



King County
Housing
Authority



Moving to Work

FY 2021 Report

We transform lives through housing

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KING COUNTY HOUSING AUTHORITY

MOVING TO WORK ANNUAL REPORT FY 2021

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Interim Executive Director
Daniel Watson

A LETTER FROM THE EXECUTIVE DIRECTOR

For over 83 years, the King County Housing Authority (KCHA) has worked to achieve its mission of creating affordable housing, viable neighborhoods, and opportunities for self-sufficiency that enhance the quality of life for the citizens and communities that call King County home.

As KCHA's interim executive director, I am pleased to have a leadership role in continuing the important mission we began so many years ago, to transform lives through housing. KCHA's success all along has been the result of the work accomplished by our devoted staff, the conscientious leadership of our commissioners, and the effective partnerships that have been created throughout our large and expansive community. In 2021, despite the many challenges our clients, co-workers, and communities faced, we continued to work closely with resident leaders, local governments, nonprofits, contractors, housing providers, and investors to meet our goals and further our mission.

In 2021, KCHA responded definitively as the COVID-19 pandemic lingered on, safeguarding and apprising clients and employees of enduring and fluctuating health and safety risks while simultaneously mobilizing resources to provide a wide range of innovative and personalized services that promote housing stability, economic security, and a better quality of life. Even as traditional ways of interacting and conducting business altered throughout the year, KCHA stayed focused on streamlining processes and services in order to be nimble and remain productive and accessible for our clients to address the harmful health, social, and economic impacts of the coronavirus.

Despite the turbulent economy in 2021, KCHA's Housing Choice Vouchers, our public housing, and the various programs made possible through Moving to Work (MTW) flexibility again have proven successful in providing affordable housing and maintaining housing stability for King County's most vulnerable individuals and families. In 2021, KCHA provided homes to several hundreds of new households and increased federal voucher capacity by nearly 1,890, creating more opportunities to address our region's acute homelessness crisis. About 62% of households that entered our programs in 2021 were experiencing homelessness. As our region continues to endure extremely low rental vacancies along with rental costs that are increasing faster than wage growth, KCHA's acquisition and preservation of the county's dwindling affordable housing stock available to low-income families has become more critical than ever. Considering these formidable market challenges, we are proud to report that KCHA added 750 new units in five different properties to the agency's affordable housing portfolio in 2021. Also in 2021, capital construction efforts were sustained despite facing the barriers associated with labor and material supply chain shortages, along with the added challenges of completing the work under COVID-19 health and safety protocols. KCHA's in-house personnel completed major unit upgrades to extend the useful life of over 100 units in 59 different KCHA communities spread across the county.

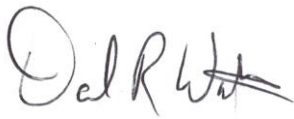
In 2021, KCHA continued to confront the hurtful legacy of structural racism in our community head-on. We established an Office of Equity, Diversity, and Inclusion that will expand on the work of KCHA's Racial Equity, Diversity and Inclusion team to affirmatively shape and lead an agency-wide strategy to embed equity, diversity, and inclusion into every aspect of our work. In the spirit of the Rev. Dr. Martin Luther King Jr., the namesake of the county we serve, we will leverage these efforts to become an employer-of-choice in King County, honor the diversity of our staff, and empower our workforce in ways.

Our effective management of KCHA's affordable housing inventory is critical in preserving these valuable public assets. In 2021, KCHA's greatest strength remained the professionalism and commitment of our employees. I am proud to work with a team of such dedicated and passionate professionals. Each day we strive to serve our clients and make our communities better. As we continue to confront the serious challenges we face — a large homeless population, escalating housing costs, aging buildings, underfunded subsidy programs, and the many barriers faced by voucher families in finding housing in today's tight rental market — KCHA will continue to serve as a critical safety net and a stabilizing force in the 37 cities and dozens of unincorporated communities we serve. This will be achievable not only through our traditional income-based housing programs, but through targeted, innovative local interventions made possible through MTW flexibility. MTW allows KCHA to assist our client families to achieve goals in not just housing, but also health, employment, education, and other essential areas of their lives.

Being committed to providing the very best service requires us to evolve constantly. ***MTW remains our most critical instrument in pioneering creative housing solutions and customizing housing services to match the unique and daunting challenges facing the many citizens and communities that call King County home.***

At KCHA, we face our complicated reality with attentiveness and a high level of certainty that together with our community partners, we will continue to efficiently and successfully serve.

Sincerely,

A handwritten signature in dark ink, appearing to read "Daniel Watson", with a stylized flourish at the end.

Daniel Watson

Interim Executive Director

King County Housing Authority

SECTION I

INTRODUCTION

A. OVERVIEW OF SHORT-TERM MTW GOALS AND OBJECTIVES

In 2021, the King County Housing Authority (KCHA) continued to focus on maximizing Moving to Work (MTW) flexibilities to respond to the local impacts of the COVID-19 pandemic. In large part due to our MTW status, KCHA was able to remain in a strong position to respond to the needs of our lowest-income community members. Combined with HUD's extended COVID-19 response-related waivers, MTW flexibility enabled KCHA to maintain existing operations and forge innovative partnerships to serve the community in critical new ways. As 2021 continued to be a challenging year for many resident families, KCHA managed to sustain the success of many pandemic response measures that were established in 2020 to protect residents and employees from COVID-19's devastating health and economic consequences. Specifically, KCHA leveraged MTW flexibilities to: connect federal resources to households facing the greatest barriers to access; expand the supply of affordable housing; utilize staff capacity and leadership skills to quickly adopt new ways of administering programs; pair housing assistance with supportive services; and augment social impact initiatives to advance positive life outcomes for KCHA residents. In 2021, KCHA:

SUPPORTED RESIDENT HEALTH, STABILITY, AND WELL-BEING. In response to the devastating community impacts of the pandemic, KCHA implemented new programming and leveraged our MTW single fund flexibility to respond to emergent community and resident needs. We continued to leverage our single-fund flexibility to respond to those needs. KCHA and the Seattle Housing Authority (SHA) were jointly awarded \$100,000 in Community Catalyst funding from United Healthcare to develop partnerships with local health care providers and community-based organizations to improve resident health and well-being. We are partnering in this effort with Virginia Mason Franciscan Health and Neighborhood House, which also were awarded United Healthcare funding, to identify and implement an evidence-based pilot intervention in 2022. We continue to work closely with Public Health-Seattle/King County to maintain a health and housing data dashboard supported by the Robert Wood Johnson Foundation and to advance a HUD-funded research study into the relationship between health status and exits from housing assistance.

STREAMLINED OPERATIONS, POLICIES, AND PROCEDURES TO SUPPORT RESIDENTS AND STAFF DURING THE COVID-19 PANDEMIC. As we continue to respond to the pandemic and the associated impacts, we will pursue opportunities to streamline and adapt our operations, policies, and procedures to better meet resident needs, ease administrative burdens, and remove barriers to efficiently administering federal housing assistance. Since a March 2020 King County-wide emergency declaration related to the pandemic, we have limited and modified inspection protocols, streamlined verification processes, modified client review schedules, and eased eligibility requirements, utilizing both our MTW flexibility and COVID-19-related HUD waivers. In 2021, we continued to implement these and other measures to ease the administrative burden on residents and staff and enhance service delivery in new ways.

ADVANCED RACIAL EQUITY AND SOCIAL JUSTICE IN THE COMMUNITIES WE SERVE.

The effects of historical and institutional racism are pervasive and continue to manifest in housing outcomes, including disproportionate rates of homelessness, displacement, homeownership, and high opportunity neighborhood access. The pandemic is further driving inequitable health and economic outcomes among communities of color, adding even more urgency to this issue. In response, KCHA aspires to become an anti-racist organization within our agency itself and within the communities we serve. To that end, in the summer of 2021, KCHA hired a senior director of equity, diversity, and inclusion to serve as a member of KCHA's executive leadership team and establish the Office of Equity, Diversity, and Inclusion (EDI). The EDI office will help shape and lead an organization-wide strategy to embed EDI into every aspect of KCHA's work, acknowledging a range of intersectional identities and placing an intentional emphasis on racial equity.

IMPROVED EDUCATIONAL AND CHILDHOOD OUTCOMES THROUGH LOCAL PARTNERSHIPS.

In 2021, 15,294 children called KCHA subsidized housing home. 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. This aim is ever the more challenging in the context of a pandemic that has exacerbated economic and educational disparities. KCHA will continue to prioritize students' educational success through partnerships with parents and local education stakeholders, including school districts and providers of out-of-school time and early learning programs. In 2021, we continued to partner with the United Way of King County and YMCA of Greater Seattle to ensure our out-of-school time providers had the resources needed to support children and families during the pandemic. We also

launched a partnership with Eastside Baby Corner, which supports families of newborns with essential care, safety, and health goods. In 2021, the program helped to provide over 900 items to families living in KCHA communities. KCHA also launched our Early Learning Connectors program, which was co-designed with residents and aims to increase the capacity of resident families to support healthy child development, and to advance social capital between residents and young children. The Early Learning Connectors Program reflects the culture and linguistic makeup of the families it serves, and after a year of modified programming due to the pandemic, has established strong relationships with over 100 families. Additionally, KCHA continued efforts to target housing and other resources to households experiencing homelessness that have students referred by local school districts and community college partners, by providing both rental assistance and access to KCHA's housing inventory.

INCREASED THE NUMBER OF EXTREMELY LOW-INCOME HOUSEHOLDS WE SERVE.

KCHA employed multiple strategies to expand our housing assistance inventory through: property acquisitions; the lease-up of new incremental special purpose vouchers; issuing vouchers beyond HUD's Housing Choice Voucher (HCV) baseline; and the continuation of sponsor-based, flexible, and stepped subsidy programs for special populations. Our federally subsidized programs continued to surpass operational goals, allowing us to house 14,764 families in 2021.¹ In 2021, KCHA continued to expand its capacity to serve more of King County's most vulnerable families through the recent awards of 1,218 special-purpose vouchers. Newly awarded vouchers in 2021 included: 66 Family Unification Program (FUP) Foster Youth to Independence (FYI) vouchers serving youth involved in the child welfare system who are experiencing or at high risk of homelessness; 762 Emergency Housing Vouchers (EHV) to serve households experiencing homelessness. Additionally, 200 new Veterans Affairs Supportive Housing (VASH) vouchers and 190 new Mainstream vouchers that target homeless veterans and non-elderly disabled families who are experiencing or at risk of homelessness, were introduced in 2021.

Throughout the year, developing and sustaining strong partnerships with other local agencies remained more critical to successfully pair rental assistance with applicable supportive services and ultimately improve outcomes in reducing homelessness in King County. Through 2021, the utilization rate for our HCV block grant tenant-based vouchers averaged 104.5% of HUD baseline. To preserve and increase the overall supply of affordable multifamily housing in the region, KCHA acquired 750 additional units in 2021, growing the agency's affordable housing portfolio by 6% from 2020, while improving the agency's

¹ This number does not include the 3,114 port-in vouchers that we administered in 2021.

capacity to serve extremely low-income households.

LEVERAGED PARTNERSHIPS TO ADDRESS THE MULTI-FACETED NEEDS OF FAMILIES EXPERIENCING HOMELESSNESS IN OUR REGION.

In 2021, 61.5% of all households that entered our federally assisted programs were experiencing homelessness, or living in temporary or emergency housing immediately before receiving KCHA assistance. Our programs serve diverse populations of people experiencing homelessness, each with varying needs: veterans exiting homelessness; individuals with behavioral health needs; people with prior criminal justice system involvement; unaccompanied youth; youth experiencing homelessness or transitioning out of foster care; and families involved with the child welfare system.

As mentioned previously, HUD awarded 762 Emergency Housing Vouchers (EHVs) to KCHA in 2021 to serve our region's homeless population most impacted by the COVID-19 pandemic. The goals and standards of success in administering KCHA's EHV program are to achieve full, equitable, and timely distribution and utilization (leasing) of the EHVs, and to ensure long-term housing stability of the voucher recipients. In 2021, we addressed these goals through the successful facilitation of access to EHVs for eligible participants referred by the King County CoC (Continuum of Care) Coordinated Entry system, recently rebranded as the King County Regional Homelessness Authority, and by ensuring that EHV recipients had access to appropriate services with the continued involvement and participation from local housing and service providers. In 2021, KCHA requested and was granted the ability to extend existing and future HUD-approved MTW flexibilities to our local EHV program so that residents, staff, and housing providers can benefit from the associated streamlining of program operations, enhancement of agency cost-effectiveness measures, and the reduction of burdensome or duplicative processes. By the end of 2021, KCHA had issued 657 EHVs, an issuance rate of almost 86%.

INCREASED GEOGRAPHIC CHOICE.

KCHA continued to use a multi-pronged approach to broaden our residents' geographic choices across King County, which spans over 2000 square miles. Strategies included: the use of a six-tier, ZIP Code-based, payment standard system; outreach and engagement efforts by dedicated landlord liaisons; expedited inspections; deposit assistance; targeted new property acquisitions; and project-basing subsidies in high-opportunity communities. At the close of 2021, over 34% of tenant-based voucher households reside in high- or very high-opportunity neighborhoods, while 30% of all KCHA-served households with children resided in neighborhoods identified as high- or very high-opportunity. KCHA

concluded our partnership with the Seattle Housing Authority and a national interdisciplinary research team headed by Harvard economist Raj Chetty to administer the Creating Moves to Opportunity (CMTO) initiative. In 2021, KCHA initiated the third phase of the initiative, which was aimed at identifying the effectiveness of mobility services for households with a voucher looking to make a subsequent move.

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

In 2021, KCHA invested nearly \$14.5 million in major repairs to our federally subsidized housing stock to ensure that quality housing options remain available to low-income families for years to come. This investment improved resident safety, reduced maintenance costs and energy consumption, and extended the life expectancy of these affordable homes.

B. OVERVIEW OF LONG-TERM MTW GOALS AND OBJECTIVES

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

- **STRATEGY 1:** Continue to strengthen the physical, operational, financial, and environmental sustainability of our portfolio of more than 12,475 affordable housing units.
- **STRATEGY 2:** Increase the supply of housing in the region that is affordable to extremely low-income households — those earning below 30% of Area Median Income (AMI) — through developing new housing, preserving existing housing, and expanding the size and reach of our rental subsidy programs.
- **STRATEGY 3:** Work to affirmatively further the fair housing efforts of the region by providing 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 such as transit, healthcare, 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 increase the capacity of

community based organizations, 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 out-of-school time programs, health providers, community colleges, the philanthropic community, and our residents, with the goal of eliminating the student 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.

- **STRATEGY 12:** Advance racial equity and social justice within KCHA and in King County through staff training and continuous review of policies and programs to identify and address practices that disproportionately harm Black, Indigenous, and other People of Color, and by engaging in further partnership with the residents and communities we serve.

SECTION II

GENERAL HOUSING AUTHORITY OPERATING INFORMATION

A. HOUSING STOCK INFORMATION

i. Actual New Project-based Vouchers

Property Name	Planned Number of Vouchers	Actual Number of Vouchers	Status at end of 2021	RAD?	Description of Project
CHS Shoreline Modular	80	0	Delayed: Currently working with the state and King County to bridge an existing \$1.8 million funding gap.	No	Supportive housing for 30 veterans exiting chronic homelessness and 50 people with disabilities.
Esterra	8	0	Delayed: Construction delays due to COVID-19.	No	Supportive housing for families exiting homelessness.
Island Center Apartments	8	0	Delayed. Construction delays due to COVID-19.	No	Supportive housing for people with disabilities.
King County Combined Funders NOFA	200	0	Delayed	No	No new vouchers were awarded through the King County combined funders local NOFA in 2021.
Planned Total Vouchers to be Newly Project-based	296	0	0		

ii. Actual Existing Project-based Vouchers

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

iii. Actual Other Changes to the Housing Stock in 2021

In 2021, KCHA acquired 750 units to include five properties, bringing unit inventory to 12,475 total units.

This represents a 6% increase in KCHA owned housing stock from 2020.

iv. General Description of Actual Capital Fund Expenditures During 2021

In 2021, KCHA spent nearly \$14.5 million to complete capital improvements critical to maintaining our federally subsidized properties. These construction efforts will continue to utilize COVID-19 safety protocols to ensure resident safety. Key expenditures through 2021 included the following:

- **UNIT UPGRADES (\$3.7 MILLION).**

KCHA continued to significantly upgrade the interiors of our affordable housing inventory as unit turnover occurred in 2021. KCHA's in-house, skilled workforce performed renovations that included the installation of new flooring, cabinets, and fixtures: extending by 20 years the useful life of 109 units within 59 different KCHA communities.²

- **BUILDING ENVELOPE AND RELATED COMPONENTS UPGRADES (\$5.6 MILLION).**

In 2021, building envelope improvements that began in 2020 were completed at Houghton Properties (Kirkland). Additionally, the siding and windows work at Kirkland Place (Kirkland) was completed after experiencing a delay due to the COVID-19 pandemic. An entryway bridge, however, was delayed into 2022 due to design changes necessitated by unforeseen circumstances. The full envelope (roof, siding, doors, and windows) at Ballinger Homes (Shoreline) experienced delays due to supply chain interruptions for windows and doors, but we expect all work to be complete in early 2022. Replacement of the roof and decks at Woodcreek Lane (Woodinville) was completed. The start of work on the decks at Lake House (Shoreline) was delayed due to weather but we expect to complete the work in early 2022.

- **SYSTEMS (HEATING, SEWER, ELECTRICAL, DRAINAGE, SPRINKLER) IMPROVEMENTS (\$3.1 MILLION).**

We expect to finish work to line the deteriorated sewer lines located under the concrete slab foundation at Lake House (Shoreline) in early 2022. The Yardley Arms (Burien) sewer-lining project was completed. By lining these components versus replacing them, we are able to minimize relocation and disruption for residents. Dated electrical panels at Munro Manor (Burien) were replaced, and a similar project at Wayland Arms (Auburn) is scheduled for completion during the first quarter of 2022. Replacement of in-unit radiant heaters at Casa Madrona (Olympia) and Mardi Gras (Kent) experienced material supply chain delays and we expect that work to be completed in 2022. The Westminster Manor (Shoreline) fire sprinklers installation was completed.

- **"509" INITIATIVE IMPROVEMENTS (\$1.9 MILLION).**

Planned improvements included in the 2013 conversion of 509 scattered-site Public Housing properties continued through 2021. The envelope project at Avondale Manor (Redmond), which

² An inventory of units which were upgraded 2021, is attached as Appendix C.

was planned for 2020, was completed in 2021. We also completed the replacement of water lines at Evergreen Court (Federal Way) and the water main at Youngs Lake (Renton).

B. LEASING INFORMATION

i. Actual Number of Households Served ³

In 2021, KCHA used served a combination of our traditional federal housing programs, Public Housing and HCV, and locally designed non-traditional programs to serve 14,764 households. Using MTW single fund flexibilities, these local, non-traditional programs included programs targeting people experiencing homelessness through KCHA's sponsor-based supportive housing model, stepped rent for young adults, short-term rental assistance targeting school-aged children and their families, and community college students experiencing homelessness through the use of time-limited tenant-based vouchers.

Number of Households Served Through 2021:		Number of Unit Months Occupied/Leased		Number of Households Served	
		Planned	Actual	Planned	Actual
MTW Public Housing Units Leased		29,100	32,436	2,425	2,703
MTW Housing Choice Vouchers (HCV) Utilized		128,580	142,584	10,715	11,882 ⁴
Local, Non-traditional: Tenant-based		2,100	2,172	175	179
Local, Non-traditional: Property-based		N/A	N/A	N/A	N/A
Local, Non-traditional: Homeownership		N/A	N/A	N/A	N/A
Planned/Actual Totals		159,780	177,168	13,315	14,764

Local, Non-traditional Category	MTW Activity Number/Name	Number of Unit Months Occupied/Leased		Number of Households Served	
		Planned	Actual	Planned	Actual
Tenant-based	Activity 2014-1: Stepped Down Assistance for Homeless Youth	276	132	23	11
Tenant-based	Activity 2013-2: Flexible Rental Assistance (SFSI & WISH)	960	1,032	80	84
Tenant-based	Activity 2007-6: Develop a Sponsor-based Housing Program	864	1,008	72	84

³ These numbers reflect a cumulative total of households served between January 1 and December 31, 2021. This number does not include the 3,114 port-in vouchers that were administered in 2021.

⁴ In 2022, via HUD guidance, KCHA began including in this count only planned/actual ACC block grant-eligible households. As of December 31, 2021, KCHA executed 8,590 associated HAP contracts. This count does not include 181 households served via "Local Non-Traditional Tenant-based" vouchers, other non-MTW block grant vouchers and non-MTW special purpose vouchers, any port-in vouchers, or Emergency Housing vouchers administered throughout the year. By end of 2021, HAP utilization for these MTW block grant vouchers equaled 101%.

Planned/Actual Totals	2,100	2,172	175	179 ⁵
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ii. Description of Any Issues and Solutions Related to Leasing

Housing Program	Description of Leasing Issues and Solutions
Public Housing	The program did not encounter leasing issues in 2021.
Housing Choice Vouchers (HCV)	Through 2021, King County continued to experience unprecedented population and employment growth along with very low vacancy rates. The result is decreased housing availability and affordability, and increased competition among renters. The pandemic has only increased the challenges voucher holders face in the private market. To address these issues, we are continuing to deploy a variety of interventions including our multi-tiered, ZIP code-based payment standard system that better matches submarket rents, landlord outreach and retention, expedited inspection processes, deposit assistance, housing search assistance for special populations, and the creation of a housing provider incentive pilot program.
Local, Non-traditional	Even in a typical rental market, successfully leasing an apartment and maintaining housing stability is challenging for households with complex physical and behavioral health needs. Our program partners administering sponsor-based and short-term rental assistance continue to experience difficulties in recruiting and retaining landlords willing to maintain affordable, accessible rents for individuals enrolled in these programs, and the pandemic has heightened these challenges. KCHA and our program partners continue to work together to develop new strategies to support housing access and stability for populations served through these programs and the entire Special Purpose Voucher portfolio.

C. WAITING LIST INFORMATION

i. Actual Waiting List Information

Waiting List Name	Description	Number of Households on Waiting List	Waiting List Open, Partially Open, or Closed	Was the Waiting List Opened During 2021?
Housing Choice Voucher	Community-wide	2,345	Partially open (accepting targeted voucher referrals only)	No
Public Housing	Other: Regional	7,824	Open	Yes

⁵ The pandemic posed substantial challenges to leasing in KCHA's local non-traditional programming. As these programs rely on in-person referrals and contacts, the remote operations of schools and community colleges constrained program staff's ability to engage with potential participants. See "Description of Any Issues and Solutions Related to Leasing", Actual New Project-based Vouchers in this section and corresponding updates for each Activity below and in Section IV.

Public Housing	Site-based	7,839	Open	Yes
Project-based	Other: Regional	6,237	Open	Yes
Public Housing - Conditional Housing	Program-specific	55	Open	Yes

ii. Changes to the Waiting List in 2021

KCHA did not make any changes to our waiting list policies in 2021.

D. INFORMATION ON STATUTORY OBJECTIVES AND REQUIREMENTS

i. 75% of Families Assisted Are Very Low-income

Income Level	Number of Local, Non-Traditional Households Admitted in 2021
50%-80% Area Median Income	0
30%-49% Area Median Income	1
Below 30% Area Median Income	27

ii. Maintain Comparable Mix

Baseline Mix of Family Sizes Served (Upon Entry to MTW)

Family Size	Occupied Public Housing Units	Utilized HCVs	Non-MTW Adjustments	Baseline Mix Number	Baseline Mix Percentage
1 Person	1,201	1,929	N/A	3,130	34.05%
2 Person	674	1,497	N/A	2,171	23.62%
3 Person	476	1,064	N/A	1,540	16.75%
4 Person	360	772	N/A	1,132	12.32%
5 Person	250	379	N/A	629	6.84%
6+ Person	246	344	N/A	590	6.42%
Total	3,207	5,985	N/A	9,192	100%

**Explanation for
Baseline
Adjustments**

KCHA did not make any adjustments to our baseline mix of family sizes served in 2021.

iii. Mix of Family Sizes Served⁶

	1 Person	2 Person	3 Person	4 Person	5 Person	6+ Person	Totals
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⁶ This table does not include 185 households served through KCHA's local, non-traditional programs.

Baseline Mix Percentage	34.05%	23.62%	16.75%	12.32%	6.84%	6.42%	100%
Number of Households Served in 2021	6,381	3,298	1,764	1,205	715	742	14,105
Percentages of Households Served in 2021	45.24%	23.38%	12.51%	8.54%	5.07%	5.26%	100%
Percentage Change	11.19%	-0.24%	-4.24%	-3.78%	-1.77%	-1.16%	

Justification and Explanation for Any Variances of Over 5% from the Baseline Percentages

For more than a decade, KCHA has been an active partner in addressing our region's homelessness crisis and has aggressively pursued new incremental special purpose vouchers being made available by HUD. A large portion of these vouchers targets veterans exiting homelessness and households headed by a person with a disability — populations largely comprised of single adults. More than 57% of individuals experiencing homelessness in King County were living in single-adult households, according to the most recent point-in-time count.⁷ KCHA's family mix has shifted accordingly over time.

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

Activity Name/#	Number of Households Transitioned	Agency Definition of Self-sufficiency
Stepped-down Assistance for Homeless Youth (2014-1)	11	Maintain housing
Passage Point Re-entry Housing Program (2013-1)	15	Positive move from incarceration to Public Housing or other independent housing
EASY & WIN Rent (2008-10, 2008-11)	147	Positive move from KCHA to unsubsidized housing
Develop a Sponsor-based Housing Program (2007-6)	71	Maintain housing
Households Duplicated Across Activities/Definitions	0	
ANNUAL TOTAL NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF-SUFFICIENCY	244	

⁷ Count Us In 2020: Seattle/King County Point-in-Time Count of Persons Experiencing Homelessness. https://regionalhomelesssystem.org/wp-content/uploads/2020/07/Count-Us-In-2020-Final_7.29.2020.pdf. In 2021, HUD waived the point-in-time Count requirement due to the pandemic, therefore there was no official count.

In 2021, 244 households in KCHA’s federally subsidized housing programs achieved self-sufficiency milestones. Of those, 147 achieved self-sufficiency by moving to non-subsidized housing, and 97 households maintained stable housing after experiencing homelessness or incarceration.

SECTION III

PROPOSED MTW ACTIVITIES

New activities are not being proposed in the 2021 annual MTW Report.

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 for each.

Year-Activity #	MTW Activity	Statutory Objective(s)	Page Number
2019-1	Acquire and Develop New Affordable Housing	Housing Choice	23
2018-1	Encouraging the Successful Lease-up of the Housing Choice Voucher Program	Housing Choice	24
2016-2	Conversion of Former Opt-out Developments to Public Housing	Cost-effectiveness	25
2015-2	Reporting on the Use of Net Proceeds from Disposition Activities	Cost-effectiveness	26
2014-1	Stepped-down Assistance for Homeless Youth	Self-sufficiency	28
2014-2	Revised Definition of "Family"	Housing Choice	29
2013-1	Passage Point Re-entry Housing Program	Housing Choice	30
2013-2	Flexible Rental Assistance	Housing Choice	32
2009-1	Project-based Section 8 Local Program Contract Term	Housing Choice	34
2008-1	Acquire New Public Housing	Housing Choice	34
2008-10 & 2008-11	EASY and WIN Rent Policies	Cost-effectiveness Self-sufficiency	36
2008-21	Public Housing and Housing Choice Voucher Utility Allowances	Cost-effectiveness	38
2007-6	Develop a Sponsor-based Housing Program	Housing Choice	39
2007-14	Enhanced Transfer Policy	Cost-effectiveness	40
2005-4	Payment Standard Changes	Housing Choice	41
2004-2	Local Project-based Section 8 Program	Cost-effectiveness Housing Choice	43
2004-3	Develop Site-based Waiting Lists	Cost-effectiveness Housing Choice	46
2004-5	Modified Housing Quality Standards (HQS) Inspection Protocols	Cost-effectiveness	48
2004-7	Streamlining Public Housing and Housing Choice Voucher Forms and Data Processing	Cost-effectiveness	49
2004-9	Rent Reasonableness Modifications	Cost-effectiveness	51
2004-12	Energy Performance Contracting	Cost-effectiveness	52
2004-16	Housing Choice Voucher Occupancy Requirements	Cost-effectiveness	53

ACTIVITY 2019-1: ACQUIRE AND DEVELOP NEW AFFORDABLE HOUSING

MTW STATUTORY OBJECTIVE: Increase Housing Choice

APPROVAL: 2019

IMPLEMENTED: 2019

CHALLENGE: King County continues to experience extraordinary population and employment

growth. With escalating rents — especially in historically more affordable neighborhoods — and 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. A recent report estimates that over the last decade, King County has lost more than 112,000 units of housing affordable to households earning less than 80% of the area median income (AMI).⁸

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 are leveraging MTW funds to support the development or acquisition of non-federally subsidized affordable housing that includes, but is not limited to, properties also leveraging Low Income Housing Tax Credits (LIHTC). While traditional third-party debt can support a significant portion of total development or acquisition costs, it generally is not sufficient to finance the full cost of these projects. This financing gap can be mitigated in whole or in part by using MTW funds for development, acquisition, financing, or renovation costs, in accordance with PIH Notice 2011-45. We anticipate that such funding may be structured as an internal loan or an equity contribution to the development.

PROGRESS AND OUTCOMES: KCHA did not use any MTW funds to support our development activities in 2021.⁹

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Increase Housing Choice	HC #1: Additional units of housing made available	0 units	168 units	0 units	In Progress

⁸ Why does prosperous King County have a homelessness crisis? January 22, 2020. McKinsey & Company.

www.mckinsey.com/industries/public-and-social-sector/our-insights/why-does-prosperous-king-county-have-a-homelessness-crisis#.

⁹ In 2021, KCHA purchased the properties of the Carrington, Surrey Downs, Argyle Apartments, Sandpiper East, and Newport (recently rebranded as Salish Place), adding 750 new units of KCHA affordable housing inventory. In 2021, no MTW block-grant funds were used for these acquisitions.

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

MTW STATUTORY OBJECTIVE: Increase Housing Choice

APPROVAL: 2018

IMPLEMENTED: 2018

CHALLENGE: King County's rental vacancy rate, currently at a historic low, coupled with the large in-migration of an affluent and skilled workforce, makes it difficult for KCHA's voucher holders to compete in the private market.

SOLUTION: KCHA is working to preserve and increase the number of housing options available by recruiting and retaining landlords in the HCV program. 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 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 streamlined our Housing Quality Standards (HQS) protocol even further by allowing landlords to inspect and self-certify that the unit passes HUD's standards. The program takes a phased-in approach, and starts with newly constructed, not-previously-occupied units issued a Certificate of Occupancy or Temporary Certificate of Occupancy. The second phase extends the pilot to KCHA-owned properties built after 1978, and the third phase to non-KCHA affiliated LIHTC properties. In 2021, the plan was to ensure that these units met KCHA's high inspection standards: quality control audits were to be performed on no fewer than 20% of the self-certified units every 90 days of the two-year pilot. However, due to COVID-19 pandemic safety and health protocols, audits were conducted virtually, when feasible. These efficiencies have enabled faster lease-up times and caused less disruption for landlords while ensuring program compliance. In early 2020, in response to the COVID-19 pandemic, KCHA implemented a catastrophic plan that extended self-certified inspections to all landlords who qualify.

In addition to strategies to improve landlord recruitment and retention, KCHA continued 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; the use of multi-tiered, ZIP Code-based payment standards; and continuing to focus on landlord customer service. Building on the associated streamlining measures adopted in response to the pandemic, KCHA may adopt additional measures to ease the lease-up process and streamline operations. Additional

software methods were implemented to expedite the leasing process. More specific details will be outlined in the 2022 MTW Annual Plan.

PROGRESS AND OUTCOMES: In 2021, KCHA’s shopping success rate was 68% at 240 days of searching. Due to the pandemic, HQS occupied inspections remained on hold in 2021 to protect the health and safety of residents and staff. Through 2021, KCHA implemented virtual inspections for initial and periodic inspections.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce costs and achieve greater cost-effectiveness	CE #1: Total cost of task in dollars	\$0 saved	\$0 saved	\$0 saved	Achieved
Reduce costs and achieve greater cost-effectiveness	CE #2: Total time to complete task in staff hours ¹⁰	0 hours saved	0 hours saved	0 hours saved	Achieved
Increase housing choices	HC #7: Number of households receiving services aimed to increase housing choice	Shopping Success Rate: 70% at 240 days	80% at 240 days	68% at 240 days	In Progress

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

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness

APPROVAL: 2016

IMPLEMENTED: 2016

CHALLENGE: The process to convert a property’s subsidy model from project-based Section 8 to Public Housing is slow, burdensome, and administratively complex. Under current federal guidelines, units convert only when the original resident moves out with a voucher. This transition is gradual, and at properties housing seniors or residents with disabilities, turnover of units tends to be 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 on KCHA’s

¹⁰ This activity does not save staff hours or other resources.

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 the 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 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) to ensure the development’s seamless transition to the Public Housing program.

PROGRESS AND OUTCOMES: No conversions associated with conversions to Public Housing were made during 2021.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce costs and achieve greater cost-effectiveness	CE #1: Total cost of task in dollars	\$0 saved	\$1,320 ¹¹ saved	Estimated \$1,320 saved	Achieved
Reduce costs and achieve greater cost-effectiveness	CE #2: Total time to complete task in staff hours	0 hours saved	40 hours saved	Estimated 40 hours saved	Achieved

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

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness

APPROVAL: 2015

IMPLEMENTED: 2016

¹¹ This figure was calculated by multiplying the median hourly wage and benefits (\$33) of staff who oversee this activity by the number of hours saved. The number is a monetization of the hours saved through the implementation of this program.

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

1. Repair or rehabilitation of existing ACC units.
2. Development and/or acquisition of new ACC units.
3. Provision of social services for residents.
4. Implementation of a preventative and routine maintenance strategy for specific single-family scattered-site ACC units.
5. Modernization of a portion of a residential building in our inventory to develop a recreation room, laundry room, or day-care facility for residents.
6. Leveraging of proceeds to partner with a private entity to develop mixed-finance Public Housing under 24 CFR 905.604.

PROGRESS AND OUTCOMES: KCHA did not use any net proceeds in 2021.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce costs and achieve greater cost-effectiveness	CE #1: Total cost of task in dollars	\$0 saved	Estimated \$11,840 ¹² saved	Estimated \$11,840 saved	Achieved
Reduce costs and achieve greater cost-effectiveness	CE #2: Total time to complete task in staff hours	0 hours saved	Estimated 160 hours saved	Estimated 160 hours saved	Achieved

¹² This figure was calculated by multiplying the median hourly wage and benefits (\$74) of the staff member who oversees this activity by the number of hours saved. This number represents a hypothetical estimate of the dollar amount that could be saved in staff hours by implementing this activity.

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

MTW STATUTORY OBJECTIVE: Increase Self-sufficiency

APPROVAL: 2014

IMPLEMENTED: 2014

CHALLENGE: By the end of 2021, 1,054 unaccompanied youth and young adults in King County were identified as experiencing homelessness via HUD’s Homeless Management Information System.¹³ Local service providers have identified the need for a short-term, gradually diminishing rental subsidy structure to meet the unique needs of these young people.

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 an effective way to serve youth and young adults 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, additional youth and young adults subsequently can be served. KCHA is partnering with Valley Cities Counseling and Consultation to operate the Coming Up initiative. This program offers independent housing opportunities to young adults ages 18 to 25 who are either exiting homelessness or currently living in service-rich transitional housing. With support from the provider, participants move into housing in the private rental market, sign a lease, and work with a resource specialist who prepares them to take over the lease after a period of being stabilized in housing.

PROGRESS AND OUTCOMES: During 2021, the Coming Up Program transitioned from sponsor-based to project-based vouchers. The sponsor has identified a property owner who is willing to provide all 22 units of a large apartment complex centrally located near healthcare centers, public transportation, and other amenities, which will help support more efficient service delivery. With this shift, we anticipate that utilization rates will increase and be sustained with the availability of units under a project-based HAP contract.

¹³ King County Regional Homelessness Authority: Households Served. www.kcrha.org/households-served/

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Increase self-sufficiency	SS #1: Average earned income of households affected by this policy	\$0/month	\$200/month	\$1,403.00	Exceeded
Increase self-sufficiency	SS #3: Employment status for heads of household	(1) Employed Full-time (0)	4 participants	58 participants	Partially Achieved
		(2) Employed Part-time (0)	7 participants	2 participants	
		(3) Enrolled in an Educational Program (0)	4 participants	4 participants	
		(4) Enrolled in Job-training Program (0)	1 participant	2 participants	
		(5) Unemployed (0)	0 participants	0 participants	
		(6) Other (0)	0 participants	1 participant	
Increase self-sufficiency	SS #5: Number of households receiving services	0 households	25 households	11 households	Partially Achieved
Increase self-sufficiency	SS #7: Tenant rent share	0 households	7 households paying \$200 or more toward contract rent	11 households paying \$200 or more toward contract rent	Achieved
Increase self-sufficiency	SS #8: Households transition to self-sufficiency ¹⁴	0 households	14 households	11 households	Partially Achieved

ACTIVITY 2014-2: Revised Definition of “Family”

MTW STATUTORY OBJECTIVE: Increase Housing Choice

APPROVAL: 2014

IMPLEMENTED: 2014

CHALLENGE: According to King County Regional Homelessness Authority reporting, the county’s homelessness response system served 1,522 families with children throughout 2021.¹⁵ Thousands more

¹⁴ Self-sufficiency for this activity is defined as securing and maintaining housing.

¹⁵ King County Regional Homelessness Authority: Households Served. www.kcrha.org/households-served/

seniors and people with disabilities, many with severe rent burdens, are experiencing homelessness or are on our waiting lists for housing.

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

PROGRESS AND OUTCOMES: KCHA continued to apply this policy to new applicants, sustaining a reduced HCV waitlist time of 22 months.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Increase housing choices	HC #3: Average applicant time on HCV waitlist (in months)	29 months	25 months	22 months	Exceeded
Increase housing choices	HC #4: Number of households at or below 80% AMI that would lose assistance or need to move	0 households	0 households	0 households	Achieved

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

MTW STATUTORY OBJECTIVE: Increase Housing Choice

APPROVAL: 2013

IMPLEMENTED: 2013

CHALLENGE: In 2021, 1,253 individuals in King County returned to the community after a period of incarceration.¹⁶ According to a HUD report published in 2018, 50,000 people in the U.S. enter shelters directly from correctional facilities per year, while homelessness remains a significant predictor of involvement with the juvenile justice system, meaning that for many young people, the cycle of

¹⁶ Washington State Department of Corrections. Number of Prison Releases by County of Release. www.doc.wa.gov/docs/publications/reports/200-RE001.pdf

incarceration and homelessness starts early.¹⁷ Nationally, more than half of all inmates are parents who will face barriers to securing housing and employment upon release due to their criminal record or lack of job skills.¹⁸ Without a home or employment, many of these parents are unable to reunite with their children.

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 48 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 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 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 waitlist.

KCHA continues to consider project-basing 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.

PROGRESS AND OUTCOMES: In 2021, 43 families lived and participated in services at Passage Point. The recent trends in program participation were mostly due to the pandemic in 2020 and 2021, which led to fewer area residents facing jail time and/or reduced recidivism due to health safety protocols of area correctional facilities. It also is important to note that at the beginning of the pandemic (April/May 2020), the state Department of Corrections (DOC) released a significant amount of inmates, also due to health and safety protocols. The YWCA is actively undertaking outreach to additional stakeholders, such as Family Treatment Court and Drug Court for referrals, and anticipates an increased volume of referrals from the DOC in 2022.

¹⁷ U.S. Department of Housing and Urban Development. Estimates of Homelessness in the US; Annual Homelessness Assessment Report. www.huduser.gov/portal/sites/default/files/pdf/2017-AHAR-Part-2.pdf

¹⁸ Glaze, L E and Maruschak, M (2008). Parents in Prison and Their Minor Children. www.bjs.gov/index.cfm?ty=pbdetail&iid=823

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce costs and achieve greater cost-effectiveness	CE #4: Amount of funds leveraged in dollars	\$0	\$500,000	\$774,587	Achieved
Increase housing choices	HC #5: Number of households able to move to a better unit ¹⁹	0 households	40 households	43 households	Achieved
Increase housing choices	HC #7: Number of households receiving services aimed to increase housing choice	0 households	40 households	43 households	Achieved
Increase self-sufficiency	SS #1: Average earned income of households affected by this policy	\$0	\$3,584	\$6,582	In Progress
Increase self-sufficiency	SS #3: Employment status for heads of household	(1) Employed Full-time 0	15	8	Partially Achieved
		(2) Employed Part-time 0	15	2	
		(3) Enrolled in an Educational Program 0	15	4	
		(4) Enrolled in Job Training Program 0	12	2	
		(5) Unemployed 0	0	0	
		(6) Other: engaged in services 0	0	1	
Increase self-sufficiency	SS #8: Number of households transitioned to self-sufficiency ²⁰	0 households	5 households	15 households	Exceeded

ACTIVITY 2013-2: Flexible Rental Assistance

MTW STATUTORY OBJECTIVE: Increase Housing Choice

APPROVAL: 2013

IMPLEMENTED: 2013

¹⁹ "Better unit" is defined as stable housing.

²⁰ "Self-sufficiency" in this activity is defined as graduating to Public Housing or other independent housing.

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

SOLUTION: This activity, developed with local service providers, offers tailored flexible housing assistance to families and individuals in crisis. KCHA provides flexible financial assistance, including time-limited rental subsidy, security deposits, rent arrears, and funds to cover move-in costs, while our partners provide individualized support services. The Student and Family Stability Initiative (SFSI) pairs short-term rental assistance with housing navigation and employment 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 2021, KCHA worked with Highline College to successfully implement the While in School Housing Program (WISH), a time-limited rental subsidy program using tenant-based vouchers to support students through the duration of their academic program and six months following graduation.

PROGRESS AND OUTCOMES: The pandemic contributed to substantial challenges of administering our flexible rental assistance programs in 2020 and 2021. With schools and college campuses closed due to COVID-19, engagement with students, their families, and school-based staff were severely constrained. In the SFSI program, the pandemic has had devastating economic impacts on participating families, with more than 75% losing income in 2020. To help offset these challenges, KCHA and our partners have implemented a series of programmatic changes to meet the needs of families as they recover from setbacks brought on by the pandemic. KCHA also has launched a qualitative research study to center consumer-driven perspectives as we continue to shape KCHA's approaches to providing short-term rental assistance through the SFSI and WISH programs.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Increase housing choices	HC #5: Number of households able to move to a better unit	0 households	80 households	49 households	Partially Achieved
Increase housing choices	HC #7: Number of households receiving services aimed to increase housing choice	0 households	100 households	86 households	Partially Achieved

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

MTW STATUTORY OBJECTIVE: Increase Housing Choice

APPROVAL: 2009

IMPLEMENTED: 2009

CHALLENGE: Before 2009, our nonprofit development partners faced difficulties securing private financing for the development and acquisition of affordable housing projects. Measured against banking and private equity standards, the Housing Assistance Payments (HAP) contract term set by HUD is too short and hinders underwriting debt on affordable housing projects.

SOLUTION: This activity extends the 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.

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

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce costs and achieve greater cost-effectiveness	CE #1: Total cost of task in dollars	\$0 saved	\$880 saved	\$880 saved per contract ²¹	Achieved
Reduce costs and achieve greater cost-effectiveness	CE #2: Total time to complete task in staff hours	0 hours saved per contract	20 hours saved per contract	20 hours saved per contract	Achieved

ACTIVITY 2008-1: Acquire New Public Housing

MTW STATUTORY OBJECTIVE: Increase Housing Choice

APPROVAL: 2008

IMPLEMENTED: 2008

²¹ This figure was calculated by multiplying the median hourly wage and benefits (\$44) of the staff member who oversees this activity by the number of hours saved. The number is a monetization of the hours saved through the implementation of this program.

CHALLENGE: Almost half of all renter households in King County spend more than 30% of their income on rent.²² Countywide, fewer than 10% of all apartments are considered affordable to households earning less than 30% of AMI.²³ In the context of these challenges, KCHA’s Public Housing waitlists 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. In 2021, we continued our innovative use of MTW working capital, with a particular focus on the creation or preservation of units in high-opportunity neighborhoods.²⁴

We further simplify the acquisition and addition of units to our Public Housing inventory by partnering with the local HUD field office to streamline the information needed to add these units to the PIH Information Center (PIC) system and obtain operating and capital subsidies. We also use a process for self-certification of neighborhood suitability standards and Faircloth limits, necessitating the flexibility granted in Attachment D, Section D of our MTW Agreement.²⁵

In addition, KCHA seeks out opportunities to turn on banked ACC units in apartment buildings we own or acquire that meet the definition of physically obsolete, and then convert the units through the Section 18 process to facilitate the rehabilitation of the units.

PROGRESS AND OUTCOMES: KCHA did not convert any units to Public Housing in 2021.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Increase housing choices	HC # 1: Number of new housing units made available for households at or below 80% AMI	0 units (2004)	700 units	482 cumulative units	In Progress
Increase housing choices	HC #2: Number of housing units at or below 80% AMI that	0 units	700 units	482 cumulative units	In Progress

²² US Census Bureau, ACS 2019 1-year estimate

²³ US Census Bureau, ACS 2019 1-year estimate

²⁴Neighborhood opportunity designations are from the Puget Sound Regional Council and Kirwan Institute’s Opportunity Mapping index. www.psrc.org/opportunity-mapping.

²⁵ Some Public Housing units might be designated MTW Neighborhood Services units upon approval from the HUD field office.

	would not otherwise be available				
Increase housing choices	HC #5: Number of households able to move to a high- opportunity neighborhood	0% of new units	50% of new units	0% of new units	In Progress

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

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness and Self-sufficiency

APPROVAL: 2008

IMPLEMENTED: 2008

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

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

The second policy, WIN Rent, was implemented in FY 2010 to encourage increased economic self-sufficiency among households where individuals can work. WIN Rent is calculated on a series of income bands and the tenant's share of the rent is calculated at 28.3% of the lower end of each income band. This tiered system — in contrast to existing rent protocols — does not punish increases in earnings, as the tenant's rent does not change until household income increases to the next band level. Additionally,

recertifications are conducted biennially instead of annually, allowing households to retain all increases in earnings during that period without an accompanying increase to the tenant's share of the 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 time they can pay a lower rent or, in some cases, receive a credit payment. Following this period, a WIN Rent household pays a minimum rent of \$25 regardless of income calculation.

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

PROGRESS AND OUTCOMES: KCHA continues to realize significant savings in staff time and resources through the simplified rent calculation protocol, saving more than 6,345 hours in 2021. In response to the pandemic, KCHA introduced temporary changes to the rent policy, including: allowing tenants to report income changes until the last day of the month; and weighing all income verifications equally and modifying the policy to allow pandemic-related decreases in rent to take effect the first day of the month following the date income decreased (rather than the first day of the month following the day reported).

MTW Statutory Objective	Unit of Measurement	Baseline ²⁶	Benchmark	Outcome	Benchmark Achieved?
Reduce costs and achieve greater cost-effectiveness	CE #1: Total cost of task in dollars	\$0 saved	\$116,787 saved ²⁷	\$209,407 saved	Exceeded
Reduce costs and achieve greater cost-effectiveness	CE #2: Total time to complete task in staff hours	0 hours saved	3,000 HCV staff hours saved; 450 PH staff hours saved	5,048 HCV staff hours saved; 1,297 PH staff hours saved	Exceeded
Increase self-sufficiency	SS #1: Average income of	HCV: \$10,617 PH: \$10,514	2% increase	HCV: \$13,072 PH: \$12,109	Exceeded

²⁶ 2010 earned income baseline from Rent Reform Impact Report, John Seasholtz.

²⁷ This figure was calculated by multiplying the median hourly wage and benefits (\$33) of the staff members who oversee this activity by the number of hours saved. This number is a monetization of the hours saved through the implementation of this program.

	households (EASY)				
Increase self-sufficiency	SS #1: Average earned income of households (WIN)	HCV: \$7,983 PH: \$14,120	3% increase	HCV: \$25,157 PH: \$22,666	Exceeded
Increase self-sufficiency	SS #8: Households transition to self-sufficiency ²⁸	0 households	25 households	147 households	Exceeded

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

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness

APPROVAL: 2008

IMPLEMENTED: 2010

CHALLENGE: KCHA was spending an estimated \$20,000 or more annually in staff time to administer utility allowances under HUD's one-size-fits-all national guidelines. HUD's national approach failed to capture average consumption levels in the Puget Sound area.

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

²⁸ Self-sufficiency is defined as a positive move from subsidized housing.

KCHA to respond to unique household or property circumstances, and documented cases of financial hardship.

PROGRESS AND OUTCOMES: In 2020, through our COVID-19 emergency declaration, we implemented changes to simplify Utility Allowance reporting and requirements. These changes remained in place through 2021 without modification.

In 2022, KCHA will explore making changes to the content, structure, and scope of our Utility Allowances to ensure they are meeting the needs of subsidized households. If KCHA pursues such changes, we will ensure that the proper public process, including re-proposing the activity in an MTW Plan, is followed before implementation.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce costs and achieve greater cost-effectiveness	CE #1: Total cost of task in dollars	\$0 saved	\$22,116 saved ²⁹	\$24,647 saved	Exceeded
Reduce costs and achieve greater cost-effectiveness	CE #2: Total time to complete task in staff hours	0 hours saved	291 hours saved	324 hours saved	Exceeded
Reduce costs and achieve greater cost-effectiveness	CE #2: Total time to complete task in staff hours	0 minutes saved per HCV file and 0 minutes saved per PH file	2.5 minutes saved per HCV file and 5 minutes saved per PH file	2.5 minutes saved per HCV file and 5 minutes saved per PH file	Achieved

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

MTW STATUTORY OBJECTIVE: Increase Housing Choice

APPROVAL: 2007

IMPLEMENTED: 2007

CHALLENGE: According to the last completed point-in-time count, 11,751 individuals in King County were identified as living homeless. Of those, 3,355 people were experiencing chronic homelessness.³⁰

²⁹ This figure was calculated by multiplying the median hourly wage and benefits (\$76) of the staff member who oversees this activity by the number of hours saved. The number is a monetization of the hours saved through the implementation of this program.

³⁰ Count Us In 2020: Seattle/King County Point-in-Time Count of Persons Experiencing Homelessness. A 2021 PIT count was not conducted due to COVID-19 related health and safety protocols.
www.kcrha.org/wp-content/uploads/2020/07/Count-Us-In-2020-Final_7.29.2020.pdf

SOLUTION: In the sponsor-based housing program, KCHA provides housing funds directly to our behavioral health care and nonprofit partners, including Sound Health, Navos, and Valley Cities Counseling and Consultation. These providers use the funds to secure private market rentals that are then subleased to program participants. The programs operate under the “Housing First” model of supportive housing, which couples 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 the Coordinated Entry for All system in King County. Once a resident is stabilized and ready for a more independent living environment, KCHA offers a move-on strategy through a tenant-based non-elderly disability voucher.

PROGRESS AND OUTCOMES: In 2021, we continued to serve populations facing the greatest barriers to housing stability through a Housing First model that coordinates across the housing, behavioral health, and homeless systems. The program remained fairly stable through 2021, with some limitations on the ability to meet with residents in their units, as well as securing new units to lease as some rental offices were still closed to the public due to ongoing pandemic protocols.

The targeted benchmarks were adjusted through the 2021 MTW Annual Plan due to provider partner challenges brought on by the pandemic.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Increase housing choices	HC #1: Number of new units made available for households at or below 80% AMI	0 units	72 units	95 units	Exceeded
Increase housing choices	HC #5: Number of households able to move to a better unit	0 households	72 households	84 households	Exceeded
Increase self-sufficiency	SS #5: Number of households receiving services aimed to increase self-sufficiency	0 households	72 households	84 households	Exceeded
Increase self-sufficiency	SS #8: Number of households transitioned to self-sufficiency ³¹	0 households	72 households	71 households	Exceeded

³¹ Self-sufficiency for this activity is defined as securing and maintaining housing.

ACTIVITY 2007-14: Enhanced Transfer Policy

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness

APPROVAL: 2007

IMPLEMENTED: 2007

CHALLENGE: HUD rules restrict a resident from moving from Public Housing to HCV, or from HCV to Public Housing, which hampers our ability to meet the needs of our residents. For example, Project-based Section 8 residents may need to move if their physical abilities change and they can no longer 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.

PROGRESS AND OUTCOMES: In 2021, 27 households that traditionally would not have been eligible for a change of unit were able to move to a more suitable unit.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Increase housing choices	HC # 5: Number of households able to move to a better unit and/or a high-opportunity neighborhood	0 households	10 households	27 households	Exceeded

ACTIVITY 2005-4: Payment Standard Changes

MTW STATUTORY OBJECTIVE: Increase Housing Choice

APPROVAL: 2005

IMPLEMENTED: 2005

CHALLENGE: At the end of 2021, nearly 34% of all KCHA’s tenant-based voucher households lived 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. Not surprisingly, high-opportunity neighborhoods have more expensive rents. 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% 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 high rents in Puget Sound’s submarkets. In 2021, HUD’s published payment standards for two-bedroom apartments ranged from 86% to 126% of the regional HUD FMR, and in 2022, two-bedroom apartments ranged from 85% to 124% of the regional HUD FMR.

In 2016, KCHA implemented a five-tiered payment standard system based on ZIP Codes. We arrived at the five-tiered approach by analyzing recent tenant lease-up records, consulting local real estate data, holding forums with residents and staff, reviewing small area FMR payment standard systems implemented by other housing authorities, and assessing the financial implications of various approaches. In designing the new system, we sought to have enough tiers to account for submarket variations but not so many that the new system became burdensome and confusing for staff and residents. Outcomes thus far demonstrate a promising increase in lease-up rates in high-opportunity neighborhoods within the top two tiers.

In 2018, we added a 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.

PROGRESS AND OUTCOMES: At the end of 2021, 30.2% of all KCHA tenant-based voucher households were living in high-opportunity neighborhoods. Despite the challenges caused by the pandemic, this represents an increase of households able to lease housing in high-opportunity neighborhoods, when compared to 2020.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce costs and achieve greater cost-effectiveness	CE #1: Total cost of task in dollars	\$0	\$0	\$0	Achieved
Reduce costs and achieve greater cost-effectiveness	CE #2: Total time to complete the task in staff hours	0 hours	0 hours	0 hours ³²	Achieved
Increase housing choices	HC #5: Number of households able to move to a high-opportunity neighborhood ³³	21% of HCV households live in high-opportunity neighborhoods	30% of HCV households live in high-opportunity neighborhoods	30.2% of HCV households live in high-opportunity neighborhoods	Exceeded

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

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness and Housing Choice

APPROVAL: 2004

IMPLEMENTED: 2004

CHALLENGE: Current project-basing regulations are cumbersome and present multiple obstacles to serving high-needs households, partnering effectively and efficiently with nonprofit developers, and

³² This activity is net neutral in terms of hours or dollars saved. Workload remained the same; however, staff changed the timing of when they were applying payment standards.

³³ All tenant-based voucher households.

promoting housing options in high-opportunity areas. Some private-market landlords refuse to rent to tenants with imperfect credit or rental history, especially in tight rental markets such as ours.

Meanwhile, nonprofit housing acquisition and development projects that would serve extremely low-income households require reliable sources of rental subsidies. The reliability of these sources is critical for the financial underwriting of these projects and successful engagement with banks and tax-credit equity investors.

SOLUTION: The ability to streamline the Project-based Section 8 (PBS8) program is an important factor in addressing the distribution of affordable housing in King County and coordinating effectively with local initiatives. KCHA places PBS8 subsidies in high-opportunity areas of the county to increase access to these desirable neighborhoods for low-income households.³⁴ We also partner with nonprofit community service providers to create housing targeted to special needs populations, opening new housing opportunities for people experiencing chronic homelessness, behavioral health issues, or a disability, as well as young adults and families exiting homelessness traditionally not served through our mainstream Public Housing and HCV programs. Additionally, we coordinate with county government and suburban jurisdictions to underwrite a pipeline of new affordable housing developed by local nonprofit housing providers. MTW flexibility granted by this activity has helped us implement the following policies.

CREATE HOUSING TARGETED TO SPECIAL-NEEDS POPULATIONS BY:

- Assigning PBS8 subsidy to a limited number of demonstration projects not qualifying under the standard policy to serve important public purposes. (FY 2004)
- Modifying eligibility and selection policies as needed to align with entry criteria for nonprofit-operated housing programs. (FY 2004)

SUPPORT A PIPELINE OF NEW AFFORDABLE HOUSING BY:

- Prioritizing assignment of PBS8 assistance to units located in high-opportunity census tracts, including those with poverty rates lower than 20%. (FY 2004)
- Waiving the 25% cap on the number of units that can be project-based on a single site. (FY 2004)

³⁴ Neighborhood opportunity designations are from the Puget Sound Regional Council and Kirwan Institute's Opportunity Mapping index. www.psrc.org/opportunity-mapping

- Allocating PBS8 subsidy non-competitively to KCHA-controlled sites or other jurisdictions, and using an existing local government procurement process for project-basing Section 8 assistance. (FY 2004)
- Allowing owners and agents to conduct their own construction and/or rehab inspections, and having the management entity complete the initial inspection rather than KCHA, with inspection sampling at annual review. (FY 2004)
- Modifying eligible units and housing types to include shared housing, cooperative housing, transitional housing, and high-rise buildings. (FY 2004)
- Allowing PBS8 rules to defer to Public Housing rules when used in conjunction with a mixed-finance approach to housing preservation or when assigned to a redeveloped former Public Housing property. (FY 2008)
- Partnering with local municipalities to develop a local competitive process that pairs project-based assistance with local zoning incentives. (FY 2016)

IMPROVE PROGRAM ADMINISTRATION BY:

- Allowing project sponsors to manage project waitlists as determined by KCHA. (FY 2004)
- Using KCHA's standard HCV process for determining Rent Reasonableness for units in lieu of requiring third-party appraisals. (FY 2004)
- Allowing participants in "wrong-sized" units to remain in place and pay the higher rent, if needed. (FY 2004)
- Assigning standard HCV payment standards to PBS8 units, allowing modification with approval of KCHA where deemed appropriate. (FY 2004)
- Offering moves to Public Housing in lieu of an HCV exit voucher (FY 2004), or allowing the 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)
- Eliminating the procedure of temporarily removing units from the HAP contract in cases in which a PBS8 resident is paying full HAP. (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 (HQS) within 180 days. (FY 2009)

- Allowing direct owner or provider referrals to a PBS8 vacancy when the unit has remained vacant for more than 30 days. (FY 2010)
- Waiving the 20% cap on the amount of HCV budget authority that can be project-based, allowing KCHA to determine the size of our PBS8 program. (FY 2010)

PROGRESS AND OUTCOMES: KCHA continued to see efficiencies through streamlined program administration and modified business processes, saving and redirecting an estimated 45.5 hours per contract for each issued Request for Proposal (RFP).

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce costs and achieve greater cost-effectiveness	CE #1: Total cost of task in dollars	\$0 saved per contract	\$1,980 saved per contract ³⁵	\$2,000 saved per contract	Achieved
Reduce costs and achieve greater cost-effectiveness	CE #2: Total time to complete task in staff hours	0 hours saved per contract for RFP	45 hours saved per contract for RFP	45.5 hours saved per contract for RFP	Achieved
Increase housing choices	HC #3: Average applicant time on the waitlist in months (decrease)	0 months	29 months	43 months ³⁶	In Progress
Increase housing choices	HC #5: Number of households able to move to a better unit and/or high-opportunity neighborhood	0 households	48% of project-based units in high-opportunity neighborhoods	53% of project-based units in high-opportunity neighborhoods	Exceeded

ACTIVITY 2004-3: Develop Site-based Waiting Lists

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness and Housing Choice

APPROVAL: 2004

IMPLEMENTED: 2004

³⁵ This figure was calculated by multiplying the median hourly wage and benefits (\$44) of the staff member who oversees this activity by the number of hours saved. The number is a monetization of the hours saved through the implementation of this program.

³⁶ This figure was derived by calculating the weighted average of the wait time for applicant households currently on these lists, by bedroom size. In the past, we calculated the wait time for those who entered housing in the fiscal year.

CHALLENGE: Under traditional HUD waitlist guidelines, public housing residents have limited choices about where they live. They have to accept the first unit that comes available, which 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 waitlists, we also maintain regional waitlists and have established a list to accommodate the needs of graduates from the region’s network of transitional housing facilities for families experiencing homelessness. 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 waitlist is lacking an eligible applicant. Instead, a qualified applicant is pulled from the next waitlist in the rotation.

PROGRESS AND OUTCOMES: This streamlined process saved an estimated 174 hours of staff time in 2021.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce costs and achieve greater cost-effectiveness	CE #1: Total cost of task in dollars	\$0 saved	\$4,176 saved ³⁷	\$4,959 saved	Exceeded
Reduce costs and achieve greater cost-effectiveness	CE#2: Total time to complete task in staff hours	0 hours saved	144 hours saved	174 hours saved	Exceeded
Increase housing choices	HC #3: Average applicant time on the waitlist in months (decrease)	75 months	75 months	78.5 months	In Progress
Increase housing choices	HC #5: Number of households able to move to a better unit and/or high-opportunity neighborhood	0% of applicants	100% of Public Housing and project-based applicants housed from site-based or regional waitlists	100% of Public Housing and project-based applicants housed from site-based or regional waitlists	Achieved

³⁷ This figure was calculated by multiplying the median hourly wage and benefits (\$29) of the staff member who oversees this activity by the number of hours saved. The number is a monetization of the hours saved through the implementation of this program.

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

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness

APPROVAL: 2004

IMPLEMENTED: 2004

CHALLENGE: HUD's HQS inspection protocols often require multiple trips to the same neighborhood, the use of third-party inspectors, and blanket treatment of diverse housing types, adding more than \$100,000 to annual administrative costs. Follow-up inspections for minor "fail" items impose additional burdens on landlords, who in turn may resist renting to families with HCVs.

SOLUTION: Through a series of HCV program modifications, we have streamlined the HQS inspection process to simplify program administration, improve stakeholder satisfaction, and reduce administrative costs. Specific policy changes include: 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); 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 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. At the end of 2019, KCHA implemented an initial inspection pilot that allows landlords of new construction properties to self-certify their units to meet basic HQS requirements.

PROGRESS AND OUTCOMES: In 2021, KCHA continued to pause all annual HQS inspections to reduce exposure risk to clients, staff, and the community during the pandemic. This has allowed KCHA to better respond to resident, landlord, and agency needs by allowing self-certification, utilizing video inspections, and adopting new temporary policies to deal with emergency repairs.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce costs and achieve greater cost-effectiveness	CE #1: Total cost of task in dollars	\$0	\$58,000 saved ³⁸	\$41,085 saved	Partially Achieved
Reduce costs and achieve greater cost-effectiveness	CE #2: Total time to complete task in staff hours	0 hours saved	1,810 hours saved	1,245 hours saved	Partially Achieved

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

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness

APPROVAL: 2004

IMPLEMENTED: 2004

CHALLENGE: Duplicative re-certifications, complex income calculations, and strict timing rules cause unnecessary intrusions into the lives of the residents 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 several 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 before the 20th of the month to have the paperwork processed during the month (FY 2004).
- Allow applicant households to self-certify membership in the family at the time of admission (FY 2004).

³⁸ This figure was calculated by multiplying the median inspector hourly wage and benefits (\$33) by the number of hours saved. These positions are not eliminated so this is a hypothetical estimate of the amount that could be saved in staff hours by implementing this activity. Inspectors will instead undertake more auditing and monitoring inspections, assist the fraud investigator, provide landlord trainings, and speed up the timeline for new move-in inspections. It is a monetization of the hours saved through the implementation of this program.

- 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 the last 12 months) to substitute for the full recertification when the 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% 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)
- Implement emergency measures to streamline operations and ensure resident stability during the pandemic including but not limited to, suspending non-payment of rent notices, late rent fees, evictions and terminations (except those related to life/safety matters), and not processing contract rent increases that result in a gross rent above the payment standard. (FY 2020)

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)
- Temporary changes to streamline verification processes during the pandemic under an emergency declaration, including but not limited to equally weighting all forms of verification,

immediately processing interims upon resident notification of lost income, waiving the requirement that residents must report decreases in income before the 22nd of the month, and allowing COVID-19-related rent decreases to take effect the first day of the month following the date income decreased. (FY 2020)

PROGRESS AND OUTCOMES: In 2021, building on the learnings from measures adopted in response to the pandemic, KCHA continued to streamline policies in response to changing resident and operational needs, including whether specific changes and employed/previously employed waivers should be extended, or made permanent.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce costs and achieve greater cost-effectiveness	CE #1: Total cost of task in dollars	\$0	\$58,000 saved ³⁹	\$61,191 saved	Exceeded
Reduce costs and achieve greater cost-effectiveness	CE #2: Total time to complete the task in staff hours	0 hours saved	2,000 hours saved	2,179 hours saved	Exceeded

ACTIVITY 2004-9: Rent Reasonableness Modifications

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness

APPROVAL: 2004

IMPLEMENTED: 2004

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

SOLUTION: KCHA saves more than 1,000 hours of staff time annually by performing Rent Reasonableness determinations only when a landlord requests a rent increase. Under standard HUD regulations, a Rent Reasonableness review is required annually in conjunction with each recertification completed under the program. After reviewing this policy, we found that if an owner had not requested a rent increase, it was unlikely the current rent fell outside of established guidelines. In response to this analysis, KCHA eliminated an annual review of rent levels. By bypassing this burdensome process, we intrude less in the lives of residents and can redirect our resources to more pressing needs. Additionally,

³⁹ This figure was calculated by multiplying the median Property Management Specialist hourly wage and benefits (\$29) by the number of hours saved. It is a monetization of the hours saved through the implementation of this program.

KCHA performs Rent Reasonableness inspections at our properties rather than contracting with a third party, allowing us to save additional resources.

PROGRESS AND OUTCOMES: With the elimination of this non-essential regulation, KCHA has been able to adopt a policy that is less disruptive to residents while saving an estimated 1,115 hours in staff time in 2021.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce costs and achieve greater cost-effectiveness	CE #1: Total cost of task in dollars	\$0 saved	\$33,000 saved ⁴⁰	\$36,795 saved	Exceeded
Reduce costs and achieve greater cost-effectiveness	CE #2: Total time to complete task in staff hours	0 staff hours saved	1,000 staff hours saved	1,115 staff hours saved	Exceeded

ACTIVITY 2004-12: Energy Performance Contracting

MTW STATUTORY OBJECTIVE: Increase Cost Effectiveness

APPROVAL: 2004

IMPLEMENTED: 2004

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

SOLUTION: KCHA employs energy conservation measures and improvements through the use of Energy Performance Contracts (EPCs) — a financing tool that allows housing authorities to make needed energy upgrades without having to self-fund the upfront necessary capital expenses. The energy services partner identifies these improvements through an investment-grade energy audit that is then used to underwrite loans to pay for the measures. Project expenses, including debt service, are then paid for out of the energy savings while KCHA and our residents receive the long-term savings and benefits. Upgrades may include: the installation of energy-efficient light fixtures, solar panels, and low-flow

⁴⁰ This figure was calculated by multiplying the median Inspector hourly wage and benefits (\$33) by the number of hours saved. These positions are not eliminated so this is a hypothetical estimate of the amount that could be saved in staff hours by implementing this activity. Inspectors will instead undertake more auditing and monitoring inspections, assist the fraud investigator, provide landlord trainings, and perform new move-in inspections. It is a monetization of the hours saved through the implementation of this program.

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.

PROGRESS AND OUTCOMES: EPC construction was completed in 2019. Minor repair and replacement work was performed in 2020 to maintain installed equipment. In 2021, KCHA saw energy savings of an estimated \$4.1 million as a result of EPC upgrade work.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce costs and achieve greater cost-effectiveness	CE #1: Total cost of task in dollars	\$0 saved	\$800,000 saved	\$4,100,000 saved	Exceeded

ACTIVITY 2004-16: Housing Choice Voucher Occupancy Requirements

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness

APPROVAL: 2004

IMPLEMENTED: 2004

CHALLENGE: 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 costs of finding a new unit through application fees and other moving expenses. KCHA also incurs additional costs in staff time through processing moves and working with families to locate a new unit.

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

PROGRESS AND OUTCOMES: By eliminating this rule, KCHA saved an estimated 521 hours in staff time in 2021 while helping families avoid the disruption and costs of a move.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce costs and achieve greater cost-effectiveness	CE #1: Total cost of task in dollars	\$0	\$8,613 saved ⁴¹	\$17,193 saved	Exceeded
Reduce costs and achieve greater cost-effectiveness	CE #2: Total time to complete task in staff hours	0 hours saved per file	87 hours saved	521 hours saved	Exceeded
Increase housing choices	HC #4: Number of households at or below 80% AMI that would lose assistance or need to move	0 households	150 households	170 households	Exceeded

B. NOT YET IMPLEMENTED ACTIVITIES

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

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

APPROVAL: 2015

This activity provides a flat, per-unit subsidy in lieu of a monthly HAP and allows the service provider to dictate the terms of the tenancy (such as length of stay and the tenant portion of the 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 populations experiencing homelessness 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

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. It might return in a future program year.

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

APPROVAL: 2010

⁴¹ This dollar figure was calculated by multiplying the median Property Management Specialist hourly wage and benefits (\$33) by the number of hours saved.

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. This activity is currently deferred for consideration to a future year if the need arises.

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

APPROVAL: 2010

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

ACTIVITY 2008-3: FSS Program Modifications

MTW STATUTORY OBJECTIVE: Increase Self-sufficiency

APPROVAL: 2008

KCHA is exploring possible modifications to the Family Self-Sufficiency (FSS) program that could increase incentives for resident participation and income growth. These outcomes could pave the way for residents to realize a higher degree of economic independence. The program currently includes elements that unintentionally act as disincentives for higher-income earners, the very residents who could benefit most from additional support to exit subsidized housing programs. To address these issues, KCHA is exploring modifying the escrow calculation to avoid punishing higher-earning households unintentionally.

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

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

APPROVAL: 2008

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

C. ACTIVITIES ON HOLD

There are no activities on hold.

D. CLOSED-OUT ACTIVITIES

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

ACTIVITY 2016-1: Budget-based Rent Model

APPROVAL: 2016

CLOSEOUT YEAR: 2018

This activity allows KCHA to adopt a budget-based approach to calculating the contract rent at 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.

This policy is no longer under consideration.

ACTIVITY 2013-3: Short-term Rental Assistance Program

APPROVAL: 2013

CLOSEOUT YEAR: 2015

In partnership with the Highline School District, KCHA implemented the Student and Family Stability Initiative (SFSI), a Rapid Re-housing demonstration program. Using this evidence-based approach, our program paired short-term rental assistance with housing stability and employment connection services for families experiencing or on the verge of homelessness. This activity is ongoing but has been combined with Activity 2013-2: Flexible Rental Assistance, as the program models are similar and enlist the same MTW flexibilities.

ACTIVITY 2012-2: Community Choice Program

APPROVAL: 2012

CLOSEOUT YEAR: 2016

This initiative was designed to encourage and enable HCV households with young children to relocate to areas of the county with higher-achieving school districts and other community benefits. In addition to

formidable barriers to accessing these neighborhoods, many households are not aware of the link between location and educational and employment opportunities. Through collaboration with local nonprofits and landlords, the Community Choice Program offered one-on-one counseling to households in deciding where to live, helped households secure housing in their community of choice, and provided ongoing support once a family moved to a new neighborhood. Lessons learned from this pilot are informing Creating Moves to Opportunity (CMTO), KCHA's initiative that seeks to expand geographic choice.

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

APPROVAL: 2012

CLOSEOUT YEAR: 2012

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

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

APPROVAL: 2011

CLOSEOUT YEAR: 2012

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

ACTIVITY 2011-2: Redesign the Sound Families Program

APPROVAL: 2011

CLOSEOUT YEAR: 2014

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

ACTIVITY 2010-2: Resident Satisfaction Survey

APPROVAL: 2010

CLOSEOUT YEAR: 2010

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

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

APPROVAL: 2010

CLOSEOUT YEAR: 2016

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

ACTIVITY 2009-2: Definition of Live-in Attendant

APPROVAL: 2009

CLOSEOUT YEAR: 2014

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

ACTIVITY 2008-4: Combined Program Management

APPROVAL: 2008

CLOSEOUT YEAR: 2009

This activity streamlined program administration through a series of policy changes that ease operations of units converted from Public Housing to Project-based Section 8 subsidy or those located in sites supported by mixed funding streams. This policy change is completed.

ACTIVITY 2008-6: Performance Standards

APPROVAL: 2008

CLOSEOUT YEAR: 2014

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

ACTIVITY 2008-17: Income Eligibility and Maximum Income Limits

APPROVAL: 2008

CLOSEOUT YEAR: 2016

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

ACTIVITY 2007-4: Housing Choice Voucher Applicant Eligibility

APPROVAL: 2007

CLOSEOUT YEAR: 2007

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

ACTIVITY 2007-8: Remove Cap on Voucher Utilization

APPROVAL: 2007

CLOSEOUT YEAR: 2014

This initiative allowed us to award HCV assistance to more households than was 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. This activity is no longer active as agencies are now permitted to lease above their ACC limit.

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

APPROVAL: 2007

CLOSEOUT YEAR: 2007

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

ACTIVITY 2007-18: Resident Opportunity Plan (ROP)

APPROVAL: 2007

CLOSEOUT YEAR: 2015

An expanded and locally designed version of FSS, ROP's mission was to advance families toward self-sufficiency through the provision of case management, supportive services, and program incentives, with the goal of positive transition from Public Housing or HCV into private market rental housing or homeownership. KCHA implemented this five-year pilot in collaboration with community partners, including Bellevue College and the YWCA. These partners provided education and employment-focused

case management, such as individualized career planning, a focus on wage progression, and asset-building assistance. In lieu of a standard FSS escrow account, each household received a monthly deposit into a savings account, which continued throughout program participation. Deposits to the household savings account were made available to residents upon graduation from Public Housing or HCV subsidy. After reviewing the mixed outcomes from the multi-year evaluation, KCHA decided to close out the program and re-evaluate the best way to assist families in achieving economic independence.

ACTIVITY 2006-1: Block Grant Non-mainstream Vouchers

APPROVAL: 2006

CLOSEOUT YEAR: 2006

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

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

APPROVAL: 2005

CLOSEOUT YEAR: 2005

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

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

APPROVAL: 2004

CLOSEOUT YEAR: 2006

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

SECTION V

SOURCES AND USES OF MTW FUNDS

A. SOURCES AND USES OF MTW FUNDS

i. Actual Sources and Uses of MTW Funds

In accordance with the requirements of this report, KCHA has submitted our unaudited information in the prescribed FDS file format through the Financial Assessment System – PHA. The audited FDS will be submitted in September 2022.

ii. Activities that Used Only MTW Single-fund Flexibility

KCHA is committed to making the most efficient, effective, and creative use of our single-fund flexibility 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 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 marginalized and lowest income households — than would have been possible under HUD’s traditional funding and program constraints. Our single-fund flexibility also allowed us to provide a robust range of services to households during the COVID-19 pandemic.

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

- **KCHA’S HOMELESS HOUSING INITIATIVES.** These initiatives addressed the varied and diverse needs of the most vulnerable populations experiencing homelessness — those living with chronic behavioral health issues, individuals with prior criminal justice involvement, young adults and foster youth experiencing homelessness, and students and their families living on the streets or in unstable housing. The traditional housing subsidy programs have failed to reach many of these households and lack the supportive services necessary to successfully serve these individuals and families. In 2021, KCHA invested nearly \$51 million in housing assistance to these targeted programs.
- **HOUSING STABILITY FUND.** This fund provided emergency financial assistance to qualified residents to cover housing costs, including rental assistance, security deposits, and utility support. Under the program design, a designated agency partner disburses funding to qualified

program participants and screens for eligibility according to the program's guidelines. As a result of this assistance, all of these families were able to maintain their housing, avoiding the far greater safety net costs that could occur if they became homeless.

- **EDUCATION INITIATIVES.** KCHA continued to actively partner with local education stakeholders to improve outcomes for the 15,294 children who lived in our federally assisted housing in 2021. Educational outcomes, including improved attendance, grade-level performance, and graduation, are an integral part of our core mission. By investing in the next generation, we intend to combat intergenerational cycles of poverty that can persist among the families we serve.
- **INCREASE ACCESS TO HEALTHCARE THROUGH PARTNERSHIPS AND COLLABORATIVE PLANNING.** KCHA partnered 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 2021, KCHA further developed 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 has enabled KCHA residents to access new health services made available through Medicaid waivers and expansion, funding opportunities from local sources, and philanthropic supports.
- **ACQUISITION AND PRESERVATION OF AFFORDABLE HOUSING.** We continued to use MTW resources to preserve affordable housing that is at risk of for-profit redevelopment and to create additional affordable housing opportunities in partnership with state and local jurisdictions. When possible, we have been acquiring additional housing adjacent to existing KCHA properties in emerging and current high-opportunity neighborhoods where banked public housing subsidies can be utilized. In 2021, KCHA purchased the properties of the Carrington (Bellevue), Surrey Downs (Bellevue), Argyle Apartments (Federal Way), Sandpiper East (Bellevue), and Newport Apartments, recently rebranded by KCHA as Salish Place (Des Moines), adding 750 new units to our inventory of KCHA affordable housing. In 2021, no MTW block-grant funds were used in associated acquisitions.
- **LONG-TERM VIABILITY OF OUR GROWING PORTFOLIO.** KCHA used our single-fund flexibility to reduce outstanding financial liabilities and protect the long-term viability of our inventory. Single-fund flexibility allows us to make loans in conjunction with Low Income Housing Tax Credit financing to recapitalize properties in our federally subsidized inventory. MTW funds have also supported energy conservation measures as part of our Energy Performance Contracting

project, with energy savings over the life of the contracts repaying the loan. 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 enables us to utilize savings achieved through MTW initiatives to over-lease and provide HCV assistance to more households than normally permissible under our HUD-established baseline. Our cost containment from a multi-tiered, ZIP Code-based payment standard system, operational efficiencies, and other policy changes have been critical in helping us respond to the growing housing needs of the region's extremely low-income households. Despite ongoing uncertainties around federal funding levels, we continue to use MTW program flexibility to support housing voucher issuance above HUD baseline levels.

B. LOCAL ASSET MANAGEMENT PLAN

Has the PHA allocated costs within statute during the plan year?

No

Has the PHA implemented a local asset management plan (LAMP)?

Yes

Has the PHA provided a LAMP in the appendix?

Yes

In FY 2008, as detailed in the MTW Annual Plan for that year and adopted by our Board of Commissioners under Resolution No. 5116, KCHA developed and implemented our own local funding model for Public Housing and HCV using our MTW block grant authority. Under our current agreement, KCHA's Public Housing Operating, Capital, and HCV funds are considered fungible and may be used interchangeably. In contrast to 990.280 regulations, which require transfers between projects only after all project expenses are met, KCHA's model allows budget-based funding at the start of the fiscal year from a central ledger, not other projects. We maintain a budgeting and accounting system that gives each property sufficient funds to support annual operations, including allowable fees. Actual revenues include those provided by HUD and allocated by KCHA based on annual property-based budgets. As envisioned, all block grants are deposited into a single general ledger fund. KCHA's 2021 LAMP is attached to this document as Appendix D.

SECTION VI

ADMINISTRATIVE

A. HUD REVIEWS, AUDITS, OR PHYSICAL INSPECTION ISSUES

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

B. RESULTS OF LATEST KCHA-DIRECTED EVALUATIONS

In 2021, KCHA continued to expand and enhance our internal program design and evaluation capacity while leveraging external research partnerships. We continued implementation of the Creating Moves to Opportunity (CMTO) mobility study in collaboration with research partners from Harvard, Massachusetts Institute of Technology, Johns Hopkins, and other universities. Results from the first phase of this project were included in last year’s 2020 MTW Annual Report. Throughout 2021, KCHA supported an evaluation of CMTO while hosting learning sessions with program researchers who are currently analyzing Phase 2 of program results. Attached as Appendix E is a memo outlining the work and early learnings associated with Phase 3 implementation, which launched in fall 2021: “Adapting a Housing Mobility Program to Serve Existing Voucher Holders.”

With a goal of program refinement, we contracted with local consultants in 2021 to gather feedback from program participants with lived experience of homelessness for our Student and Family Stability Initiative (SFSI) and While in School Housing (WISH) programs. These final reports are included in this document as Appendix E.

C. MTW STATUTORY REQUIREMENT CERTIFICATION

Certification is attached as Appendix A.

D. MTW ENERGY PERFORMANCE CONTRACT (EPC) FLEXIBILITY DATA

EPC data is attached as Appendix G.

APPENDIX A

CERTIFICATION OF STATUTORY COMPLIANCE



Certification of Statutory Compliance

On behalf of the King County Housing Authority (KCHA), I certify that the Agency has met the three statutory requirements of the Restated and Amended Moving to Work Agreement entered into between the Department of Housing and Urban Development (HUD) and KCHA on March 13, 2009, and extended on September 19, 2016. Specifically, KCHA has adhered to the following requirements of the MTW demonstration during FY 2021:

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

A handwritten signature in black ink, appearing to read "Daniel Watson", is written over a horizontal line.

Daniel Watson
Executive Director

3/28/2022

Date

APPENDIX B

ACTUAL EXISTING PROJECT-BASED VOUCHERS

Project-based Voucher Contracts

Property Name	Number of Project-based Vouchers	Status as of End of 2021	Population Served	RAD?
30Bellevue	23	Leased	Homeless Non-Elderly Disabled	No
30Bellevue	8	Leased	Low Income Families	No
Alpine Ridge	27	Leased	Low Income Families	No
Andrew's Glen	10	Leased	Low Income Families	No
Appian Way	5	Leased	Homeless Families	No
Athene	9	Leased	Low Income Seniors	No
August Wilson Place	8	Leased	Homeless Veterans	No
August Wilson Place	8	Leased	Homeless Families	No
Avondale Manor	20	Leased	Low Income Families, Elderly, or Disabled	No
Avondale Park	43	Leased	Homeless Families	No
Bellepark East	12	Leased	Low Income Families	No
Bellevue House # 1	1	Leased	Homeless 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
Bellevue Manor	66	Leased	Low Income Seniors/Disabled	No
Birch Creek	262	Leased	Low Income Families	No
Burien Heights	15	Leased	Homeless Young Adults	No
Campus Court I	12	Leased	Low Income Families, Elderly, or Disabled	No
Campus Court II (House)	1	Leased	Low Income Families, Elderly, or Disabled	No
Carriage House	13	Leased	Homeless Veterans	No
Cedarwood	25	Leased	Low Income Families, Elderly, or Disabled	No
Chalet	4	Leased	Homeless Families	No
Chalet	5	Leased	Low Income Families	No
City Park Townhomes	11	Leased	Homeless Families	No
Compass Housing Renton	58	Leased	Homeless Veterans	No
Copper Lantern	4	Leased	Homeless Individuals	No
Copper Lantern	7	Leased	Low Income Families	No
Cove East Apartments	16	Leased	Homeless Veterans	No
Creston Point	5	Leased	Homeless Families	No
Discovery Heights	10	Leased	Homeless Individuals	No
Eastbridge	31	Leased	Low Income Families	No
Eastridge House	40	Leased	Low Income Seniors/Disabled	No
Eernisse	13	Leased	Low Income Families	No
Enumclaw Fourplex	5	Leased	Homeless Families	No

Project-based Voucher Contracts

Property Name	Number of Project-based Vouchers	Status as of End of 2021	Population Served	RAD?
Evergreen Court	30	Leased	Low Income Families, Elderly, or Disabled	No
Evergreen Court Apartments	15	Leased	Low Income Seniors	No
Family Village	10	Leased	Homeless Families	No
Family Village	26	Leased	Low Income Families	No
Federal Way House #1	1	Leased	Low Income Families, Elderly, or Disabled	No
Federal Way House #2	1	Leased	Low Income Families, Elderly, or Disabled	No
Federal Way House #3	1	Leased	Low Income Families, Elderly, or Disabled	No
Forest Grove	25	Leased	Low Income Families, Elderly, or Disabled	No
Foster Commons	2	Leased	Homeless Families	No
Francis Village	3	Leased	Low Income Families	No
Francis Village	10	Leased	Homeless Young Families	No
Francis Village	10	Leased	Homeless Veterans	No
Gilman Square	25	Leased	Low Income Families	No
Glenview Heights	10	Leased	Low Income Seniors/Disabled	No
Green Leaf	27	Leased	Low Income Families, Elderly, or Disabled	No
Green River Homes	59	Leased	Low Income Families, Elderly, or Disabled	No
Harrison House	48	Leased	Low Income Seniors	No
Heritage Park	15	Leased	Homeless Families	No
Heritage Park	36	Leased	Low Income Families	No
Hidden Village	78	Leased	Low Income Families, Elderly, or Disabled	No
Highland Village	8	Leased	Low Income Families	No
Houser Terrace	25	Leased	Homeless Veterans	No
Independence Bridge	24	Leased	Homeless Young Adults	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
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
Johnson Hill	8	Leased	Low Income Families	No
Joseph House	10	Leased	Low Income Seniors	No
Juanita Court	30	Leased	Low Income Families, Elderly, or Disabled	No
Juanita Trace I & II	39	Leased	Low Income Families, Elderly, or Disabled	No
Kensington Square	6	Leased	Homeless Families	No

Project-based Voucher Contracts

Property Name	Number of Project-based Vouchers	Status as of End of 2021	Population Served	RAD?
Kings Court	30	Leased	Low Income Families	No
Kirkland Avenue Townhomes	2	Leased	Homeless Veterans	No
Kirkwood Terrace	28	Leased	Low Income Families, Elderly, or Disabled	No
Landmark Apartments	28	Leased	Low Income Families	No
Laurelwood Gardens	8	Leased	Low Income Families	No
Lauren Heights	5	Leased	Homeless Families	No
Linden Highlands	2	Leased	Homeless Families	No
New Arcadia	5	Leased	Homeless Young Adults	No
Newport	23	Leased	Low Income Families, Elderly, or Disabled	No
Newporter Apartments	22	Leased	Low Income Families	No
NIA Apartments	42	Leased	Low Income Seniors	No
Northwood Square	24	Leased	Low Income Families, Elderly, or Disabled	No
Parkview Group Home	1	Leased	Disabled Individuals	No
Parkview Group Home	1	Leased	Disabled Individuals	No
Parkview Group Home	1	Leased	Disabled Individuals	No
Parkview Group Home	1	Leased	Disabled Individuals	No
Passage Point	46	Leased	Homeless Families/Re-entry	No
Patricia Harris Manor	41	Leased	Low Income Seniors/Disabled	No
Petter Court	4	Leased	Homeless Families	No
Phoenix Rising	24	Leased	Homeless Young Adults	No
Pickering Court	30	Leased	Low Income Families, Elderly, or Disabled	No
Plum Court	10	Leased	Low Income Families	No
Providence John Gabriel House	8	Leased	Low Income Seniors	No
Renton Commons	12	Leased	Homeless Families	No
Renton Commons	14	Leased	Homeless Veterans	No
Riverton Terrace I	30	Leased	Low Income Families	No
Ronald Commons	8	Leased	Homeless Veterans	No
Rose Crest	10	Leased	Homeless Families	No
Rose Crest	8	Leased	Homeless Families	No
Salmon Creek	9	Leased	Low Income Families	No
Seola Crossing I & II	63	Leased	Low Income Families	No
Shoreham	18	Leased	Low Income Families, Elderly, or Disabled	No
Shoreline Veteran's Center	25	Leased	Homeless Veterans	No
Somerset Gardens	8	Leased	Low Income Families	No
Sophia's Home - Bellepark East	1	Leased	Homeless Individuals	No
Sophia's Home - Timberwood	2	Leased	Homeless Individuals	No
Sophia's Home - Woodside East	4	Leased	Homeless Individuals	No
Southwood Square	104	Leased	Low Income Families	No
Spiritwood Manor	128	Leased	Low Income Families, Elderly, or Disabled	No
Summerfield Apartments	13	Leased	Low Income Families	No

Project-based Voucher Contracts

Property Name	Number of Project-based Vouchers	Status as of End of 2021	Population Served	RAD?
Summerwood	25	Leased	Low Income Families	No
The Willows	15	Leased	Homeless Families	No
Timberwood	20	Leased	Low Income Families	No
Timberwood Apartments	18	Leased	Homeless Veterans	No
Unity Village of White Center	6	Leased	Homeless Families	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
Vashon Terrace	16	Leased	Low Income Seniors/Disabled	No
Velocity Apartments	8	Leased	Homeless Families	No
Velocity Apartments	8	Leased	Homeless Veterans	No
Victorian Woods	15	Leased	Low Income Families, Elderly, or Disabled	No
Villa Capri	5	Leased	Homeless Families	No
Villa Esperanza	23	Leased	Homeless Families	No
Village at Overlake Station	8	Leased	Disabled Individuals	No
Village at Overlake Station	12	Leased	Low Income Families	No
Villages at South Station	20	Leased	Homeless Veterans	No
Vista Heights	30	Leased	Low Income Families, Elderly, or Disabled	No
Wellswood	30	Leased	Low Income Families, Elderly, or Disabled	No
William J. Wood Veterans House	44	Leased	Homeless Veterans	No
Woodcreek Lane	20	Leased	Low Income Families, Elderly, or Disabled	No
Woodland North	10	Leased	Homeless Veterans	No
Woodland North	5	Leased	Low Income Families	No
Woodside East	23	Leased	Low Income Families	No
Young's Lake	28	Leased	Low Income Families	No

APPENDIX C

Annual Unit Upgrade Tracking Report

2021 Annual Master Completion List

Unit Upgrade Tracking Report: 2021

Fund	Property	Community	Unit #	Bed-room	Date Vacated	Date Complete	Total Hours	Labor Cost	Material Cost	Total Cost	Work Order #
509	204	Forest Grove	11	2	10/1/2020	1/5/2021	240	\$16,360	\$16,852	\$33,212	10887
164	354	Brittany Park	105	1	10/27/2020	1/5/2021	287	\$18,319	\$16,375	\$14,852	109990
509	201	Avondale Manor	7	4	10/19/2020	1/8/2021	312	\$20,360	\$22,866	\$43,226	109045
112	292	Newport	21	3	10/21/2020	1/14/2021	256	\$16,672	\$17,236	\$33,908	111022
188	390	Burien Park	116	1	9/15/2020	1/19/2021	261	\$16,709	\$13,040	\$29,749	107848
509	408	Youngs Lk L 8	11509	3	12/17/2020	1/20/2021	298	\$18,829	\$20,768	\$39,597	109836
128	150	Paramount House	321	1	11/9/2020	1/21/2021	192	\$12,544	\$15,857	\$28,401	111172
162	350	Boulevard	213	1	11/16/2020	1/21/2021	271	\$17,864	\$14,487	\$32,351	111047
509	408	Youngs Lk L 16	18942	3	12/17//2020	1/26/2021	299	\$18,512	\$20,817	\$39,329	111072
123	105	Park Royal	1202	2	11/20/2020	1/27/2021	272	\$17,776	\$17,896	\$35,672	111908
167	552	Valley Park	636	3	12/7/2020	2/2/2021	354	\$23,231	\$16,323	\$39,554	111613
509	204	Forest Grove	3	2	12/30/2020	2/5/2021	248	\$16,200	\$16,522	\$32,722	112641
208	467	Northwood Sq	B3	2	12/14/2020	2/8/2021	300	\$19,800	\$17,317	\$37,117	108194
509	209	Kirkwood Terrace	18	2	12/30/2020	2/9/2021	272	\$17,776	\$16,366	\$34,142	112642
165	504	Burndale	1718K	2	12/29/2020	2/16/2020	283	\$17,621	\$17,127	\$34,748	112084
500	582	Campus Green	20-E	1	12/31/2020	2/18/2021	250	\$16,004	\$15,178	\$31,182	112323
128	150	Paramount House	106	1	12/22/2020	2/19/2021	224	\$14,656	\$14,852	\$29,508	112821
190	192	Woodcreek Lane	A-7	2	1/7/2020	2/23/2021	248	\$16,168	\$14,126	\$30,294	112823
163	352	Yardley Arms	213	1	12/29/2020	2/24/2021	260	\$16,433	\$13,358	\$29,791	112111
509	204	Kirkwood Terrace	4	3	1/25/2021	2/26/2021	248	\$16,200	\$15,859	\$32,059	113422
169	158	Illahee	7	2	1/7/2021	3/1/2021	344	\$22,376	\$18,964	\$41,340	113430
146	450	Mardi Gras	306	1	1/4/2021	3/3/2021	254	\$16,813	\$11,323	\$28,136	112414
485	551	Plaza 17	607	1	1/20/2021	3/3/2021	250	\$15,396	\$13,455	\$28,851	113191
164	354	Brittany Park	210	1	1/4/2021	3/4/2021	254	\$16,782	\$14,451	\$31,233	112380
485	551	Plaza 17	611	1	1/25/2021	3/8/2021	250	\$16,206	\$12,447	\$28,653	113192
122	101	Ballinger Homes	142	3	12/18/2020	3/12/2021	344	\$22,440	\$19,633	\$42,073	113822
125	153	Northridge II	245	1	1/29/2021	3/17/2021	200	\$12,984	\$13,854	\$26,838	113823
169	158	Illahee	25	1	1/7/2021	3/18/2021	324	\$21,132	\$17,626	\$38,758	113824
485	551	Plaza 17	504	1	2/8/2021	3/18/2021	250	\$16,250	\$12,168	\$28,418	114382
485	551	Plaza 17	211	1	1/27/2021	3/23/2021	250	\$16,433	\$11,647	\$28,080	113603
124	154	Lakehouse	218	1	1/25/2021	3/25/2021	200	\$13,080	\$14,865	\$27,945	113826
485	551	Plaza 17	506	1	2/17/2021	3/29/2021	250	\$16,280	\$11,289	\$27,569	114381
509	204	Forest Grove	22	2	2/2/2021	3/30/2021	272	\$17,744	\$15,543	\$33,287	114811
122	101	Ballinger Homes	209	3	2/1/2021	4/1/2021	344	\$22,376	\$19,653	\$42,029	114813
168	553	Casa Madrona	116	2	1/14/2021	4/2/2021	250	\$16,162	\$13,003	\$29,165	113190
130	251	Casa Juanita	114	1	2/8/2021	4/7/2021	200	\$12,832	\$13,998	\$26,830	114029
485	551	Plaza 17	505	1	2/18/2021	4/8/2021	250	\$16,041	\$10,783	\$26,824	114238

116	294	Parkway	113	1	2/10/2021	4/12/2021	274	\$17,808	\$15,965	\$33,773	115347
164	354	Brittany Park	313	1	2/2/2021	4/13/2021	250	\$15,337	\$12,988	\$28,325	113706
208	467	Northwood Sq	C3	2	1/30/2020	4/20/2021	303	\$19,420	\$16,443	\$35,863	113116
167	552	Valley Park	608	3	2/2/2021	4/22/2021	242	\$15,442	\$17,206	\$32,648	113873
122	101	Ballinger Homes	191	3	10/29/2020	4/23/2021	368	\$24,016	\$24,125	\$48,141	111909
207	406	Patricia Harris	107	1	2/15/2021	4/26/2021	248	\$16,200	\$15,200	\$31,400	114435
122	101	Ballinger Homes	192	2	9/1/2020	4/26/2021	364	\$24,418	\$22,325	\$46,743	111910
167	552	Valley Park	1108	2	2/12/2021	4/29/2021	250	\$15,248	\$13,301	\$28,549	114333
122	101	Ballinger Homes	199	3	9/1/2020	5/4/2021	368	\$24,080	\$23,966	\$48,046	111911
208	467	Northwood Sq	A3	2	2/10/2021	5/5/2021	276	\$17,496	\$18,385	\$35,881	114670
509	351	Riverton Family	14458	2	2/21/2021	5/11/2021	297	\$19,572	\$18,606	\$38,178	113965
485	551	Plaza 17	207	1	3/15/2021	5/19/2021	250	\$15,643	\$10,785	\$26,428	115296
122	101	Ballinger Homes	200	2	10/12/2020	5/20/2021	368	\$24,016	\$21,994	\$46,010	111913
124	150	Lakehouse	308	1	3/4/2021	5/21/2021	200	\$13,080	\$13,952	\$27,032	116565
485	551	Plaza 17	208	1	3/20/2021	5/25/2021	252	\$16,211	\$11,436	\$27,647	114383
122	101	Ballinger Homes	183	2	7/2/2020	5/27/2021	344	\$24,174	\$24,695	\$48,869	106160
122	101	Ballinger Homes	184	3	10/15/2019	5/28/2021	304	\$24,351	\$25,552	\$49,903	88831
485	551	Plaza 17	608	1	3/25/2021	5/28/2021	254	\$16,273	\$10,803	\$27,076	114383
509	208	Wellswood	E-1	2	3/25/2021	6/1/2021	294	\$18,971	\$18,319	\$37,290	117185
162	350	Boulevard	118	1	3/30/2021	6/3/2021	255	\$16,021	\$12,512	\$28,533	116207
509	208	Wellswood	E-2	2	11/23/2020	6/9/2021	299	\$19,437	\$17,552	\$36,989	111175
250	156	Westminster	205	1	3/1/2021	6/11/2021	217	\$14,123	\$12,051	\$26,174	117822
167	552	Valley Park E	635	2	3/31/2021	6/16/2021	263	\$17,293	\$16,312	\$33,605	116786
124	154	Lakehouse	202	1	4/5/2021	6/17/2021	213	\$13,855	\$13,195	\$27,050	117425
146	450	Mardi Gras	206	1	4/19/2021	6/17/2021	265	\$16,542	\$12,598	\$29,140	117567
121	155	Hillsview	108	1	3/23/2021	6/22/2021	219	\$14,301	\$14,151	\$28,452	118322
168	553	Casa Madrona	241	2	4/30/2021	6/24/2021	262	\$17,254	\$11,553	\$28,807	117108
206	465	Bellevue Manor	321	1	4/30/2021	6/29/2021	216	\$12,984	\$13,875	\$26,859	118325
208	467	NW Square	C5	2	4/31/21	6/30/2021	376	\$23,704	\$17,474	\$41,178	117539
127	203	College Place	1279-F	3	5/12/2021	7/1/2021	224	\$14,624	\$14,952	\$29,576	119239
120	103	Cedar Grove	1	4	4/11/2021	7/9/2021	298	\$19,422	\$17,526	\$36,948	118326
206	465	Bellevue Manor	310	1	6/1/2021	7/13/2021	216	\$14,056	\$12,991	\$27,047	119243
500	582	Campus Green	23-E	1	4/30/2021	7/13/2021	279	\$17,419	\$14,009	\$31,428	117687
125	151	Northridge II	114	1	5/14/2021	7/16/2021	200	\$13,016	\$13,628	\$26,644	119286
128	150	Paramount House	214	1	5/24/2021	7/16/2021	200	\$12,896	\$13,696	\$26,592	119289
167	552	Valley Park E	606	2	5/13/2021	7/19/2021	274	\$16,436	\$15,890	\$32,326	118737
180	484	Harrison H	114	2	5/4/2021	7/27/2021	257	\$15,965	\$17,797	\$33,762	118139
123	104	Park Royal	104	2	5/3/2021	7/29/2021	273	\$17,907	\$15,101	\$33,008	119290
164	354	Brittany Park	216	1	5/24/2021	7/29/2021	248	\$16,099	\$15,269	\$31,368	118549
169	158	Illahee	9	1	5/20/2021	8/3/2021	320	\$20,768	\$17,103	\$37,871	120331
165	504	Burndale	1723K	4	5/31/2021	8/4/2021	371	\$22,618	\$21,038	\$43,656	119063
127	203	College Place	1333-D	2	6/6/2021	8/9/2021	248	\$16,040	\$13,895	\$29,935	120334

169	158	Illahee	22	2	1/7/2021	8/12/2021	344	\$22,600	\$18,633	\$41,233	113431
169	158	Illahee	30	2	1/7/2021	8/16/2021	344	\$22,408	\$17,866	\$40,274	113825
142	403	Cascade	S102	3	5/26/2021	8/16/2021	366	\$22,340	\$21,993	\$44,333	118754
485	358	Riverton Senior	202	1	6/3/2021	8/19/2021	258	\$16,470	\$15,195	\$31,665	119861
142	403	Cascade	G101	2	6/1/2021	8/23/1991	318	\$20,290	\$18,685	\$38,975	118945
123	105	Park Royal	1001	2	11/23/2020	8/23/2021	320	\$21,056	\$16,002	\$37,058	111914
164	354	Brittany Park	204	1	6/23/2021	8/24/2021	246	\$14,460	\$10,934	\$25,394	120148
130	251	Casa Juanita	201	1	7/8/2021	8/27/2021	200	\$12,920	\$13,984	\$26,904	121574
206	465	Bellevue Manor	320	1	7/9/2021	8/30/2021	216	\$14,024	\$12,855	\$26,879	121184
146	450	Mardi Gras	216	1	6/16/2021	9/3/2021	269	\$17,472	\$12,668	\$30,140	121224
146	450	Mardi Gras	107	1	6/30/2021	9/13/2021	244	\$15,978	\$12,449	\$28,427	121226
142	403	Cascade	J104	2	6/22/2021	9/8/2021	321	\$20,954	\$18,933	\$39,887	120057
142	403	Cascade	X103	2	6/22/2021	9/8/2021	323	\$20,621	\$17,400	\$38,021	120057
121	155	Cedar Grove	12	4	6/21/2021	9/14/2021	296	\$19,352	\$18,185	\$37,537	121774
485	551	Plaza 17	507	1	6/30/2021	9/20/2021	248	\$15,567	\$13,588	\$29,155	121143
488	402	Birch Creek	79	2	7/11/2021	9/21/2021	166	\$10,146	\$7,323	\$17,469	121105
127	202	Eastside Terrace	633 C	2	7/21/2021	9/22/2021	280	\$18,280	\$14,967	\$33,247	122279
206	465	Bellevue Manor	113	1	7/30/2021	9/23/2021	216	\$14,184	\$13,175	\$27,359	122641
485	551	Plaza 17	308	1	6/30/2021	9/23/2021	249	\$15,895	\$12,294	\$28,189	121142
127	203	College Place	1165 B	3	8/23/2021	9/30/2021	273	\$17,187	\$14,092	\$31,279	122645
509	102	Green Leaf	E-5	2	8/26/2021	10/1/2021	275	\$17,963	\$13,998	\$31,960	122868
163	352	Munro	200	1	7/12/2021	10/4/2021	250	\$14,966	\$12,921	\$27,887	120797
122	101	Ballinger Homes	147	5	5/21/2021	10/13/2021	345	\$22,443	\$21,235	\$43,678	122646
208	467	Northwood Square	B6	2	7/6/2021	10/14/2021	266	\$17,264	\$16,707	\$33,971	122267
123	105	Park Royal	108	2	8/12/2021	10/15/2021	269	\$17,747	\$15,337	\$33,084	122830
169	296	Illahee	3	1	8/2/2021	10/21/2021	320	\$20,992	\$17,669	\$38,661	123011
164	365	Pacific Ct	B10	2	6/14/2021	10/21/2021	353	\$22,219	\$13,870	\$36,089	118852
188	390	Burien Park	320	1	7/20/2021	10/26/2021	263	\$16,500	\$12,111	\$28,611	121369
169	296	Illahee	12	2	8/18/2021	10/27/2021	320	\$21,056	\$17,422	\$38,478	123214
509	401	Valli Kee	11	2	6/11/2021	10/28/2021	265	\$22,373	\$14,372	\$36,745	120314
206	465	Bellevue Manor	216	1	8/18/2021	10/29/2021	216	\$13,400	\$13,884	\$27,284	123217
169	296	Illahee	28	2	8/26/2021	11/1/2021	320	\$18,848	\$18,116	\$36,964	123215
509	407	Vista Heights	107/15	2	8/6/2021	11/8/2021	372	\$21,416	\$20,947	\$42,363	121996
187	290	Northlake House	314	1	9/9/2021	11/12/2021	217	\$13,931	\$13,695	\$27,626	124314
116	294	Parkway	201	3	8/31/2021	11/15/2021	256	\$16,800	\$13,884	\$30,684	124315
128	150	Paramount House	218	1	9/2/2021	11/16/2021	200	\$13,016	\$13,907	\$26,923	124615
149	550	Wayland Arms	210	2	8/2/2021	11/18/2021	355	\$22,725	\$13,367	\$36,092	122276
130	251	Casa Juanita	319	1	9/1/2021	11/19/2021	200	\$12,952	\$13,252	\$26,204	124316
142	403	Cascade Homes	F104	3	8/11/2021	11/30/2021	331	\$21,752	\$20,315	\$42,067	121985
189	191	Northwood	211	1	9/21/2021	12/2/2021	215	\$13,865	\$12,652	\$26,517	125219
509	207	Juanita Trace	6	2	8/31/2021	12/3/2021	248	\$16,040	\$14,663	\$30,703	124617
123	105	Park Royal	201	2	9/23/2021	12/8/2021	274	\$17,878	\$13,959	\$31,837	125220

509	208	Wellswood	B-1	2	9/16/2021	12/10/2021	269	\$17,447	\$13,852	\$31,299	125048
169	296	Illahoe	1	1	9/24/2021	12/12/2021	325	\$21,275	\$17,400	\$38,675	125221
149	550	Wayland Arms	101	2	9/28/2021	12/13/2021	341	\$22,418	\$14,247	\$36,665	123812
164	354	Brittany Pk	303	1	9/27/2021	12/15/2021	272	\$17,647	\$13,307	\$30,954	123886
122	104	Pepper Tree	36	2	10/4/2021	12/16/2021	274	\$17,826	\$14,329	\$32,155	125568
149	550	Wayland Arms	106	2	9/28/2021	12/16/2021	346	\$22,041	\$13,817	\$35,858	123756
114	293	Hidden Village	A-210	3	10/11/2021	12/20/2021	293	\$18,959	\$17,126	\$36,085	124478
168	553	Casa Madrona	244	2	10/5/2021	12/21/2021	272	\$17,796	\$13,695	\$31,491	124584
127	203	College Place	1349 C	2	10/11/2021	12/23/2021	244	\$15,828	\$15,339	\$31,167	125855
500	582	Campus Green	21B	1	9/1/2021	12/28/2021	294	\$19,337	\$14,831	\$34,168	122285
167	552	Southridge	614	1	9/27/2021	1/4/2022	252	\$16,644	\$15,963	\$32,607	122285
Totals	14		Average	1.8		Average	274	\$17,723	\$15,618	\$33,191	
	39										
310	481	Vantage Glen	114	2	4/15/2021	6/14/2021	363	\$23,657	\$20,978	\$44,635	117044
315	482	Rainier View	32705	2	4/27/2021	7/12/2021	457	\$29,703	\$17,368	\$47,071	117839
310	481	Vantage Glen	6	2	8/2/2021	11/1/2021	385	\$25,972	\$20,479	\$46,451	122234

APPENDIX C

KCHA'S LOCAL ASSET MANAGEMENT PLAN

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

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

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

APPENDIX E

EVALUATIONS

Student and Family Stability Initiative: Program review and recommendations

September 29, 2021



About Us



About the Lived Experience Coalition (LEC)

The LEC is a diverse group of people who are coming together to lift each other up, advocate for ourselves and others, and advance race and social justice. The LEC works beyond oppressive structures by unifying voices and efforts to dismantle multisystem barriers impacting people who are experiencing homelessness, involvement in the justice system, face unmet behavioral health needs, and/or fleeing violence or emotional/psychological victimization.



About Kinetic West

Kinetic West is a Seattle-based social impact consulting firm that works across sectors to build common purpose and get big things done in our communities. Kinetic West works with nonprofits, businesses, government, community partners, and funders to solve their toughest challenges because we believe that working as one is the only way to create just, equitable, and prosperous communities.

Framing for this presentation

Project objectives

- Identify program improvements for SFSI program by learning from staff and participants being served by the program
- In particular, try to learn from families that exited early from the program

Scope-of-Work

- Qualitative research planning
- Conduct initial program staff and partner interviews (KCHA, Neighborhood House, school district partners)
- Recruit participants
- Hold interviews and focus groups with participants from three research groups
 1. Active: Currently active in the program
 2. Success: Exited to permanent housing, no subsidy
 3. Early Exit: Left the program early
- Synthesize research and themes
- Present findings



Headlines

Over the ~10 years since SFSI was established, the affordable housing crisis has grown significantly

- Average rents across the Seattle-metro have increased ~75% since 2012¹, driving more people to lower-cost South King County and increasing competition for affordable units
- The pandemic has only exacerbated challenges for low-income families with greater unemployment, increased rent arrearage, and higher homelessness

“One-size-fits-all” approach does not work for families with higher needs

- Many focus group participants reported not enough support from the program to reach housing stability – namely that the subsidy is too low, doesn’t last long enough
- Families reported significant challenges finding units within catchment zone that were clean, in safe areas, and large enough for their families
- Wrap around supports are often not enough for families with complex needs (e.g. criminal-legal system involvement, low credit score, past evictions, mental health challenges, etc.)
- Case management staff often reluctant to enroll referred families fearing that program could “re-traumatize” participants who would struggle to take over rent

Program experience and support level varies widely across SFSI participants

- Some participants reported an excellent experience, mentioning individual case managers by name as “remarkable” and “thorough”
- However, multiple individuals cited lack of follow-through / follow-up throughout course of program including multi-month delays to enroll after referral, lack of support for housing and employment navigation

Implementation inconsistencies caused confusion and frustration across program partners and participants

- School district staff mentioned uncertainty about how the program works, who is eligible, and what happens post-referral
- SFSI participants often expected more one-on-one support with their challenges, greater help with wrap-around supports, connections to other resources they may be eligible for

High burnout and turnover among Neighborhood House staff contributed to inconsistent participant experience and confusion among program partners

- Neighborhood House staff members cited unrealistic metrics for participant success resulting in significant stress among team members
- Additionally, case management staff often felt disrespected by school districts who may have had greater expectations about how SFSI could help families

To improve program, we recommend a comprehensive overhaul of SFSI that centers the needs of McKinney Vento families

- Begin with establishing theory of change and clearly identifying target population – base screening and prioritization on this target population
- Establish a subsidy level and program length that meets local market conditions and individual family needs
- Redesign case management model in partnership with Neighborhood House to ensure housing navigation and wrap-around supports are tailored to family circumstances and are consistently implemented
- Create a detailed and regularly updated playbook with associated training for Neighborhood House staff to support staff development; include clear expectations for what participants will and will not receive while enrolled and overviews of recurring processes (i.e. communications best practices and response time guidelines, templates / checklist for housing navigation, etc.)

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Context: Housing instability today

Rental conditions in the SFSI catchment area and King County have changed significantly since the program began

Average rents have increased ~75% across the Seattle-metro since 2012.¹

While some rents took a dip in 2020 early in the pandemic, apartment rents are on the rise again

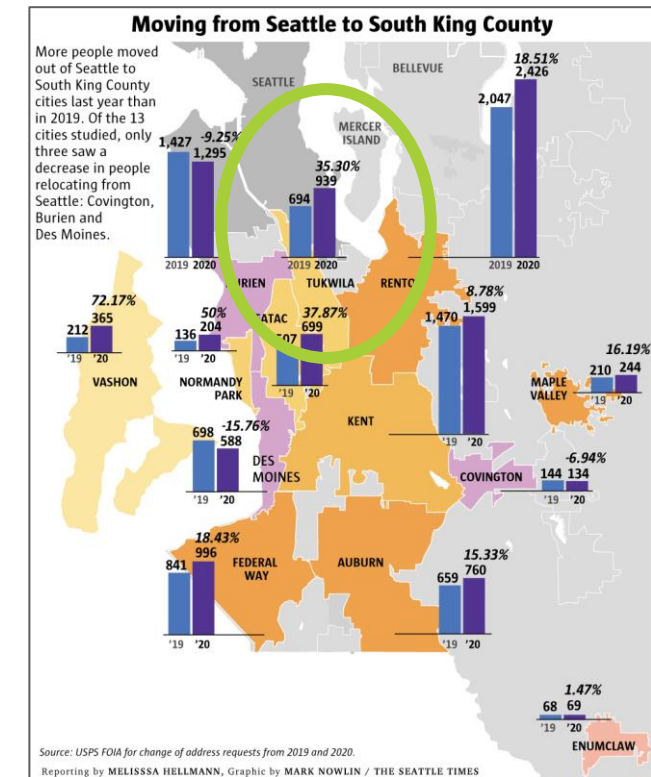
- In Tukwila/Renton, average rents increased 7.9% just in the last year (Avg rent per unit = \$1,784)²

Income growth for low-income households and people of color have not kept pace with the rising cost of living

- Regionally, income gaps have widened significantly for households in the bottom 20% of income, and for Black and Latino households compared to white households³

Limited affordable housing stock and gentrification have also increased rental competition

- High numbers of Seattle residents have moved to South King County, especially the SFSI catchment areas of SeaTac and Tukwila.⁴
- This makes renting tougher for renters with poor credit and past evictions



Map shows that 35-38% more residents moved out of Seattle to SeaTac and Tukwila in 2020 than the reverse⁴

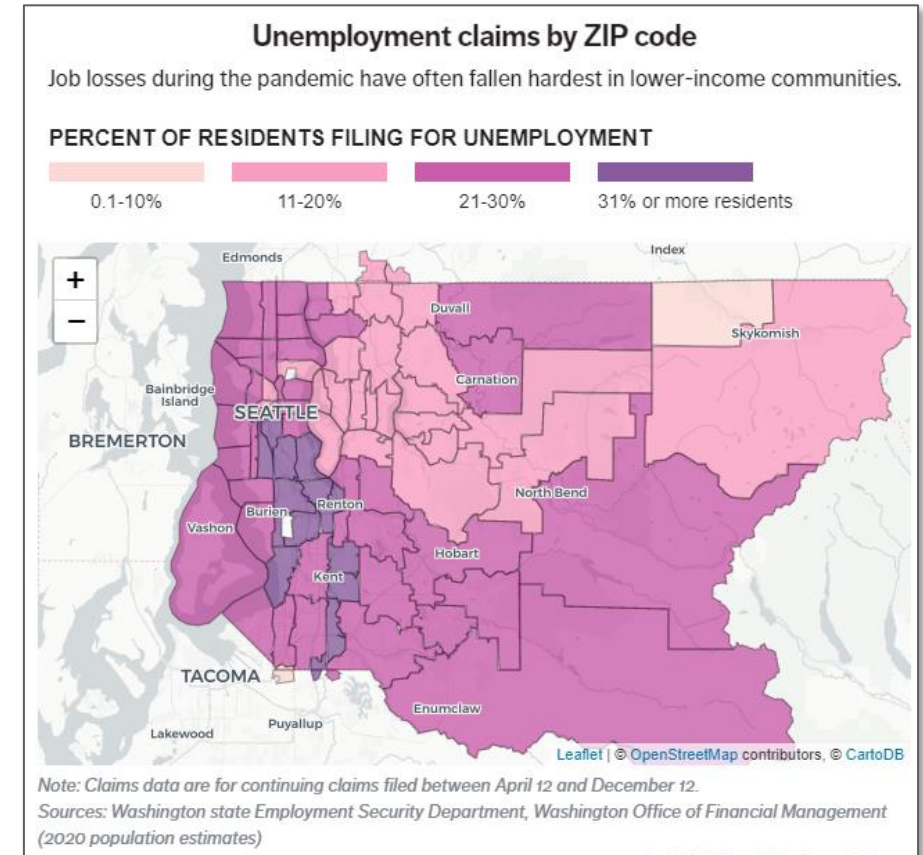
Families in SFSI school districts highly impacted by job loss during the pandemic and increasingly struggle to pay rent

42% of residents filed for unemployment between April and December 2020 in SeaTac and Tukwila¹

75% of SFSI families have lost income during the pandemic (lost job or reduced hours)²

High rental costs + job loss = more families struggling

- 60,000 Seattle-area renters are behind on rent, most are multiple months behind and could face eviction³
- 18% of SFSI participants start the program with housing arrears, staff are seeing increases in housing debt²
- More families re-engaging with the SFSI program because need additional assistance²
- Increased acuity of family situations: greater share of families are unsheltered (versus doubled up) from 3% in 2017-2019 to 29% in 2020⁴



Map shows the higher rates of job loss in the SFSI program catchment area

Significant burnout and attrition among nonprofit staff in the homelessness sector

Frontline workers are often living paycheck to paycheck¹

- Nationwide, 160,000 full- and part-time workers in homeless services make an average of \$24,000 a year¹
- Turnover rates of 30-50% in a single year at nonprofit housing organizations are not uncommon¹

Housing support services as a career pathway is underpaid; this is an equity issue since high proportions of staff are women of color

Neighborhood House operates within this broader context, but is working towards more better staff wages

- Current housing case manager positions at Neighborhood House start at about \$21-\$24/hour (\$45K-\$50K)²
- In comparison, Seattle's median individual income was \$81,290 as of 2019¹

As more federal money is pouring into the city and county to house people than in recent memory, [nonprofits] are watching their workforce meltdown.¹

Seattle Times article, Seattle homelessness nonprofits struggle to hire, complicating plans to expand shelters and housing

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Program Design Findings

Background: SFSI Purpose and Program Model

Purpose: Pilot program started in 2013 with three partners (KCHA, Highline Schools, Neighborhood House) to provide housing and employment supports to homeless and unstably housed families with children enrolled in Highline elementaries

Key Features Original Model

- Pair flexible short-term housing cost support (up to \$7k) with wrap-around housing & employment case management
- Align to McKinney-Vento definition of homelessness (more expansive than HUD)
- Reach households with at least one member who is willing and able to work
- Deploy progressive engagement model focused on client-directed assistance to set and meet housing and employment goals

Changes Over Time

- Increased subsidy to \$11K
- Expanded to include Tukwila Public Schools
- Updates to:
 - Streamline enrollment process
 - Simplify paperwork and make more participant-friendly
- Staffing changes over time based on NH contract and leveraged funds including:
 - Shifting follow-up calls from KCHA to NH
 - Reduced dedicated housing navigation role to partial FTE

Some participants cited SFSI program as critical to finding long-term housing

Some participants credited the program with helping them get housing and reach stability

“Helped us look for housing within our income limit. Helped us get on our feet.” – SFSI Participant

Participants identified the following supports as most helpful:

- Housing search support (especially when navigating past evictions, arrears, or other barriers)
- Move-in assistance
- Rental assistance

“The rental assistance and subsidy were the most helpful. Listings for available apartments helped filter out places that would and would not work for my family.” – SFSI Participant

They often praised specific staff (e.g. case worker or economic empowerment coach), for supporting them

“Very helpful! This program helped and is a great program...My case manager was awesome.” – SFSI Participant

“If it wasn’t for [NH staff member], I would just be lost.” – SFSI Participant

Takeaways

- The combination of financial support + caseworker support is critical to helping families achieve stability
- SFSI families benefit from individualized support to navigate the challenging housing market and specific barriers
- SFSI provides support families didn’t receive elsewhere, particularly help with arrearage

However, many families reported subsidy was too low...

The uniform subsidy takes an “equality” approach to family assistance, rather than an “equity” approach based on family needs

“Important to adapt to different scenarios, and not have a cookie cutter approach. Every person’s needs at the table are different.” - SFSI Participant

As outlined in context setting, several factors are limiting how far the subsidy can be stretched by low-income families:

- Regional rent and cost-of-living increases have not kept up with wages
- Increased arrears
- Reduced income due to unemployment or reduced hours

“[Rent] is so high in this area and not set up to come out of poverty.” – SFSI Participant

“If you lost your job you have to start over.” – SFSI Participant

“I had evictions that needed to be paid off.” – SFSI Participant

Neighborhood House staff reported reluctance to refer families for SFSI given low subsidy

“The SFSI program is not for everyone it is asking us to retraumatize families” – NH Staff

Takeaways

- Updated analysis needed to understand average arrearage, family size, and number of earners for entering SFSI participants
- **Implication:** Few families fit within target population for SFSI program
- **Implication:** Annual assessment could be used to develop and refresh a need-based, “per family” subsidy cap
- **Implication:** Consider setting overall program budget with “guidelines” for individual subsidies and support services aligned to Rapid Rehousing standards

...and that the program was too short to achieve housing stability

Participants mentioned length of support is not enough for families to achieve stability even when they are employed

- Several participants recommended 12 or more months of support
- Job placement often taken multiple months

“Took around 6 months to get stable and then they stopped supporting.” – SFSI Participant

“Some people need more time.” – SFSI Participant

“They should pay full rent for people for 6 months to a year.”

“Maybe if I could have stayed at 50% for a bit longer to stack some money.” – SFSI Participant

Based on current data available, sizable portion of “successful” participants become housing unstable after 6 months

- 6-months out from successfully exiting SFSI, 13% of participants contacted were now homeless or in a temporary housing situation; follow-up data was unavailable for 47% of participants
- During the COVID-19 pandemic, 18 families who had successfully completed the program re-engaged for assistance (March-August 2020)¹

“I am currently out of homelessness but not very stable in my housing.” – SFSI Participant

Takeaways

- Extending program length would provide NH staff flexibility to better adapt to families who need more time to take over rent payments
- **Implication:** Design program by working backwards from participant needs and what is needed for them to achieve housing stability
- **Implication:** Consider aligning to Rapid Rehousing guidelines that provide subsidy for 12+ months
- **Implication:** Extending program timeline could help reduce administrative burden (i.e. exception paperwork and approvals)



Detail: Larger families had a harder time finding adequate housing within budget

More difficult for larger families to find units with more than one bedroom within the subsidy

“I have two teenage daughters... they wanted us to be in a one bedroom” – SFSI Participant

“I could not find a place in my budget and went to stay with family.”
– Early Exit Participant

This can result in families taking more time to find housing, being pushed toward smaller housing units, or moving to other regions

“A lot of it was clearly waitlists for a family of my size. Astronomical waitlists.” – SFSI Participant

“Very hard to find housing in Highline.” – SFSI Participant

“I could not find a place and ended up moving to Arizona where it is cheaper.”
– Early Exit Participant

“If we could broaden to other cities, we could be successful, now I am weary of sending...Counselors are now looking at other programs with less limitations.”
– NH Staff

Smaller families more likely to “successfully” exit program

- Average of 2 children in households who were successful
- Average of 2.5 children in households who exited early

“Make sure there is a family voucher and its appropriate for the size of family.” – SFSI Participant

Takeaways

- Large families are less likely to achieve success in SFSI due to the uniform subsidy amount and program length
- **Implication:** Subsidy level should be tied to current rental market within catchment area
- **Implication:** Consider expanding zone for housing placement to adjacent communities with lower rent costs (while keeping students enrolled in-district)

Detail: Single-earner households struggled to make increasing share of rent payments, takeover rent at end of program

Single parents reported greater difficulty to reach stable housing with subsidy level

- Single-parent families comprise majority (69%) of SFSI participants over last three years

“For single moms it is a struggle because there is no second income”
– SFSI Participant

A Tale Of Two Participants

Nikki

- Single Parent, Age 27
- Currently working part-time and searching for full-time work
- Had \$2K in arrears (Evicted from housing prior to SFSI)
- 2 Children
- Subsidy = \$11K

Esther and Jose

- Married, Age 44 and 46
- Currently both working full-time jobs
- No arrears (Doubled up with other family prior to SFSI)
- 1 Child
- Subsidy = \$11K

Takeaways

- **Implication:** Total family earnings should be considered in the rental assistance cap and program length

Focus group participants and Neighborhood House staff cited insufficient wrap-around supports

While housing and employment case management are critical, the most vulnerable SFSI families need more wrap around supports or deeper one-on-one support

“Mental health should be offered... the different supports, individualized -- their program would be more beneficial” – SFSI Participant

Examples of more significant supports needed by families included:

- Basic needs like food, clothing, transportation
- Coaching on paperwork, especially understanding leases when new to renting
- Legal support
- Mental health

Wrap-around support offerings have been variable over the program lifecycle

- Many support services have been tied to other funding streams utilizing other Neighborhood House staff
- Leads to inconsistent experience for SFSI participants

Takeaways

- Families sometimes have needs outside of the core program offerings
- **Implication:** Review current support offerings and set minimum wrap-around support levels based on family needs
- **Implication:** Determine what services should be provided via SFSI (versus what services are not provided and should be referred out)

Recommendations for SFSI program design (I/II)

Recommendations

Recommend prioritizing families with greatest needs in alignment with Rapid Rehousing best practices

- Establish clear theory of change in collaboration with participants and partner organizations that includes the core pillars of housing first, trauma-informed care, and harm reduction
- Design the entire program based on this needs of the target population, working backwards from what will these families need to be housed stably?
- Updated design should include development of new and detailed screening criteria and with alignment to research-backed practices for wrap-around supports

Move from an “equality-based” program design to an “equity-based” program design

- Establish an overall program budget; set subsidy level based on individual household needs
- Larger families, families with single earners will need greater support
- Families who have experienced significant trauma are more likely to need longer and deeper support for rent and wrap-around services
- Establishing subsidy and support levels for different family needs can reduce administrative burden (e.g. fewer exception approvals, fewer one-off decisions, etc.)

Next questions to consider

How does the SFSI program fit within KCHA’s overall housing support portfolio?

- How would a new theory of change and a specified target population for SFSI create new gaps or duplication in program offerings?
- How would increasing per-family support impact the number of people served and the number of people who reach housing stability?

What is KCHA’s definition of stable housing?

- What does success look like for SFSI participants?
- How does the program need to evolve to help more participants reach housing and maintain stability?

Recommendations for SFSI program design (II/II)

Recommendations

Establish protocol for paying off participant arrears

- Explore other funding opportunities to pay off back rent (e.g. United Way rent support, other pandemic funding sources)
- Consider paying arrears on top of the rental subsidy

Connect subsidy level to local rental market

- Tie subsidy level to average market rent for given unit size (e.g. 1br, 2br, etc.)
- Establish annual review of rental market data to determine what, if any, subsidy changes are needed
- Explore expanding housing zone to adjacent lower cost areas (e.g. Kent, Auburn, Federal Way, etc.) while keeping students enrolled in Highline and Tukwila schools

Establish minimum wrap-around support offerings for all participants

- Review support needs for past participants and determine where gaps exist today in offerings (e.g. mental health, job-skills training, etc.)
- Determine minimum “service level” for each support service provided via SFSI (e.g. housing navigation, employment coaching)
- For wrap-around supports not offered via SFSI, create database of programs / providers for referral

Next questions to consider

How would different program offerings impact SFSI budget and outcomes?

- What are the 2-3 scenarios for future offerings and how do they vary?



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Program Implementation Findings

SFSI participants reported varying levels of quality and consistency in program experience (I/II)

Enrollment process

Illustrative examples from participants:

- SFSI program referrals do not continue in summer
- Multiple participants mentioned requiring two referrals to get a response
- Some participants contacted quickly after enrollment, for others it took a couple of months
- Mixed understanding and communication around level of “hand holding” provided by the program

“They said it would take a week, but it took two months for them to get back to me.” – SFSI Participant

“Definitely more of an independent-type program.” – SFSI Participant

Housing Navigation

Illustrative examples from participants:

- Received outdated housing lists during housing search
- Some participants wanted more support to understand leases, tenant rights, credit scores, etc.
- Challenges finding safe and clean housing (issues like lead paint, cockroaches, and drug paraphernalia)
- One participant had housing approved without inspection
- Some participants were able to get extensions or increases to subsidies, while others didn’t know to ask
- Challenges finding housing units large enough for family

“They have stopped sending housing options.” – SFSI Participant

“Have not received any move-in assistance even though they said I would receive that assistance.” – SFSI Participant

“Everything Neighborhood House showed me was out of my price range.” – SFSI Participant

“I’m jealous, I didn’t get a welcome basket.” – SFSI Participant

SFSI participants reported varying levels of quality and consistency in program experience (II/II)

Employment and Finance Support

Illustrative examples from participants:

- Many participants felt job search support was not robust and wanted more help—particularly to access “good jobs” that would enable them to take over rental costs
- One participant felt budgeting support was not helpful because they had already cut expenses as far as possible
- Many participants wanted help gaining a permanent subsidy or voucher, or budgeting support for longer

“They tell you need a better job... BUT HOW?”
– SFSI Participant

“They told me about some employment opportunities, but were not able to connect me.” – SFSI Participant

General Communications

Illustrative examples from participants:

- Participants experienced inconsistent response times
- Families often didn’t know what supports were offered to them
- Some had experiences with case managers missing appointments

“It would be helpful if they had people who could work with you 1-on-1 to explain all the resources available” – SFSI Participant

“Unless I was being the initiator, it was going to take a lot longer than what it ended up being.” – SFSI Participant

Partnership and communication challenges exist between Highline Public Schools and Neighborhood House

Homelessness context within Highline:

- In 2020-21 school year, >1,000 students were identified as homeless¹

Issues identified as contributing to challenges:

- School districts lack familiarity with other housing programs and often view Neighborhood House as a “panacea” for students experiencing homeless
- Lack of clarity regarding SFSI program and case manager role leads to mismatched expectations
- The pandemic and staff turnover impacted relationship-building

Implication: School districts need support to understand homelessness system and how SFSI program fits within broader context

Implication: Tighter feedback loops and communications between Neighborhood House and school districts could support better relationships

“Still don’t have a clear view of what case management looks like... I don’t get the ins and outs [of] things they can or can’t do.”
- Highline district staff

“What’s going on after the family has been referred?”
-- Highline district staff

“We don’t want to be a gatekeeper, if families are interested we just send them along... let people whose work is housing determine fit”
- Highline district staff

“[Highline] staff don’t see us as partners...they feel ‘If we make the referral, you are to make it happen.’”
- NH staff member

1. Highline School District 2020-21 Report Card ([Link](#)); KW analysis, focus groups with program participants and interviews with KCHA, Highline Public Schools, and Neighborhood House



Two big factors contribute to inconsistent implementation:

#1: Staff turnover

Staff-identified contributors to low morale and turnover:

- Don't believe SFSI has the flexibility needed to serve client needs
- SFSI recruitment and service metrics contribute to significant stress
- More paperwork and partners to respond to than other programs
- Lack of adequate salaries generally within the homelessness sector, particularly in comparison to the stress and hours of the job

Staff report feeling a lack of respect and partnership

- Staff want to be seen as thought partners to improve the program and collaborators on supporting families

"NH sees a certain level of turnover in these jobs, but SFSI saw the most turnover compared to other programs"
-- NH Staff

"I left due to burnout."
-- NH Staff

"Current Team Needs more coaching and time to know the program."
-- NH Staff

Implication: New staff are less familiar with program design and often thrown into direct-service with limited training resulting in inconsistent supports for families

Implication: Added attention to hand-offs is needed to ensure staffing changes are not disruptive to families and maintain trust

Two big factors contribute to inconsistent implementation:

#2: Staff capacity

There is inadequate staff capacity among Neighborhood House staff to run program, provide direct service to families

Staff-identified contributors to staffing capacity:

- High administrative burden (paperwork, partner communications) that takes time from direct service to families
- Level of acuity / needs by participant
- Many wrap-around supports provided through leveraged and inconsistent funds

“There are a lot more people involved in SFSI, but not direct service staff to actually do the work with families.”
-- NH Staff

Implication: Current operating model and metrics don't allow case managers to provide support for higher need families (e.g. addressing family basic needs, mental health referrals, etc.)

Implication: At current staffing capacity, follow-up data collection is not prioritized, limiting overall understanding of SFSI program impact

Recommendations for SFSI program implementation

Recommendations

Partner with Neighborhood House to explore drivers of SFSI staff turnover and potential interventions. Interventions to consider include:

- Adjusting case load expectations based on family needs (e.g. larger families, families with more recent trauma / medical conditions, etc. will likely take more individualized time)
- Create a detailed and regularly updated “playbook” to support staff development; could include overview of recurring processes, communications best practices and response time guidelines, templates / checklists for housing navigation, etc.
- Increase training for new SFSI team members based on playbook, including “transition period” time where new staff can shadow “veterans”

Redesign program success metrics to work backwards from new definition of participant success

- Metrics should be established in partnership with Neighborhood House and future contract providers
- When establishing success metrics, conversation should include discussion of staff resources, time, and funding available to achieve goals
- Discuss in advance the implications and next steps should success metrics not be achieved
- Re-design SFSI database to support agreed-to success metrics; establish regular cadence and protocols for data input, cleaning, and analysis
- Collecting follow-up data with participants should be prioritized to better understand program impact; requires additional staff capacity to conduct follow-ups

Prioritize partnership and relationship building across KCHA, Neighborhood House, and school districts

- Create simplified 1-pager for school district staff to understand SFSI program and Neighborhood House services
- Establish clear roles among and within partner organizations with specified “hand-offs” and communications protocols
- Create space for partner staff to problem solve together, get to know each other more

Create training for school district staff on the homelessness system (e.g. causes of homelessness, types of interventions, service providers in the area, etc.)

- Training could be developed in partnership with local homelessness advocates and education organizations

Next questions to consider

How should SFSI contracting approach change to improve participant experience?

- Should contract size increase to provide dedicated wrap-around supports?

What are the aspirational success metrics for SFSI participants?

- What will it take to achieve these success metrics?
- What data collection and evaluation processes are needed to determine progress and continued improvement needs (e.g. regular data review, pre-designed methodology for data review, etc.)
- What additional level of granularity is needed beyond HMIS categories (esp. for those who exit the program)?

How can SFSI partner organizations collectively address culture challenges?

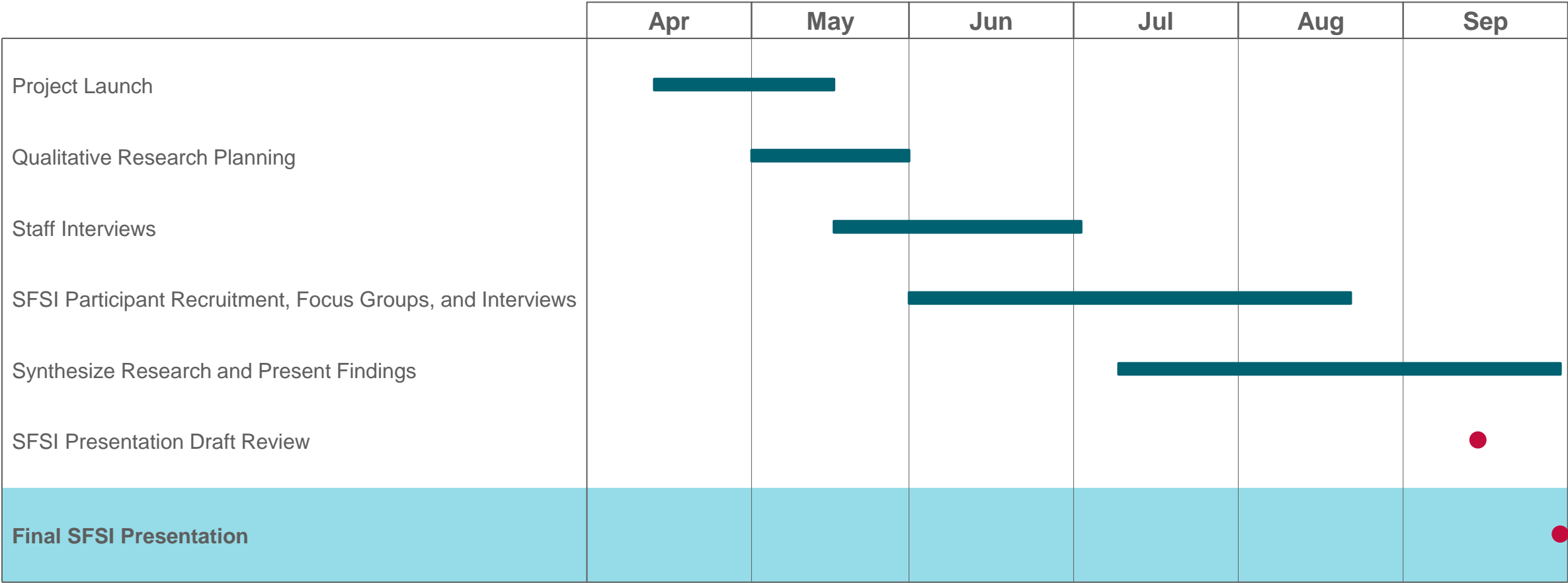
- How can partners build stronger relationships and increase trust?



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Appendix: Project Scope & Methods

Project Timeline



Research Methodology

SFSI Program Research & Document Review

- Process: Reviewed key SFSI program documents shared by KCHA and Neighborhood House staff, including past evaluations, program design logic model and measurements, data reports, and policy procedures
 - Purpose: Learn background information about SFSI program and outcomes in order to inform staff interviews and program participant research
-

Staff Interviews

- Process: Conducted interviews with nine staff supporting the SFSI program representing KCHA, Neighborhood House, and Highline Public Schools
 - Purpose: Better understand SFSI program operations, their views on program successes and challenges, and to gather input on participant focus group design and research questions
-

Program Participant Focus Groups & Interviews

- Process: Held in-depth conversations with 21 former and current SFSI participants about their experiences with the program (10-focus groups, 11-interviews)
- Purpose: Understand the experiences of three groups of SFSI program participants, 1. those currently active in the program, 2. those who exited to permanent housing, and 3. those who left the program early

Our research provided a rich foundation to inform SFSI program recommendations

Detail: Staff Interviews and focus groups

Staff Interviews

Conducted 9 staff interviews

- KCHA: 2 staff
- Highline Public Schools: 2 staff
- Neighborhood House: 5 staff

Program Participant Focus Groups & Interviews

Conducted focus groups and interviews with 21 SFSI participants

- Active: 7 participants
- Success: 10 participants
- Early Exit: 4 participants

Note:

- Active participants were currently enrolled in the SFSI program
- Success participants were those who exited to housing without subsidy
- Early Exit participants were those who exited the SFSI program early without permanent housing



Detail: non-participant stakeholder interview guide

School District

Background

- Tell us more about your involvement with SFSI; How long have you been involved with SFSI? What has your role been?
- Tell us about how you support qualified families for SFSI

Community Connections

- Are there any key partners that have strong community relationships that might be able to support us in connecting to former participants?

Participant Experience

- Do you think that the SFSI program is the right fit program for McKinney Vento families? Why or why not?
- What have been some of the biggest successes SFSI?
- What about challenges?
- If you had a magic wand, what would you change about this program to increase participant success (besides more vouchers)?
- How do you see SFSI fitting in with other supports you're providing families?

Focus Group Design

- Is there anything about participant's experiences you are wanting to learn more about from the focus groups (that could help you referral or outreach to families)?

Equity

- How has racial equity consistently applied through the development, delivery, and evaluation of the program?



Detail: non-participant stakeholder interview guide

Neighborhood House staff (Note: Questions were further tailored to different staffing roles)

Background

- Tell us more about your involvement with SFSI; How long have you been involved with SFSI? What has your role been?
- How do you see short-term rental subsidies fit within the broader portfolio of Neighborhood House supports for people at-risk of homelessness?

Partnerships and Community Connections

- SFSI involves a number of organizational partnerships (Highline, Tukwila, KCHA), what have been the strengths and challenges associated?
- Are there any ways you feel the partnerships could be improved to attain better outcomes for families in SFSI?
- Are there any key partners that have strong community relationships that might be able to support us in connecting to former participants?
- How do you feel staffing changes at Neighborhood House have impacted the program, if at all?

Participant Experience

- Do you think that the SFSI program is the right fit program for McKinney Vento families? Why or why not?
- What have been some of the biggest successes SFSI?
- What about challenges?
- If you had a magic wand, what would you change about this program to increase participant success (besides more vouchers)?
- How do you see SFSI fitting in with other supports you're providing families?

Focus Group Design

- Is there anything about participant's experiences you are wanting to learn more about from the focus groups?

Equity

- How has racial equity consistently applied through the development, delivery, and evaluation of the program?



Detail: Participant focus group areas of inquiry and example questions

Area	Inquiry	Example Questions
Program Design	Views on design parameters: <ul style="list-style-type: none">• Geography requirements• Rental assistance• Program timeline	<ul style="list-style-type: none">• How do you feel about the requirement to secure housing within the Highline or Tukwila school districts?• Do you feel the SFSI program offers the right amount of rental assistance?• What do you think should be considered when determining the amount of rental support for a family?
Program Experience	<ul style="list-style-type: none">• Referral and enrollment• Communication• Supports	<ul style="list-style-type: none">• How did you feel about the sign-up process?• What made you choose to participate in this program?• Do you feel the program provided you the supports you needed to secure housing and keep housing when the subsidy ended? Why or why not?
Program Recommendations	<ul style="list-style-type: none">• Successes• Challenges• Areas for Improvement	<ul style="list-style-type: none">• Were there parts of the SFSI program that were helpful? If so, can you describe those parts?• What were the biggest challenges of the program?• What would you change about this program to better meet your needs?

Some research questions were tailored to the three participant groups:
1. Active, 2. Exited to permanent housing (success), 3. Early exit

Detail: Focus group agenda

Agenda Item	Time	Details
Welcome & Introductions	20 minutes	<ul style="list-style-type: none">• Welcome• Introduce facilitators/notetakers• Focus group purpose and how information will be used• Community agreements and confidentiality
High-level Questions	10 minutes	<ul style="list-style-type: none">• Mentimeter questions to gather initial overall program feedback
Focus Groups	40 minutes	<ul style="list-style-type: none">• Breakout into two smaller groups• Open-ended discussion questions to unpack participant experiences
Next Steps & Stipends	10 minutes	<ul style="list-style-type: none">• Thank you• Stipend Dispersal• Resources to connect to LEC and trauma supports• Next steps



Detail: Interview questions for follow-up interviews

Early Exit Participants

When you were initially referred to SFSI and spoke to a Neighborhood House staff, did you feel you understood what the program was and the support services offered?

Why did you choose not to not continue with the SFSI program?

Are you still experiencing housing instability?

What have been your biggest barriers to housing over the past couple of years?

What type of housing supports would be most helpful to you?



While in School Housing (WISH): Program research and recommendations

December 15, 2021



About Us



About the Lived Experience Coalition (LEC)

The LEC is a diverse group of people who come together to lift each other up, advocate for ourselves and others, and advance race and social justice. The LEC works beyond oppressive structures by unifying voices and efforts to dismantle multisystem barriers impacting people who are experiencing homelessness, involvement in the justice system, face unmet behavioral health needs, and/or fleeing violence or emotional/psychological victimization.



About Kinetic West

Kinetic West is a Seattle-based social impact consulting firm that works across sectors to build common purpose and get big things done in our communities. Kinetic West works with nonprofits, businesses, government, community partners, and funders to solve their toughest challenges because we believe that working as one is the only way to create just, equitable, and prosperous communities.



Contents

- WISH Program Overview
 - Project Scope
- Research Methodology
- Summary of Research Findings
- Research Analysis
 - Outreach & Application
 - Housing Search
 - Advisor & Supports
 - Maintaining Housing & Eligibility
 - Operations
- Summary of Recommendations



WISH Program Overview

WISH is a housing program for Highline College students experiencing homelessness made possible through a partnership between the King County Housing Authority (KCHA) and Highline College with support from the United Way of King County and the Highline College Foundation.



WISH Project Scope

Project Objectives

- Learn from participants (i.e. students) and KCHA and Highline College staff about aspects of the WISH Program that lead to housing stability and academic success (or lack thereof)
- Identify potential improvements for the WISH Program based on feedback from Highline College students who are being served by the program, as well as KCHA and Highline College staff leading the program

Project Scope

- Qualitative research planning and design
- Conduct initial program staff and partner interviews
- Survey WISH participants
- Conduct outreach calls to ensure representative data
- Synthesize research and themes
- Present findings

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Research Methodology

Research Methodology

WISH Program Research & Document Review

- Process: Reviewed key WISH Program documents shared by KCHA and Highline College staff, including HOPE Lab Report, WISH Program design documents (e.g. logic model, measurement table, and process flow), WISH data dashboard, and WISH briefing handbook
- Purpose: Learn background information about WISH Program and outcomes in order to inform staff interviews and program participant research

KCHA and Highline College Staff Interviews

- Process: Conducted interviews with personnel supporting the WISH Program within KCHA and Highline College
- Purpose: Better understand WISH Program operations, staff views on program successes and challenges, and to gather input on participant focus group design and research questions

Program Participant Survey & Interviews

- Process: Highline College staff sent out participant survey to 36 WISH participants who were issued housing vouchers, follow-up calls and texts sent to boost participation
- Purpose: Understand the experiences of WISH Program participants who were issued a housing voucher

Our research methods provided a rich foundation to inform WISH Program recommendations

Research Participation

Format

- One-hour Zoom interview with prepared interview guide

Staff Interviews

Conducted 3 staff interviews

- KCHA Staff Interview (1 interviewee)
 - Highline College WISH Management Interview (2 interviewees)
 - Highline College WISH Advisor Interview (1 interviewee)
-

Format

- Online survey instrument easily accessed via computer or mobile
- 12-minute survey with majority multiple choice questions and a few open-ended responses

Student Survey

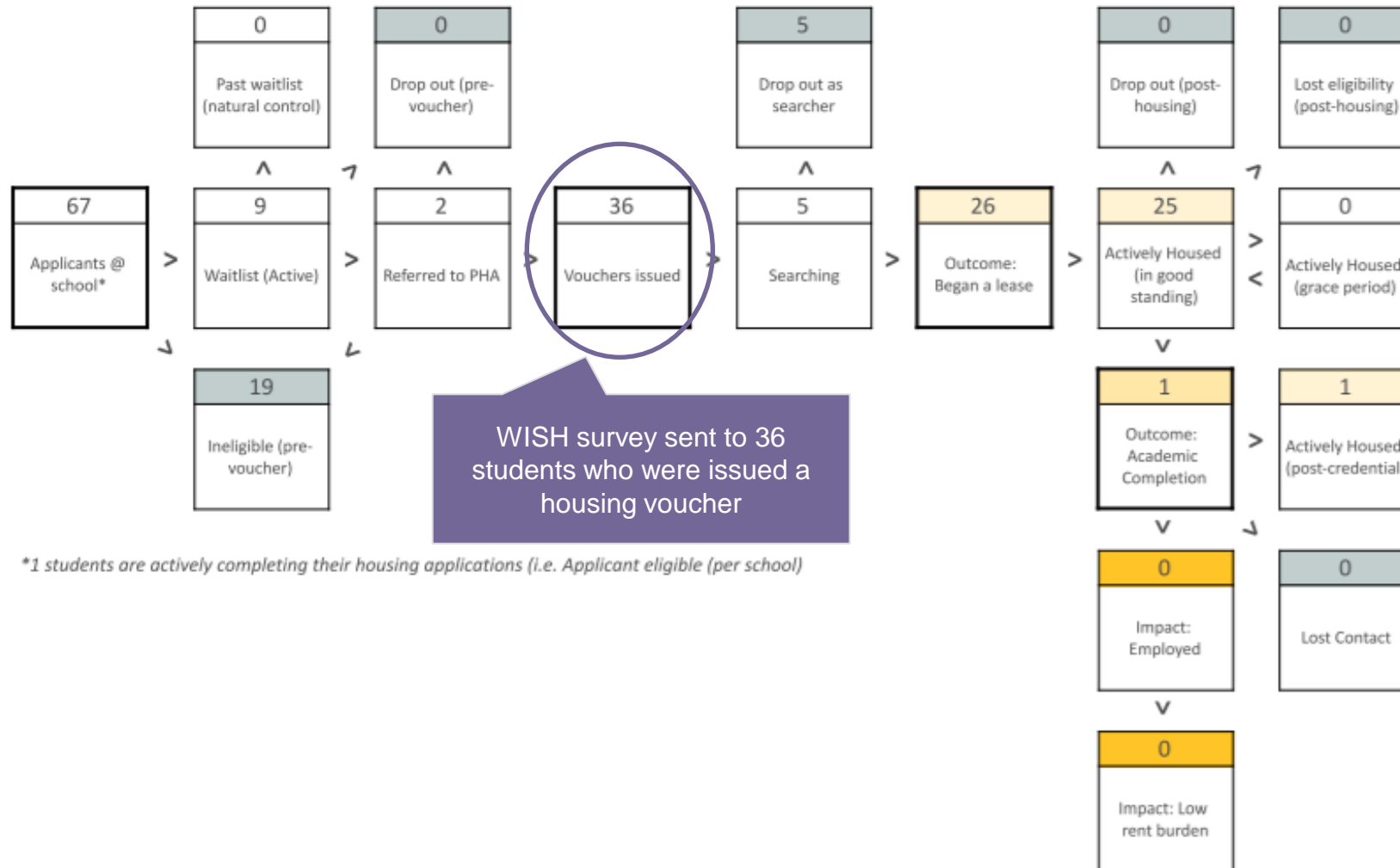
Received 17 student survey responses

- A 47% response rate for students who have received a voucher
- A 53% response rate for students who received a voucher and are currently enrolled
- A 62% response rate for students who received a voucher and started a lease



WISH Data Dashboard – Mapping Survey Recipients

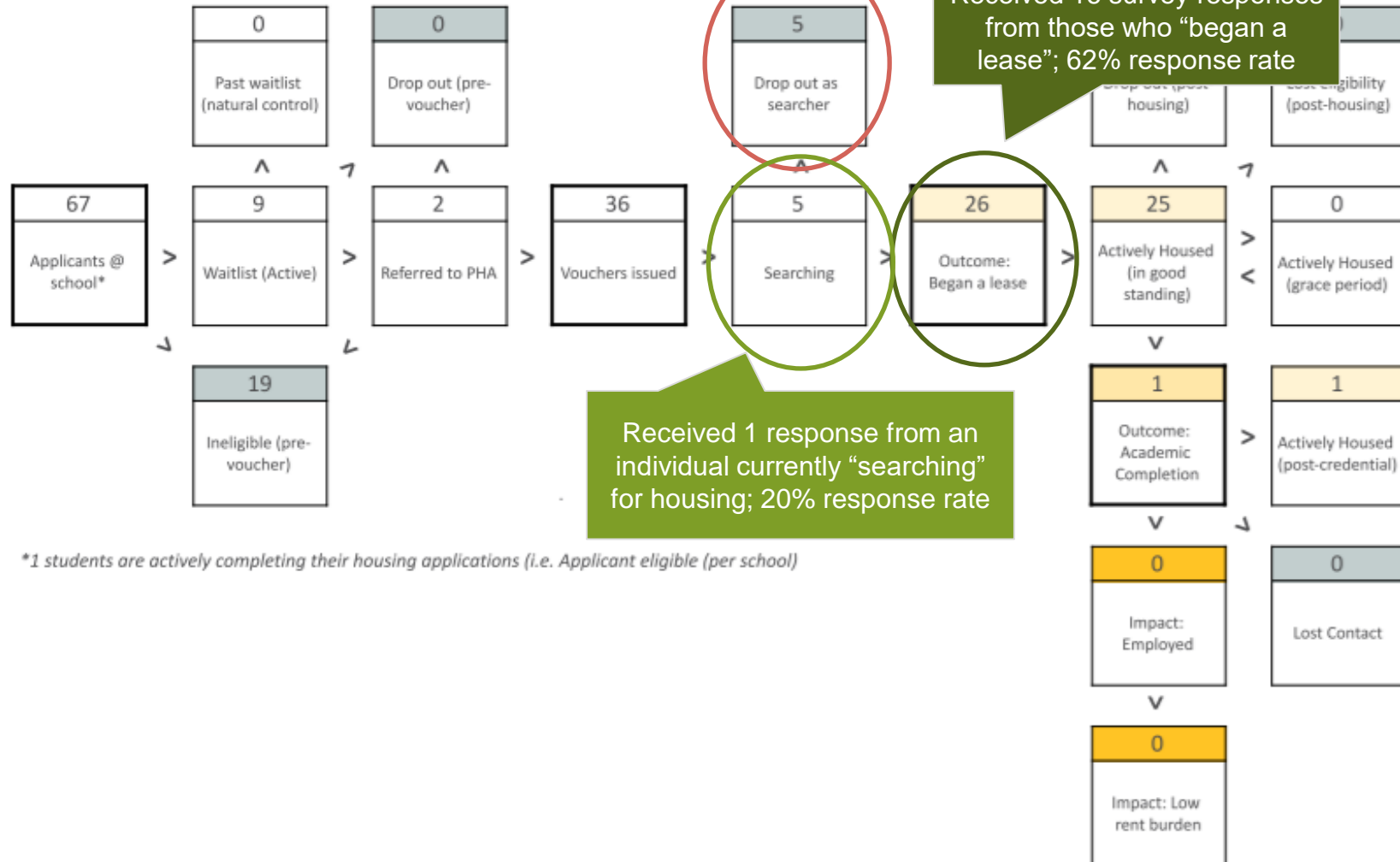
Participant experience and trajectory in the program.



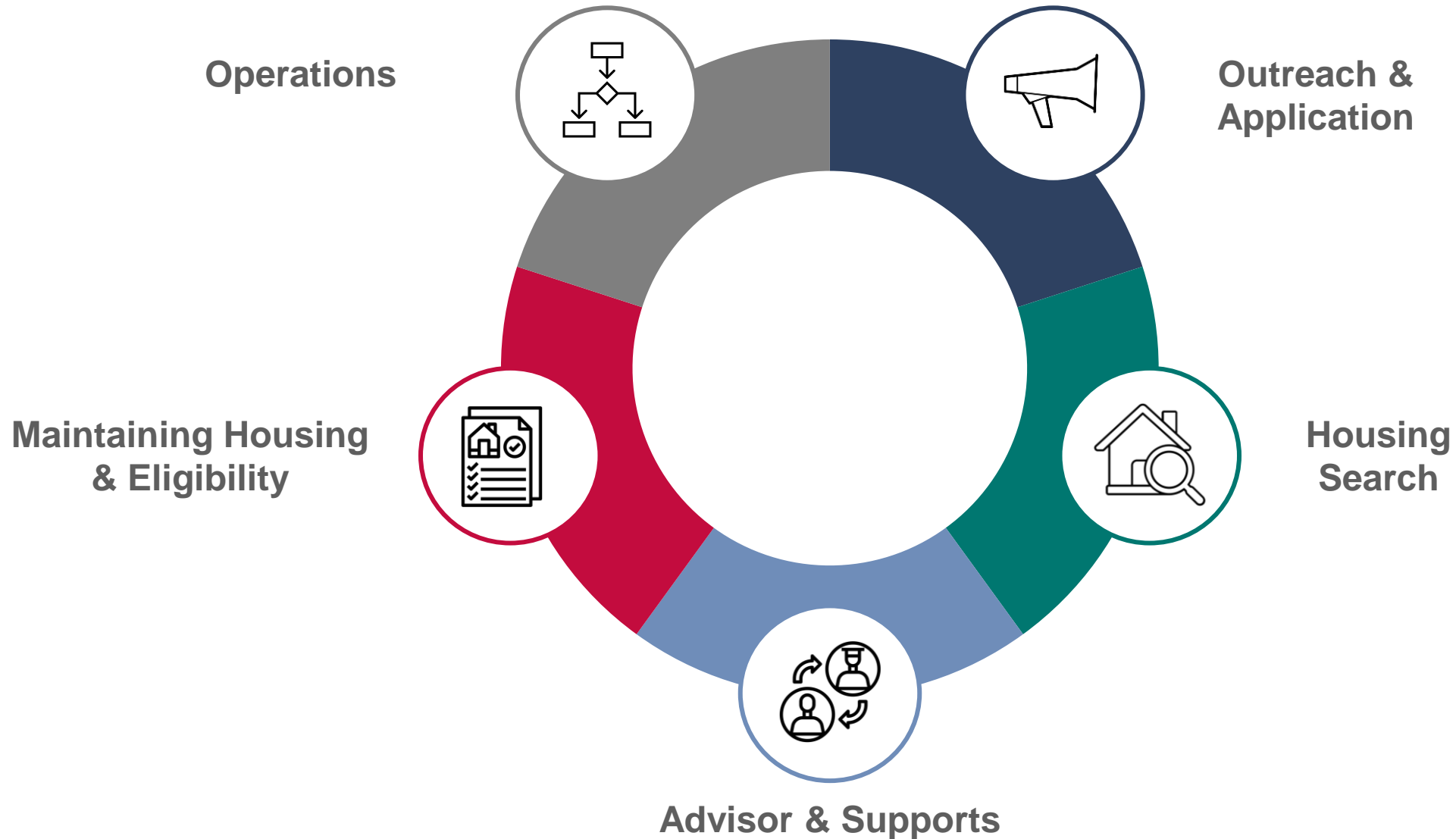
**1 students are actively completing their housing applications (i.e. Applicant eligible (per school))*

Mapping Survey Responses

Participant experience and trajectory in the program.



Areas of Inquiry (I/II)



Areas of Inquiry (II/II)



Inquiry:

- Experience with outreach
- Ease of applying
- Understanding of process

Example Questions:

- How did you learn about the WISH Program?
- How well did you understand the WISH Program before applying?
- How difficult was it to apply for the WISH Program?



Inquiry:

- Housing search experience
- Ease of housing search
- Understanding of process

Example Questions:

- How difficult was it for you to find housing?
- Do you have a roommate or live with other family members?
- Did you understand how to search for housing and use your voucher?



Inquiry:

- Advisor connection
- Communication
- Experience with support

Example Questions:

- How many times have you connected with your WISH Advisor?
- What supports have you received from the WISH Program and your Advisor?
- What supports would you like to receive from the WISH Program and your Advisor?

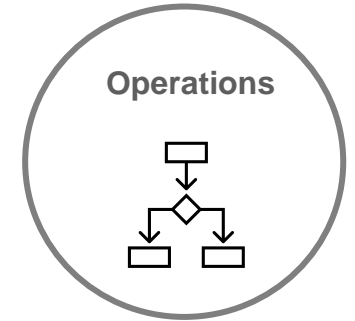


Inquiry:

- Long-term success
- Preparedness post-voucher
- Supports needed

Example Questions:

- How difficult is it for you to maintain a 2.0 GPA?
- How difficult is it for you to maintain a full-time credit load?
- How prepared do you feel for when your voucher ends?



Inquiry:

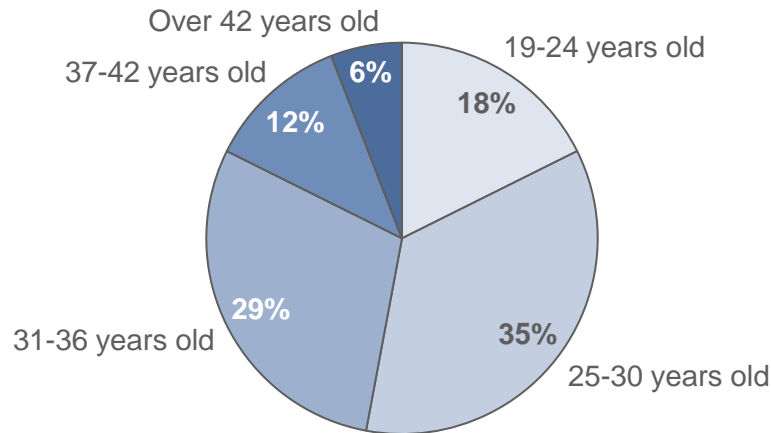
- Successes
- Challenges
- Areas for Improvement

Example Questions:

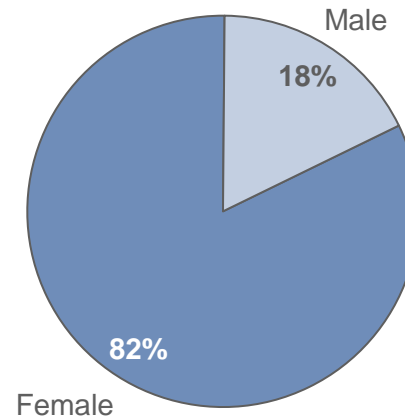
- How do Highline College and KCHA manage their partnership?
- What have been the biggest successes for WISH?
- Are there any areas of concern you have about WISH?
- Tell us about outreach efforts. Do you feel they've been effective?

Survey Respondent Demographics (I/II)

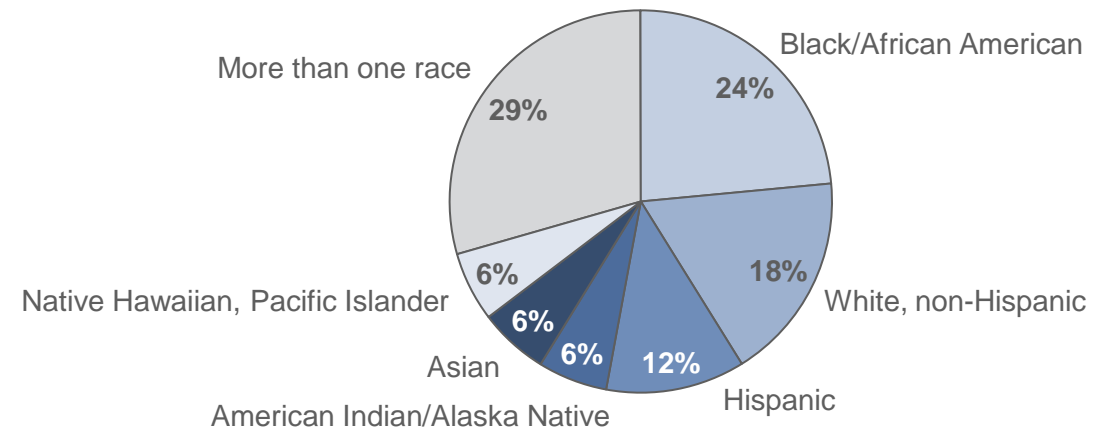
Age



Gender



Race



82% of survey takers were over 25 years old; 47% were over 30

- Age information was not provided by KCHA/Highline College, so it is not clear how this data compares to WISH participants overall

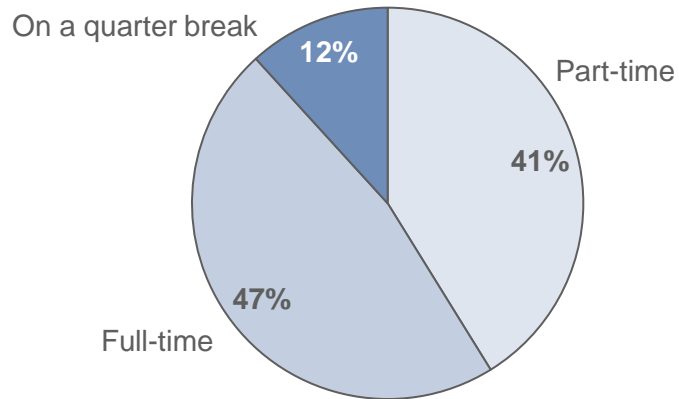
Women made up the majority of survey takers

- Gender information was not provided by KCHA/Highline College, so it is not clear how this data compares to WISH participants overall

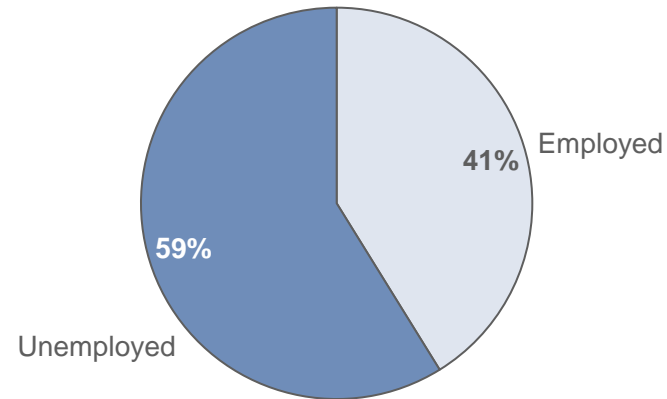
Race/Ethnicity demographics of survey takers were representative of overall WISH Program demographics

Survey Respondent Demographics (II/II)

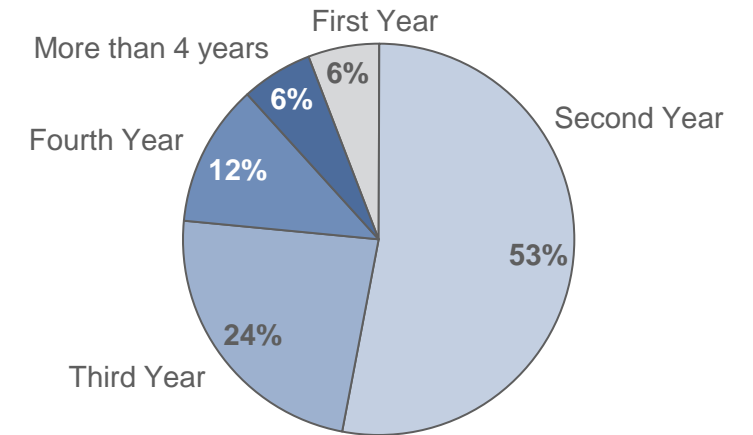
Enrollment Status



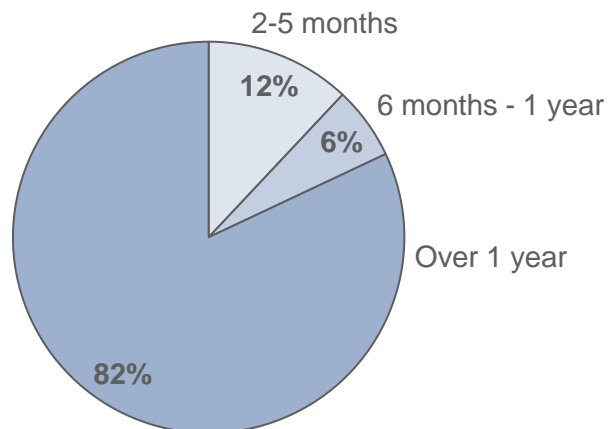
Job Status



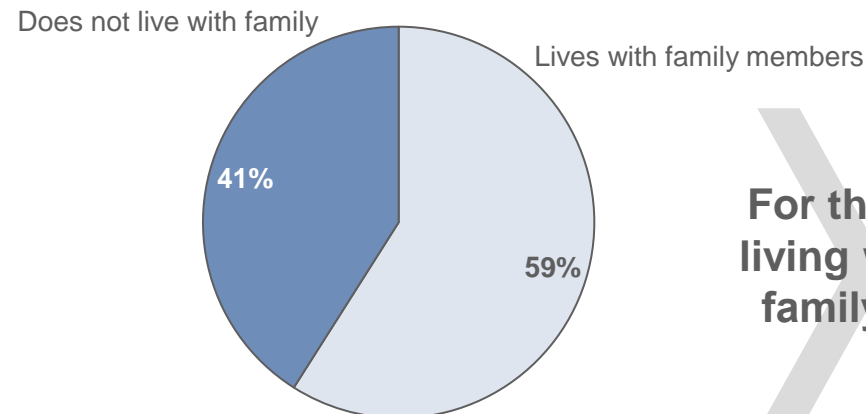
Year in College



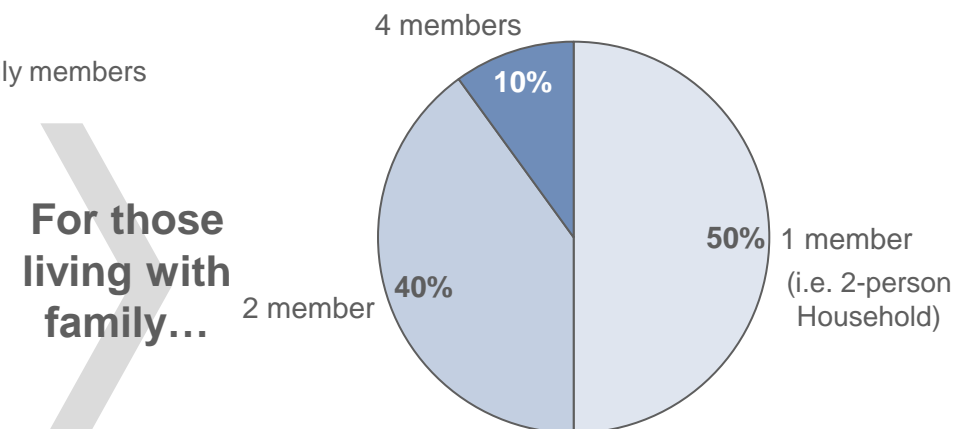
Time in WISH Program



Household - Living with Family



Number of Family Members



**For those
living with
family...**

Summary of Research Findings

The WISH Program is having a very positive impact on student's lives

- 100% of student respondents would highly recommend the WISH program to other students - a perfect “net promoter” score
- Students feel the program has played a critical role in their ability to go to school and focus on academics
- Main strengths in WISH Program implementation include, program outreach to learn about the WISH Program, a clear application process, and WISH advisor relationships

Students continue to face instabilities and barriers after housing

- Taking a full-time course load is a challenge for many students, particularly students with children
- Over half of students currently struggle with food insecurity

Students want more support

- Particularly with their housing search as well as connection to resources and budgeting which will help them during and after their voucher
- While students feel their college degree is helping prepare them to achieve housing stability, many are concerned about paying for housing after their voucher ends
- There is potential to enhance the WISH Program to better support students in their transition

Staff are concerned the current application process does not ensure students with highest need are prioritized

- The application process determines program eligibility, but applicants are not further tiered by level of need. Staff feel additional information could be used to identify students with highest need prior to randomization.

Vouchers are currently being underutilized due to unclear processes around application windows and the waitlist

Summary of Recommendations

OVERALL - Increase the number of vouchers and expand this program to other community and technical colleges in the region

To expand WISH Program:

- Continue promoting the WISH Program via varied outreach approaches, including informing adult staff that connect with students
- Consider expanding eligibility pool and including students attending part-time or those in Adult Basic Education and GED programs

To enhance equity:

- Ensure students with highest need are receiving vouchers. Identify how level of need can better be considered in application process prior to randomization
- Consider making a certain number of vouchers available each year so that new classes of students have access to the program

To enhance utilization:

- Improve data sharing between Highline College and KCHA to ease eligibility confirmation process
- Develop consistent processes and timeline for accepting new applications, clearing waitlist, and regularly revisiting waitlist to support increased voucher utilization rate

To provide students with more support:

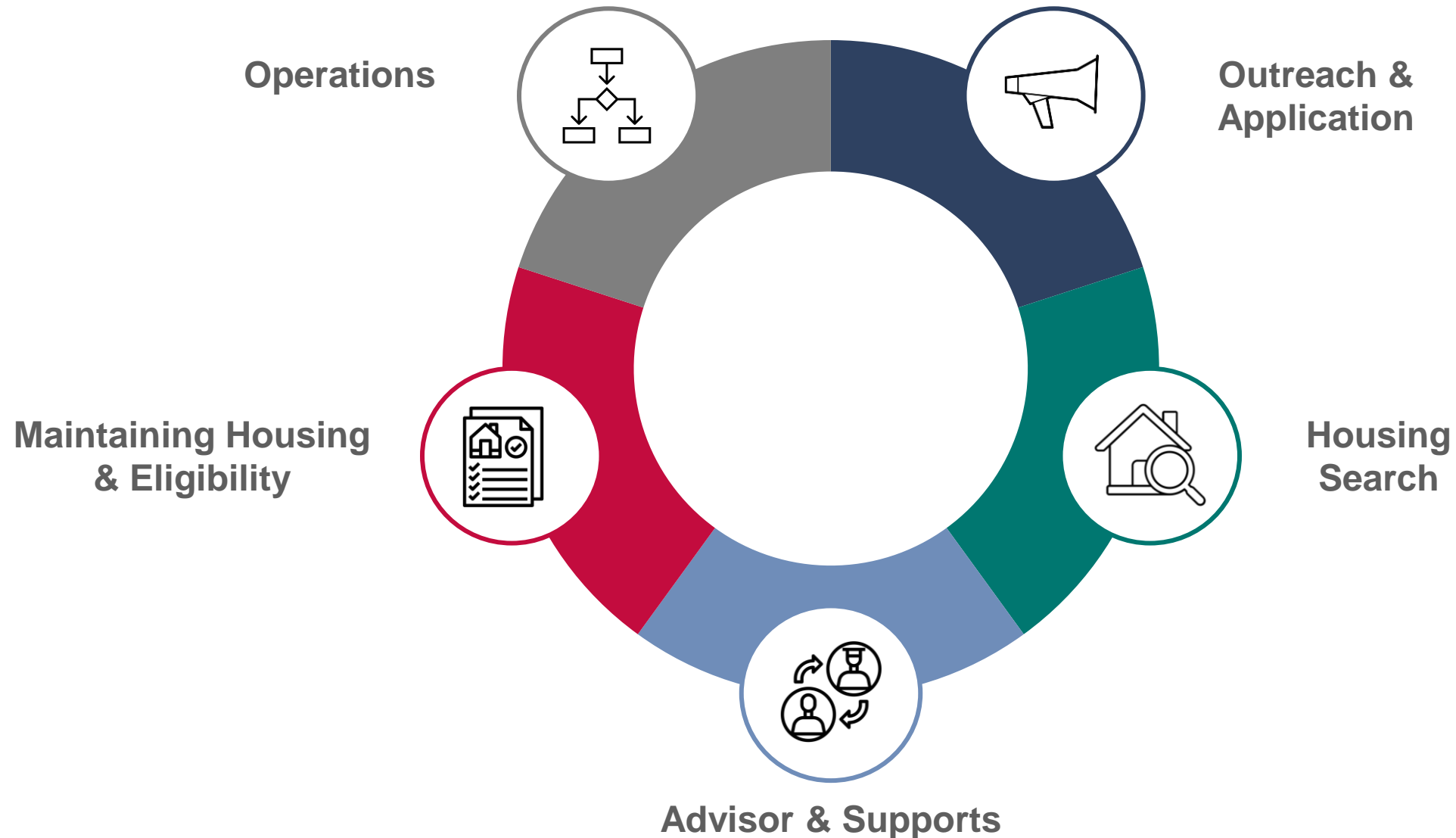
- Develop and work towards having consistent check-in points between WISH Advisors and students
- Enhance housing search and post-WISH transition supports, this could include workshops, resource materials, or one-on-ones
- Consider identifying a housing specialist that has expertise and can be the "go to" for students to receive housing search support

We also recommend that WISH implement a regular student survey or program exit ticket to support program improvement over time

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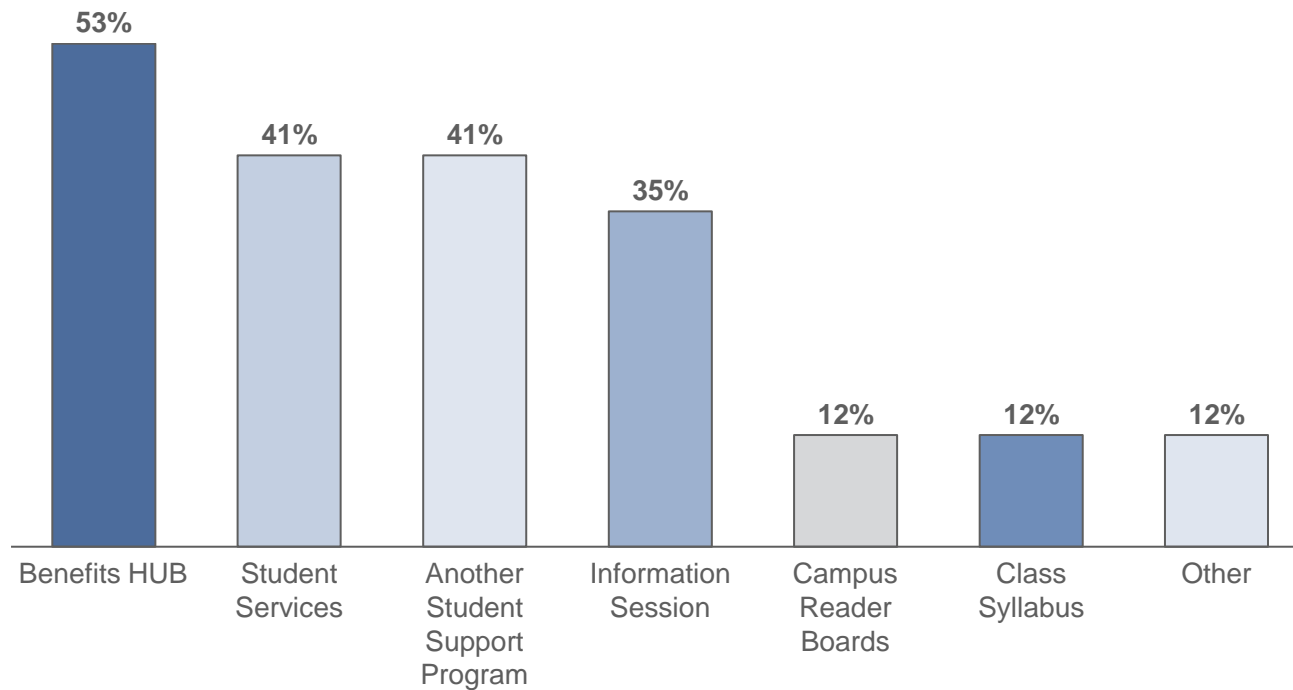
Research Analysis

Research Analysis by Area of Inquiry





How students learned about the WISH Program



Findings

- The Benefits HUB is a great resource for outreach about the WISH Program, but students are hearing the message from multiple sources
- Other included: a friend and a teacher



Ease of application process

Highline College has done a strong job making the WISH application process accessible to students

- 88% of surveyed students reported that the WISH Program was not difficult to apply to

"I don't recall having any challenges to be honest. I felt I was well taken care of during the process, was informed of what to expect and was grateful for the opportunity." -- Student

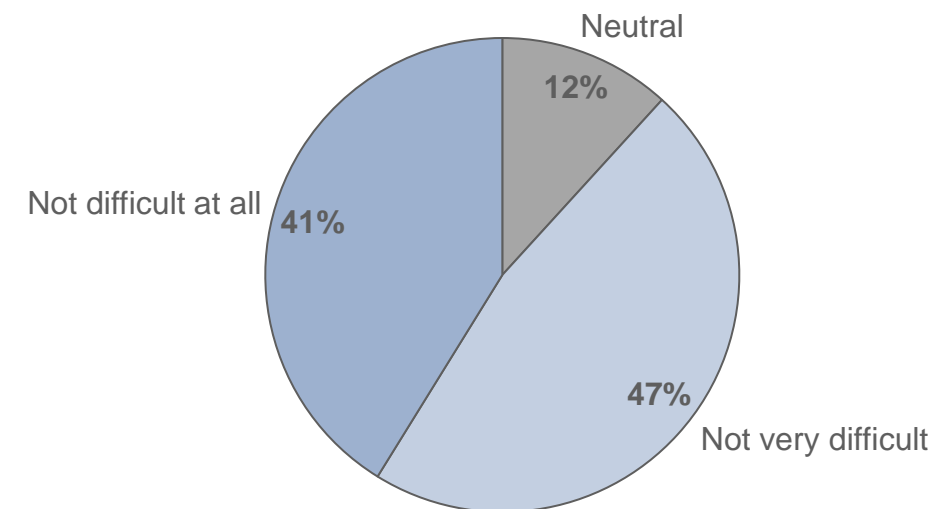
"I didn't face any challenges during the WISH application process." -- Student

COVID-19 did present some challenges for students as they adjusted to virtual processes and experienced some communications delays

"I experienced problems with steady wifi and a printer to complete the documents needed because campus had closed due to Covid." -- Student

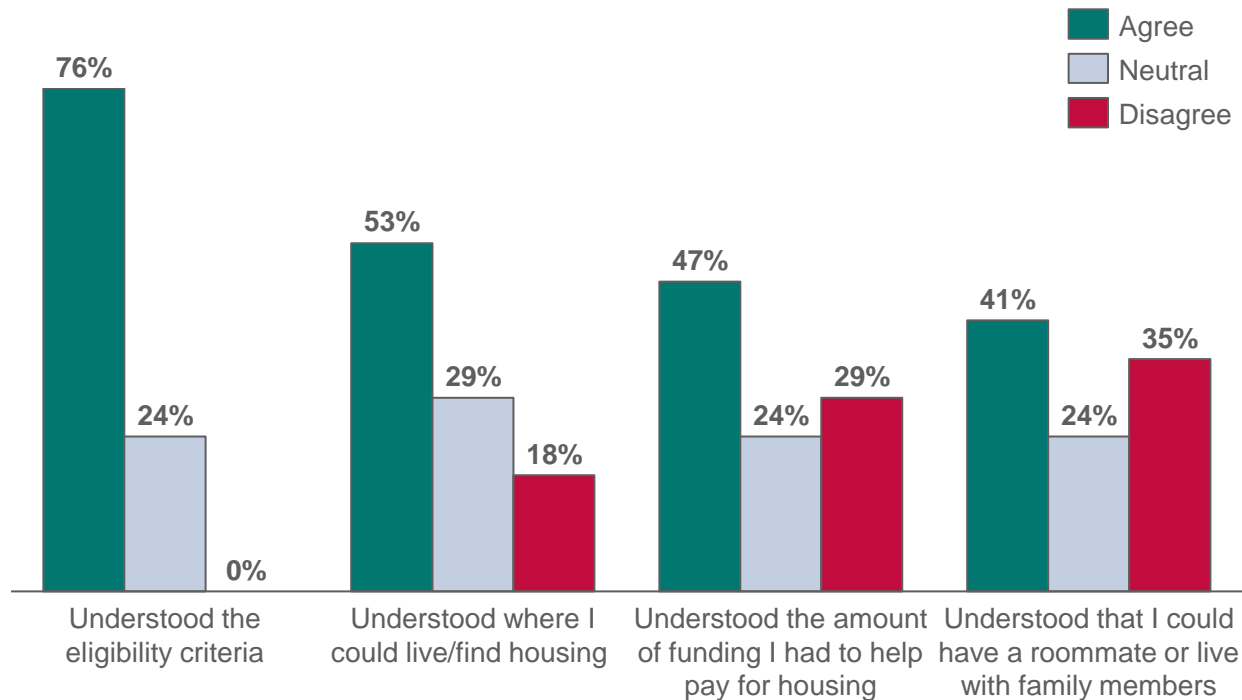
"It took quite a long time, and lots of time went by without any updates or communications with the program representatives, likely due to adjustments needed from the pandemic effects." -- Student

How difficult was the WISH application?





Understanding of WISH Program before applying

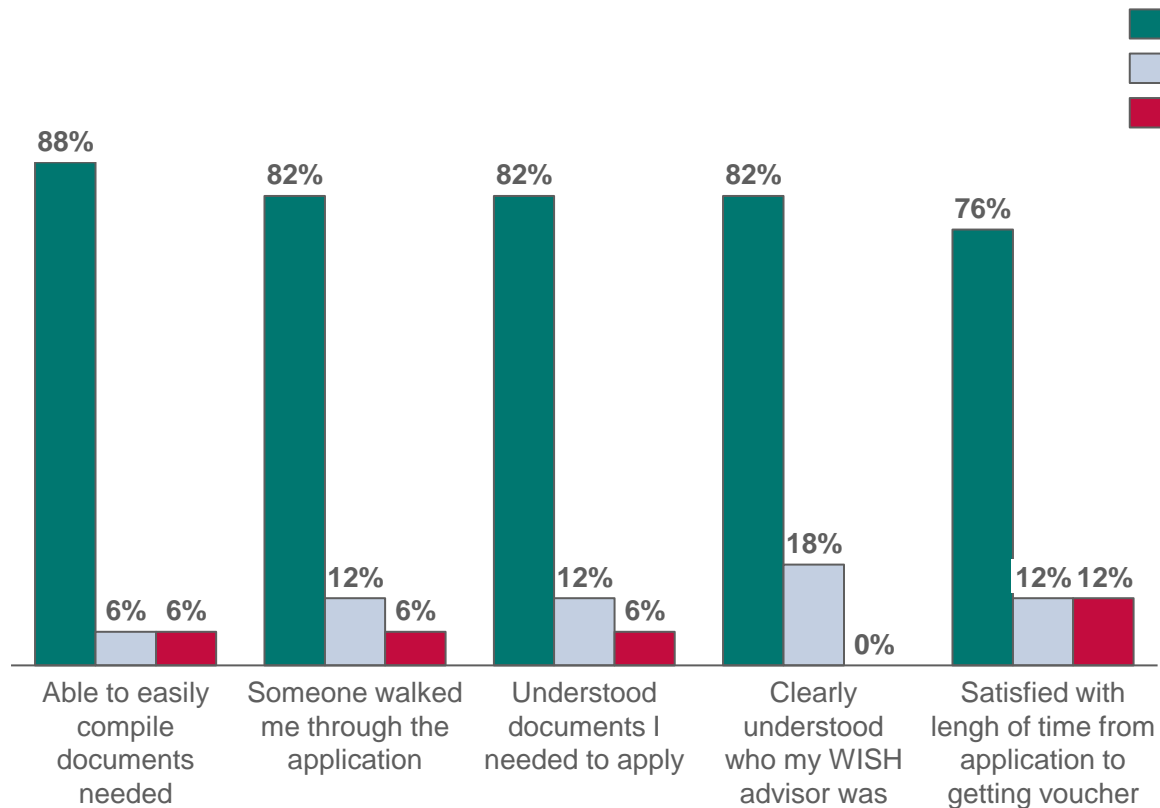


Findings

- Students generally understood the eligibility requirements, but more detailed aspects of the program weren't initially well understood (e.g. having a roommate)



Experience with application process



Findings

- A clear and supported application process is a strength of the WISH Program
- Majority of students had someone walking them through the application process, were able to easily compile information, and were satisfied with length of the application process



Staff Interview Findings

Outreach

Highline College has strategically leveraged different forums to support outreach

- Instability questions were integrated into the admissions survey taken by all students
- Information sessions have been attended by 300+ students

“We did informational sessions morning, afternoon, and evenings.”
-- Staff

Enhancing Equity in Application Process

Highline college staff noticed that the first round of students that were awarded vouchers (randomly assigned) were not necessarily the ones in greatest need

- Currently there isn't necessarily a way to gauge need-level among eligible applicants
- There is interest in gauging different ways to evaluate students beyond randomization process

“Most partners want to say people are graduating, but to Highline College success is continuation. Five credits is still 15 hours a week towards completion.”
-- Staff

Expanding Access to Application

- Staff identified GED and ESL/adult basic education students as others who could be eligible
- Staff hope to see flexibility for part-time students continue

RECOMMENDATIONS

Outreach & Application



To Maintain Access and Expand

- Continue promoting the WISH program via these varied approaches, including informing adult staff that connect with students
- Consider expanding use of vouchers to students attending part-time or those in Adult Basic Education and GED programs

To Enhance Equity

- Ensure students with highest need are receiving vouchers:
 - Identify how level of need can better be considered/evaluated in application process prior to randomization
 - Criteria could include length of housing instability, income, prior involvement in foster care system or juvenile justice system, barriers accessing housing including past evictions, arrears, low credit score, etc.
- Review demographics of students actually enrolled in WISH program compared to eligible students to ensure program enrollment is representative of overall students with need (e.g. race, age, gender, etc.)



Difficulty with housing search

Many students experienced challenges finding housing

- 65% of students surveyed felt it was difficult to find housing during the WISH Program

Several students cited specific challenges they encountered during their housing search

“Even though I had a low credit score, I had no evictions and it was hard for me to find a home.”
-- Student

[A challenge I experienced was]
“Finding a place that would accept my past crimes.”
-- Student

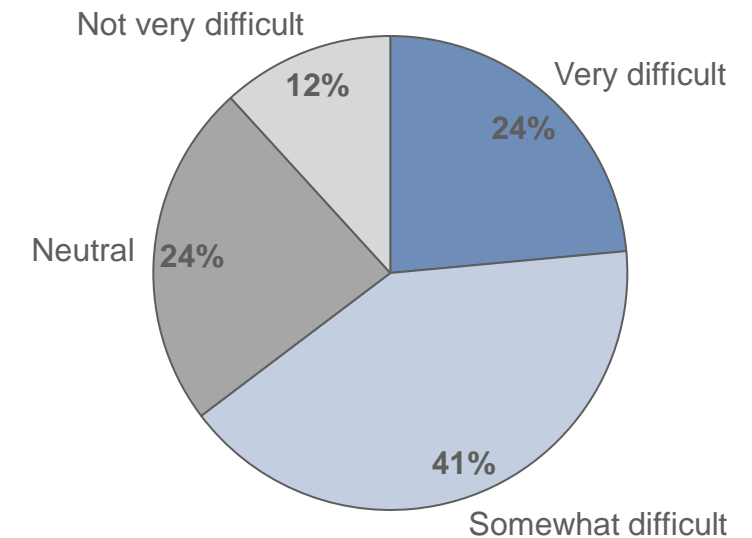
“The most difficult part was looking for safe places to live that took WISH housing.”
-- Student

A couple participants recommended additional housing search support

[I recommend] “Resources for how to search for housing, how to speak to landlords, and what one can expect from KCHA.” -- Student

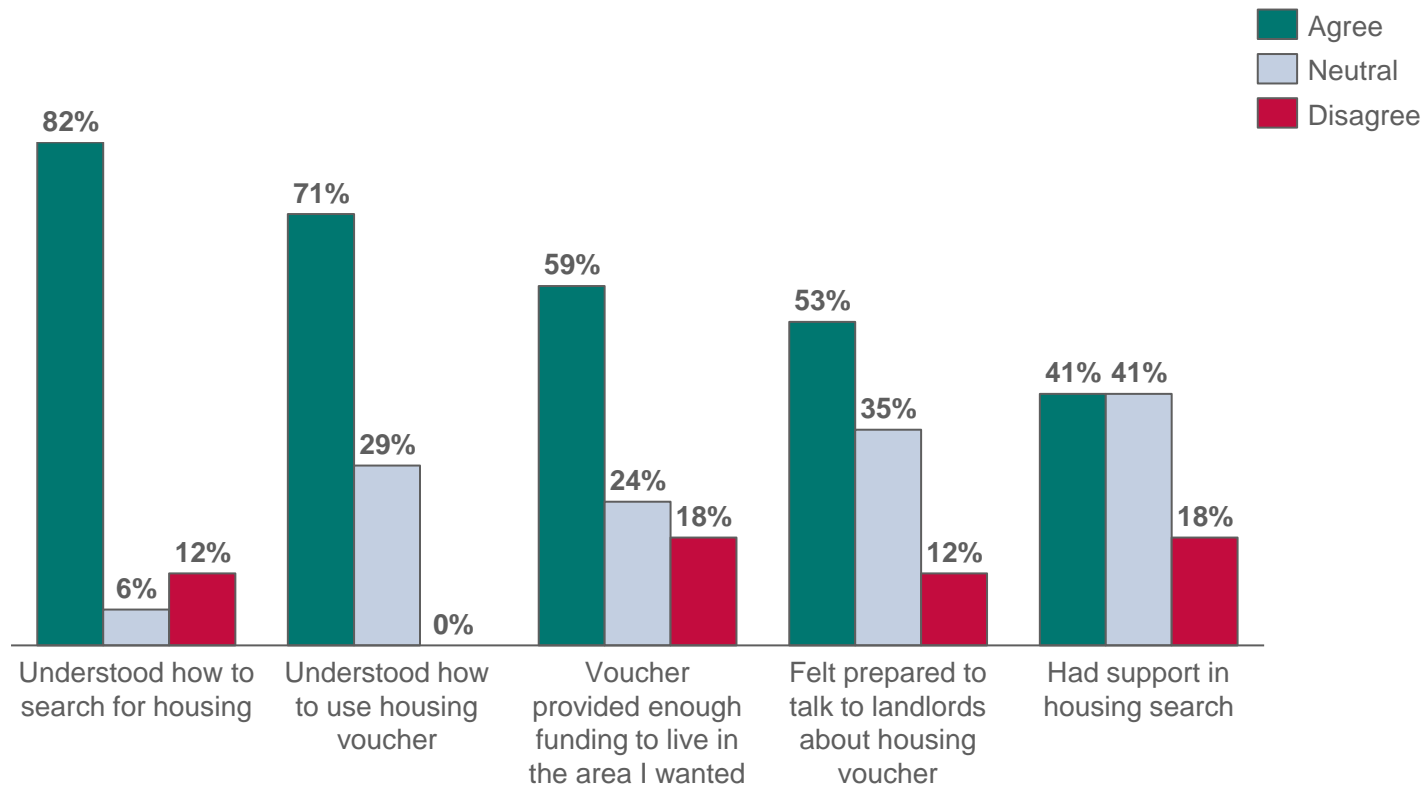
“Provide...help with looking for housing.”
-- Student

How difficult was it to find housing?





Experience finding housing



Findings

- Majority understood how to search for housing, and many understood how to use their housing voucher
- A few students cited funding amount as a barrier to finding housing in their ideal area
- Differences between answer did not seem to have a strong correlation between race/ethnicity, having children, or year in school



Staff Interview Findings

Housing Search

- Highline College staff have had to learn more about housing to help students navigate their search

“One challenge has been evictions and diving into that and how I can help those students accept and use their vouchers.”
-- Staff

RECOMMENDATIONS



To provide students with more housing search support:

- Consider identifying a housing specialist that has expertise and can be the "go to" for students to receive housing search support
 - Housing is a complicated area that requires a lot of knowledge beyond regular student and academic advising.
 - The housing specialist could be an existing person or a new partner or individual
- Develop housing search workshops for WISH students and other college students to learn critical information:
 - Understanding leases and housing applications
 - More preparation around speaking to landlords about the WISH Program and their housing voucher
 - Connecting to resources (e.g. utilities assistance)
 - Tenants' rights
 - Assistance with any past evictions, criminal records, or other barriers they may face during their housing search
 - Support in finding housing options that are in their desired location and appropriate price range



Connection and experience with WISH Advisor

WISH Program participants varied a lot in how often they connected to their WISH Advisor

Most students felt they are connecting with their WISH Advisor the right amount, but 35% wanted to talk to their WISH Advisor more

- No students felt like they wanted “less” time with their WISH Advisor

A few students struggled to connect with their WISH advisor

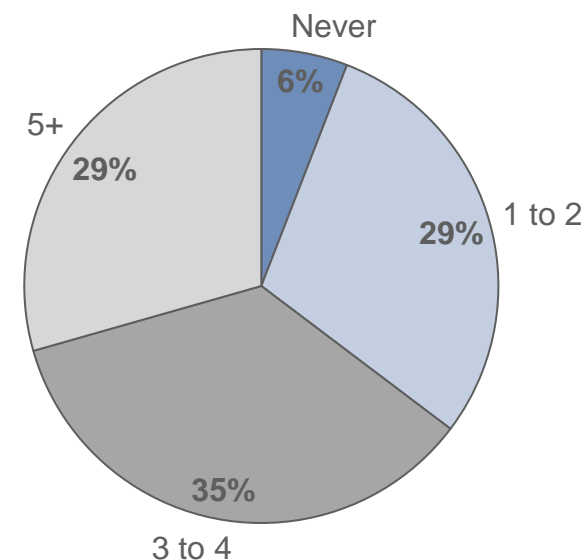
“My least favorite thing about the WISH program is that there hasn’t been much connection with my advisor.” -- Student

“It’s hard to get a hold of my advisor.” -- Student

A couple participants recommended more communication or regular check-ins

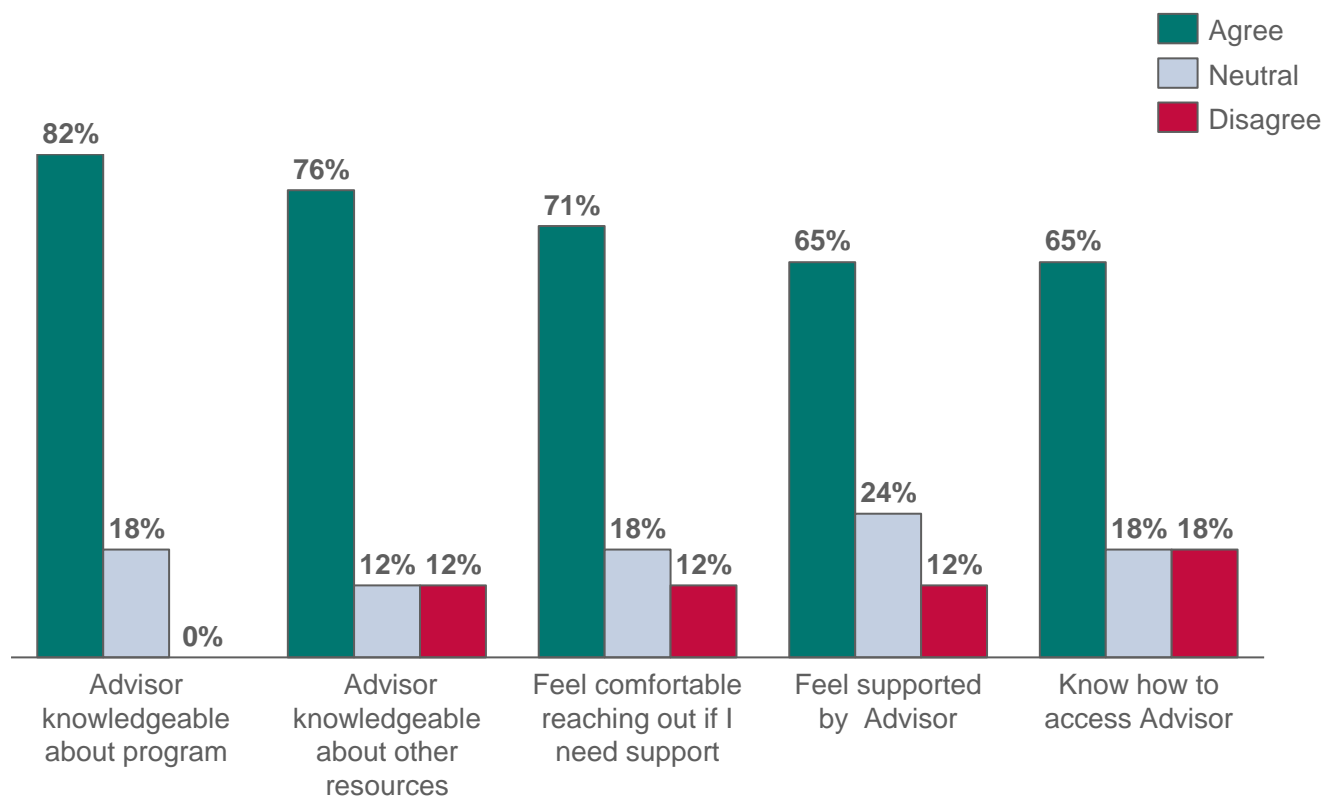
“Meet with advisor once a month – connect, checkup, see if there are any needs the client has, set goals together, come up with a plan for graduation and after, teach budgeting etc.” -- Student

How often have you connected with your WISH Advisor?





Feelings about WISH Advisor

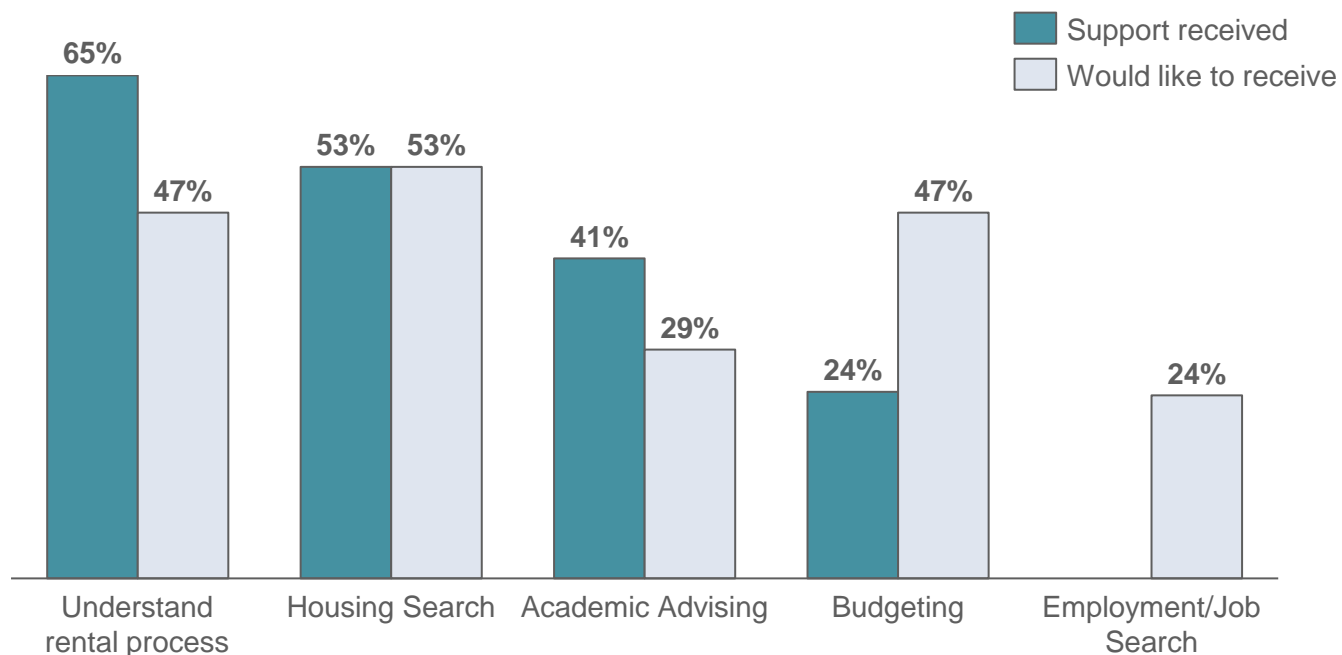


Findings

- Students generally felt positively about their WISH Advisors; they saw them as knowledgeable, supportive, and accessible
- A small number of students had a negative experience



Advisor support received and what students want to receive



Findings

- Advisors are providing a range of supports to students, but many students want to receive more support, particularly with their housing search and in developing knowledge around budgeting



Experience with housing insecurity

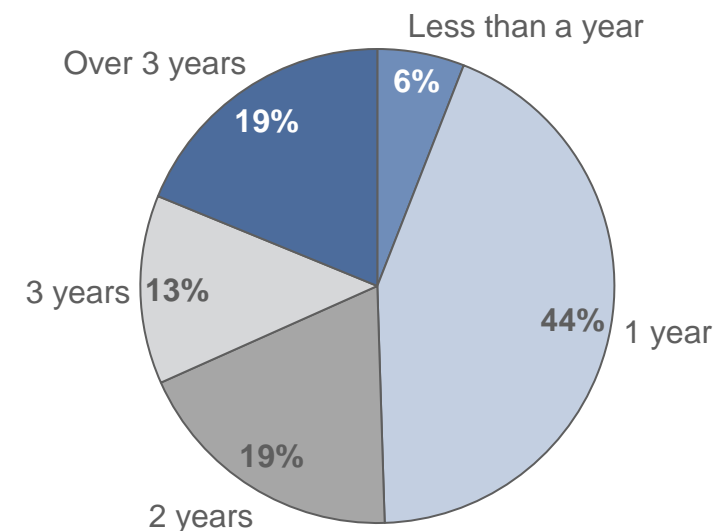
Half of students had experienced housing insecurity for two years or more prior to the WISH Program

- One-third experienced housing insecurity for over three years

Those who experienced housing insecurity for longer showed the highest interest in receiving housing search, employment, and budgeting support

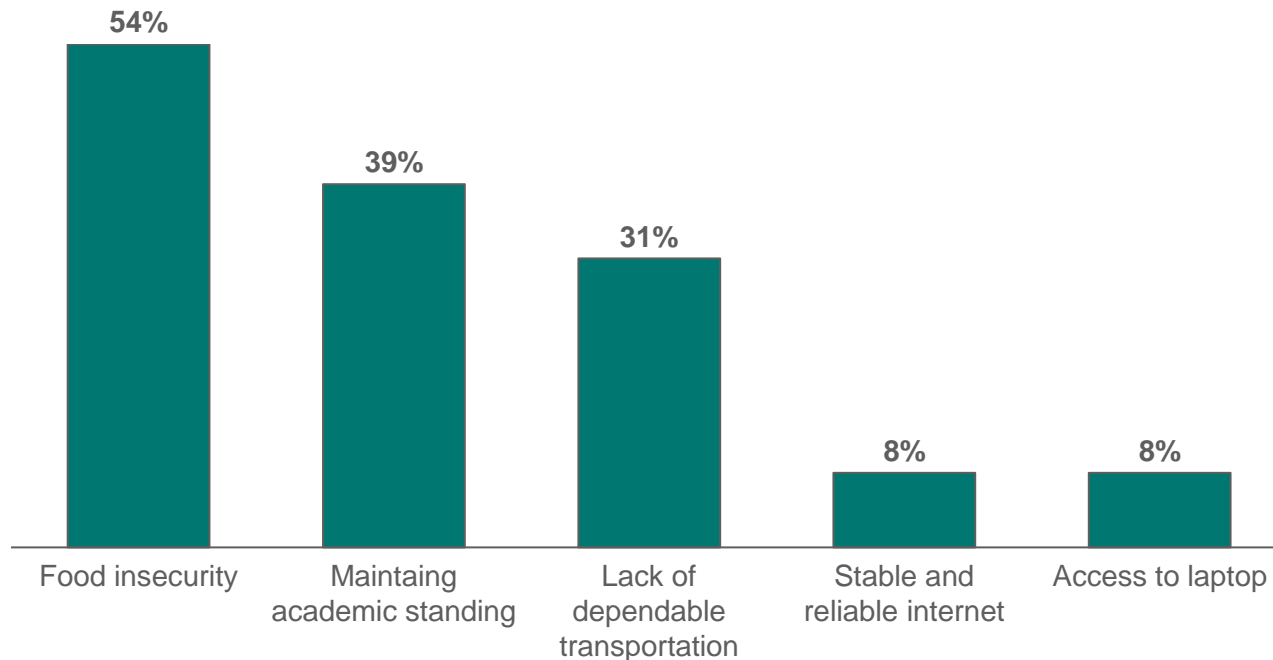
- Comparatively, those with less housing insecurity had higher interest in academic support

How long have you experienced housing insecurity?





Additional instabilities faced



Findings

- WISH Program participants continue to struggle with instabilities that could impact their ability to focus and succeed in college
- Over half of students (54%) who have been issued a voucher still struggle with food insecurity
- About a third of students do not have access to dependable transportation



Staff Interview Findings

Time Requirement

- Time spent supporting students varies by student and where they are in the process
- The WISH program requires more upfront work from WISH Advisors and KCHA staff to support the enrollment process

Caseload

- The WISH Advisor interviewed felt caseload of supporting 20 students felt right given other duties at the college outside of WISH

Leveraging Other Resources

Highline College staff work hard to support students by leveraging other funding and resources

- Examples include, United Way dollars to support moving costs, emergency funding, etc.

“Whether a job or knowing what career field they want to be in, students need follow-up and opportunities to meet with their advisor on budgeting, schooling plans, etc.” -- Staff

“We only have two [WISH advisors] so if one of them is unavailable then the students suffer.” -- Staff

RECOMMENDATIONS

Advisor & Supports



To ensure supportive communication

Students generally feel WISH Advisors are doing a great job, but negative experiences were the result of a lack of communication and many students would like to connect with their advisors more frequently to help them stay on-track

- Develop and work towards having consistent check-in points between WISH Advisors and students – recommend quarterly
- Consider scheduling proactive check-ins with students during key moments in the program to link them to additional resources or provide advising – during housing search, prior to voucher expiring if haven't found housing, before graduation, etc.

To address multiple student instabilities

- Continue to connect students with other on-campus and community resources to address the different challenges they may be facing (e.g. food insecurity, access to transit, etc.)

To keep contact information updated

- During WISH Advisor check-ins, make sure students verify or update their student information (e.g. phone, email, etc.) and identify their preferred method of communication



Eligibility understanding and concern

Students are aware of eligibility requirements, but many worry about maintaining eligibility

Full-time enrollment is the biggest concern for participants, this challenge has been exacerbated during the pandemic

- 53% find it difficult to take a full-time credit load (24% not difficult)
- 24% find it difficult to maintain a 2.0 GPA (53% not difficult, 24% neutral)

“I sometimes stress that if I can't keep up with my schoolwork and classes I will have my housing voucher taken away and lose my home.” -- Student

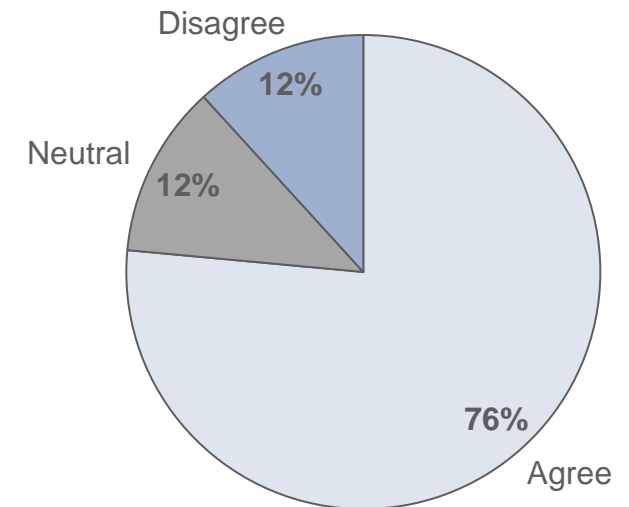
Maintaining a full-time credit load is a more prominent concern for those with children

- All students who are currently part-time in WISH have children

Class credits do not always align with the 6-credit requirement

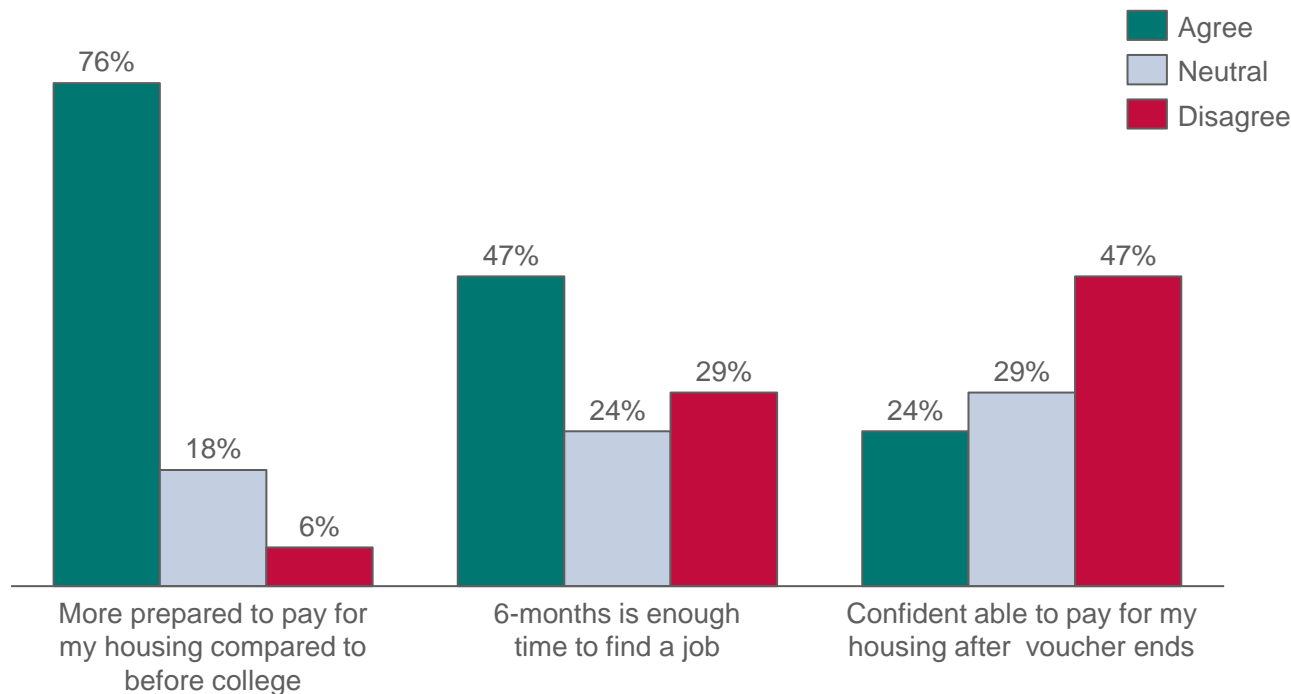
“I think the requirement of attending at least 6 credits can be challenging when some classes are only 5-credits.” -- Student

Do you understand the requirements to maintain your eligibility?





Preparation for after Housing Voucher ends



Findings

- Nearly half of students are worried about paying for housing after their voucher ends
- Most students feel more prepared to pay for their housing compared to before the program
- Students need more supports after their housing voucher is done (e.g. rental assistance, utilities assistance, employment support, housing search)



Staff Interview Findings

Effects of Pandemic

With the pandemic and remote schooling, Highline college staff noted that fewer students are taking full-time classes and some students have been wanting to take a break or take fewer credits

- This has especially been the case for students with children; childcare closures during the pandemic have made it more difficult for parents

Credit Load

Highline College staff noted that credit load was challenging during the pandemic, appreciated flexibility, and hope it continues.

- In particular, the 6 credits was identified as a “really tough number” because “people are not usually in 6 credits”

“Having eligibility tied to 6 credits is a really tough number because students are not usually in 6 credits.”
-- Staff

RECOMMENDATIONS

Maintaining Housing & Eligibility

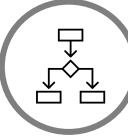


To address eligibility criteria

- Continue flexibility on part-time enrollment; full-time enrollment is particularly burdensome for parents

To better prepare students for after their voucher ends

- Support students throughout their time in the program to be better prepared for full market rent upon exit, this includes providing access to critical information students often don't receive like support on budgeting, building credit, home ownership, and accessing other services and resources
 - This could be done through workshops, one-on-ones, etc.
- WISH Advisors should provide interested students support on creating a post-graduation plan



Staff Interview Findings

Staffing

- Staff found initial staffing of the WISH program challenging
- Staff feel the new full-time staff member will provide more focus on the program and make it more sustainable
- Staff feel KCHA could consider contributing funding to support Highline College capacity for the program

Partnership

- The pandemic happening at the beginning of the program presented challenges with things like communications and staffing (e.g. hiring freeze and staff needing to focus on shifting to remote processes)

Data

Getting the paperwork to process WISH vouchers can be challenging

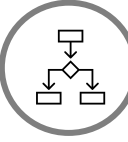
- WISH vouchers take more staff time for KCHA staff to process than other housing programs because more documents must be collected and reviewed (e.g. financial aid, scholarship, and class information.)

“There isn’t anyone who gives 100% of their time or even 65% of their time to WISH.” -- Staff

“Not having a plan in place is one of the things that has hurt us the most.” -- Staff

“Wish that KCHA would have been able to provide some type of financial support for the institutional side for capacity.” -- Staff

“Processing applications is much more straight forward with fixed incomes, typically 30 minutes – 1.5 hours to process an application...It takes 2.5 hours to process a WISH program application – more when you need to get the documents.” -- Staff



Staff Interview Findings

Voucher Utilization and Waitlist Process

- There is some confusion around the waitlist process across staff; one person identified that they had “gone through the waitlist already”
- There are not currently clear cycles for accepting new applications, clearing, and updating the waitlist
- Highline has continued to advertise the program, but have not conducted a full “opening” of WISH since fall 2019 (prior to the pandemic)
- Some recent vouchers have gone to applicants who reached out to Highline College staff without being on the waitlist
- With very few vouchers becoming available annually, duplicating the inaugural process is more challenging

After initial eligibility or application there are different reasons why students sometimes drop out of the process, this requires staff to regularly update student status and contact information

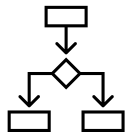
- Drop out of school
- Receive other housing subsidies that are not tied to school and may provide a better option
- Been able to secure housing and are no longer homeless
- No response after advisor follow-up

“Generally waitlists get old really fast. People change their number, get disconnected. Revolving door and quarters go by fast. People are no longer a part of school and decide to drop out.” -- Staff

Note: Would like to confirm our understanding of voucher utilization and waitlist process again with Highline College staff. We know with the new staff person's capacity, some of these items were potentially changing

RECOMMENDATIONS

Operations



To enhance utilization

- Develop consistent processes and timeline for accepting new applications, clearing waitlist, and regularly revisiting waitlist to support increased voucher utilization rate
- Consider making a certain number of vouchers available each year; currently there are classes of new students that have not had access to this program
- Align with Highline College on data reporting timelines and protocols
- Develop a data sharing agreement and standardized data request processes between KCHA and Highline College to ease eligibility confirmation process
 - This would allow KCHA staff to go directly to the necessary college departments to attain the information needed to confirm a student's eligibility (e.g. financial aid and scholarship records, credit information, etc.)

To support long-term sustainability

- Build a full understanding of the true cost to run the WISH Program
 - Identify staffing needed to provide WISH advising support and program management
 - Align budget to expected service levels to ensure student success

To continue monitoring program impact

- Work with Highline College to conduct a WISH participant survey every 2-3 years or implement a program exit ticket in order to gather ongoing participant data to support program improvement

Overall student feedback on the program

Students are thankful for the program and want there to be more spots for students who may be struggling with housing insecurity

The program is improving lives and giving students the opportunity to find stability and earn an education

How likely are you to recommend the WISH program to other students experiencing homelessness?

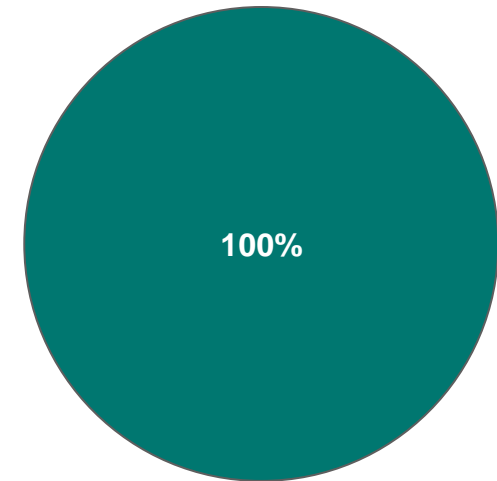
"It was very helpful for me to finish my school." -- Student

"Thank you for Highline college and all the staff members who support us students in need. A special shout out to [staff member] for her love and support of me since day one." -- Student

"I love the entire program, I am so grateful it exists or else I would probably be homeless or unable to continue going to school." -- Student

"I wish there were more spots for students who need it, and that more colleges offered this." -- Student

"[WISH] has given me a chance to focus on school and not work so much." -- Student



Very Likely

The background is a solid dark teal color. It is decorated with numerous thin, white, straight lines of varying lengths and orientations. These lines are scattered across the frame, with a higher density on the left side where they intersect to form a complex web-like pattern. On the right side, the lines are more sparse and tend to run parallel to each other.

Recommendations

Summary of Recommendations

OVERALL - Increase the number of vouchers and expand this program to other community and technical colleges in the region

To expand WISH Program:

- Continue promoting the WISH Program via varied outreach approaches, including informing adult staff that connect with students
- Consider expanding eligibility pool and including students attending part-time or those in Adult Basic Education and GED programs

To enhance equity:

- Ensure students with highest need are receiving vouchers. Identify how level of need can better be considered in application process prior to randomization
- Consider making a certain number of vouchers available each year so that new classes of students have access to the program

To enhance utilization:

- Improve data sharing between Highline College and KCHA to ease eligibility confirmation process
- Develop consistent processes and timeline for accepting new applications, clearing waitlist, and regularly revisiting waitlist to support increased voucher utilization rate

To provide students with more support:

- Develop and work towards having consistent check-in points between WISH Advisors and students
- Enhance housing search and post-WISH transition supports, this could include workshops, resource materials, or one-on-ones
- Consider identifying a housing specialist that has expertise and can be the "go to" for students to receive housing search support

We also recommend that WISH implement a regular student survey or program exit ticket to support program improvement over time

Overall Recommendation

The WISH program is providing a vital support for Highline College students to complete their college degree and increase their economic stability and mobility long-term

Students benefit greatly from the combination of robust Highline College supports and rental assistance, and their positive experience was clear

Given the level of need identified in the HOPE Lab study, **KCHA should prioritize increasing the number of vouchers and expanding this program to other community and technical colleges in the region**

“The fact that I can focus on getting an education to better my life for my kids, while also having a stable home. I would be homeless if it wasn’t for this program and getting a degree would be impossible for me.”

-- Student

“For the first time in years, I have a safe and stable home. I have the opportunity to heal, to get stronger, and to build an academic foundation so I can regain financial independence and later help the same programs that helped me!”

-- Student

“I would like to thank all parties that took part in making the possibility available for me and my girls to get into a home of our own and lift the constant worry of being homeless.”

-- Student

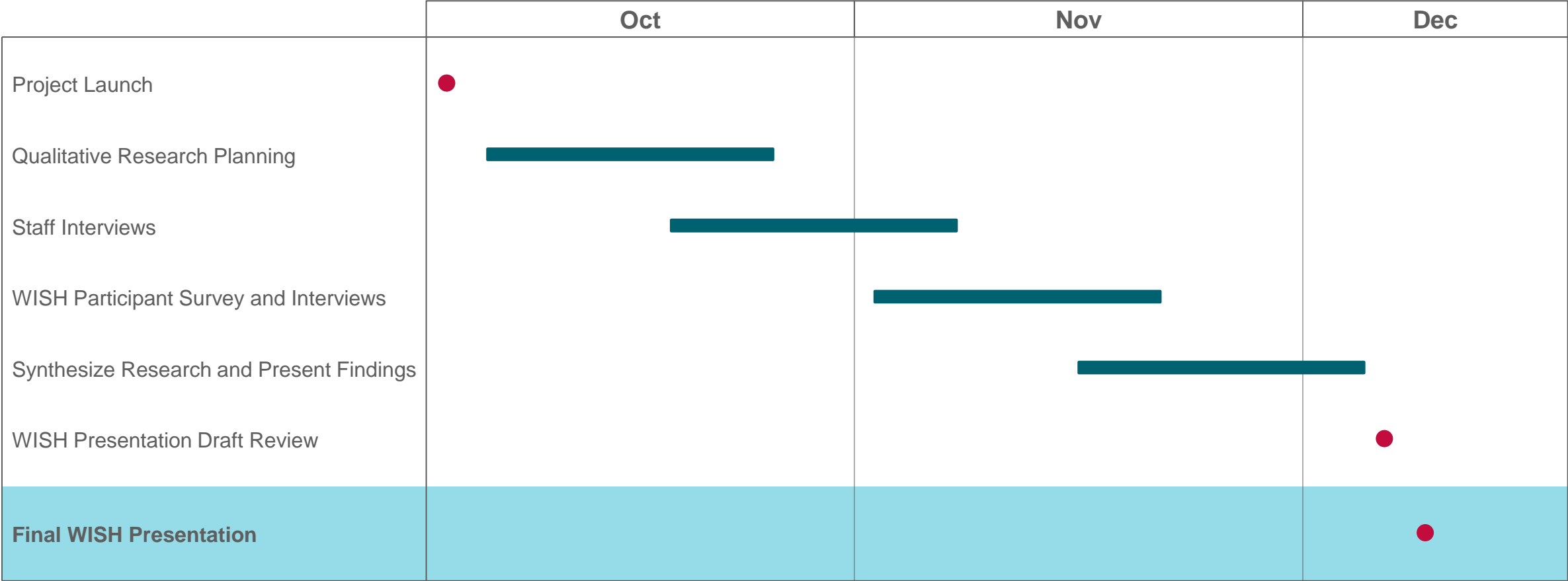
“Being a WISH recipient has helped me handle the stress of housing and going to school while supporting my family on a limited income. It has encouraged me to continue to strive for passing grades and continue my education.”

-- Student

The background is a solid dark teal color. It is decorated with a series of thin, white, straight lines that intersect at various angles, creating a complex, web-like pattern. These lines are most concentrated on the left side of the image and spread out towards the right.

Appendix: Project Scope & Methods

Project Timeline



KCHA WISH Staff Interview Guide

Screenshot from interview guide

One interview was conducted with King County Housing Authority Staff.

This was an hour-long call where the KCHA staff member was asked a series of questions to learning more about the design of the WISH Program, their role, and their experience with the WISH Program.

Themes from this interview were used to inform program recommendations.

KCHA WISH Staff Interview Guide

Background on Program

- Tell us a bit about why and how the WISH program got started.

About Role

Tell us about your involvement with WISH

- How long have you been involved with WISH? What has your role been?
- How much of your time is focused on the WISH program?

Partners

- How do you feel the partnership with Highline is going?
 - How often do you connect with Highline College staff? Which staff?
- What is going well?
 - Is there anything you feel could be improved?
- What is the United Way's role?

Program Overall

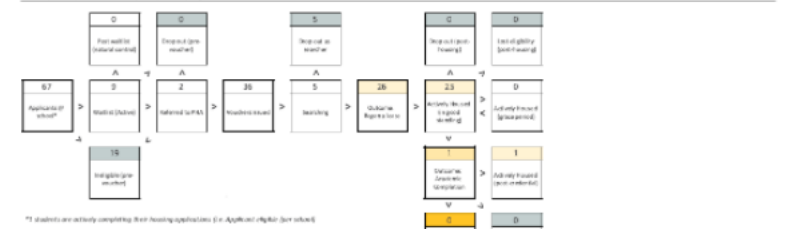
- What have been some of the biggest successes of WISH?
- What about challenges or are there any areas of concern you have about the program?

Program Deep Dive

Introduce and screen share We want to better understand key points along the student journey in the program. We're going to screen share the WISH Program dashboard that KCHA provided to us, and we were wondering if you could walk us through and explain the data and parts of the program where KCHA is involved within the flow chart.

While In-School Housing (WISH) Program Program Dashboard

Participant experience and trajectory in the program.



*1 students are actively completing their housing application (in Applicant / Apply (not school)



Highline College Management and Advisor Interview Guide

Screenshots from interview guide

Two interviews were conducted with Highline College. The first with WISH Management and the second with WISH Advisors.

These were hour-long calls where the Highline staff members were asked a series of questions to learning more about the design of the WISH Program, their role, and their experience with the WISH Program.

Themes from these interview were used to information program recommendations.

Highline College WISH Management Interview Guide

Background on Program

- Tell us a bit about why and how the WISH program got started.

About Role

Tell us about your involvement with WISH

- How long have you been involved with WISH? What has your role been?
- How much of your time is focused on the WISH program?

Program Partnership

- How do Highline College and KCHA manage their partnership?
 - How often do Highline College and KCHA staff check-in?
- What is going well?
 - Is there anything you feel could be improved?
- What is the United Way's role?

Program Overall

- What have been some of the biggest successes of WISH?
- What about challenges or are there any areas of concern you have about the program?

Program Deep Dive

We wanted to ask about key points along the student journey in the program.

Outreach

- Tell us about WISH's outreach efforts. Have there been any practices you have found particularly useful and do you feel outreach efforts have been effective to reach all of Highline's homeless students who are the focus of the WISH program?

Introduce and screen share To talk about application, eligibility and use of the vouchers, we wanted to share the WISH Program dashboard that KCHA provided to us. Could you walk us through the flowchart to explain the data a bit and share if you feel there are any areas where challenges arise for students in the program or that you experience as managers of the program.

Highline College WISH Advisors Interview Guide

About Role

Tell us about your involvement with WISH

- How long have you been involved with WISH? What has your role been?
- How much of your time is focused on the WISH program?
- How do you feel about your caseload? Is it easy to manage, just right, or perhaps you could use more support?

Program Overall

- What have been some of the biggest successes of WISH?
- What about challenges or are there any areas of concern you have about the program?

Program Deep Dive

We wanted to ask about four key points along the student journey, initial outreach, sign-up, eligibility, and then voucher utilization.

Outreach

- Tell us about WISH's outreach efforts. Do you feel outreach efforts have been effective to reach all of Highline's homeless students who are the focus of the WISH program?

Sign-up

- Tell us about the sign-up process. What is the process for students to apply?
 - Is it open annually or as positions become available
- How does the waitlist work?

Eligibility

- From the data we've looked at, so far there have been about 67 applicants to the WISH program. 19 students were ineligible for the program because they did not meet school or housing authority eligibility criteria. What are the most common reasons students have not been eligible?
 - What supports are provided to those students who are ineligible?

Voucher Utilization

- Based on the data we've looked at, current voucher utilization rate is about 65%. What do you feel are the main factors that are keeping that rate from being higher? (e.g. 5 students searching, 5 students dropped out as searcher)
 - **Housing Search:** From the data, it seems this has sometimes been a challenge for students. Are there any strategies that help students find housing easier?



WISH Participant Survey

Screenshots from online survey

KCHA Wish Participant Survey

You have received this survey because you participate in the While In-school Housing (WISH) Program at Highline College. **We want to learn about your experience in the program so that we can better support current and future students.**

This survey is being conducted by the Lived Experience Coalition and Kinetic West on behalf of King College. We will be collecting names and emails in order to send out \$15 gift cards to survey participants, but you will not be identified in any summary of themes from the survey will be compiled and used to support improvements to the WISH program. No individual results shared.

We expect that the survey will take about 10-15 minutes to complete. Thank you for your time, we greatly appreciate your participation.

If you have any questions about the survey, you can email Cat Tarvin at Kinetic West (Cat.Tarvin@kineticwest.org)

Next

0%

The participant survey was built online using Alchemer. This enabled participants to take the survey through a laptop or mobile device.

To incentivize participation, we sent a \$15 gift card to everyone who filled out the survey.

Housing Search

6. How was your experience finding housing? *

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
The voucher provided enough funding for me to live in the area I wanted	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I felt prepared to talk to landlords about the WISH program and my housing voucher	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I understood how to search for housing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I understood how to use my voucher once I found a place to live	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I felt I had support in my housing search	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. How difficult was it for you to find housing? *

☐ Very difficult
☐ Somewhat difficult
☐ Neutral
☐ Not very difficult
☐ Not difficult at all

8. Do you have a roommate? *

☐ Yes
☐ No

9. Do you live with other members of your family? (this includes spouse/partner, children, parents, grandparents, etc.) *

☐ Yes
☐ No



APPENDIX F

COLLATERALIZED FUNDS REPORTS

APPENDIX RELATED TO MTW FUNDS PLEDGED AS COLLATERAL

GREEN RIVER HOMES

Project Description:

- Number of separate housing sites: 1
- Type of Residents: Family
- Number and Type of Units: 59 units total
 - 1-bedroom-8 units
 - 2-bedroom-30 units
 - 3-bedroom-16 units
 - 4-bedroom-4 units
 - 5-bedroom-1 unit
 - Non-dwelling space: none

Financing Terms:

- Pro forma-see Attachment A
- Amortization schedule-see Attachment B

Certification: See Attachment C

Bank Statement: See Attachment D

MOVING KING COUNTY RESIDENTS FORWARD

Project Description:

- Number of separate housing sites: 22
- Type of Residents: Family and Senior
 - Family units-469
 - Senior units-40
- Number and Type of Units: 509 total
 - 1-bedroom-43 units
 - 2-bedroom-256 units
 - 3-bedroom-197 units
 - 4-bedroom-11 units
 - 5-bedroom-2 unit
 - Non-dwelling space: none

Financing Terms:

- Pro forma-see Attachment E
- Amortization schedule-see Attachment F

Certification: See Attachment G

Bank Statement: See Attachment H

ATTACHMENT A



RBC Capital Markets®

ATTACHMENT A

Project Financial Projections

Green River Homes
Auburn, WA

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Revised: 1/22/11

These projections do not guarantee actual operating results. Information herein may be revised based upon changes to assumptions and third-party information. Inapplicable schedules may be omitted. This information is proprietary and may be shared only with RBC's prior consent.

Contents	Page
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Leaseup and Expenses	6
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Projected Taxable Income/(Loss)	8
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Reserve Accounts	13
Capital Account Analysis	14
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OPM Version 4-4a, January 28, 2011

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Credit Calculation Schedule

Green River Homes

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Low Income Housing Tax Credit Calculation

Item	Rehabilitation	Acquisition
Eligible Basis	\$ 16,019,460	
Less:		
Acquisition Cost	(3,623,958)	3,623,958
Residential Historic Tax Credits	-	-
Grants	-	-
Other Credits adjustment	-	-
Dev. Fee in acquisition	(121,060)	121,060
Relocation	(42,660)	-
Ineligible Soft Costs	(23,750)	-

DDAQCT Adjustme No

Eligible Basis	100%	100%	3,747,018
Basis Limitation			
Total Eligible Basis	100.00%	100.00%	3,747,018
Low Income Percentage			
Qualified LIHTC Basis	100.00%	100.00%	3,747,018
Tax Credit Percentage	3.19%	3.19%	3.19%
LIHTC Calculated	508,902	389,372	119,530
LIHTC Reservation	508,902	389,372	119,530
Allowable LIHTC	508,902	389,372	119,530

Historic Tax Credit Calculation

Item	Residential	Commercial	Total
Depreciable Basis	\$	\$	
Less:			
Acquisition Cost	-	-	-
Personal Property	-	-	-
Sitework	-	-	-
Bldg. Additionals(Demo)	-	-	-
Ineligible Interest	-	-	-
Other Ineligible Costs	-	-	-
Grants	-	-	-
Historic Tax Credit Basis	-	-	-
Historic Tax Credit %	0%	0%	0%
Total Historic Tax Credit	\$	\$	\$

Tax Credit Delivery 2012 2013 2014 2015

State LIHTC	No
Eligible Basis	
Adjustments	
Adjustments	
Total Basis	0%
Credit Percentage	
Tax Credits	
State Historic	No
Depreciable Basis	
Adjustments	
Adjustments	
Total Basis	0%
Credit Percentage	
Tax Credits	
Other Credits	
Basis	
Adjustments	
Adjustments	
Total Basis	0%
Credit Percentage	
Tax Credits	

Summary of Operating Partnership Benefits

Green River Homes

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Year	Equity Contribution	Projected Taxable Income (Loss)	Deduct Saverd Cash Flow 100.00%	Projected Tax Benefits 11.00%	Projected Federal Housing Tax Credits	Projected Historic Rehab Tax Credits	Projected Other Tax Credits	Projected State Tax Credits	Federal Tax Effect on State Credits Yes	Projected Total Benefits	0.00% Projected Cash Flow	Total Investing L.P. Benefits
2011	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2012	-	(545,526)	-	190,934	146,619	-	-	-	-	337,553	-	337,553
2013	4,384,970	(396,481)	-	138,768	508,851	-	-	-	-	647,619	-	647,619
2014	-	(370,295)	-	129,603	508,851	-	-	-	-	638,454	-	638,454
2015	-	(353,781)	-	123,823	508,851	-	-	-	-	632,674	-	632,674
2016	-	(342,627)	-	119,919	508,851	-	-	-	-	628,770	-	628,770
2017	-	(331,320)	-	115,962	508,851	-	-	-	-	624,813	-	624,813
2018	-	(329,467)	-	115,313	508,851	-	-	-	-	624,164	-	624,164
2019	-	(335,423)	-	117,398	508,851	-	-	-	-	626,249	-	626,249
2020	-	(319,619)	-	111,867	508,851	-	-	-	-	620,718	-	620,718
2021	-	(308,185)	-	107,865	508,851	-	-	-	-	616,716	-	616,716
2022	-	(303,306)	-	106,157	362,232	-	-	-	-	468,389	-	468,389
2023	-	(360,618)	-	126,216	-	-	-	-	-	126,216	-	126,216
2024	-	-	-	-	-	-	-	-	-	-	-	-
2025	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	-	-	-	-	-	-	-	-	-	-	-
2027	-	-	-	-	-	-	-	-	-	-	-	-
2028	-	-	-	-	-	-	-	-	-	-	-	-
2029	-	-	-	-	-	-	-	-	-	-	-	-
Totals	4,884,970	(4,296,648)	-	1,503,825	5,088,510	-	-	-	-	6,592,335	-	6,592,335
Sale	N/A	(588,322)	N/A	205,913	N/A	N/A	N/A	N/A	N/A	205,913	-	205,913
Totals	\$ 4,884,970	\$ (4,884,970)	\$ -	\$ 1,709,738	\$ 5,088,510	\$ -	\$ -	\$ -	\$ -	\$ 6,798,248	\$ -	\$ 6,798,248

The equity contributions have been adjusted for the Limited Partners share of the 1602 exchange fields in the amount of \$

L.P. Income (Loss) % 99.99%
L.P. Cash Flow % 99.99%
L.P. Tax Credit % 99.99%

Rental Income

Green River Homes

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Base year: 2012

Rental income

Builder	Link Type	Link	% of AM	Average Eq. Pt. per Unit	# of Units	Transit Paid	Subsidy	Net Rent	Monthly Income	Annual Rental Income	Utility Allowance	Net LIHTC MET Rent	% Discount to Min TC	Market	% Discount to Market
Low Income Units															
1	1	Section 8	50.00%	677	4	200	564	764	1,056	36,672	56	758	-0.79%	810	5.68%
2	1	Section 8	50.00%	881	15	200	676	876	1,140	37,680	71	905	3.31%	925	5.30%
3	2	Section 8	50.00%	1,146	8	200	959	1,199	9,592	315,104	88	1,040	-15.29%	1,155	-3.81%
4	2	Section 8	50.00%	1,333	2	200	1,121	1,321	2,642	31,704	112	1,146	-15.37%	1,330	0.68%
5	2	Section 8	50.00%	1,836	1	200	1,343	1,543	1,543	18,516	112	1,277	-20.83%	1,600	5.56%
1	1	Section 8	60.00%	677	4	200	564	764	3,056	36,672	56	921	17.05%	810	5.68%
2	1	Section 8	60.00%	881	15	200	676	876	13,140	37,680	71	1,102	20.51%	925	5.30%
3	2	Section 8	60.00%	1,146	8	200	959	1,199	9,592	315,104	88	1,266	5.29%	1,155	-3.81%
4	2	Section 8	60.00%	1,333	2	200	1,121	1,321	2,642	31,704	112	1,398	5.51%	1,330	0.68%

Shirley M. Walcott, Inc.

Market_Rate_Unit\$

Subtotal - Market Units

Mayer's Unit

Total Units	57	58,403	790,334	Change \ Current
Vacancy Rate LIHTC:	5.0%	102.00%	102.00%	Fees \ Charges
Vacancy Rate Market:	5.0%	1/1/2023	5.0%	Parking
Rental Income Inflation %	102.00%	Rental Subsidy Inflation	5.0%	Storage
		Last Date of Rental Subsidy		Laundry
		Rental Subsidy Vacancy		Washer \ Dryer Rental
				Other \ Misc.
				Total Other Income
				Average Other Income (units/month):
				Other Income Vacancy:
				Other Income Inflation %

Leaseup and Expenses

Green River Homes

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LEASEUP

	2012			2013		
	Market	Units	Percent	Market	Units	Percent
January	59	-	0.00%	59	59	100.00%
February	59	-	0.00%	59	59	100.00%
March	59	-	0.00%	59	59	100.00%
April	59	-	0.00%	59	59	100.00%
May	59	-	0.00%	59	59	100.00%
June	59	-	0.00%	59	59	100.00%
July	9	9	15.25%	59	59	100.00%
August	19	19	32.20%	59	59	100.00%
September	29	29	49.15%	59	59	100.00%
October	39	39	66.10%	59	59	100.00%
November	49	49	83.05%	59	59	100.00%
December	59	59	100.00%	59	59	100.00%
Total	204	204		708	708	

OPERATING EXPENSES

Expenses:	Expense	Per Unit	Per Unit/Month
Variable Expenses			
Administrative	\$ 24,190	\$ 410	\$ 34
Repairs and Maintenance	51,330	870	73
Utilities	25,960	440	37
Water and Sewer	47,200	800	67
Payroll	129,800	2,200	183
Subtotal Variable Expenses	278,480	4,720	\$ 393
Fixed Expenses			Per Month
Insurance	20,000	339	1,667
Other	2,656	45	221
Real Estate Taxes - Total	-	-	-
Subtotal Variable & Fixed	301,136	5,104	
Management Fee	46,606	790	66
Total Operating Expense	347,742	5,894	
Replacement Reserve	17,700	300	1,475

Total Expenses & R.R. \$ 365,442 \$ 6,194

Expense Inflation % 103.00% 103.00%
Real Estate Tax Inflation % 103.00% 103.00%
Real Estate Tax Abatement No

Management Fee
Percentage of EGI 7.000% 46,606
Min Monthly Fee \$ -
Fee / unit / month \$ -
Inflation 103.00% 103.00%

Replacement Reserve
Start Date 7/1/2013
Per Unit Annual Inflation
RBC \$ 300 \$ 17,700 103.00%
Lender \$ - 100.00%

	2014			2015		
	Market	Units	Percent	Market	Units	Percent
January	59	59	100.00%	59	59	100.00%
February	59	59	100.00%	59	59	100.00%
March	59	59	100.00%	59	59	100.00%
April	59	59	100.00%	59	59	100.00%
May	59	59	100.00%	59	59	100.00%
June	59	59	100.00%	59	59	100.00%
July	59	59	100.00%	59	59	100.00%
August	59	59	100.00%	59	59	100.00%
September	59	59	100.00%	59	59	100.00%
October	59	59	100.00%	59	59	100.00%
November	59	59	100.00%	59	59	100.00%
December	59	59	100.00%	59	59	100.00%
Total	708	708		708	708	

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	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000	1999	1998	1997	1996	1995	1994	1993	1992	1991	1990	1989	1988	1987	1986	1985	1984	1983	1982	1981	1980	1979	1978	1977	1976	1975	1974	1973	1972	1971	1970	1969	1968	1967	1966	1965	1964	1963	1962	1961	1960	1959	1958	1957	1956	1955	1954	1953	1952	1951	1950	1949	1948	1947	1946	1945	1944	1943	1942	1941	1940	1939	1938	1937	1936	1935	1934	1933	1932	1931	1930	1929	1928	1927	1926	1925	1924	1923	1922	1921	1920	1919	1918	1917	1916	1915	1914	1913	1912	1911	1910	1909	1908	1907	1906	1905	1904	1903	1902	1901	1900	1899	1898	1897	1896	1895	1894	1893	1892	1891	1890	1889	1888	1887	1886	1885	1884	1883	1882	1881	1880	1879	1878	1877	1876	1875	1874	1873	1872	1871	1870	1869	1868	1867	1866	1865	1864	1863	1862	1861	1860	1859	1858	1857	1856	1855	1854	1853	1852	1851	1850	1849	1848	1847	1846	1845	1844	1843	1842	1841	1840	1839	1838	1837	1836	1835	1834	1833	1832	1831	1830	1829	1828	1827	1826	1825	1824	1823	1822	1821	1820	1819	1818	1817	1816	1815	1814	1813	1812	1811	1810	1809	1808	1807	1806	1805	1804	1803	1802	1801	1800	1799	1798	1797	1796	1795	1794	1793	1792	1791	1790	1789	1788	1787	1786	1785	1784	1783	1782	1781	1780	1779	1778	1777	1776	1775	1774	1773	1772	1771	1770	1769	1768	1767	1766	1765	1764	1763	1762	1761	1760	1759	1758	1757	1756	1755	1754	1753	1752	1751	1750	1749	1748	1747	1746	1745	1744	1743	1742	1741	1740	1739	1738	1737	1736	1735	1734	1733	1732	1731	1730	1729	1728	1727	1726	1725	1724	1723	1722	1721	1720	1719	1718	1717	1716	1715	1714	1713	1712	1711	1710	1709	1708	1707	1706	1705	1704	1703	1702	1701	1700	1699	1698	1697	1696	1695	1694	1693	1692	1691	1690	1689	1688	1687	1686	1685	1684	1683	1682	1681	1680	1679	1678	1677	1676	1675	1674	1673	1672	1671	1670	1669	1668	1667	1666	1665	1664	1663	1662	1661	1660	1659	1658	1657	1656	1655	1654	1653	1652	1651	1650	1649	1648	1647	1646	1645	1644	1643	1642	1641	1640	1639	1638	1637	1636	1635	1634	1633	1632	1631	1630	1629	1628	1627	1626	1625	1624	1623	1622	1621	1620	1619	1618	1617	1616	1615	1614	1613	1612	1611	1610	1609	1608	1607	1606	1605	1604	1603	1602	1601	1600	1599	1598	1597	1596	1595	1594	1593	1592	1591	1590	1589	1588	1587	1586	1585	1584	1583	1582	1581	1580	1579	1578	1577	1576	1575	1574	1573	1572	1571	1570	1569	1568	1567	1566	1565	1564	1563	1562	1561	1560	1559	1558	1557	1556	1555	1554	1553	1552	1551	1550	1549	1548	1547	1546	1545	1544	1543	1542	1541	1540	1539	1538	1537	1536	1535	1534	1533	1532	1531	1530	1529	1528	1527	1526	1525	1524	1523	1522	1521	1520	1519	1518	1517	1516	1515	1514	1513	1512	1511	1510	1509	1508	1507	1506	1505	1504	1503	1502	1501	1500	1499	1498	1497	1496	1495	1494	1493	1492	1491	1490	1489	1488	1487	1486	1485	1484	1483	1482	1481	1480	1479	1478	1477	1476	1475	1474	1473	1472	1471	1470	1469	1468	1467	1466	1465	1464	1463	1462	1461	1460	1459	1458	1457	1456	1455	1454	1453	1452	1451	1450	1449	1448	1447	1446	1445	1444	1443	1442	1441	1440	1439	1438	1437	1436	1435	1434	1433	1432	1431	1430	1429	1428	1427	1426	1425	1424	1423	1422	1421	1420	1419	1418	1417	1416	1415	1414	1413	1412	1411	1410	1409	1408	1407	1406	1405	1404	1403	1402	1401	1400	1399	1398	1397	1396	1395	1394	1393	1392	1391	1390	1389	1388	1387	1386	1385	1384	1383	1382	1381	1380	1379	1378	1377	1376	1375	1374	1373	1372	1371	1370	1369	1368	1367	1366	1365	1364	1363	1362	1361	1360	1359	1358	1357	1356	1355	1354	1353	1352	1351	1350	1349	1348	1347	1346	1345	1344	1343	1342	1341	1340	1339	1338	1337	1336	1335	1334	1333	1332	1331	1330	1329	1328	1327	1326	1325	1324	1323	1322	1321	1320	1319	1318	1317	1316	1315	1314	1313	1312	1311	1310	1309	1308	1307	1306	1305	1304	1303	1302	1301	1300	1299	1298	1297	1296	1295	1294	1293	1292	1291	1290	1289	1288	1287	1286	1285	1284	1283	1282	1281	1280	1279	1278	1277	1276	1275	1274	1273	1272	1271	1270	1269	1268	1267	1266	1265	1264	1263	1262	1261	1260	1259	1258	1257	1256	1255	1254	1253	1252	1251	1250	1249	1248	1247	1246	1245	1244	1243	1242	1241	1240	1239	1238	1237	1236	1235	1234	1233	1232	1231	1230	1229	1228	1227	1226	1225	1224	1223	1222	1221	1220	1219	1218	1217	1216	1215	1214	1213	1212	1211	1210	1209	1208	1207	1206	1205	1204	1203	1202	1201	1200	1199	1198	1197	1196	1195	1194	1193	1192	1191	1190	1189	1188	1187	1186	1185	1184	1183	1182	1181	1180	1179	1178	1177	1176	1175	1174	1173	1172	1171	1170	1169	1168	1167	1166	1165	1164	1163	1162	1161	1160	1159	1158	1157	1156	1155	1154	1153	1152	1151	1150	1149	1148	1147	1146	1145	1144	1143	1142	1141	1140	1139	1138	1137	1136	1135	1134	1133	1132	1131	1130	1129	1128	1127	1126	1125	1124	1123	1122	1121	1120	1119	1118	1117	1116	1115	1114	1113	1112	1111	1110	1109	1108	1107	1106	1105	1104	1103	1102	1101	1100	1099	1098	1097	1096	1095	1094	1093	1092	1091	1090	1089	1088	1087	1086	1085	1084	1083	1082	1081	1080	1079	1078	1077	1076	1075	1074	1073	1072	1071	1070	1069	1068	1067	1066	1065	1064	1063	1062	1061	1060	1059	1058	1057	1056	1055	1054	1053	1052	1051	1050	1049	1048	1047	1046	1045	1044	1043	1042	1041	1040	1039	1038	1037	1036	1035	1034	1033	1032	1031	1030	1029	1028	1027	1026	1025	1024	1023	1022	1021	1020	1019	1018	1017	1016	1015	1014	1013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Projected Taxable Income/(Loss)

		Period		10/25/2011		10/25/2014		Page	

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Then Ponder This

Cash Flow / Mortgage Amortization Schedules

Schedule 1 to 8

Green River Homes

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P		OF											
Loan Amount	20	Computation Data											
Interest Rate	0.015%	Computation Data											
Annual Term (Years)	30	Interest Rate											
Monthly Payment	N/A	Monthly Payment											
		Monthly Payment											
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Cash Flow / Mortgage Amortization Schedules
Green River Homes

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Published 14 January 2003

Striding the Comfort

התאחדות המורים

1240679

Followed Presenter (Learners)

Final Version of Manuscript

Professor of Mathematics

Index Contributions

Management

McIntyre & Co. Ltd.

100% Accuracy in 115%

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Back From Prior to Paid CD

Dr. J. J. J.

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References

Do Not Use Benzocaine

2. 2007年10月1日起实施的《中华人民共和国企业所得税法》规定，企业发生的符合条件的广告费和业务宣传费支出，除国务院财政、税务主管部门另有规定外，不超过当年销售(营业)收入2%的部分，准予扣除；超过部分，准予在以后纳税年度结转扣除。

Selected Development Needs

Isolated, Nonretractable, Closed

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What's the Difference?

Accounting and Depreciation

MAY 1974

WILSON, J. R.

Minimum Dye

Flow of Funds
Green River Homes

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Period	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100	101	102	103	104	105	106	107	108	109	110	111	112	113	114	115	116	117	118	119	120	121	122	123	124	125	126	127	128	129	130	131	132	133	134	135	136	137	138	139	140	141	142	143	144	145	146	147	148	149	150	151	152	153	154	155	156	157	158	159	160	161	162	163	164	165	166	167	168	169	170	171	172	173	174	175	176	177	178	179	180	181	182	183	184	185	186	187	188	189	190	191	192	193	194	195	196	197	198	199	200	201	202	203	204	205	206	207	208	209	210	211	212	213	214	215	216	217	218	219	220	221	222	223	224	225	226	227	228	229	230	231	232	233	234	235	236	237	238	239	240	241	242	243	244	245	246	247	248	249	250	251	252	253	254	255	256	257	258	259	260	261	262	263	264	265	266	267	268	269	270	271	272	273	274	275	276	277	278	279	280	281	282	283	284	285	286	287	288	289	290	291	292	293	294	295	296	297	298	299	300	301	302	303	304	305	306	307	308	309	310	311	312	313	314	315	316	317	318	319	320	321	322	323	324	325	326	327	328	329	330	331	332	333	334	335	336	337	338	339	340	341	342	343	344	345	346	347	348	349	350	351	352	353	354	355	356	357	358	359	360	361	362	363	364	365	366	367	368	369	370	371	372	373	374	375	376	377	378	379	380	381	382	383	384	385	386	387	388	389	390	391	392	393	394	395	396	397	398	399	400	401	402	403	404	405	406	407	408	409	410	411	412	413	414	415	416	417	418	419	420	421	422	423	424	425	426	427	428	429	430	431	432	433	434	435	436	437	438	439	440	441	442	443	444	445	446	447	448	449	450	451	452	453	454	455	456	457	458	459	460	461	462	463	464	465	466	467	468	469	470	471	472	473	474	475	476	477	478	479	480	481	482	483	484	485	486	487	488	489	490	491	492	493	494	495	496	497	498	499	500	501	502	503	504	505	506	507	508	509	510	511	512	513	514	515	516	517	518	519	520	521	522	523	524	525	526	527	528	529	530	531	532	533	534	535	536	537	538	539	540	541	542	543	544	545	546	547	548	549	550	551	552	553	554	555	556	557	558	559	560	561	562	563	564	565	566	567	568	569	570	571	572	573	574	575	576	577	578	579	580	581	582	583	584	585	586	587	588	589	590	591	592	593	594	595	596	597	598	599	600	601	602	603	604	605	606	607	608	609	610	611	612	613	614	615	616	617	618	619	620	621	622	623	624	625	626	627	628	629	630	631	632	633	634	635	636	637	638	639	640	641	642	643	644	645	646	647	648	649	650	651	652	653	654	655	656	657	658	659	660	661	662	663	664	665	666	667	668	669	670	671	672	673	674	675	676	677	678	679	680	681	682	683	684	685	686	687	688	689	690	691	692	693	694	695	696	697	698	699	700	701	702	703	704	705	706	707	708	709	710	711	712	713	714	715	716	717	718	719	720	721	722	723	724	725	726	727	728	729	730	731	732	733	734	735	736	737	738	739	740	741	742	743	744	745	746	747	748	749	750	751	752	753	754	755	756	757	758	759	760	761	762	763	764	765	766	767	768	769	770	771	772	773	774	775	776	777	778	779	780	781	782	783	784	785	786	787	788	789	790	791	792	793	794	795	796	797	798	799	800	801	802	803	804	805	806	807	808	809	810	811	812	813	814	815	816	817	818	819	820	821	822	823	824	825	826	827	828	829	830	831	832	833	834	835	836	837	838	839	840	841	842	843	844	845	846	847	848	849	850	851	852	853	854	855	856	857	858	859	860	861	862	863	864	865	866	867	868	869	870	871	872	873	874	875	876	877	878	879	880	881	882	883	884	885	886	887	888	889	890	891	892	893	894	895	896	897	898	899	900	901	902	903	904	905	906	907	908	909	910	911	912	913	914	915	916	917	918	919	920	921	922	923	924	925	926	927	928	929	930	931	932	933	934	935	936	937	938	939	940	941	942	943	944	945	946	947	948	949	950	951	952	953	954	955	956	957	958	959	960	961	962	963	964	965	966	967	968	969	970	971	972	973	974	975	976	977	978	979	980	981	982	983	984	985	986	987	988	989	990	991	992	993	994	995	996	997	998	999	1000	1001	1002	1003	1004	1005	1006	1007	1008	1009	1010	1011	1012	1013	1014	1015	1016	1017	1018	1019	1020	1021	1022	1023	1024	1025	1026	1027	1028	1029	1030	1031	1032	1033	1034	1035	1036	1037	1038	1039	1040	1041	1042	1043	1044	1045	1046	1047	1048	1049	1050	1051	1052	1053	1054	1055	1056	1057	1058	1059	1060	1061	1062	1063	1064	1065	1066	1067	1068	1069	1070	1071	1072	1073	1074	1075	1076	1077	1078	1079	1080	1081	1082	1083	1084	1085	1086	1087	1088	1089	1090	1091	1092	1093	1094	1095	1096	1097	1098	1099	1100	1101	1102	1103	1104	1105	1106	1107	1108	1109	1110	1111	1112	1113	1114	1115	1116	1117	1118	1119	1120	1121	1122	1123	1124	1125	1126	1127	1128	1129	1130	1131	1132	1133	1134	1135	1136	1137	1138	1139	1140	1141	1142	1143	1144	1145	1146	1147	1148	1149	1150	1151	1152	1153	1154	1155	1156	1157	1158	1159	1160	1161	1162	1163	1164	1165	1166	1167	1168	1169	1170	1171	1172	1173	1174	1175	1176	1177	1178	1179	1180	1181	1182	1183	1184	1185	1186	1187	1188	1189	1190	1191	1192	1193	1194	1195	1196	1197	1198	1199	1200	1201	1202	1203	1204	1205	1206	1207	1208	1209	1210	1211	1212	1213	1214	1215	1216	1217	1218	1219	1220	1221	1222	1223	1224	1225	1226	1227	1228	1229	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Construction Interest Schedule
Green River Horizon

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Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Outstanding Loan Balance																		
Seller Contribution Loan Fee																		
Construction Loan 1																		
Construction Loan 2																		
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Interest	Pays																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Solar Contribution Meter Loan P1	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
Construction Loan 4	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
Construction Loan 5	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
REC Loan	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
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Construction Interest Schedule
Green River Homes

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ATTACHMENT B

Attachment B
Green River Loan, Collateralized
Amortization Schedule


Month	Beginning Balance	Interest Rate	Interest Charge	Principal	Ending Balance
Jun-11	9,500,000	0.00%	0	0	9,500,000
Dec-11	9,500,000	0.00%	0	0	9,500,000
Jun-12	9,500,000	0.00%	0	0	9,500,000
Dec-12	9,500,000	0.00%	0	0	9,500,000
Jun-13	9,500,000	0.75%	35,625	0	9,500,000
Dec-13	9,500,000	0.75%	35,625	0	9,500,000
Jun-14	9,500,000	1.00%	47,500	0	9,500,000
Dec-14	9,500,000	1.00%	47,500	863,636	8,636,364
Jun-15	8,636,364	1.00%	43,182		8,636,364
Dec-15	8,636,364	1.00%	43,182	863,636	7,772,728
Jun-16	7,772,728	1.00%	38,864		7,772,728
Dec-16	7,772,728	1.00%	38,864	863,636	6,909,092
Jun-17	6,909,092	1.50%	51,818		6,909,092
Dec-17	6,909,092	1.50%	51,818	863,636	6,045,456
Jun-18	6,045,456	1.50%	45,341		6,045,456
Dec-18	6,045,456	1.50%	45,341	863,636	5,181,820
Jun-19	5,181,820	1.50%	38,864		5,181,820
Dec-19	5,181,820	1.50%	38,864	863,636	4,318,184
Jun-20	4,318,184	2.00%	43,182		4,318,184
Dec-20	4,318,184	2.00%	43,182	863,636	3,454,548
Jun-21	3,454,548	2.00%	34,545		3,454,548
Dec-21	3,454,548	2.00%	34,545	863,636	2,590,912
Jun-22	2,590,912	2.00%	25,909		2,590,912
Dec-22	2,590,912	2.00%	25,909	863,636	1,727,276
Jun-23	1,727,276	2.00%	17,273		1,727,276
Dec-23	1,727,276	2.00%	17,273	863,636	863,640
Jun-24	863,640	2.00%	8,636		863,640
Dec-24	863,640	2.00%	8,636	863,640	0

ATTACHMENT C

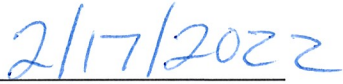
Attachment C

GREEN RIVER HOMES CERTIFICATION

I, Windy Epps, Director of Finance for the King County Housing Authority (KCHA), do hereby certify that whenever funds held in trust by the Bank of America as collateral against the loan from the Bank of America to KCHA which funded the Green River Homes re-development project are released as collateral, all such funds will be used for an eligible MTW activity or purpose that KCHA has received approval for through its MTW Plan.



Windy Epps, Director of Finance,
King County Housing Authority



Date

ATTACHMENT D

Account Number
416870

Bank of America, N.A.
P.O. Box 2010
Lakewood, NJ 08701



Office Servicing Your Account:
101 CALIFORNIA ST
STE 1400
CA5-332-14-00
SAN FRANCISCO, CA 94111
Fax: .

Account Representative:
HEDI MASUOKA
HEDI.MASUOKA@BAML.COM

218 - 1/2: 517

KING COUNTY HOUSING
AUTHORITY GR2 PLEDGE ACCOUNT
600 ANDOVER PARK WEST
SEATTLE, WA 98188

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Account Summary

Current Period Ending Value
Net Income and Expenses

\$0.00
\$5,109.85



Disclosure Statement

GENERAL - Securities transactions are recorded in your account on the settlement date shown on the confirmation or statement for such transactions (except in the case of cancellations or corrections where processing dates are used). Securities transactions having trade dates on or before, but settlement dates after, the date of the statement will appear on your next statement. Cash received or paid and securities received or delivered are shown as of the date of the activity. All cash received has been distributed in accordance with your instructions. Unless otherwise agreed, proceeds from pledged securities which mature or are sold are held until the pledge is released. Please advise your account representative promptly in writing of any material change in your investment objectives or financial situation. If you have a complaint, please call 1-888-221-9276 or notify us in writing at Bank of America, Bank of America Tower, One Bryant Park, Attn: Compliance Complaint Department Mail Code: NY1-100-17-01, New York, NY 10036.

DISCLOSURES - Bank of America, N.A. (BANA), is a subsidiary of Bank of America Corporation, the parent company of several banking institutions. BANA is a national bank and has registered a separately identifiable department as a municipal securities dealer with the Securities and Exchange Commission. BANA also has filed notice of its status as a government securities broker-dealer with the Office Comptroller of the Currency. From time to time, BANA or one or more affiliates may lend to one or more issuers whose securities are underwritten, dealt or placed by BANA or one or more of its affiliates. Please refer to the relevant prospectus offering statement or other disclosure document for material information relating to any such lending relationship and whether the proceeds of an issue will be used to repay any such loans. BANA may also from time to time participate in a primary or secondary distribution of the securities offered or sold to you by it. Further, BANA may act as investment advisor to an issuer whose securities may be sold to you by it.

SECURITY INTEREST - BANA shall have a continuing security interest in all securities, funds and other assets now and hereafter held or carried by BANA in your account(s), including any property in transit or held by others on behalf of BANA, and all proceeds thereof, as collateral security for the payment and performance by you of all your obligations to BANA now existing or hereafter arising and whether arising under your securities accounts or any other agreement between you and BANA, together with all costs and expenses of BANA in connection therewith (the "Obligations"). If you fail to perform any Obligation or if you are in default on any agreement between us, BANA may cancel any transaction or may, in a private or a public sale, sell out or buy in the securities shown in this statement, holding you liable for any loss incurred. BANA shall have, in addition to the rights provided herein or by other applicable law, all the rights and remedies provided to a secured party under the Uniform Commercial Code in the State of New York.

CALCULATION METHODOLOGY - The percentage of Portfolio column, the Asset Mix pie chart and the Maturity Schedule bar graph are calculated using the market value of the relevant securities when a market price is available to BANA. When a market price is not available, BANA uses the current par value.

NON-DEPOSIT INVESTMENT PRODUCTS - Non-deposit investment products purchased through BANA are NOT FDIC insured and, subject to the following sentence, are NOT deposits or other obligations of, or guaranteed by, Bank of America Corporation or any of its affiliates. Certain investment products are deposits of BANA or are obligations of Bank of America Corporation or an affiliate, as described at the time of purchase. An investment in securities involves investment risks, including possible loss of the principal amount invested.

RECORD OF OWNERSHIP - Securities held for your account by BANA or held in BANA's account at a securities depository are commingled with the same securities being held for other clients. Your ownership of these securities is reflected on BANA records.

CALLABLE SECURITIES - In the event any securities held by BANA for you in nominee name or in book entry (non-certificated) at a securities depository are called for partial redemption and BANA receives proceeds that belong to more than one person, BANA is authorized in its sole discretion to determine your proportionate share of such proceeds. Call features shown indicate the next regularly scheduled call date and price. Your holdings may be subject to other redemption features including sinking funds or extraordinary calls.

INTEREST, DIVIDENDS, SALE PROCEEDS - Although all figures shown are intended to be accurate, statement data should not be used for tax purposes. BANA is required by law to report to the Internal Revenue Service certain interest, dividend income and sales proceeds. Dividends and interest payments may be subject to country specific withholding taxes.

MARKET VALUATION/PRICE/ESTIMATED FIGURES - Securities positions are valued at or about the close of the statement period if prices are available from reference sources deemed reliable. For money market positions, if price is shown as N/A, a derived valuation (unadjusted for the credit quality) is provided based on the original cost basis reported to BANA and adjusted by the amount of any accrued discount from the purchase date to the end of the statement period. The month-end valuations of your portfolio are for guidance only and do not necessarily reflect prices at which each position could be sold for, if short, covered on the valuation date, particularly in the case of inactive or infrequently traded securities. BANA cannot guarantee the accuracy of such information. Information regarding average cost, unrealized gain or loss, accrued interest, current yield and estimated income figures that appear on your statement are derived from information provided by sources considered reliable by BANA. Contact your Account Representative to obtain current quotations or if you have questions regarding statement account valuations/estimated figures. N/A= Information not applicable or available at the time of statement creation.

ERRORS AND OMISSIONS - Please notify us within ten (10) days if you believe there is any inaccuracy in any entry reflected on this statement. Please include your account number when you notify us in writing. Failure to notify BANA of any error or omission will constitute your waiver of any claim arising as a result of such error or omission.

PROXY DISCLOSURES - Any attempt to vote securities will be void to the extent that such securities are not in the possession or control of BANA including (i) securities not yet delivered to BANA, (ii) securities purchased and not paid for by settlement date, and (iii) securities that BANA has hypothecated, re-hypothecated, pledged, re-pledged, sold, lent or otherwise transferred. Please be advised that for the purposes of proxy voting, customers will not be notified that the securities are not in BANA'S possession or control. Furthermore, BANA will not notify customers that a vote was void.



Transaction Activity Summary

Description	Amount
Interest	\$5,109.85
Other Transaction Activity	\$3,454,546.00

Income and Expense Summary

The income data is provided for informational purposes only. Regularly scheduled payments are reported in the section. Interest income from products which pay interest only at maturity are not reflected.

Description	Reportable Month-to-Date	Non-Reportable Month-to-Date	Total Income Month-to-Date
Money Market Interest	\$5,109.85	\$0.00	\$5,109.85
TOTAL INCOME AND EXPENSES	\$5,109.85	\$0.00	\$5,109.85

Transaction Activity

Date	CUSIP/ Security #	Description	Transaction	Quantity	Price	Net Amount
12/21/2021	1885036428	BANK OF AMERICA N A CERTIFICATE OF DEPOSIT	Maturity	3,454,546	0.00	3,454,546.00

TOTAL TRANSACTION ACTIVITY

\$3,454,546.00

Income and Expense Activity

The income data is provided for informational purposes only. Regular scheduled payments are reported in the section. Interest income from products which pay interest only at maturity are not reflected.

Date	Description	Transaction	Tax Withheld	Reportable	Non-Reportable	Net Amount
12/21/2021	BANK OF AMERICA N A CERTIFICATE OF DEPOSIT	Interest	\$0.00	\$5,109.85	\$0.00	\$5,109.85
TOTAL INCOME AND EXPENSE ACTIVITY			\$0.00	\$5,109.85	\$0.00	\$5,109.85

Client Statement
12/01/2021 to 12/31/2021

Account Number
416870

Bank of America, N.A.
P.O. Box 2010
Lakewood, NJ 08701



Page 4 of 4

Announcements:

USA PATRIOT ACT DISCLOSURE

BANA, like all financial institutions, is required by Federal law to obtain, verify and record information that identifies each customer who opens an account with us. When you open an account, we will ask for your name, address and government-issued identification number and other information that will allow us to form a reasonable belief as to your identity, such as documents that establish legal status.

YOU MAY HAVE NOTICED

Beginning with your January 2014 statement, some information on your statement has been modified and new fields have been added.

The new fields are:

Acquired (the date of purchase/transfer of the security)

Ticket # (the ticket number assigned to your security on our system of record)

Original Price (the price paid for the security*)

Original Cost Basis (the original value or purchase price of the security*)

*For transfer in of the security, the information displayed will be limited to the values available to us at the time of the transfer.

Thank you for your business and we look forward to continuing to serve you with your investments.

End of Statement

ATTACHMENT E

ATTACHMENT F

Lending Strength

Advance Confirmation Advice

King County Housing Authority
600 Andover Park W
Seattle, WA 98188

Transaction Date: 08/26/13
Docket: 99007
TPS transaction: 5
Note Number: 11541

Note Number	Current Rate	Advance Type	Principal	Accrual Basis	Requestor
11541	3.97000	AMO	18,000,000.00 Principal to Amortize per attached schedule	ACT/ACT	CONSTANCE

Effective Date	Maturity Date	Payment Date(s)	Bus Day Convention
08/26/13	08/26/33	First business day of every month	New York

This advance is granted under the terms of Advance Master Note 1.1.
The details of the advance are specified above and will be considered
accurate and binding unless the Seattle Bank is notified otherwise within
ten (10) business days of the transaction date.

Lending Strength

Advance Confirmation Advice

King County Housing Authority
600 Andover Park W
Seattle, WA 98188

Transaction Date: 08/26/13
Docket: 99007
TPS transaction: 5
Note Number: 11541

The Seattle Bank shall charge prepayment fees on advances in the event of any voluntary or involuntary payment of all or part of the principal of such advance prior to the originally scheduled maturity thereof; including without limitation payments that become due as a result of an acceleration by the Seattle Bank pursuant to the terms of the advances agreement between the Seattle Bank and the borrower; provided, however, that a prepayment fee shall not be charged if the advance is terminated by the Seattle Bank at the end of the Initial Lockout Period or as of an Optional Termination Date. All prepayment fees shall be due at the time of the prepayment. The prepayment fee charged will be in an amount, calculated in accordance with the methodology set forth below, that is sufficient to make the Seattle Bank financially indifferent to the borrower's decision to repay the advance prior to its maturity date by enabling the Seattle Bank to obtain approximately the same investment yield that the Seattle Bank would have received had the Seattle Bank received all payments as originally provided in the advance that is being prepaid. The calculations and determinations of the Seattle Bank in this regard shall be in its sole and absolute discretion. Notwithstanding the above and the prepayment fee calculation methodology set forth below, in no event will a prepayment fee be less than zero unless the advance confirmation advice issued in connection with an advance expressly provides otherwise. In addition all prepayments and prepayment fees shall be governed by the provisions of the Seattle Bank's Member Products Policy and Financial Products and Services User Guide.

Prepayment fee calculation methodology: The Seattle Bank will calculate and charge a prepayment fee equal to the present value of the difference between: (i) the scheduled interest payments due in connection with the amount of the advance being prepaid, and (ii) the interest payments due in connection with a Federal Home Loan Bank (FHLBank) debt obligation or instrument, as of the date of the prepayment, of equivalent amount, term to maturity and other provisions as the advance that is being prepaid. The debt obligation or instrument referred to in (ii) above may, at the sole and absolute discretion of the Seattle Bank, be created synthetically via the derivative market for purposes of determining the prepayment fee calculation and need not be actual instrument, debt obligation, consolidated obligation, or liability of the Seattle Bank, another FHLBank or the FHLBank System.

In determining the present value of the difference between (i) and (ii) above, the Seattle Bank will discount the cashflows using the rate(s) on debt obligation or instrument described in (ii). The prepayment fee calculation will also be adjusted, as may be appropriate, to reflect the special financing characteristics of the advance that is being prepaid and (if applicable) any cost to modify, terminate, or offset the hedges associated with the advance (e.g., in the case of a puttable advance, the embedded cost of the put option.) In some cases this adjustment will result in interest payments referred to in (ii) above that are lower than those due on FHLBank consolidated obligations or debt obligations of the Seattle Bank with similar terms to maturity, which may produce a higher prepayment fee.

Questions regarding this confirmation may be directed to Member Services
Seattle (206) 340-8691
Toll Free (800) 340-3452

Lending Strength

Customer: 99007 King County Housing Authority
Advance Original Principal: 18,000,000.00
Advance term in years: 20
Advance effective date: 08/26/13

Amortizing Schedule
Advance Note Nbr: 11541

Payment Date	Principal Payment	Advance Balance
-----	-----	-----
09/2013	12,096.75	17,987,903.25
10/2013	75,000.00	17,912,903.25
11/2013	75,000.00	17,837,903.25
12/2013	75,000.00	17,762,903.25
01/2014	75,000.00	17,687,903.25
02/2014	75,000.00	17,612,903.25
03/2014	75,000.00	17,537,903.25
04/2014	75,000.00	17,462,903.25
05/2014	75,000.00	17,387,903.25
06/2014	75,000.00	17,312,903.25
07/2014	75,000.00	17,237,903.25
08/2014	75,000.00	17,162,903.25
09/2014	75,000.00	17,087,903.25
10/2014	75,000.00	17,012,903.25
11/2014	75,000.00	16,937,903.25
12/2014	75,000.00	16,862,903.25
01/2015	75,000.00	16,787,903.25
02/2015	75,000.00	16,712,903.25
03/2015	75,000.00	16,637,903.25
04/2015	75,000.00	16,562,903.25
05/2015	75,000.00	16,487,903.25
06/2015	75,000.00	16,412,903.25
07/2015	75,000.00	16,337,903.25
08/2015	75,000.00	16,262,903.25
09/2015	75,000.00	16,187,903.25
10/2015	75,000.00	16,112,903.25
11/2015	75,000.00	16,037,903.25
12/2015	75,000.00	15,962,903.25
01/2016	75,000.00	15,887,903.25
02/2016	75,000.00	15,812,903.25
03/2016	75,000.00	15,737,903.25
04/2016	75,000.00	15,662,903.25
05/2016	75,000.00	15,587,903.25
06/2016	75,000.00	15,512,903.25
07/2016	75,000.00	15,437,903.25
08/2016	75,000.00	15,362,903.25
09/2016	75,000.00	15,287,903.25
10/2016	75,000.00	15,212,903.25
11/2016	75,000.00	15,137,903.25
12/2016	75,000.00	15,062,903.25
01/2017	75,000.00	14,987,903.25
02/2017	75,000.00	14,912,903.25
03/2017	75,000.00	14,837,903.25
04/2017	75,000.00	14,762,903.25
05/2017	75,000.00	14,687,903.25
06/2017	75,000.00	14,612,903.25
07/2017	75,000.00	14,537,903.25
08/2017	75,000.00	14,462,903.25

Lending Strength

Customer: 99007 King County Housing Authority
Advance Original Principal: 18,000,000.00
Advance term in years: 20
Advance effective date: 08/26/13

Amortizing Schedule
Advance Note Nbr: 11541

Payment Date	Principal Payment	Advance Balance
-----	-----	-----
09/2017	75,000.00	14,387,903.25
10/2017	75,000.00	14,312,903.25
11/2017	75,000.00	14,237,903.25
12/2017	75,000.00	14,162,903.25
01/2018	75,000.00	14,087,903.25
02/2018	75,000.00	14,012,903.25
03/2018	75,000.00	13,937,903.25
04/2018	75,000.00	13,862,903.25
05/2018	75,000.00	13,787,903.25
06/2018	75,000.00	13,712,903.25
07/2018	75,000.00	13,637,903.25
08/2018	75,000.00	13,562,903.25
09/2018	75,000.00	13,487,903.25
10/2018	75,000.00	13,412,903.25
11/2018	75,000.00	13,337,903.25
12/2018	75,000.00	13,262,903.25
01/2019	75,000.00	13,187,903.25
02/2019	75,000.00	13,112,903.25
03/2019	75,000.00	13,037,903.25
04/2019	75,000.00	12,962,903.25
05/2019	75,000.00	12,887,903.25
06/2019	75,000.00	12,812,903.25
07/2019	75,000.00	12,737,903.25
08/2019	75,000.00	12,662,903.25
09/2019	75,000.00	12,587,903.25
10/2019	75,000.00	12,512,903.25
11/2019	75,000.00	12,437,903.25
12/2019	75,000.00	12,362,903.25
01/2020	75,000.00	12,287,903.25
02/2020	75,000.00	12,212,903.25
03/2020	75,000.00	12,137,903.25
04/2020	75,000.00	12,062,903.25
05/2020	75,000.00	11,987,903.25
06/2020	75,000.00	11,912,903.25
07/2020	75,000.00	11,837,903.25
08/2020	75,000.00	11,762,903.25
09/2020	75,000.00	11,687,903.25
10/2020	75,000.00	11,612,903.25
11/2020	75,000.00	11,537,903.25
12/2020	75,000.00	11,462,903.25
01/2021	75,000.00	11,387,903.25
02/2021	75,000.00	11,312,903.25
03/2021	75,000.00	11,237,903.25
04/2021	75,000.00	11,162,903.25
05/2021	75,000.00	11,087,903.25
06/2021	75,000.00	11,012,903.25
07/2021	75,000.00	10,937,903.25
08/2021	75,000.00	10,862,903.25

Lending Strength

Customer: 99007 King County Housing Authority
Advance Original Principal: 18,000,000.00
Advance term in years: 20
Advance effective date: 08/26/13

Amortizing Schedule
Advance Note Nbr: 11541

Payment Date	Principal Payment	Advance Balance
09/2021	75,000.00	10,787,903.25
10/2021	75,000.00	10,712,903.25
11/2021	75,000.00	10,637,903.25
12/2021	75,000.00	10,562,903.25
01/2022	75,000.00	10,487,903.25
02/2022	75,000.00	10,412,903.25
03/2022	75,000.00	10,337,903.25
04/2022	75,000.00	10,262,903.25
05/2022	75,000.00	10,187,903.25
06/2022	75,000.00	10,112,903.25
07/2022	75,000.00	10,037,903.25
08/2022	75,000.00	9,962,903.25
09/2022	75,000.00	9,887,903.25
10/2022	75,000.00	9,812,903.25
11/2022	75,000.00	9,737,903.25
12/2022	75,000.00	9,662,903.25
01/2023	75,000.00	9,587,903.25
02/2023	75,000.00	9,512,903.25
03/2023	75,000.00	9,437,903.25
04/2023	75,000.00	9,362,903.25
05/2023	75,000.00	9,287,903.25
06/2023	75,000.00	9,212,903.25
07/2023	75,000.00	9,137,903.25
08/2023	75,000.00	9,062,903.25
09/2023	75,000.00	8,987,903.25
10/2023	75,000.00	8,912,903.25
11/2023	75,000.00	8,837,903.25
12/2023	75,000.00	8,762,903.25
01/2024	75,000.00	8,687,903.25
02/2024	75,000.00	8,612,903.25
03/2024	75,000.00	8,537,903.25
04/2024	75,000.00	8,462,903.25
05/2024	75,000.00	8,387,903.25
06/2024	75,000.00	8,312,903.25
07/2024	75,000.00	8,237,903.25
08/2024	75,000.00	8,162,903.25
09/2024	75,000.00	8,087,903.25
10/2024	75,000.00	8,012,903.25
11/2024	75,000.00	7,937,903.25
12/2024	75,000.00	7,862,903.25
01/2025	75,000.00	7,787,903.25
02/2025	75,000.00	7,712,903.25
03/2025	75,000.00	7,637,903.25
04/2025	75,000.00	7,562,903.25
05/2025	75,000.00	7,487,903.25
06/2025	75,000.00	7,412,903.25
07/2025	75,000.00	7,337,903.25
08/2025	75,000.00	7,262,903.25

Lending Strength

Customer: 99007 King County Housing Authority
Advance Original Principal: 18,000,000.00
Advance term in years: 20
Advance effective date: 08/26/13

Amortizing Schedule
Advance Note Nbr: 11541

Payment Date	Principal Payment	Advance Balance
09/2025	75,000.00	7,187,903.25
10/2025	75,000.00	7,112,903.25
11/2025	75,000.00	7,037,903.25
12/2025	75,000.00	6,962,903.25
01/2026	75,000.00	6,887,903.25
02/2026	75,000.00	6,812,903.25
03/2026	75,000.00	6,737,903.25
04/2026	75,000.00	6,662,903.25
05/2026	75,000.00	6,587,903.25
06/2026	75,000.00	6,512,903.25
07/2026	75,000.00	6,437,903.25
08/2026	75,000.00	6,362,903.25
09/2026	75,000.00	6,287,903.25
10/2026	75,000.00	6,212,903.25
11/2026	75,000.00	6,137,903.25
12/2026	75,000.00	6,062,903.25
01/2027	75,000.00	5,987,903.25
02/2027	75,000.00	5,912,903.25
03/2027	75,000.00	5,837,903.25
04/2027	75,000.00	5,762,903.25
05/2027	75,000.00	5,687,903.25
06/2027	75,000.00	5,612,903.25
07/2027	75,000.00	5,537,903.25
08/2027	75,000.00	5,462,903.25
09/2027	75,000.00	5,387,903.25
10/2027	75,000.00	5,312,903.25
11/2027	75,000.00	5,237,903.25
12/2027	75,000.00	5,162,903.25
01/2028	75,000.00	5,087,903.25
02/2028	75,000.00	5,012,903.25
03/2028	75,000.00	4,937,903.25
04/2028	75,000.00	4,862,903.25
05/2028	75,000.00	4,787,903.25
06/2028	75,000.00	4,712,903.25
07/2028	75,000.00	4,637,903.25
08/2028	75,000.00	4,562,903.25
09/2028	75,000.00	4,487,903.25
10/2028	75,000.00	4,412,903.25
11/2028	75,000.00	4,337,903.25
12/2028	75,000.00	4,262,903.25
01/2029	75,000.00	4,187,903.25
02/2029	75,000.00	4,112,903.25
03/2029	75,000.00	4,037,903.25
04/2029	75,000.00	3,962,903.25
05/2029	75,000.00	3,887,903.25
06/2029	75,000.00	3,812,903.25
07/2029	75,000.00	3,737,903.25
08/2029	75,000.00	3,662,903.25

Lending Strength

Customer: 99007 King County Housing Authority
Advance Original Principal: 18,000,000.00
Advance term in years: 20
Advance effective date: 08/26/13

Amortizing Schedule
Advance Note Nbr: 11541

Payment Date	Principal Payment	Advance Balance
09/2029	75,000.00	3,587,903.25
10/2029	75,000.00	3,512,903.25
11/2029	75,000.00	3,437,903.25
12/2029	75,000.00	3,362,903.25
01/2030	75,000.00	3,287,903.25
02/2030	75,000.00	3,212,903.25
03/2030	75,000.00	3,137,903.25
04/2030	75,000.00	3,062,903.25
05/2030	75,000.00	2,987,903.25
06/2030	75,000.00	2,912,903.25
07/2030	75,000.00	2,837,903.25
08/2030	75,000.00	2,762,903.25
09/2030	75,000.00	2,687,903.25
10/2030	75,000.00	2,612,903.25
11/2030	75,000.00	2,537,903.25
12/2030	75,000.00	2,462,903.25
01/2031	75,000.00	2,387,903.25
02/2031	75,000.00	2,312,903.25
03/2031	75,000.00	2,237,903.25
04/2031	75,000.00	2,162,903.25
05/2031	75,000.00	2,087,903.25
06/2031	75,000.00	2,012,903.25
07/2031	75,000.00	1,937,903.25
08/2031	75,000.00	1,862,903.25
09/2031	75,000.00	1,787,903.25
10/2031	75,000.00	1,712,903.25
11/2031	75,000.00	1,637,903.25
12/2031	75,000.00	1,562,903.25
01/2032	75,000.00	1,487,903.25
02/2032	75,000.00	1,412,903.25
03/2032	75,000.00	1,337,903.25
04/2032	75,000.00	1,262,903.25
05/2032	75,000.00	1,187,903.25
06/2032	75,000.00	1,112,903.25
07/2032	75,000.00	1,037,903.25
08/2032	75,000.00	962,903.25
09/2032	75,000.00	887,903.25
10/2032	75,000.00	812,903.25
11/2032	75,000.00	737,903.25
12/2032	75,000.00	662,903.25
01/2033	75,000.00	587,903.25
02/2033	75,000.00	512,903.25
03/2033	75,000.00	437,903.25
04/2033	75,000.00	362,903.25
05/2033	75,000.00	287,903.25
06/2033	75,000.00	212,903.25
07/2033	75,000.00	137,903.25
08/2033	75,000.00	62,903.25

Lending Strength

Customer: 99007 King County Housing Authority
 Advance Original Principal: 18,000,000.00
 Advance term in years: 20
 Advance effective date: 08/26/13

Amortizing Schedule
 Advance Note Nbr: 11541

Payment Date	Principal Payment	Advance Balance
-----	-----	-----
Final	62,903.25	0.00

ATTACHMENT G

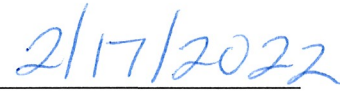
Attachment G

MOVING KING COUNTY RESIDENTS FORWARD COLLATERAL CERTIFICATION

I, Windy Epps, Director of Finance for the King County Housing Authority (KCHA), do hereby certify that whenever the minimum collateral balance requirement of the "MKCRF" loan between KCHA and the Federal Home Loan Bank declines and investments purchased with MTW funds that are pledged as collateral against this loan are de-pledged, any released funds will be used for an eligible MTW activity or purpose that KCHA has received approval for through its MTW Plan. This loan was used to finance rehabilitation projects at 509 former public housing units disposed of by KCHA and now owned by Moving King County Residents Forward (MKCRF).



Windy Epps, Director of Finance,
King County Housing Authority



Date

ATTACHMENT H

Attachment H

Below is the current outstanding amount borrowed by the King County Housing Authority (KCHA) from the Federal Home Loan Bank (FHLB) and then loaned to Moving King County Residents Forward (MKCRF):

FHLB

DES MOINES

eAdvantage

Housing Authority Of The County Of King #8404
Bayisa8404

Home

Account ▾

Line of Business ▾

Statements

Settings ▾

Logout

HOME

/

ACCOUNT BALANCES

Summary of Account Balances

Account Profile

Data Updated : 02/18/2022 10:59 AM

Deposit Accounts

840420

Daily Time Non-Member Int/Non-Int

\$0.00

681084173

Demand Non-Member Interest Bearing

\$53,346.81

Term Time Ledger Balance

\$0.00

Term Time Pledged Amount

\$0.00

Advances

Advances

\$10,412,903.25

Letters of Credit

\$0.00

MPF Credit Enhancement

\$0.00

Current FHLB Indebtedness

\$10,412,903.25

Forward Starting Advances


\$0.00

Total FHLB Indebtedness

\$10,412,903.25

100% of the Total FHLB Indebtedness of \$10,412,903.25 must be collateralized by KCHA.

First KCHA pledged the loan between KCHA and MKCRF. This loan currently has an outstanding balance of \$12,965,560.32 but is assigned a market value of \$12,452,672.86. Its Advance Equivalent is 68% of the market value, or \$8,497,703.96.



eAdvantage

Collateral

Current Member

Collateral Summary

Data Updated: 02-18-2022 11:01 AM

APSA Date: 04-13-2015

Collateral Status: Delivery APSA


Loans Pledged

Collateral Type	Unpaid Principal	Market Value / Adjusted Unpaid	Adv Equivalent	# of Items	LTV
1109 Multi-Family 1st Mtg	\$12,965,560.32	\$12,452,672.86	\$8,497,703.96	1	68
Total Loans Pledged:	\$12,965,560.32	\$12,452,672.86	\$8,497,703.96	1	

[Export Loans Pledged](#)

As the minimum collateral requirement is \$10,412,903.25 and the Advance Equivalent of the collateralized loan is \$8,497,703.96, there is a collateral gap of \$1,915,199.29. To fill this gap, KCHA pledged investments purchased with MTW funds. For these investments, the FHLB calculated the Advance Equivalent to be 91% of the Fair Market Value. At 12/31/2021, the Fair Market Value of the investments was \$3,015,004.90 and the Advance Equivalent \$2,743,654.46. The table shows the inventory of pledged investments.

Securities

Collateral Type	Unpaid Principal	Market Value	Adv Equivalent	# of Items	LTV
6010 Agency Debt-Discount Note/Debenture	\$3,000,000.00	\$3,015,004.90	\$2,743,654.46	3	91
Total Securities/Term Time Pledged:	\$3,000,000.00	\$3,015,004.90	\$2,743,654.46	3	
Securities/Term Time Pledged 					

The Advance Equivalent of \$2,743,654.46 exceeds the collateral gap of \$1,915,199.29. KCHA considers the amount of MTW funds pledged as collateral to be equal to the collateral gap, or \$1,915,199.29.

APPENDIX G

ENERGY PERFORMANCE CONTRACT REPORT

2022 EPC I Extension: Savings by Extension Type

AMP	Property Name	Units	Frozen	RPUI	Total Savings by AMP	Total Savings by AMP per Unit
101	Ballinger Homes	140	\$ 162,758	\$ -	\$ 162,758	\$ 1,163
150	Paramount House	70	\$ 56,523	\$ -	\$ 56,523	\$ 807
152	Briarwood & Lake House	140	\$ 205,666	\$ -	\$ 205,666	\$ 1,469
153	Northridge I & Northridge II	140	\$ 144,479	\$ -	\$ 144,479	\$ 1,032
201	Forest Glen	40	\$ 19,902	\$ -	\$ 19,902	\$ 498
203	College Place & Eastside Terrace	101	\$ 164,311	\$ -	\$ 164,311	\$ 1,627
251	Casa Juanita	80	\$ 104,787	\$ -	\$ 104,787	\$ 1,310
350	Boulevard Manor	70	\$ 53,773	\$ -	\$ 53,773	\$ 768
352	Munro Manor & Yardley Arms	127	\$ 149,807	\$ -	\$ 149,807	\$ 1,180
354	Brittany Park & Riverton Terrace	105	\$ 155,487	\$ -	\$ 155,487	\$ 1,481
401	Valli Kee	115	\$ 138,569	\$ -	\$ 138,569	\$ 1,205
403	Cascade Apartments	108	\$ 130,127	\$ -	\$ 130,127	\$ 1,205
450	Mardi Gras	61	\$ 53,330	\$ -	\$ 53,330	\$ 874
503	Firwood Circle	50	\$ 45,596	\$ -	\$ 45,596	\$ 912
504	Burndale Homes	50	\$ 43,547	\$ -	\$ 43,547	\$ 871
550	Gustaves Manor & Wayland Arms	102	\$ 29,397	\$ -	\$ 29,397	\$ 288
551	Plaza Seventeen	70	\$ 22,834	\$ -	\$ 22,834	\$ 326
552	Southridge House	80	\$ 69,433	\$ -	\$ 69,433	\$ 868
553	Casa Madrona	70	\$ 91,696	\$ -	\$ 91,696	\$ 1,310
Total		1,719	\$ 1,842,022	\$ -	\$ 1,842,022	

2022 EPC II Extension: Savings by Incentive Type

AMP	Property Name	Units	Frozen	RPUI	Total Savings by AMP	Total Savings by AMP per Unit
101	Ballinger Homes (RPUI Only) & Peppertree	140	\$ 16,594	\$ 258,408	\$ 275,002	\$ 1,964
105	Park Royal	23	\$ 7,639	\$ 12,977	\$ 20,615	\$ 896
150	Paramount House	70	\$ (928)	\$ 41,349	\$ 40,421	\$ 577
152	Briarwood & Lake House	140	\$ -	\$ 139,389	\$ 139,389	\$ 996
153	Northridge I & Northridge II	140	\$ 3,262	\$ 152,837	\$ 156,098	\$ 1,115
156	Westminster	60	\$ 14,964	\$ -	\$ 14,964	\$ 249
180	Brookside Apartments	16	\$ 10,938	\$ -	\$ 10,938	\$ 684
191	Northwood	34	\$ 18,077	\$ 18,343	\$ 36,420	\$ 1,071
201	Forest Glen	40	\$ -	\$ 48,114	\$ 48,114	\$ 1,203
203	College Place & Eastside Terrace	101	\$ -	\$ 169,724	\$ 169,724	\$ 1,680
210	Kirkland Place	9	\$ 1,664	\$ 4,296	\$ 5,960	\$ 662
213	Island Crest	17	\$ 18,889	\$ 8,792	\$ 27,681	\$ 1,628
251	Casa Juanita	80	\$ 1,569	\$ -	\$ 1,569	\$ 20
290	NorthLake House	38	\$ 18,206	\$ 13,677	\$ 31,883	\$ 839
344	Zephyr	25	\$ 45,973	\$ 8,806	\$ 54,780	\$ 2,191
345	Sixth Place	24	\$ 6,384	\$ 29,874	\$ 36,258	\$ 1,511
350	Boulevard Manor	70	\$ -	\$ 70,882	\$ 70,882	\$ 1,013
352	Munro Manor & Yardley Arms	127	\$ -	\$ 108,167	\$ 108,167	\$ 852
354	Brittany Park, Riverton Terrace, & Pacific Court	105	\$ 16,953	\$ 54,815	\$ 71,768	\$ 684
390	Burien Park	102	\$ 110,350	\$ 29,733	\$ 140,083	\$ 1,373
401	Valli Kee	115	\$ 40,616	\$ 129,060	\$ 169,676	\$ 1,475

403	Cascade Apartments	108	\$ -	\$ 165,448	\$ 165,448	\$ 1,532
409	Shelcor	8	\$ 232	\$ 3,314	\$ 3,547	\$ 443
450	Mardi Gras	61	\$ 16,098	\$ 32,309	\$ 48,408	\$ 794
467	Northwood Square	24	\$ 4,805	\$ -	\$ 4,805	\$ 200
503	Firwood Circle	50	\$ 114,906	\$ 50,435	\$ 165,341	\$ 3,307
504	Burndale Homes	50	\$ 54,580	\$ 63,546	\$ 118,127	\$ 2,363
550	Gustaves Manor & Wayland Arms	102	\$ 4,954	\$ 37,780	\$ 42,734	\$ 419
551	Plaza Seventeen	70	\$ 20,201	\$ -	\$ 20,201	\$ 289
552	Southridge House	80	\$ 3,613	\$ 20,353	\$ 23,965	\$ 300
553	Casa Madrona	70	\$ 2,970	\$ 42,752	\$ 45,721	\$ 653
Total		2,099	\$ 553,507	\$ 1,715,181	\$ 2,268,687	