600329
	5	127	209		Kirkwood Terrace	15	2		3/2/2009	3/28/2009	220	\$12,171	\$10,262	\$22,432	618135

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		Fund	Prop		Community	Apt #	Bedrooms	TenMast #	Start	Complete	Man Hrs	Labor	Materials	Total	WO #
	23	207	466		Patricia Harris	213	1	00404660213	3/6/2019	4/23/2019	196	\$12,032	\$11,949	\$23,982	71939
		Patricia Harris Apts			Total Units	40	Upgraded	23	Remaining	17			Avg. \$	\$25,128	
<b>Pickering Court</b>															
	1	144	404		Pickering Court	105	3		1/9/2013	3/20/2012	238	\$14,990	\$10,049	\$25,039	712632
	2	144	404		Pickering Court	104	3		1/4/2013	1/28/2013	259	\$16,483	\$9,389	\$25,872	712180
	3	144	404		Pickering Court	205	2		1/28/2013	3/26/2013	234	\$14,906	\$9,749	\$24,655	713751
	4	144	404		Pickering Court	705	2		4/17/2013	6/28/2013	221	\$13,965	\$8,902	\$22,867	719565
	5	144	404		Pickering Court	204	1		6/16/2013	9/24/2013	172	\$10,896	\$7,931	\$18,827	726323
	6	509	404		Pickering Court	206	2		10/31/2013	2/25/2014	208	\$13,162	\$9,868	\$23,030	733436
	7	509	404		Pickering Court	401	2		1/4/2014	2/28/2014	184	\$11,644	\$9,652	\$21,296	736588
	8	509	404		Pickering Court	304	3		8/3/2015	8/28/2015	333	\$20,977	\$14,197	\$35,173	781505
	9	509	404		Pickering Court	301	3		9/9/2015	10/29/2015	273	\$17,245	\$14,768	\$32,013	784081
	10	509	404		Pickering Court	703	2		8/31/2015	11/2/2015	283	\$17,923	\$12,659	\$30,582	783564
	11	509	404		Pickering Court	203	2	00504040203	1/19/2016	2/26/2016	241	\$15,329	\$12,370	\$27,699	4229
	12	509	404		Pickering Court	103	3	00504040103	6/29/2016	7/29/2016	317	\$20,049	\$14,019	\$34,068	13570
	13	509	404		Pickering Court	501	2	504040501	7/3/2017	9/19/2017	284	\$18,532	\$17,267	\$35,799	32476
	14	509	404		Pickering Court	102	3	504040102	10/12/2017	12/12/2017	320	\$20,839	\$16,613	\$37,451	37942
	15	509	404		Pickering Court	502	2	00504040502	7/24/2018	9/25/2018	356	\$22,982	\$10,008	\$32,991	57675
	16	509	404	509	Pickering Court	402	2	00504040402	3/12/2019	5/13/2019	365	\$23,297	\$15,221	\$38,517	72043
		Pickering Court			1980	Total Units	30	Upgraded	16	Remaining	14		Avg. \$ (since 2012)	\$29,117.40	
<b>Riverton Family</b>															
	1	164	351		Riverton Terrace	9	4		11/5/2012	4/8/2013	263	\$14,262	\$15,025	\$29,287	708180
	2	164	351		Riverton Terrace	12	4		12/12/2012	4/10/2013	241	\$15,280	\$13,815	\$29,095	710679
	3	164	351		Riverton Terrace	13	5		12/14/2012	4/16/2013	264	\$16,775	\$18,352	\$35,127	710861
	4	164	351		Riverton Terrace	21	2		12/19/2012	4/18/2013	217	\$13,832	\$11,912	\$25,744	715508
	5	164	351		Riverton Terrace	28	3		2/25/2013	4/19/2013	234	\$14,930	\$13,319	\$28,249	715508
	6	164	351		Riverton Terrace	23	3		4/30/2013	8/30/2013	222	\$13,769	\$10,272	\$24,041	719765
	7	164	351		Riverton Terrace	4	2		6/15/2013	8/30/2013	219	\$14,011	\$10,315	\$24,326	723494
	8	164	351		Riverton Terrace	18	2		7/22/2013	8/30/2013	213	\$13,552	\$10,488	\$24,040	725698
	9	164	351		Riverton Terrace	10	4		10/2/2013	12/20/2013	373	\$21,283	\$13,411	\$34,694	729981
	10	164	351		Riverton Terrace	22	3		10/1/2013	12/16/2013	231	\$14,691	\$11,954	\$26,645	730283
	11	509	351		Riverton Terrace	2	3		5/16/2014	9/15/2014	278	\$16,182	\$10,719	\$26,902	747408
	12	509	351		Riverton Terrace	27	3		7/15/2014	9/24/2014	288	\$17,126	\$10,508	\$27,634	752023
	13	164	351		Riverton Terrace	24	3		5/28/2015	6/29/2015	309	\$19,693	\$12,798	\$32,491	777426
	14	164	351		Riverton Terrace	11	5		3/3/2015	3/30/2015	316	\$20,126	\$17,794	\$37,920	770136
	15	164	351		Riverton Terrace	30	2		3/24/2015	4/21/2015	219	\$13,939	\$10,099	\$24,037	772107
	16	509	351		Riverton Terrace	17	2	00303510017	12/4/2015	2/5/2016	217	\$13,863	\$11,893	\$25,756	2376
	17	509	351		Riverton Terrace	1	2	303510001	8/14/2017	11/15/2017	252	\$16,395	\$11,920	\$28,315	34475
	18	509	351		Riverton Terrace	14434	4	30351	12/31/2017	2/14/2018	306	\$20,005	\$14,378	\$34,383	43703
	19	509	351		Riverton Terrace	14424	3	300351	4/23/2018	7/3/2018	336	\$21,991	\$11,893	\$33,883	52329
	20	509	351		Riverton Terrace	14428	2	303510005	7/24/2018	10/12/2018	322	\$21,183	\$15,170	\$36,353	57663

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		Fund	Prop		Community	Apt #	Bedrooms	TenMast #	Start	Complete	Man Hrs	Labor	Materials	Total	WO #
<b>Valley Park</b>															
	1	401	501		*Valley Park East	30	2		11/20/2014	1/14/2015	254	\$15,964	\$16,821	\$32,784	734040
	2	401	501		*Valley Park East	29	2		12/11/2014	1/30/2015	481	\$30,523	\$24,461	\$54,983	718276
					<i>Restored Meth Units</i>										
				Valley Park	1958	Total Units	60	Upgraded	2	Remaining	58	Uncertain	58	Avg. \$	\$43,883.61
<b>Victorian Woods</b>															
	1	164	304		Victorian Woods	301	3		4/4/2007	5/16/2007	332	\$13,955	\$7,356	\$21,311	564264
	2	164	304		Victorian Woods	304	3		7/30/2008	9/4/2008	249	\$16,153	\$9,556	\$25,708	599605
	3	164	304		Victorian Woods	103	3		4/20/2009	5/22/2009	445	\$26,242	\$10,035	\$36,277	621722
	4	164	304		Victorian Woods	201	3		6/30/2010	9/13/2010	355	\$21,367	\$12,553	\$33,920	649685
	5	164	304		Victorian Woods	101	3		7/1/2010	10/1/2010	356	\$21,644	\$12,650	\$34,294	649770
	6	164	304		Victorian Woods	204	3		6/30/2010	10/22/2010	367	\$21,892	\$13,681	\$35,573	649694
	7	164	304		Victorian Woods	202	3		7/29/2010	11/12/2010	317	\$20,241	\$12,635	\$32,876	654583
	8	164	304		Victorian Woods	303	3		1/3/2012	4/27/2012	496	\$31,620	\$17,513	\$49,133	688003
	9	164	304		Victorian Woods	102	3		5/22/2012	8/13/2012	489	\$27,395	\$14,446	\$41,842	696682
	10	164	304		Victorian Woods	205	3		11/19/2012	3/27/2013	457	\$26,436	\$15,639	\$42,075	708961
	11	164	304		Victorian Woods	305	3		1/25/2013	3/28/2013	506	\$30,250	\$15,925	\$46,175	713489
	12	164	304		Victorian Woods	203	3		2/20/2013	5/10/2013	423	\$25,977	\$14,058	\$40,035	715173
	13	164	304		Victorian Woods	104	3		6/15/2015	8/11/2015	313	\$19,211	\$17,961	\$37,172	778617
				Victorian Woods	1993	Total Units	15	Upgraded	13	Remaining	2			Avg. \$ (since 2012)	\$42,739
<b>Vista Heights</b>															
	1	140	407		Vista Heights	17	3		8/17/2007	10/5/2007	284	\$12,130	\$7,914	\$20,044	576622
	2	140	407		Vista Heights	27	3	Fire Repair	12/6/2007	2/20/2008	713	\$31,884	\$20,978	\$52,862	582569
	3	140	407		Vista Heights	16	3		7/2/2009	8/5/2009	260	\$16,580	\$9,343	\$25,923	628383
	4	140	407		Vista Heights	14	3		11/5/2009	12/14/2009	224	\$10,268	\$13,954	\$24,222	636104
	5	140	407		Vista Heights	7	3		6/2/2010	7/16/2010	305	\$19,425	\$8,168	\$27,592	648496
	6	140	407		Vista Heights	26	3		8/20/2010	9/30/2010	253	\$16,081	\$10,987	\$27,067	652752
	7	140	407		Vista Heights	4	3		11/29/2010	12/28/2010	222	\$14,130	\$10,828	\$24,957	658795
	8	140	407		Vista Heights	28	3		7/29/2011	10/12/2011	254	\$16,206	\$10,584	\$26,790	676924
	9	140	407		Vista Heights	15	3		12/13/2011	3/9/2012	256	\$16,356	\$10,127	\$26,483	687695
	10	140	407		Vista Heights	9	3		12/16/2011	3/23/2012	211	\$13,431	\$10,393	\$23,824	687696
	11	140	407		Vista Heights	20	3		10/1/2012	12/18/2012	200	\$12,922	\$12,911	\$25,833	706032
	12	140	407		Vista Heights	10	3		8/6/2012	12/20/2012	193	\$12,331	\$11,815	\$24,145	702410
	13	140	407		Vista Heights	21	3		8/7/2012	12/31/2012	227	\$14,473	\$10,107	\$24,580	702409
	14	140	407		Vista Heights	22	3		9/11/2012	12/31/2012	213	\$13,429	\$10,728	\$24,156	706033
	15	140	407		Vista Heights	6	3		9/4/2012	12/31/2012	153	\$13,900	\$11,010	\$24,910	704043
	16	140	407		Vista Heights	12	3		10/29/2012	12/31/2012	210	\$13,466	\$11,059	\$24,525	709121
	17	140	407		Vista Heights	13	3		10/29/2012	3/20/2013	237	\$15,085	\$11,359	\$26,443	709122
	18	140	407		Vista Heights	2	3		10/29/2012	4/29/2013	199	\$12,467	\$8,207	\$20,854	709119
	19	140	407		Vista Heights	3	3		10/29/2012	4/30/2013	203	\$12,843	\$7,736	\$20,579	709120

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		Fund	Prop		Community	Apt #	Bedrooms	TenMast #	Start	Complete	Man Hrs	Labor	Materials	Total	WO #
	-	126	250		Forest Glen	8	1		5/29/2009	6/29/2009	204	\$11,802	\$7,923	\$19,724	624581
	-	126	250		Forest Glen	13	1		1/15/2010	2/23/2010	201	\$12,644	\$8,549	\$21,194	639928
	-	126	250		Forest Glen	2	1		3/2/2010	3/22/2010	195	\$12,419	\$7,661	\$20,080	642787
	-	126	250		Forest Glen	35	1		7/2/2010	8/24/2010	194	\$11,292	\$8,322	\$19,615	649991
	-	126	250		Forest Glen	1	1		7/29/2010	8/31/2010	205	\$12,023	\$8,248	\$20,271	651522
	-	126	250		Forest Glen	15	1		9/10/2010	10/8/2010	192	\$11,017	\$7,841	\$18,858	653816
	-	126	250		Forest Glen	38	1		11/3/2010	12/3/2010	194	\$10,924	\$6,748	\$17,672	657166
	-	126	250		Forest Glen	12	1		12/6/2010	12/23/2010	190	\$11,785	\$6,537	\$18,322	658790
	-	126	250		Forest Glen	39	1		4/19/2011	5/12/2011	201	\$12,396	\$7,781	\$20,177	668071
	-	126	250		Forest Glen	23	1		5/23/2011	7/29/2011	180	\$10,633	\$8,749	\$19,382	670487
	-	126	250		Forest Glen	17	1		6/17/2011	7/29/2011	195	\$12,431	\$8,743	\$21,174	673478
	-	126	250		Forest Glen	18	1		8/22/2011	10/21/2011	208	\$13,232	\$8,832	\$22,064	679195
	-	126	250		Forest Glen	30	1		9/13/2011	12/19/2011	210	\$12,594	\$9,147	\$21,741	680837
	-	126	250		Forest Glen	40	2		10/4/2011	12/20/2011	216	\$13,081	\$10,188	\$23,269	683480
	-	126	250		Forest Glen	33	1		11/3/2011	12/30/2011	214	\$13,391	\$8,599	\$21,990	684593
	-	126	250		Forest Glen	29	1		1/24/2012	4/20/2012	187	\$11,386	\$8,269	\$19,654	689539
	-	126	250		Forest Glen	24	1		1/10/2014	3/25/2014	193	\$11,978	\$9,347	\$21,325	736975
	-	126	250		Forest Glen	6	1		12/31/2013	3/24/2014	190	\$12,074	\$9,113	\$21,187	736431
	-	126	250		Forest Glen	25	1		4/14/2014	7/31/2014	201	\$12,873	\$9,996	\$22,869	744561
	-	126	250		Forest Glen	11	1		1/31/2015	3/25/2015	189	\$11,905	\$10,435	\$22,339	767793
	1	126	250		Forest Glen	29	1	00202500029	01/05/16	6/10/2016	348	\$21,908	\$14,990	\$36,898	9629
	2	126	250		Forest Glen	30	1	00202500030	01/05/16	6/10/2016	319	\$19,695	\$13,973	\$33,668	9630
	3	126	250		Forest Glen	31	1	00202500031	01/05/16	6/10/2016	292	\$18,420	\$14,174	\$32,594	9631
	4	126	250		Forest Glen	32	1	00202500032	01/05/16	6/10/2016	296	\$18,016	\$15,308	\$33,324	9632
	5	126	250		Forest Glen	33	1	00202500033	01/05/16	6/10/2016	283	\$17,107	\$14,547	\$31,654	9564
	6	126	250		Forest Glen	1	1	00202500001	05/02/16	7/29/2016	297	\$18,970	\$12,104	\$31,073	10654
	7	126	250		Forest Glen	2	1	00202500002	05/02/16	7/29/2016	294	\$18,642	\$13,445	\$32,087	10655
	8	126	250		Forest Glen	3	1	00202500003	05/02/16	7/29/2016	295	\$18,835	\$14,258	\$33,093	10656
	9	126	250		Forest Glen	4	1	00202500004	05/02/16	7/29/16%	306	\$19,538	\$14,004	\$33,542	10657
	10	126	250		Forest Glen	5	1	00202500005	05/02/16	7/29/2016	294	\$18,718	\$11,869	\$30,586	10658
	11	126	250		Forest Glen	6	1	00202500006	05/02/16	7/29/2016	279	\$17,835	\$10,960	\$28,794	10659
	12	126	250		Forest Glen	7	1	00202500007	05/02/16	7/29/2016	286	\$18,126	\$11,109	\$29,235	10660
	13	126	250		Forest Glen	8	1	00202500008	05/02/16	7/29/2016	282	\$17,962	\$9,215	\$27,177	10661
	14	126	250		Forest Glen	23	1	00202500023	06/01/16	8/26/2016	280	\$17,866	\$12,949	\$30,814	13191
	15	126	250		Forest Glen	24	1	00202500024	06/01/16	8/26/2016	308	\$19,524	\$11,209	\$30,733	13192
	16	126	250		Forest Glen	25	1	00202500025	06/01/16	8/26/2016	311	\$19,783	\$12,066	\$31,849	13193
	17	126	250		Forest Glen	26	1	00202500026	06/01/16	8/26/2016	246	\$15,542	\$11,157	\$26,699	13194
	18	126	250		Forest Glen	27	1	00202500027	06/01/16	8/26/2016	242	\$15,442	\$11,257	\$26,699	13195
	19	126	250		Forest Glen	28	1	00202500028	06/01/16	8/26/2016	237	\$15,129	\$12,040	\$27,169	13196
	20	126	250		Forest Glen	9	1	00202500009	07/07/16	9/30/2016	358	\$22,770	\$12,990	\$35,760	14499
	21	126	250		Forest Glen	10	1	00202500010	07/07/16	9/30/2016	327	\$20,639	\$11,948	\$32,587	14500
	22	126	250		Forest Glen	11	1	00202500011	07/07/16	9/30/2016	307	\$19,499	\$12,531	\$32,030	14501
	23	126	250		Forest Glen	12	1	00202500012	07/07/16	9/30/2016	312	\$19,832	\$12,273	\$32,105	14502
	24	126	250		Forest Glen	13	1	00202500013	07/07/16	9/30/2016	336	\$21,456	\$11,601	\$33,057	14503
	25	126	250		Forest Glen	14	1	00202500014	07/07/16	9/30/2016	312	\$19,774	\$11,750	\$31,524	14504
	26	126	250		Forest Glen	15	1	00202500015	07/07/16	9/30/2016	297	\$18,953	\$11,078	\$30,031	14505
	27	126	250		Forest Glen	16	1	00202500016	07/07/16	9/30/2016	313	\$20,025	\$11,222	\$31,247	14506

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		Fund	Prop		Community	Apt #	Bedrooms	TenMast #	Start	Complete	Man Hrs	Labor	Materials	Total	WO #
	3	140	401		Valli Kee	11	3		9/9/2013	9/23/2013	188	\$11,916	\$11,019	\$22,935	728430
	4	140	401		Valli Kee	3	2		9/9/2013	9/24/2013	168	\$10,632	\$9,793	\$20,425	727052
	5	140	401		Valli Kee	8	2		9/9/2013	9/26/2013	170	\$10,826	\$10,145	\$20,971	728431
	6	140	401		Valli Kee	1	2		9/9/2013	10/1/2013	164	\$10,596	\$9,414	\$20,010	726553
	7	140	401		Valli Kee	2	2		9/9/2013	10/2/2013	162	\$10,338	\$9,836	\$20,174	726979
	8	140	401		Valli Kee	5	2		9/9/2013	10/3/2013	164	\$10,486	\$9,420	\$19,906	727195
	9	140	401		Valli Kee	6	2		9/9/2013	10/4/2013	167	\$10,603	\$9,880	\$20,483	728433
	10	140	401		Valli Kee	4	2		9/9/2013	10/7/2013	160	\$10,160	\$9,541	\$19,701	727126
	11	140	401		Valli Kee	7	2		9/9/2013	10/8/2013	167	\$10,699	\$9,001	\$19,700	728435
	12	140	401		Valli Kee	9	2		9/9/2013	10/9/2013	160	\$10,304	\$9,107	\$19,411	728432
	13	140	401		Valli Kee	10	2		9/9/2013	10/10/2013	161	\$10,305	\$8,996	\$19,301	728436
	14	140	401		Valli Kee	17	4		10/1/2013	11/1/2013	178	\$11,314	\$11,961	\$23,275	729704
	15	140	401		Valli Kee	18	4		10/1/2013	11/4/2013	179	\$11,283	\$11,147	\$22,430	729705
	16	140	401		Valli Kee	19	4		10/1/2013	11/6/2013	177	\$11,201	\$11,277	\$22,478	729706
	17	140	401		Valli Kee	20	4		10/1/2013	11/8/2013	175	\$11,023	\$11,897	\$22,920	729707
	18	140	401		Valli Kee	13	3		10/1/2013	11/12/2013	164	\$10,436	\$9,882	\$20,318	729708
	19	140	401		Valli Kee	14	3		10/1/2013	11/13/2013	160	\$10,128	\$10,015	\$20,143	729709
	20	140	401		Valli Kee	15	3		10/1/2013	11/15/2013	163	\$10,371	\$10,378	\$20,749	729710
	21	140	401		Valli Kee	16	3		10/1/2013	11/20/2013	160	\$10,208	\$9,941	\$20,149	729711
	22	140	401		Valli Kee	22	3		10/30/2013	12/5/2013	160	\$10,224	\$9,806	\$20,030	732868
	23	140	401		Valli Kee	23	3		10/30/2013	12/9/2013	160	\$10,256	\$9,932	\$20,188	732871
	24	140	401		Valli Kee	24	3		10/30/2013	12/10/2013	144	\$9,216	\$9,218	\$18,434	732872
	25	140	401		Valli Kee	25	3		10/30/2013	12/13/2013	160	\$10,160	\$8,653	\$18,813	732873
	26	140	401		Valli Kee	26	3		10/30/2013	12/18/2013	158	\$10,206	\$8,599	\$18,805	732874
	27	140	401		Valli Kee	28	3		10/30/2013	12/24/2013	151	\$9,528	\$8,892	\$18,419	732875
	28	140	401		Valli Kee	29	3		12/9/2013	1/2/2014	151	\$9,655	\$8,800	\$18,455	734866
	29	140	401		Valli Kee	30	3		12/9/2013	1/6/2014	144	\$9,072	\$7,952	\$17,024	734868
	30	140	401		Valli Kee	31	3		12/9/2013	1/14/2014	152	\$9,752	\$6,616	\$16,368	734870
	31	140	401		Valli Kee	32	3		12/9/2013	1/17/2014	152	\$9,720	\$10,585	\$20,305	734871
	32	140	401		Valli Kee	33	4		12/9/2013	1/24/2014	160	\$10,192	\$13,745	\$23,937	734872
	33	140	401		Valli Kee	34	4		12/9/2013	1/30/2014	160	\$10,224	\$10,089	\$20,313	734873
	34	140	401		Valli Kee	35	4		12/9/2013	1/31/2014	160	\$10,208	\$10,694	\$20,902	734874
	35	140	401		Valli Kee	36	4		12/9/2013	1/31/2014	159	\$10,110	\$10,051	\$20,161	734875
	36	140	401		Valli Kee	37	3		1/2/2014	2/7/2014	150	\$9,558	\$10,642	\$20,200	736606
	37	140	401		Valli Kee	38	3		1/2/2014	2/10/2014	148	\$9,492	\$8,791	\$18,283	736607
	38	140	401		Valli Kee	39	3		1/2/2014	2/12/2014	151	\$9,655	\$7,491	\$17,146	736608
	39	140	401		Valli Kee	40	3		1/2/2014	2/14/2014	156	\$9,852	\$8,187	\$18,039	736609
	40	140	401		Valli Kee	41	3		1/2/2014	2/19/2014	150	\$9,982	\$8,341	\$18,323	736610
	41	140	401		Valli Kee	42	3		1/2/2014	2/21/2014	150	\$9,558	\$8,224	\$17,782	736611
	42	140	401		Valli Kee	43	3		1/2/2014	2/28/2014	158	\$10,334	\$8,007	\$18,341	736613
	43	140	401		Valli Kee	44	3		1/2/2014	2/28/2014	166	\$11,002	\$8,200	\$19,202	736615
	44	140	401		Valli Kee	45	3		1/2/2014	3/6/2014	155	\$10,471	\$6,937	\$17,408	738960
	45	140	401		Valli Kee	46	3		1/2/2014	3/10/2014	150	\$9,998	\$7,416	\$17,414	738961
	46	140	401		Valli Kee	301	2		2/6/2014	3/12/2014	154	\$10,358	\$8,970	\$19,328	738963
	47	140	401		Valli Kee	302	2		2/6/2014	3/14/2014	146	\$9,658	\$8,856	\$18,513	738965
	48	140	401		Valli Kee	305	2		2/6/2014	3/24/2014	146	\$9,202	\$8,854	\$18,056	738956
	49	140	401		Valli Kee	306	2		2/6/2014	2/25/2014	146	\$9,330	\$8,660	\$17,990	738958

		Fund	Prop		Community	Apt #	Bedrooms	TenMast #	Start	Complete	Man Hrs	Labor	Materials	Total	WO #
	50	140	401		Valli Kee *	97	3		2/14/2014	3/26/2014	199	\$2,990	\$23,161	\$26,151	739578
	51	140	401		Valli Kee *	98	3		2/14/2014	3/26/2014	205	\$3,315	\$22,830	\$26,145	739580
	52	140	401		Valli Kee *	99	3		2/14/2014	3/26/2014	201	\$3,120	\$22,841	\$25,961	739582
	53	140	401		Valli Kee *	100	3		2/14/2014	3/26/2014	203	\$3,234	\$23,396	\$26,629	740158
	54	140	401		Valli Kee	304	2		2/6/2014	3/28/2014	150	\$9,462	\$8,988	\$18,449	738971
	55	140	401		Valli Kee	303	2		2/6/2014	3/28/2014	152	\$9,688	\$8,645	\$18,333	738969
	56	140	401		Valli Kee *	91	2		2/14/2014	3/28/2014	201	\$2,990	\$21,553	\$24,543	739950
	57	140	401		Valli Kee *	92	2		2/14/2014	3/28/2014	199	\$2,860	\$22,110	\$24,970	739952
	58	140	401		Valli Kee *	93	2		2/14/2014	3/28/2014	201	\$2,990	\$21,897	\$24,887	739953
	59	140	401		Valli Kee *	94	2		2/14/2014	3/28/2014	203	\$3,120	\$22,448	\$25,568	739954
	60	140	401		Valli Kee *	95	2		2/14/2014	3/28/2014	201	\$2,990	\$22,650	\$25,640	739955
	61	140	401		Valli Kee *	96	2		2/14/2014	3/28/2014	199	\$2,795	\$21,792	\$24,587	739956
	62	140	401		Valli Kee	313	1		2/10/2014	4/9/2014	134	\$8,550	\$7,955	\$16,505	740729
	63	140	401		Valli Kee	308	1		2/10/2014	4/11/2014	128	\$8,192	\$6,068	\$14,260	740722
	64	140	401		Valli Kee	309	1		2/10/2014	4/15/2014	132	\$8,516	\$7,963	\$16,479	740723
	65	140	401		Valli Kee	310	1		2/10/2014	4/22/2014	138	\$8,810	\$7,926	\$16,736	740725
	66	140	401		Valli Kee	311	1		2/11/2014	4/23/2014	134	\$8,583	\$8,057	\$16,639	740726
	67	140	401		Valli Kee	312	1		2/11/2014	4/25/2014	138	\$8,746	\$6,670	\$15,416	740727
	68	140	401		Valli Kee	307	1		2/11/2014	4/29/2014	134	\$8,518	\$7,324	\$15,842	740720
	69	140	401		Valli Kee	314	1		2/11/2014	4/30/2014	134	\$8,550	\$8,337	\$16,887	740731
	70	140	401		Valli Kee	80	3		2/25/2014	5/9/2014	152	\$9,656	\$9,144	\$18,800	745577
	71	140	401		Valli Kee	79	3		2/25/2014	5/12/2014	158	\$10,014	\$8,224	\$18,238	745578
	72	140	401		Valli Kee	87	4		2/16/2014	5/16/2014	162	\$10,226	\$11,241	\$21,467	744723
	73	140	401		Valli Kee	88	4		2/16/2014	5/21/2014	159	\$9,999	\$10,853	\$20,851	744724
	74	140	401		Valli Kee	86	2		2/16/2014	5/29/2014	143	\$9,087	\$7,774	\$16,861	744722
	75	140	401		Valli Kee	81	3		2/16/2014	5/30/2014	154	\$9,818	\$8,446	\$18,263	745579
	76	140	401		Valli Kee	82	3		2/16/2014	6/9/2014	148	\$9,428	\$10,344	\$19,772	745580
	77	140	401		Valli Kee	89	4		2/16/2014	6/12/2014	159	\$10,053	\$12,317	\$22,370	744725
	78	140	401		Valli Kee	65	4		2/16/2014	6/16/2014	152	\$9,560	\$11,406	\$20,966	750050
	79	140	401		Valli Kee	66	4		2/16/2014	6/17/2014	140	\$8,812	\$11,667	\$20,479	750053
	80	140	401		Valli Kee	83	2		2/16/2014	6/24/2014	149	\$9,397	\$10,005	\$19,402	744719
	81	140	401		Valli Kee	84	2		2/16/2014	6/25/2014	161	\$10,209	\$9,009	\$19,218	744720
	82	140	401		Valli Kee	85	4		2/16/2014	6/30/2014	166	\$10,470	\$11,387	\$21,857	744721
	83	140	401		Valli Kee	90	4		2/16/2014	7/7/2014	149	\$9,429	\$10,857	\$20,286	744726
	84	140	401		Valli Kee	77	3		6/6/2014	7/14/2014	154	\$9,658	\$9,210	\$18,868	750333
	85	140	401		Valli Kee	78	3		6/6/2014	7/17/2014	163	\$10,275	\$9,670	\$19,945	750334
	86	140	401		Valli Kee	50	1		6/6/2014	7/18/2014	151	\$9,639	\$7,064	\$16,702	750335
	87	140	401		Valli Kee	51	1		6/6/2014	7/22/2014	156	\$9,916	\$7,707	\$17,623	750336
	88	140	401		Valli Kee	49	1		6/6/2014	7/24/2014	140	\$9,088	\$7,419	\$16,507	750338
	89	140	401		Valli Kee	52	1		6/6/2014	7/24/2014	138	\$8,990	\$7,843	\$16,833	750339
	90	140	401		Valli Kee	64	3		6/6/2014	7/29/2014	155	\$9,787	\$9,211	\$18,998	750342
	91	140	401		Valli Kee	63	3		6/6/2014	7/31/2014	156	\$10,792	\$9,954	\$20,746	750343
	92	140	401		Valli Kee	58	1		7/8/2014	8/12/2014	134	\$8,422	\$7,324	\$15,745	752181
	93	140	401		Valli Kee	57	1		7/8/2014	8/13/2014	128	\$8,064	\$7,441	\$15,505	752654
	94	140	401		Valli Kee	55	1		7/8/2014	8/14/2014	135	\$8,487	\$7,193	\$15,680	752655
	95	140	401		Valli Kee	56	1		7/8/2014	8/15/2014	128	\$8,160	\$7,309	\$15,469	752658
	96	140	401		Valli Kee	59	3		7/8/2014	8/18/2014	160	\$10,208	\$10,034	\$20,242	752183



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Brittney Park

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		Fund	Prop		Community	Apt #	Bedrooms	TenMast #	Start	Complete	Man Hrs	Labor	Materials	Total	WO #
	44	485	553	EGIS	Casa Madrona	235	1	00505530235	5/2/2019	6/22/2019	173	\$10,263	\$11,182	\$21,444	75789
		<b>Casa Madrona</b>		1973	Total Units	<b>70</b>	Upgraded	<b>44</b>	Remaining	<b>26</b>			Avg. \$ (since 2012)	<b>\$22,684</b>	
		<b>Eastbridge</b>		2010	Total Units	<b>13</b>	Newly Built	<b>13</b>							
		<b>Fairwind</b>		2013	Total Units	<b>87</b>	Newly Built	<b>87</b>							
		<b>Greenriver Homes</b>			<b>CCD Renovated 2012</b>										
				1958	Total Units	<b>70</b>	Upgraded	<b>70</b>	Remaining	<b>0</b>					
		<b>Gustaves Manor</b>													
	1	485	554	EGIS	Gustaves Manor	506	1		1/6/2009	1/22/2009	184	\$11,603	\$7,763	\$19,367	614156
	2	485	554	EGIS	Gustaves Manor	309	1		3/2/2009	3/13/2009	213	\$13,254	\$6,638	\$19,892	617931
	3	485	554	EGIS	Gustaves Manor	102	1		4/2/2009	4/14/2009	156	\$9,592	\$4,240	\$13,832	620294
	4	485	554	EGIS	Gustaves Manor	402	1		10/12/2009	10/27/2009	202	\$12,708	\$6,170	\$18,878	633568
	5	149	554	EGIS	Gustaves Manor	166	1		1/1/2010	1/21/2010	178	\$10,845	\$7,093	\$17,937	639082
	6	149	554	EGIS	Gustaves Manor	308	1		2/7/2011	2/28/2011	228	\$14,652	\$7,281	\$21,933	663007
	7	149	554	EGIS	Gustaves Manor	405	1		5/6/2011	6/13/2011	195	\$12,363	\$6,979	\$19,342	670491
	8	149	554	EGIS	Gustaves Manor	206	1		1/1/2012	2/17/2012	164	\$10,532	\$6,852	\$17,384	688559
	9	485	554	EGIS	Gustaves Manor	101	1	00505540101	2/16/2016	4/6/2016	199	\$12,715	\$9,254	\$21,969	5886
	10	485	554	EGIS	Gustaves Manor	313	1	00505540313	5/2/2016	5/27/2016	200	\$12,302	\$9,691	\$21,993	10598
	11	485	554	EGIS	Gustaves Manor	311	1	00505540311	6/28/2016	7/27/2016	246	\$15,710	\$9,678	\$25,388	13515
	12	485	554	EGIS	Gustaves Manor	304	1	00505540304	7/5/2016	7/29/2016	198	\$12,404	\$9,540	\$21,943	14051
	13	485	554	EGIS	Gustaves Manor	502	1	00505540502	7/29/2016	8/31/2016	241	\$15,273	\$9,771	\$25,044	15653
	14	485	554	EGIS	Gustaves Manor	314	1	00505540314	8/8/2016	9/20/2016	237	\$15,027	\$10,612	\$25,639	16011
	15	485	554	EGIS	Gustaves Manor	404	1	00505540404	09/16/16	10/31/16	260	\$16,507	\$9,489	\$25,996	18791
	16	485	554	EGIS	Gustaves Manor	201	1	00505540201	10/13/2016	12/6/2016	239	\$15,223	\$10,746	\$25,969	19555
	17	485	554	EGIS	Gustaves Manor	202	1	00505540202	12/15/16	2/7/2017	222	\$14,555	\$10,247	\$24,802	22792
	18	485	554	EGIS	Gustaves Manor	503	1	00505540503	2/1/2017	2/28/2017	193	\$12,643	\$10,961	\$23,604	24884
	19	485	554	EGIS	Gustaves Manor	302	1	00505540302	02/24/17	4/10/2017	219	\$14,301	\$9,096	\$23,397	26022
	20	485	554	EGIS	Gustaves Manor	305	1	505540305	4/19/2017	6/23/2017	199	\$13,104	\$10,674	\$23,777	28828
	21	485	554	EGIS	Gustaves Manor	403	1	505540403	6/26/2017	7/25/2017	230	\$15,186	\$10,802	\$25,988	32039
	22	485	554	EGIS	Gustaves Manor	203	1	505540203	7/5/2017	8/17/2017	211	\$13,793	\$11,511	\$25,304	32415
	23	485	554	EGIS	Gustaves Manor	103	1	505540103	8/21/2017	9/29/2017	205	\$13,338	\$11,357	\$24,695	35021
	24	485	554	EGIS	Gustaves Manor	310	1	505540310	8/21/2017	11/28/2017	198	\$12,921	\$11,994	\$24,915	35830
	25	485	554	EGIS	Gustaves Manor	504	1	505540504	9/11/2017	11/30/2017	198	\$12,729	\$11,361	\$24,090	35975
	26	485	554	EGIS	Gustaves Manor	303	1	505540303	12/4/2017	1/18/2018	240	\$15,731	\$11,826	\$27,556	41168
	27	485	554	EGIS	Gustaves Manor	501	1	505540501	2/20/2018	3/30/2018	212	\$13,955	\$10,474	\$24,429	47327
	28	485	554	EGIS	Gustaves Manor	505	1	505540505	5/1/2018	6/14/2018	215	\$14,125	\$12,551	\$26,676	52620
		<b>Gustaves Manor</b>		1982	Total Units	<b>35</b>	Upgraded	<b>28</b>	Remaining	<b>7</b>			Avg. \$ (since 2016)	<b>\$24,312</b>	

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		Fund	Prop		Community	Apt #	Bedrooms	TenMast #	Start	Complete	Man Hrs	Labor	Materials	Total	WO #
<b>Avondale House</b>				1992	Total BEDS	<b>16</b>	Upgraded	<b>0</b>	Remaining		Uncertain	<b>16</b>			
<b>Anita Vista</b>															
	1	500	485		Anita Vista	203	1		11/16/2007	12/5/2007	137	\$6,093	\$4,676	\$10,770	581171
	2	500	485		Anita Vista	206	3		3/13/2009	3/27/2009	259	\$16,118	\$6,002	\$22,120	618870
	3	500	485		Anita Vista	203	2		6/2/2010	6/30/2010	247	\$15,741	\$7,301	\$23,042	648498
	4	500	485		Anita Vista	207	2		10/11/2012	11/5/2012	206	\$13,150	\$8,754	\$21,904	706699
	5	500	485		Anita Vista	104	2		7/24/2015	9/8/2015	272	\$17,117	\$10,309	\$27,426	781012
	6	500	485		Anita Vista	203	2		7/22/2015	9/11/2015	266	\$16,830	\$10,506	\$27,336	781008
	7	500	485		Anita Vista	108	2	00404850108	3/4/2016	3/29/2016	228	\$14,260	\$13,833	\$28,093	7254
	8	500	485		Anita Vista	101	2	00404850101	08/05/16	11/2/2016	252	\$15,827	\$13,286	\$29,113	16423
<b>Anita Vista</b>					Total Units	<b>15</b>	Upgraded	<b>8</b>	Remaining	<b>7</b>			Avg. \$ (since 2009)	<b>\$25,576</b>	
<b>Brookside</b>				1983	Total Units	<b>16</b>	Upgraded	<b>0</b>	Remaining		Uncertain	<b>16</b>			
<b>Echo Cove</b>															
	1	500	183		Echo Cove	326	1		7/1/2010	7/30/2010	188	\$11,425	\$8,843	\$20,268	649819
	2	500	183		Echo Cove (227)	26	2		2/27/2015	4/15/2015	280	\$17,862	\$10,972	\$28,834	769940
	3	500	183		Echo Cove (328)	28	2		8/14/2015	9/28/2015	275	\$16,750	\$11,471	\$28,221	782411
<b>Echo Cove</b>					Total Units	<b>4</b>	Upgraded	<b>3</b>	Remaining	<b>1</b>			Avg. \$	<b>\$25,774.25</b>	
<b>Federal Way Duplexes</b>															
	1	166	508		Fed Way Duplex	1	3		5/20/2009	7/13/2009	343	19,992.67	10,286.63	30,279.30	624211
	2	166	508		Fed Way Duplex	3	2		7/21/2015	9/10/2015	383	\$24,419	\$14,111	\$38,530	781722
	3	166	508		Fed Way Duplex	4	2		10/14/2015	12/7/2015	426	\$27,260	\$13,134	\$40,394	1089
	4	500	581		Fed Way Duplex	2	2	00505810002	2/10/2016	3/22/2016	400	\$25,496	\$14,332	\$39,828	5647
	5	500	581		Fed Way Duplex	1	2	00505810001	3/4/2016	4/15/2016	368	\$23,464	\$9,698	\$33,162	7050
<b>Federal Way Duplexes</b>					Total Units	<b>6</b>	Upgraded	<b>5</b>	Remaining	<b>1</b>			Avg. \$	<b>\$36,439</b>	
<b>Harbour Villa</b>															
	1	500	182		Harbor Villa	24	1								
	2	500	182		Harbor Villa	119	2	00101820024	4/13/2017	7/21/2017	244	\$15,196	\$10,877	\$26,073	29212
	3	500	182		Harbor Villa	205	2	00101820023	8/14/2017	10/30/2017	231	\$14,977	\$10,302	\$25,279	35373
	4	500	182		Harbor Villa	113	1	00101820021	1/22/2018	4/3/2018	245	\$15,423	\$12,046	\$27,469	45561
	5	500	182		Harbor Villa	209	2	00101820025	4/19/2019	6/3/2019	248	\$14,740	\$10,518	\$25,258	75064
<b>Harbour Villa</b>					Total Units	<b>5</b>	Upgraded	<b>5</b>	Remaining	<b>0</b>			Avg. \$	<b>\$26,020</b>	
<b>Holt House</b>															

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		Fund	Prop		Community	Apt #	Bedrooms	TenMast #	Start	Complete	Man Hrs	Labor	Materials	Total	WO #
							RAFV/CCD	56							
						2016	Spiritwood	117							
								821				152			
							Unit Upgrades	1696							