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# 2024 MOVING TO WORK ANNUAL REPORT

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# SECTION I

## INTRODUCTION

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

In 2024, the King County Housing Authority (KCHA) continued to maximize our Moving to Work (MTW) flexibilities to provide housing assistance to our community's most vulnerable households, leverage operational efficiencies to serve additional households, coordinate housing with high-quality services, and expand social-impact initiatives that advance family self-sufficiency and life outcomes for our residents. Throughout 2024, KCHA strengthened existing operations and forged innovative partnerships to serve the community in critical ways. KCHA's highlights from this year include the following:

- **SUPPORTED RESIDENT HEALTH, STABILITY, AND WELL-BEING.**

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

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

A sufficient supply of affordable housing is essential to our region's strategies to combat related issues of poverty, public health, community displacement, and homelessness. While

federal resources have not kept pace with our community's need for affordable housing, KCHA continues to pursue opportunities to expand our housing assistance for low-income households. Extremely-low income (ELI) households (those making 30% or less than area median income) represented 84% of KCHA's households served in 2024. Specific efforts to support ELI households during 2024 included: property acquisitions and new development to preserve and increase the overall supply of affordable multifamily housing in the region; the use of banked Annual Contributions Contract (ACC) authority to expand housing options for ELI households; project-basing voucher rental assistance to help increase the supply of Permanent Supportive Housing (PSH); over-leasing of our Housing Choice Voucher (HCV) program; and the use of locally designed innovative subsidy programs to house and support diverse populations.

Throughout the year, developing and sustaining strong partnerships with other local agencies remained critical to successfully pair rental assistance with applicable supportive services and ultimately improve outcomes in reducing homelessness in King County. Our partnership with contracted nonprofit providers ensured that individuals had access to the support they needed during their housing search, including assistance with the initial housing search, and ongoing services to support continued stability (funded through a grant provided by King County).

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

The King County Regional Homelessness Authority's most recent biennial Point-in-Time Count in January 2024 reported 16,385 people in the county lacked housing on a single night, an increase of 3,017 over the January 2022 count, or a 12% increase over changes expected due to population increase.<sup>1</sup> KCHA has a long history of supporting regional efforts to address homelessness through innovative programming and a significant special purpose voucher program. In 2024, over 60% of the households entering KCHA's federally subsidized programs reported they were experiencing homelessness prior to receiving our housing assistance.

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<sup>1</sup> [King County Regional Homelessness Authority: 2024 Point-In-Time Count](#)

In 2024, KCHA continued to deploy multiple strategies to address homelessness, including:

- **Innovative Partnerships.** KCHA continued our partnership with the King County Veterans Program (KCVV) to expand access to HUD-VASH vouchers through the Collaborative Case Management (CCM) program. By the end of 2024, the program had reached near full capacity, with 166 veterans successfully leased in stable housing and the remaining 22 veterans in the process of obtaining their voucher (5) or searching for housing to lease (16). Given the program's success, KCHA would be eager to build on this momentum by expanding the partnership with KCVV beyond the 15% previously approved by the U.S. Department of Veterans Affairs, ensuring even more veterans have access to stable housing and critical support services in King County's expensive rental market.

Additionally, the expansion of the While-in-School Housing (WISH) program, which supports students experiencing homelessness while pursuing higher education at Highline College, demonstrated positive impacts as well. By the end of 2024, the WISH program had reached near full capacity, with 53 student-led households successfully leased in stable housing and the remaining 17 in the processes of obtaining their voucher (4) or searching for housing to lease (13). KCHA also supported efforts to bring philanthropic partnerships into the WISH program. As part of this effort, the Jeannette Rankin Foundation and the Highline College Foundation in October joined our coalition, pairing eligible WISH scholars with Rankin Foundation scholarships, which helps meet critical needs of WISH scholars and support their academic success beyond the existing housing assistance.

- **Housing Navigation and Stability Supports.** KCHA continued to build on lessons learned through the Emergency Housing Voucher (EHV) program to expand housing navigation services to participants using special purpose vouchers both through in-house and contracted housing navigators. This approach, designed to support the successful lease-up in King County's highly competitive rental market has resulted in KCHA deciding to sustain

two in-house housing navigators, previously grant funded, to strengthen efforts in supporting clients with searching for and leasing up in housing using their voucher.

- **Adding Incremental Vouchers to our Portfolio.** The only special purpose vouchers made available by HUD in 2024 were the Foster Youth to Independence (FYI) vouchers. KCHA did not apply for additional FYI vouchers during this opportunity, as efforts remain focused on utilizing FYI vouchers in prior years. Recognizing that our obligation to provide affordable housing opportunities is fundamental toward solving our region's homelessness crisis, KCHA may pursue expanding our Special Purpose Voucher portfolio by applying for new opportunities that HUD may make available during 2025.
- **Project-Basing Assistance.** In partnership with other public funders, KCHA continued to pursue opportunities to allocate Project-based Voucher (PBV) assistance to support a pipeline of new Permanent Supportive Housing (PSH) developments in suburban King County. In 2024, KCHA added 142 new PSH units across four developments that became ready for occupancy. This included *Bloomside*, a new PSH development in South King County owned and operated by Downtown Emergency Service Center (DESC), a community nonprofit. Bloomside provides on-site supportive services for the 95 PBV households that have successfully exited homelessness and now have a place to call home. An additional 16 PBV units are planned for completion and occupancy in 2025.
- **DEEPENED PARTNERSHIPS WITH LOCAL SCHOOL DISTRICTS TO IMPROVE EDUCATIONAL OUTCOMES.**

KCHA's federally subsidized housing provides a home for over 15,000 children every year. Their academic success is an integral element of our core mission to prevent multi-generational cycles of poverty and promote economic mobility. KCHA prioritizes students' academic success through partnerships with education stakeholders in King County, including school districts, out-of-school time and early learning providers, and parents. KCHA continued to partner with local schools, Highline College, and regional partners to provide critical housing assistance resources to individuals and families experiencing homelessness.



- **Out-of-School Time (OST) Programs**

In 2024, KCHA continued its partnerships with a broad network of out-of-school time providers to ensure school-aged children living in KCHA-owned properties or in a Housing Choice Voucher household had access to vital after-school and summer learning programs. Operating across 14 different KCHA-owned properties, these programs supported 600 youth who enrolled in programming throughout 2024. Designed to foster academic growth and social-emotional development beyond the classroom, these initiatives provided critical learning opportunities and enrichment activities for youth. Also in 2024, KCHA partnered with our network of out-of-school time providers and youth living in KCHA communities to co-create and implement a pilot youth leadership program. Youth in this pilot learned valuable leadership, community organizing, and project management skills, which then translated into various community safety and youth violence prevention activities. KCHA is using this information and momentum to plan for additional youth leadership activities and engaging with other partners to conduct a youth violence prevention strategy more broadly across KCHA developments.

- **Neighborhood Early Learning Connectors**

KCHA continued our efforts to support early learning opportunities through the Neighborhood Early Learning Connectors (NELC) program, which supports healthy child development for kindergarten readiness. NELC staff, comprised of KCHA housing program participants, reflect the cultural and linguistic diversity of their communities. Through our partnership with KidVantage, NELC staff offer families the opportunity to receive early childhood essentials, such as diapers, wipes, car seats, cribs, and clothing. KidVantage expanded its support of the NELC in 2024, allowing KCHA the ability to serve more families through the program. Overall, this multifaceted approach ensures that families with young children receive both educational support and essential resources to enhance their overall well-being.

- **INCREASED GEOGRAPHIC CHOICE.**

Recognizing that economic integration is critical to both individual family outcomes and the long-term condition of the region, KCHA continued our multi-pronged approach to broadening geographic housing choice for low-income households. In 2024, we continued our practice of examining rental market trends, along with a host of other vital market indicators, to determine the success of our ZIP Code-based voucher amounts and make any necessary modifications. Additional strategies to increase access and expand geographic choice for the clients served by KCHA include: landlord outreach and engagement efforts by dedicated landlord liaisons; expedited inspections; deposit assistance; targeted new property acquisitions; housing search assistance; and project-basing subsidies in high-opportunity communities. Following the successful completion of the Creating Moves to Opportunity (CMTO) initiative, which tested strategies to assist families with young children in accessing and moving to high-opportunity neighborhoods, 34% of KCHA's HUD-subsidized households with children now live in high- or very high-opportunity neighborhoods. The CMTO program evaluation, which utilized randomized control groups to analyze various approaches, provided key insights for HUD's efforts to expand its mobility initiatives. KCHA will continue to draw from CMTO learnings and insights to inform sustained mobility programming and advance our goal of improving long-term educational and economic outcomes for families and children living in KCHA-supported homes.

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

In 2024, KCHA invested nearly \$14.2 million in major repairs to our federally subsidized housing stock to ensure that quality housing options remain available to families with low incomes for years to come. The investments completed in 2024 improved resident safety, reduced maintenance costs and energy consumption, and improved the quality of our housing stock.

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

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

- **STRATEGY 1:** Continue strengthening the physical, operational, financial, and environmental sustainability of our portfolio of 12,711 affordable housing units.
- **STRATEGY 2:** Increase the supply of affordable housing in the region to extremely low-income households — those earning below 30% of area median income — through developing new housing, preserving existing housing, and expanding the size and reach of our rental subsidy programs.
- **STRATEGY 3:** Provide greater geographic choice for low-income households — including residents with disabilities, elderly residents with mobility impairments, and families with children — so that more of our residents have the opportunity to live in neighborhoods with high-performing schools and convenient access to support services, transit, health services, and employment.
- **STRATEGY 4:** Coordinate closely with the behavioral health care and homeless response systems to increase the supply of supportive housing for people who have been chronically homeless or have special needs, with the goal of dramatically reducing unsheltered homelessness throughout King County.
- **STRATEGY 5:** Engage in the revitalization of King County's low-income neighborhoods, with a focus on housing and other services, amenities, institutions, and partnerships that empower strong, healthy communities and prevent displacement of existing community members.
- **STRATEGY 6:** Work with King County government, regional transit agencies, and suburban cities to support sustainable and equitable regional development by integrating new — and preserving existing — affordable housing in regional growth corridors aligned with mass transit investments.

- **STRATEGY 7:** Expand and deepen partnerships with our residents, local school districts, Head Start programs, after-school program providers, public health departments, community colleges, and the philanthropic community with the goal of improving educational and life outcomes for the children and families we serve directly.
- **STRATEGY 8:** Promote greater economic independence for families and individuals living in subsidized housing by addressing barriers to employment and facilitating access to training and education programs, with the goal of enabling moves to market-rate housing — including homeownership — at the appropriate time.
- **STRATEGY 9:** Continue to develop institutional capacities and operational efficiencies to make the most effective use of limited federal resources, and provide extraordinary service to our residents, communities, and partners.
- **STRATEGY 10:** Continue to reduce KCHA's environmental footprint through energy and water conservation, renewable energy generation, waste stream diversion, green procurement policies, waste reduction, and fleet management practices.
- **STRATEGY 11:** Develop our capacity as a learning organization that uses data, research, and evaluation to assess housing access, outcomes, and drive decisions that shape policies and programs.

# 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 the end of 2024	RAD?	Description of Project
KCHA's Campus Green, Echo Cove, Harbor Villa, Slater Park	29	0	0	No	KCHA discontinued its efforts to pursue placing Project-based Vouchers (PBVs) at these housing sites.
Bridge Housing's Spring District	8	8	Committed	No	PBVs awarded through the 2022 King County Combined Funders NOFO. AHAP finalized in Q4 2024 with completion expected Q4 2026.
Plymouth Housing's Kenmore	100	0	0	No	This project was discontinued due to opposition.
Plymouth Redmond PSH	100	100	Committed	No	PBVs awarded through 2024 A Regional Coalition for Housing's (ARCH) RFP; AHAP anticipated Q2 2025 with completion expected Q3 2026.
Mercy Housing Angle Lake	8	8	Committed	No	Carry-over from the 2023 report. PBVs awarded through the 2022 King County Combined Funders NOFO; AHAP finalized Q4 2023 with completion expected Q2 2025.
Sunset Gardens	0	38	Leased/Issued	No	Carry-over from the 2023 report, the VASH PBV project finalized Q1 2024, with subsequent lease up.
DESC Burien now known as Bloomside	0	95	Leased/Issued	No	Carry-over, PBVs awarded through the 2020 King County Combined Funders NOFA; AHAP finalized 12/15/2022, with completion Q2 2024.
Aventine Apartments	0	8	Leased/Issued	No	PBVs awarded through the 2024 ARCH NOFO; HAP contract finalized Q2 2024, allowing up to 24 subsidies as units become available.

Muckleshoot Housing Authority PSH	50	50	Committed	No	PBVs awarded through the 2022 King County Combined Funder NOFO; AHAP anticipated Q2 2025, with completion expected Q3 2026.
Illahee Apartments	0	1	Leased/Issued	No	HAP finalized Q4 2024 to preserve and expand affordable housing, allowing up to 36 subsidies as units become available.
King County Combined Funders NOFO and ARCH HTF	160	14	Committed	No	Awards referenced above for the PBVs made available through the 2024 King County Combined Funders NOFOs for supportive housing serving individuals exiting homelessness.
<b>Planned and Actual Existing Project-Based</b>	355	322			

**Description of difference between the Planned and Actual Number of Vouchers Newly Project-Based:** Several projects were carried over from past MTW Plans and were not included in 2024's planned total.

## ii. Actual Existing Project-based Vouchers

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

## iii. Actual Other Changes to the Housing Stock in 2024

In 2024, KCHA acquired 54 units at Henry House in Shoreline. This acquisition is part of our efforts to acquire and preserve existing affordable housing, bringing KCHA's unit inventory to 12,711 total units. No MTW funds were used in the acquisition of Henry House.

## iv. General Description of Actual Capital Fund Expenditures During 2024

In 2024, KCHA spent about \$14.2 million to complete capital improvements critical to maintaining our federally subsidized properties. These investments ensure that our housing stock is available and livable for years to come. Expenditures during 2024 included:

- **UNIT UPGRADES (\$5.5 MILLION).** KCHA continued our ongoing efforts to significantly upgrade the interiors of our affordable housing inventory as units turned over in 2024. KCHA's in-house, skilled workforce performed the renovations, which included the

installation of new flooring, cabinets, and fixtures that extended the useful life of 141 units by 20 years.

- **BUILDING ENVELOPE AND RELATED COMPONENTS UPGRADES (\$2.8 MILLION).** The building envelope upgrade at Westminster Manor (Shoreline) — including new siding, windows, exterior doors, and roofing — was scheduled to be completed in 2024 but is being rescheduled to 2025. The food bank building at Burndale Homes (Auburn), where the planned improvements include siding, doors, windows, and roof, along with new tenant improvements necessary to convert the space from its former use to a property management office, made significant progress and will finish in early 2025 and is trending toward finishing significantly under the original budget. The 2024 capital program also included the replacement of the roof at Munro Manor (Burien) and a full envelope replacement at Peppertree (Shoreline), which began in 2023.
- **SYSTEMS (HEATING, SEWER, ELEVATOR) AND SITE IMPROVEMENTS (\$3.4 MILLION).** The recently replaced heating and related plumbing system at Casa Madrona (Olympia) was balanced in order to improve the performance and efficiency of the two interacting systems. At Plaza Seventeen (Auburn), the hydronic heating equipment was updated. Fire monitoring systems have been replaced at Briarwood (Shoreline), including selection and development of a new standard system to replace equipment which has been phased out. Development for Harrison House (Kent) and Newport Apartments (Bellevue) was also completed in 2024. The passive ventilation system in the attics of Cascade Homes (Kent) was upgraded and a second elevator installation is underway at Vantage Point (Renton) with completion scheduled in 2025.
- **SITE IMPROVEMENTS (\$650,000).** At Park Royal (Bothell), site improvements included: removing buckled and failing parking and walking surfaces; addressing a long-standing water intrusion issue above both buildings; grinding and overlaying the parking areas; providing new barriers to prevent cars going off parking area slopes; and new

striping and vehicle wheel stops. Various other small paving, waste and sewer piping, and slab repair projects were completed or developed in 2024.

- **SECURITY IMPROVEMENTS (\$1.2 MILLION).** New fencing was installed to enhance resident safety and security at Birch Creek (Kent), Mardi Gras (Kent), and Valli Kee (Kent).
- **“509” INITIATIVE IMPROVEMENTS (\$650,000).** Site improvements at Juanita Court (Kirkland), one of the projects in the portfolio of 509 Public Housing units that were converted to project-based vouchers in 2013, were completed in 2024 and included lengthening the life of the hardscapes by repairing failing asphalt and extruded curbs in the main drive aisles and parking lots. Work was also completed in 2024 on the Eastridge House (Issaquah) fire monitoring system.

## **B. LEASING INFORMATION**

### **i. Actual Number of Households Served<sup>2</sup>**

In 2024, KCHA used a combination of our traditional federal housing programs, Public Housing and HCV, and locally designed non-traditional programs to serve nearly 16,000 households. Using MTW single-fund flexibilities, local, non-traditional programs included services 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, as well as college students experiencing homelessness through the use of time-limited tenant-based voucher assistance.

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<sup>2</sup> These numbers reflect a cumulative total of households served under the MTW block grant and SPVs between January 1 and December 31, 2024. This number does not include the 2,003 port-in vouchers that were administered in 2024.



Number of Households Served Through 2024:	Number of Unit Months Occupied/Leased		Number of Households Served	
	Planned	Actual	Planned	Actual
MTW Public Housing Units Leased	29,280	28,624	2,440	2,385
MTW Housing Choice Vouchers (HCV) Utilized <sup>3</sup>	104,520	156,546	8,710	13,046
Local, Non-traditional: Tenant-based	1,440	1,908	120	159
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
<b>Planned/Actual Totals</b>	<b>135,240</b>	<b>187,078</b>	<b>11,270</b>	<b>15,590</b>

***Description of differences between the planned and actual households served:***

Deviation between planned households served and actual households served is due to KCHA's continued over-leasing to serve more families and the absorption of port-in vouchers during 2024.<sup>4</sup>

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	0	0	0	0
Tenant-based	Activity 2013-2: Flexible Rental Assistance (SFSI & WISH)	720	1,116	60	93
Tenant-based	Activity 2007-6: Develop a Sponsor-based Housing Program	720	792	60	66
Property-Based		N/A	N/A	N/A	N/A
Homeowner ship		N/A	N/A	N/A	N/A
<b>Planned/Actual Totals</b>		<b>1,440</b>	<b>1,908</b>	<b>120</b>	<b>159</b>

<sup>3</sup> "Housing Choice Vouchers (HCV) Utilized" includes all SPVs within KCHA's portfolio.

<sup>4</sup> In prior years, KCHA's planned number of households served did not include special purpose vouchers that were funded outside of the agency's MTW Block Grant, due to new HUD guidance HCV now includes all SPVs within KCHA's portfolio, therefore for 2024 there is a larger discrepancy between the number of planned households and actual households served.

HOUSEHOLDS RECEIVING LOCAL, NON-TRADITIONAL SERVICES ONLY	AVERAGE NUMBER OF HOUSEHOLDS PER MONTH	TOTAL NUMBER OF HOUSEHOLDS IN THE PLAN YEAR
N/A	0	0

## 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 2024.
Housing Choice Vouchers (HCV)	King County continues to experience unprecedented population growth, low vacancy rates, and rising rents. The resulting competition among renters for a limited supply of affordable units creates leasing challenges for those utilizing tenant-based vouchers and individuals with barriers to housing stability. We have observed a significant jump in rents since Washington state's moratorium on rent increases during the pandemic expired. To address these challenges, KCHA will continue to deploy a variety of interventions, including: providing housing search services; operationalizing two KCHA housing navigators; a ZIP Code-based payment standard system that tracks changes in market rents closely; reviewing payment standards on a semi-annual basis; landlord outreach and retention efforts; expediting unit inspection; increasing security deposit assistance; and making available flexible client assistance funds to mitigate financial leasing barriers as needed.
Local, Non-traditional	Successfully leasing an apartment and maintaining housing stability in a tight rental market is a challenge for low-income families. This remains especially true for those with complex physical and behavioral health needs. Our program partners that administer sponsor-based and short-term rental assistance are finding it increasingly difficult to recruit and retain landlords willing to maintain affordable, accessible rents for these specialized programs. KCHA and program partners continue to work together to focus on utilization of resources in support of access and stability for populations served through these and other special purpose voucher programs.

## C. WAITING LIST INFORMATION

### i. Actual Waiting List Information

Waiting List Name	Description	Number of Households on the Waiting List	Waiting List Open, Partially Open, or Closed	Was the Waiting List Opened During 2024?
Housing Choice Voucher	Community-wide(General)	700	Partially open (accepting targeted voucher referrals only)	No
Public Housing	Other: Regional (General and Elderly/Disabled)	9,899	Closed	No
Public Housing	Site-based (General and Elderly/Disabled)	9,326	Closed	No
Project-based	Other: Regional (General)	5,016	Open	Yes
Public Housing - Conditional Housing	Program-specific (Other)	26	Open	Yes

**Please describe any duplication of applicants across waiting lists:**

Policies allow individuals to be listed on multiple waitlists simultaneously.

### ii. Changes to the Waiting List in 2024

Waiting List Name	Description of Actual Changes to Waiting List
Public Housing (Regional and Site-based)	<p>With more than 22,000 households waiting as of November 1, 2023, KCHA decided to close our waiting list for subsidized housing (Public Housing and other site-based programs) in December 2023, and for the duration of 2024.</p> <p>KCHA is using this period of temporary closure to transition to a new housing management software system. Among other anticipated improvements, a new online system will streamline the application process.</p>

## 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 2024
50%-80% Area Median Income	1
30%-49% Area Median Income	13
Below 30% Area Median Income	80
<b>Total Local, Non-Traditional Households Admitted</b>	<b>94</b>

### ii. Maintain Comparable 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
<b>1 Person</b>	1,201	1,929	N/A	3,130	34.05%
<b>2 Person</b>	674	1,497	N/A	2,171	23.62%
<b>3 Person</b>	476	1,064	N/A	1,540	16.75%
<b>4 Person</b>	360	772	N/A	1,132	12.32%
<b>5 Person</b>	250	379	N/A	629	6.84%
<b>6+ Person</b>	246	344	N/A	590	6.42%
<b>Total</b>	<b>3,207</b>	<b>5,985</b>	<b>N/A</b>	<b>9,192</b>	<b>100%</b>

**Explanation for  
Baseline  
Adjustments**

KCHA did not make any adjustments to our baseline mix of family sizes served in 2024.

### iii. Mix of Family Sizes Served<sup>5</sup>

Family Size	Baseline Mix Percentage	Number of Households Served in 2024	Percentages of Households Served in 2024	Percentage Change
<b>1 Person</b>	34.05%	7439	46.28%	12.23%
<b>2 Person</b>	23.62%	3733	23.22%	0.4%
<b>3 Person</b>	16.75%	1949	12.12%	-4.35%
<b>4 Person</b>	12.32%	1318	8.2%	-3.3%
<b>5 Person</b>	6.84%	770	4.79%	-1.53%
<b>6+ Person</b>	6.42%	866	5.39%	-0.25%
<b>Total</b>	<b>100%</b>	<b>16,075</b>	<b>100%</b>	<b>3.2%</b>

<sup>5</sup> This table does not include the 149 households served through KCHA's local, non-traditional programs.

### ***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 made available by HUD. A large portion of these vouchers targets specific vulnerable populations like veterans exiting homelessness and households headed by a person with a disability — populations largely comprised of single adults. In 2023, 73% of people experiencing homelessness in King County were living in single-adult households, according to HUD's Point-in-Time Count database.<sup>6</sup> 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 in 2024	Agency Definition of Self-sufficiency
Stepped-down Assistance for Homeless Youth (2014-1) <sup>7</sup>	0	Maintain housing
Passage Point Re-entry Housing Program (2013-1)	5	Positive move from incarceration to Public Housing or other independent housing
FSS Program Modifications (2008-3)	30	Graduated from KCHA's FSS program
EASY & WIN Rent (2008-10, 2008-11)	100	Positive move from KCHA to unsubsidized housing
Develop a Sponsor-Based Housing Program (2007-6)	66	Maintain housing
Households Duplicated Across Activities/Definitions	0	
<b>ANNUAL TOTAL NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF-SUFFICIENCY</b>	<b>201</b>	

In 2024, 201 households in KCHA's federally subsidized housing programs achieved self-sufficiency milestones. Of those, 100 moved to non-subsidized housing, and 71 maintained stable housing after experiencing homelessness or incarceration. Additionally, 30 households successfully graduated from KCHA's Family Self-Sufficiency (FSS) program.

<sup>6</sup> 2007 - 2023 Point-in-Time Estimates by CoC (XLSB) downloaded from [www.hudexchange.info/resource/3031/pit-and-hic-data-since-2007](http://www.hudexchange.info/resource/3031/pit-and-hic-data-since-2007).

<sup>7</sup> Activity is on hold.

# SECTION III

## PROPOSED MTW ACTIVITIES

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All proposed MTW activities that were granted approval by HUD are reported in Section IV as Approved Activities.

# 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. KCHA has received HUD approval to apply all of these flexibilities to our SPV vouchers, including EHV, FUP, FYI, Mainstream, NED, and VASH vouchers, except where specific statutory requirements for a program conflict with an MTW activity.

Year-Activity #	MTW Activity	Statutory Objective(s)	Page Number
2024-1	Employment Sponsorship Program	Increase Self-Sufficiency	18
2019-1 & 2022-1	Acquire and Develop New Affordable Housing	Housing Choice	19
2018-1	Encouraging the Successful Lease-up of the Housing Choice Voucher Program	Housing Choice	20
2016-2	Conversion of Former Opt-out Developments to Public Housing	Cost-effectiveness	21
2015-2	Reporting on the Use of Net Proceeds from Disposition Activities	Cost-effectiveness	22
2014-2	Revised Definition of "Family"	Housing Choice	23
2013-1	Passage Point Re-entry Housing Program	Housing Choice	23
2013-2	Flexible Rental Assistance	Housing Choice	25
2009-1	Project-based Section 8 Local Program Contract Term	Housing Choice	27
2008-1	Acquire New Public Housing	Housing Choice	27
2008-3	FSS Program Modifications	Self-Sufficiency	29
2008-10 & 2008-11	EASY and WIN Rent Policies	Cost-effectiveness Self-sufficiency	30
2008-21	Public Housing and Housing Choice Voucher Utility Allowances	Cost-effectiveness	31
2007-6	Develop a Sponsor-based Housing Program	Housing Choice	32
2007-14	Enhanced Transfer Policy	Cost-effectiveness	33
2005-4	Payment Standard Changes	Housing Choice	34
2004-2	Local Project-based Section 8 Program	Cost-effectiveness Housing Choice	36
2004-3	Develop Site-based Waiting Lists	Cost-effectiveness Housing Choice	39

2004-5	Modified Housing Quality Standards (HQS) Inspection Protocols	Cost-effectiveness	39
2004-7	Streamlining Public Housing and Housing Choice Voucher Forms and Data Processing	Cost-effectiveness	41
2004-9	Rent Reasonableness Modifications	Cost-effectiveness	43
2004-12	Energy Performance Contracting	Cost-effectiveness	44
2004-16	Housing Choice Voucher Occupancy Requirements	Cost-effectiveness	45

### **ACTIVITY 2024-1: Employment Sponsorship Program**

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

**APPROVAL:** 2024

The Employment Sponsorship Program will promote self-sufficiency among residents by providing unique opportunities to gain on-the-job skills and a foothold in permanent positions that pay living wages. KCHA is working with residents, staff, and workforce development service providers to design an employment sponsorship program that will provide opportunities for participants in KCHA's housing programs to engage in job training programs or introductory positions that support a transition to permanent career opportunities. Employment sponsorship activities may include an internship, a time-limited employment opportunity, or other workforce development training programs. Any wages, stipend, or other payments earned through the program would not impact a household's income calculation for a set period of time. This program broadens an existing income exclusion for participation in HUD-funded employment training programs to include programs that KCHA or another provider funds. This activity applies to KCHA's Special Purpose Vouchers, including EHV, FUP, FYI, Mainstream, NED, and VASH vouchers, except where specific statutory requirements for a program conflict with an MTW activity.

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

**MTW STATUTORY OBJECTIVE:** Increase Housing Choice

**APPROVAL:** 2019

**IMPLEMENTED:** 2019

**CHALLENGE:** This activity seeks to address a common barrier to affordable housing development. While traditional third-party debt can support a significant portion of total development or acquisition costs, it generally is not sufficient to finance the full cost of a property's acquisition or



new development. MTW funds for development, acquisition, financing, or renovation costs can mitigate this financing gap in whole or in part, in accordance with PIH Notice 2011-45.

**SOLUTION:** To expand agency and regional efforts, KCHA re-proposed and was granted approval to modify Activity 2019-1, in order to allow MTW funds to be used to support the development or acquisition of non-federally subsidized affordable housing, including properties owned or controlled by KCHA (already approved by HUD) and those owned or operated by nonprofit entities. Properties supported by this effort may include, but are not limited to, properties also leveraging Low Income Housing Tax Credits (LIHTC) and other federal, state and local funding sources. Funding provided under this activity may be structured as a loan (or internal loan when supporting a KCHA-owned property), an equity contribution to a development, or as a recoverable grant. As stated in the agency's approved 2022 MTW Annual Plan, KCHA may continue to use MTW funds to support local nonprofits in the acquisition, rehabilitation, or development of small-to medium-sized properties in King County, and will continue to leverage previously authorized flexibility under this activity to support KCHA's Trailhead development, a 168-unit non-federally subsidized family complex in Issaquah and similar ventures. This activity applies to KCHA's Special Purpose Vouchers, including EHV, FUP, FYI, Mainstream, NED, and VASH vouchers, except where specific statutory requirements for a program conflict with an MTW activity.

**NON-SIGNIFICANT CHANGES:** In 2024, as part of KCHA's efforts to expand our affordable housing portfolio, we purchased Henry House (Shoreline), adding 54 new units to our affordable housing inventory. No MTW block-grant funds were used for acquisition and the waiver flexibilities associated with this activity were not leveraged.

There were no significant changes in 2024.

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

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**MTW STATUTORY OBJECTIVE:** Increase Housing Choice

**APPROVAL:** 2018

**IMPLEMENTED:** 2018

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

The shopping success rate after eight months of searching hovers around 70% an achievement in this market, but lower than our agency stretch goal of 80%.

**SOLUTION:** KCHA is working to preserve and increase the number of housing options available by continuing efforts to streamline 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's three pilot phases have been implemented, including: (1) allowing self-certifications for newly constructed, not-previously-occupied units issued a Certificate of Occupancy or Temporary Certificate of Occupancy; (2) allowing KCHA-owned properties built after 1978 to self-certify; and (3) allowing non-KCHA affiliated LIHTC properties to self-certify. These efficiencies are enabling faster lease-up times and cause less disruption for landlords while ensuring program compliance.

In addition to strategies to improve landlord recruitment and retention, KCHA will continue to invest in strategies to aid voucher holders in leasing a unit in the geographic location of their choice. Examples of previously implemented activities include: providing access to a security deposit assistance fund; use of multi-tiered, ZIP-Code based payment standards; and continuing to focus on the customer experience. This activity applies to KCHA's Special Purpose Vouchers, including EHV, FUP, FYI, Mainstream, NED, and VASH vouchers, except where specific statutory requirements for a program conflict with an MTW activity.

**NON-SIGNIFICANT CHANGES:** Building on lessons learned through our Creating Moves to Opportunity research partnership, KCHA's Resident Services department hired two housing navigation staff to support HCV participants. In 2024, KCHA continued to prioritize our shopping success rate, on average 70% at 240 days.

There were no significant changes in 2024.

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

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

**APPROVAL:** 2016

**IMPLEMENTED:** 2016

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

**SOLUTION:** This policy allows KCHA to convert entire Project-based Section 8 opt-out properties to Public Housing at once while preserving the rights of existing tenants. This activity builds on KCHA's previously approved initiative (2008-1) to expand housing through the use of banked Public Housing ACC units. KCHA can convert former project-based opt-out sites to Public Housing through the development process outlined in 24 CFR 905 rather than through the typical gradual transition. As a result, this policy greatly streamlines operations and increases administrative efficiency. With 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 therefore remain protected from a private landlord'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 the use of a general Housing Choice Voucher should the 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. This activity applies to KCHA's Special Purpose Vouchers, including EHV, FUP, FYI, Mainstream, NED, and VASH vouchers, except where specific statutory requirements for a program conflict with an MTW activity.

**INFORMATIONAL UPDATES:** No conversions associated with conversions to Public Housing were made during 2024.

There were no non-significant or significant changes in 2024.

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

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

**APPROVAL:** 2015

**IMPLEMENTED:** 2015

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

**SOLUTION:** KCHA reports on the use of net proceeds from disposition activities in the annual MTW report. This streamlining activity allows us to realize time savings and administrative efficiencies while continuing to adhere to the guidelines outlined in 24 CFR 941 Subpart F of Section 18 demolition and disposition code. This activity applies to KCHA's Special Purpose Vouchers, including EHV, FUP, FYI, Mainstream, NED, and VASH vouchers, except where specific statutory requirements for a program conflict with an MTW activity.

We have used 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 daycare facility for residents.
6. Leveraging of proceeds to partner with a private entity to develop mixed-finance Public Housing under 24 CFR 905.604.

**INFORMATIONAL UPDATES:** KCHA did not use any net proceeds in 2024.

There were no non-significant or significant changes in 2024.

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

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**MTW STATUTORY OBJECTIVE:** Increase Housing Choice

**APPROVAL:** 2014

**IMPLEMENTED:** 2014

**CHALLENGE:** On July 31, 2023, 1,779 households experiencing homelessness in King County were families with children.<sup>8</sup> Thousands more elders and people with disabilities, many with severe rent burdens, are experiencing homelessness and often on our waiting lists.

**SOLUTION:** This policy directs KCHA’s limited resources to populations facing the greatest need: elderly and near-elderly households; people with disabilities; families with children; and head of households designated as emancipated minors (aged 16 and above) pursuant to State of Washington regulations. We modified the eligibility standards outlined in the Public Housing Admissions and Continued Occupancy Policy (ACOP) and HCV Administrative Plans to limit eligible households to those that include at least one elderly member, person with a disability, or a minor/dependent child. The current policy affects only admissions and does not affect the eligibility of households currently receiving assistance. Exceptions will be made for participants in programs that target specialized populations, such as survivors of domestic violence or individuals experiencing chronic homelessness. This activity applies to KCHA’s Special Purpose Vouchers, including EHV, FUP, FYI, Mainstream, NED, and VASH vouchers, except where specific statutory requirements for a program conflict with an MTW activity.

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<sup>8</sup> [King County Regional Homelessness Authority: Households Served](#)

**INFORMATIONAL UPDATES:** In 2024, KCHA continued to apply this policy to new applicants, sustaining an HCV waitlist time of 22 months.

There were no non-significant or significant changes in 2024.

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

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**MTW STATUTORY OBJECTIVE:** Increase Housing Choice

**APPROVAL:** 2013

**IMPLEMENTED:** 2013

**CHALLENGE:** In state fiscal year 2023, 989 individuals in King County returned to the community after a period of incarceration.<sup>9</sup> Across the U.S., 47% of state prisoners and 58% of federal prisoners are parents of at least one minor child,<sup>10</sup> and they will face barriers to securing housing and employment upon release from incarceration due to their criminal record and/or lack of traditional job skills. 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 46 project-based Section 8 vouchers while the YWCA Seattle | King | Snohomish provides property management and supportive services. The YWCA identifies eligible individuals through outreach to prisons and correctional facilities and through relationships with the local public child welfare agency. In contrast to typical transitional housing programs that have strict 24-month occupancy limits, Passage Point residents may remain in place until they have completed the reunification process, are stabilized in employment, and are able to succeed in a less service-intensive environment. Passage Point residents who complete the program and regain custody of their children may apply to KCHA's Public Housing program and receive priority placement on the wait list. This activity applies to KCHA's Special Purpose Vouchers, including EHV, FUP, FYI,

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<sup>9</sup> Washington State Department of Corrections. [Number of Prison Releases by County of Release](#)

<sup>10</sup> Bureau of Justice Statistics (2021). [Parents in Prison and Their Minor Children, Survey of Prison Inmates, 2016](#)

Mainstream, NED, and VASH vouchers, except where specific statutory requirements for a program conflict with an MTW activity.

**INFORMATIONAL UPDATES:** In 2024, 32 households were receiving stable housing and services through the Passage Point supportive housing community. One of the goals of Passage Point is to build a foundation for the future, in 2024 five households successfully completed the reunification process and graduated from the program, moving on to Public Housing or other independent housing in the community.

**NON-SIGNIFICANT CHANGES:** During 2024, the YWCA and King County agreed to move the supportive services contract from a strictly housing program model to a re-entry housing program model. This contractual change has made it possible for the YWCA to expand its outreach to other re-entry organizations, making it possible for more families to be reunited. The YWCA continues to provide outreach to King County's corrections agency, crisis diversion programs, hospital liaisons, veteran programs, and the state Department of Children, Youth, & Families. The YWCA's expanded outreach efforts are engaging other organizations serving similar populations.

There were no significant changes in 2024.

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

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**MTW STATUTORY OBJECTIVE:** Increase Housing Choice

**APPROVAL:** 2013

**IMPLEMENTED:** 2013

**CHALLENGE:** The one-size-fits-all approach of traditional housing programs does not provide the flexibility needed to quickly and effectively meet the needs of individuals with low incomes who are facing distinct housing crises. In many 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 and cross-sector partners, offers tailored flexible housing assistance programs to families and individuals experiencing homelessness. KCHA provides flexible financial and rental assistance, which could include time-limited rental subsidy, security deposits, rent arrears, and funds to cover move-in costs, while our

partners provide individualized support services. KCHA currently administers two distinct flexible rental assistance programs:

- **Student and Family Stability Initiative (SFSI):** SFSI pairs short-term rental assistance with housing stability and employment navigation services for families experiencing or on the verge of homelessness. School-based McKinney-Vento liaisons identify and connect these families to community-based service providers while caseworkers have the flexibility to determine the most effective approach to quickly stabilize participants in housing.
- **While-in-School Housing Program (WISH):** In the 2019 MTW Plan, KCHA proposed and received approval for the application of the flexible housing assistance model to a new population — college students experiencing homelessness or housing instability. This tenant-based, time-limited subsidy, developed in partnership with Highline College, provides up to 54 months of housing support while leveraging existing, on-campus services that support students beyond their housing needs. This program was launched in 2020.

This activity applies to KCHA's Special Purpose Vouchers, including EHV, FUP, FYI, Mainstream, NED, and VASH vouchers, except where specific statutory requirements for a program conflict with an MTW activity.

#### INFORMATIONAL UPDATES:

- **SFSI:** By the end of 2024, 28 families participating in the program had obtained housing through SFSI.
- **WISH:** By the end of 2024, the WISH program had reached nearly full capacity, with 53 student-led households successfully leased in stable housing and the remaining 17 in the processes of obtaining their voucher (4) or searching for housing to lease (13). One WISH participant shared with us a personal story that illustrates how the program is changing lives:

*"I made a promise to myself and to my son: We are going to rise above this. I will not be another statistic — I will be a success story. This decision led me to return to school, understanding that the key to a better future lies in obtaining an education that will lead to a meaningful career."*



*Your scholarship has been a key factor in helping me achieve this goal. It has given me the ability to focus on my studies without the added stress of working extra hours just to make ends meet."*

#### NON-SIGNIFICANT CHANGES:

- **SFSI:** Families continued to face challenges in maintaining their housing as their incomes did not keep pace with rising rental rates. In response, KCHA modified our SFSI contract with the local nonprofit Neighborhood House to incorporate time-limited eviction prevention services for families at risk of imminent housing loss. These changes were designed to provide critical support and prevent children from experiencing another episode of homelessness. Additionally, programmatic adjustments were made to better align SFSI with local Rapid Re-housing models within our Continuum of Care.
- **WISH:** KCHA supported efforts to bring philanthropic partnerships into the WISH program in 2024. As part of this effort, the Jeannette Rankin Foundation partnered with Highline College and the Highline College Foundation to pair eligible WISH scholars with Rankin Foundation grants, helping meet their critical needs in furtherance of their academic success.

There were no significant changes in 2024.

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

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**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 the sufficient cash flow to take on the debt necessary to develop or acquire affordable housing units.

**PROGRESS AND OUTCOMES:** In 2024, KCHA continued to save 20 hours of staff time per contract. This activity applies to KCHA's Special Purpose Vouchers, including EHV, FUP, FYI, Mainstream, NED, and VASH vouchers, except where specific statutory requirements for a program conflict with an MTW activity.

There were no non-significant or significant changes in 2024.

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

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**MTW STATUTORY OBJECTIVE:** Increase Housing Choice

**APPROVAL:** 2008

**IMPLEMENTED:** 2008

**CHALLENGE:** About 47% of renter households in King County pay over 30% of their income in rent,<sup>11</sup> and fewer than 10% of all apartments are considered affordable to households earning less than 30% of AMI.<sup>12</sup> 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 renters who have low incomes, KCHA must continue to increase the inventory of units that are affordable to households with extremely low incomes.

**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 2022, we continued our innovative use of MTW working capital, with a particular focus on the creation or preservation of units in high-opportunity neighborhoods.<sup>13</sup>

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<sup>11</sup> US Census Bureau, ACS 2021 one-year estimate.

<sup>12</sup> US Census Bureau, ACS 2019 one-year estimate

<sup>13</sup> Neighborhood opportunity designations are from the [Puget Sound Regional Council and Kirwan Institute's Opportunity Mapping index](#).

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.<sup>14</sup>

Through this flexibility, KCHA will continue to seek 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 demolition and disposition process to facilitate the rehabilitation of the units. This activity applies to KCHA's Special Purpose Vouchers, including EHV, FUP, FYI, Mainstream, NED, and VASH vouchers, except where specific statutory requirements for a program conflict with an MTW activity.

**INFORMATIONAL UPDATES:** While KCHA continues to gauge strategic opportunities to acquire existing private market properties and turn on banked public housing ACC, we did not leverage this activity to acquire or convert such properties in 2024.

There were no non-significant or significant changes in 2024.

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

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

**APPROVAL:** 2008

**IMPLEMENTED:** 2018

**CHALLENGE:** Nationally, only 26.6% of households that qualify for housing assistance due to their very low incomes receive rental assistance.<sup>15</sup> To serve more households with limited resources, housing authorities need to support households in their efforts to achieve economic independence and cycle out of housing subsidy programs. HUD's standard Family Self-Sufficiency (FSS) program may not provide the full range of services and incentives necessary to support greater self-sufficiency among participants.

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<sup>14</sup> Some Public Housing units might be designated MTW Neighborhood Services units upon approval from the HUD field office.

<sup>15</sup> [Worst Case Housing Needs: 2023 Report to Congress, Executive Summary](#), page 7.

**SOLUTION:** KCHA has implemented modifications to the FSS program with the goal to increase incentives for resident participation, education and training outcomes, and income growth. With KCHA's rent policy, the new Contract of Participation (COP) length potentially could decrease the number of families served. Through MTW flexibility, the COP will begin on the first day of the following month that is signed and will be in effect for five years, with possible extensions for up to two years. Additionally, in order to serve more families, FSS families that are actively seeking employment at contract end date and are ready to move to market rate housing or homeownership will be deemed as successful participants and can graduate from the program. We also continue to explore the manner and rate at which participants accumulate and access escrow funds as part of a broader workforce development strategic planning process. This activity applies to KCHA's Special Purpose Vouchers, including EHV, FUP, FYI, Mainstream, NED, and VASH vouchers, except where specific statutory requirements for a program conflict with an MTW activity.

**INFORMATIONAL UPDATES:** In 2024, 401 households received services and 138 FSS participants signed the new FSS Contract of Participation.

There were no non-significant or significant changes in 2024.

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

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

**APPROVAL:** 2008

**IMPLEMENTED:** 2008

**CHALLENGE:** The administration of rental subsidies under existing HUD rules 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 household participating in WIN Rent 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%. This activity applies to KCHA's Special Purpose Vouchers, including EHV, FUP, FYI, Mainstream, NED, and VASH vouchers, except where specific statutory

requirements for a program conflict with an MTW activity. **INFORMATIONAL UPDATES:** KCHA continues to realize significant savings in staff time and resources through the simplified rent calculation protocol, saving more than 6,968 hours in 2024. To learn more about the impact, understandability, efficiency, and costs of these rent policies KCHA initiated an evaluation that will continue in 2025. This evaluation will provide considerations for possible policy improvements for the future.

There were no non-significant or significant changes in 2024.

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

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**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); the 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 KCHA to respond to unique household or property circumstances and documented cases of financial hardship. This

activity applies to KCHA's Special Purpose Vouchers, including EHV, FUP, FYI, Mainstream, NED, and VASH vouchers, except where specific statutory requirements for a program conflict with an MTW activity.

**INFORMATIONAL UPDATES:** KCHA continued to use streamlined utility allowances, allowing us to save more than 350 hours of staff time in 2024.

**NON-SIGNIFICANT CHANGES:** A 2024 review of the CPI Index's Household Energy Cost factor for the region indicated the Household Energy Cost factor cumulatively increased 11.8% since September 2012. The increase above KCHA's established 10% threshold triggered the need for a like increase in KCHA's Energy Assistance Supplements amounts. Those increases went into effect for all rent calculations starting November 1, 2024.

There were no significant changes in 2024.

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

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**MTW STATUTORY OBJECTIVE:** Increase Housing Choice

**APPROVAL:** 2007

**IMPLEMENTED:** 2007

**CHALLENGE:** According to the King County Regional Homelessness Authority's most recent Point-in-Time Count in January 2024, 16,385 people in the county lacked housing, with 49% self-reporting as chronically homeless.<sup>16</sup>

**SOLUTION:** KCHA provides housing funds directly to our behavioral health care and nonprofit partners, including SoundHealth, Navos/MultiCare Mental Health Solutions, and Valley Cities Counseling and Consultation. These providers use the funds to secure private market rentals that then are 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 King County's Coordinated Entry for All system. Once a resident is stabilized

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<sup>16</sup> King County Regional Homelessness Authority, 2024 Point-In-Time Count

and ready for a more independent living environment, KCHA offers a move-on strategy through a tenant-based non-elderly disability voucher. This activity applies to KCHA's Special Purpose Vouchers, including EHV, FUP, FYI, Mainstream, NED, and VASH vouchers, except where specific statutory requirements for a program conflict with an MTW activity.

**INFORMATIONAL UPDATES:** By the close of 2024, KCHA's Sponsor-Based Supportive Housing (SBSH) program was providing critical housing support to 66 households that would otherwise have been unable to navigate or access housing through KCHA's more traditional housing assistance programs. In 2024, five households stabilized, obtained skills to live independently, and moved on with a KCHA tenant-based non-elderly disability voucher or secured employment to graduate from intensive supportive housing.

There were no non-significant or significant changes in 2024.

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

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

**APPROVAL:** 2007

**IMPLEMENTED:** 2007

**CHALLENGE:** HUD rules restrict a resident from moving from Public Housing to HCV, or from HCV to Public Housing, which hampers 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. This activity applies to KCHA's Special Purpose Vouchers, including EHV, FUP, FYI, Mainstream, NED, and VASH vouchers, except where specific statutory requirements for a program conflict with an MTW activity.

**INFORMATIONAL UPDATES:** In 2024, 29 households that traditionally would not have been eligible for a change of unit were able to move to a more suitable unit.

There were no non-significant or significant changes in 2024.

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

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**MTW STATUTORY OBJECTIVE:** Increase Housing Choice

**APPROVAL:** 2005

**IMPLEMENTED:** 2005

**CHALLENGE:** Currently, 37.7% of all KCHA's tenant-based voucher households live in high-opportunity neighborhoods. These neighborhoods offer benefits to their residents, including improved educational opportunities, increased access to public transportation, and greater economic opportunities.<sup>17</sup> When market rents exceed allowable subsidy levels provided under HUD's traditional payment standard methodology, participating HCV households must pay the overage directly out of pocket. Therefore, the failure of the payment standards to reflect escalating housing costs directly increases the amount paid by HCV participants and can hamper the ability of some households, particularly households coming directly from homelessness with extremely limited incomes, to secure new housing. KCHA's multi-tiered approach to setting payment standards based on location has expanded geographic choice for families.

**SOLUTION:** This initiative develops local criteria for the determination and assignment of payment standards to better match local rental markets, with the goals of increasing affordability in high-opportunity neighborhoods and ensuring the best use of limited financial resources. We develop our payment standards through an annual analysis of local submarket conditions, trends, and

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<sup>17</sup> Neighborhood opportunity designations are from the [Puget Sound Regional Council and Kirwan Institute's Opportunity Mapping index](#).

projections. This approach means 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 a 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. **This activity applies to KCHA's Special Purpose Vouchers, including EHV, FUP, FYI, Mainstream, NED, and VASH vouchers, except where specific statutory requirements for a program conflict with an MTW activity.**

**INFORMATIONAL UPDATES:** In 2024, KCHA received confirmation of exemption from the mandatory use of the SAFMRs as a result of our alternative payment standards policy. HUD confirmed that this activity meets the MTW exemption criteria per section 6 of Notice PIH 2018-01. KCHA continues to review market data twice a year and update payment standards when necessary to promote success for participating households. At the end of 2024, 37.7% of all KCHA tenant-based voucher households were living in high-opportunity neighborhoods.

There were no non-significant or significant changes in 2024.

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

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

**APPROVAL:** 2004

**IMPLEMENTED:** 2004

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

**SOLUTION:** The ability to streamline the Project-based Section 8 program is an important factor in addressing the distribution of affordable housing in King County and coordinating effectively with local initiatives. KCHA places Project-based Section 8 subsidies in high-opportunity areas of the county in order to increase access to these neighborhoods for households with low incomes. 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, who are mentally ill, or with disabilities, as well as young adults and families experiencing homelessness who traditionally are not served through our mainstream Public Housing and Housing Choice Voucher programs. Additionally, we coordinate with county government and suburban cities to underwrite a pipeline of new affordable housing developed by local nonprofit housing providers. MTW flexibility granted by this activity has helped us implement the following policies:

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

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

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

- Prioritizing assignment of PBS8 assistance to units located in high-opportunity census tracts, including those with poverty rates lower than 20%. (FY 2004)
- Waiving the 25% cap on the number of units that can be project-based on a single site. (FY 2004)
- Allocating PBS8 subsidy non-competitively to KCHA-controlled sites or other jurisdictions, and using an existing local government procurement process for project-basing Section 8 assistance. (FY 2004)
- Allowing owners and agents to conduct their own construction and/or rehab inspections, and having the management entity complete the initial inspection rather than KCHA, with inspection sampling at annual review. (FY 2004)
- Modifying eligible unit and housing types to include shared housing, cooperative housing, transitional housing, and high-rise buildings. (FY 2004)
- Allowing PBS8 rules to defer to Public Housing rules when used in conjunction with a mixed finance approach to housing preservation or when assigned to a redeveloped former Public Housing property. (FY 2008)
- Partnering with local municipalities to develop a local competitive process that pairs project-based assistance with local zoning incentives. (FY 2016)
- Allowing KCHA to enter into a HAP contract for any type of unit that does not qualify as existing housing and is under construction or has been recently constructed, regardless of whether an AHAP has been executed. (FY 2019)

**IMPROVE PROGRAM ADMINISTRATION BY:**

- Allowing project sponsors to manage project wait lists as determined by KCHA. (FY 2004)
- Using KCHA's standard HCV process for determining Rent Reasonableness for units in lieu of requiring third-party appraisals. (FY 2004)
- Allowing participants in "wrong-sized" units to remain in place, if needed, and pay the higher rent. (FY 2004)
- Assigning standard HCV payment standards to PBS8 units, allowing modification with approval of KCHA when deemed appropriate. (FY 2004)

- Offering moves to Public Housing in lieu of an HCV exit voucher (FY 2004) or allow offer of a tenant-based voucher for a limited period as determined by KCHA in conjunction with internal Public Housing disposition activity. (FY 2012)
- Allowing KCHA to modify the HAP contract. (FY 2004)
- Using Public Housing preferences for PBS8 units in place of HCV preferences. (FY 2008)
- Allowing KCHA to inspect units at contract execution rather than contract proposal. (FY 2009)
- Modifying the definition of “existing housing” to include housing that could meet Housing Quality Standards within 180 days. (FY 2009)
- Allowing direct owner or provider referrals to a PBS8 vacancy when the unit has remained vacant for more than 30 days. (FY 2010)
- Waiving the 20% 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)

This activity applies to KCHA’s Special Purpose Vouchers, including EHV, FUP, FYI, Mainstream, NED, and VASH vouchers, except where specific statutory requirements for a program conflict with an MTW activity.

**INFORMATIONAL UPDATES:** 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.

There were no non-significant or significant changes in 2024.

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

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**MTW STATUTORY OBJECTIVE:** Increase Housing Choice

**APPROVAL:** 2004

**IMPLEMENTED:** 2004

**CHALLENGE:** Under traditional HUD waitlist guidelines, residents in our Public Housing program have limited choices on 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 wait lists, we also maintain regional wait lists and have established a Conditional Housing waiting list to accommodate the needs of households ready to transition from the region's network of transitional housing and KCHA's targeted housing programs that assist households experiencing or at risk of homelessness to move toward self-sufficiency. In general, applicants are selected for occupancy using a rotation between the site-based, regional, and transitional housing applicant pools, based on an equal ratio. Units are not held vacant if a particular wait list is lacking an eligible applicant. Instead, a qualified applicant is pulled from the next wait list in the rotation. **This activity applies to KCHA's Special Purpose Vouchers, including EHV, FUP, FYI, Mainstream, NED, and VASH vouchers, except where specific statutory requirements for a program conflict with an MTW activity.**

**INFORMATIONAL UPDATES:** This streamlined process saved an estimated 196 hours of staff time in 2024.

There were no non-significant or significant changes in 2024.

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

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

**APPROVAL:** 2004

**IMPLEMENTED:** 2004

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

**SOLUTION:** Through a series of HCV program modifications, we have streamlined the HQS inspection process to simplify program administration, improve stakeholder satisfaction, and reduce administrative costs. Specific policy changes include: (1) allowing the release of HAP payments when a unit fails an HQS inspection due to minor deficiencies (applies to both annual and initial move-in inspections); (2) geographically clustering inspections to reduce repeat trips to the same neighborhood or building by accepting annual inspections completed eight to 20 months after initial inspection, allowing us to align inspection of multiple units in the same geographic location; and (3) self-inspecting KCHA-owned units rather than requiring inspection by a third party. KCHA also piloted a risk-based inspection model that places well-maintained, multi-family apartment complexes on a biennial inspection schedule. After closely monitoring the outcomes from the risk-based inspection pilot, KCHA decided to expand the program and move all units in multi-family apartment complexes to a biennial inspection schedule. We also are streamlining our protocol even further by allowing landlords to inspect and self-certify that the unit passes HUD's standards. The program takes a phased-in approach and starts with newly constructed, not-previously-occupied units issued a Certificate of Occupancy or Temporary Certificate of Occupancy. The second phase extends the pilot to KCHA-owned properties built after 1978, and the third phase to non-KCHA affiliated LIHTC properties. To ensure that these units meet KCHA's high inspection standards, quality control audits will be performed on no fewer than 20% of the self-certified units every 90 days of the two-year pilot. These efficiencies will enable faster lease-up times and cause less disruption for landlords while ensuring program compliance. In early

2020, in response to the COVID-19 pandemic, KCHA implemented a catastrophe response plan that extended self-certified inspections to all landlords who qualify and delayed biennial inspections. This activity applies to KCHA's Special Purpose Vouchers, including EHV, FUP, FYI, Mainstream, NED, and VASH vouchers, except where specific statutory requirements for a program conflict with an MTW activity.

**INFORMATIONAL UPDATES:** This streamlined process saved more than 5,000 hours of staff time in 2024.

**NON-SIGNIFICANT CHANGES:** In 2024, following the successful implementation of the three phase self-certification pilot program, KCHA made permanent the self-certification options for certain types of buildings, including newly constructed buildings, KCHA-owned sites built after 1978, and non-KCHA affiliated properties financed under the LIHTC program.

There were no significant changes in 2024.

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

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

**APPROVAL:** 2004

**IMPLEMENTED:** 2004

**CHALLENGE:** Duplicative recertifications, complex income calculations, and strict timing rules cause unnecessary and regular intrusions into the lives of the residents we serve. These processes often require KCHA to expend our limited resources on work that does not support program goals.

**SOLUTION:** After analyzing our business processes, forms, and verification requirements, we have eliminated or replaced those with little or no value. Through the use of lean engineering techniques, KCHA continues to review office workflow and identify ways that tasks can be accomplished more efficiently and intrude less into the lives of program participants, while still assuring program integrity and quality control. Under this initiative, we have made 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)
- 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)
- Implementation of 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)
- Modify the Resident Service Stipend maximum income exclusion allowance from \$500 to \$750 per month, and update the policy so that the maximum amount will be annually adjusted based on the COLA increases received by KCHA employees. (FY 2023)
- Apply any change in payment standard at the time of the resident’s next annual review or update, and for entering households, on the effective date. (FY 2004)
- Allow HCV residents who are at \$0 HAP to self-certify income at the time of review. (FY 2004)

This activity applies to KCHA’s Special Purpose Vouchers, including EHV, FUP, FYI, Mainstream, NED, and VASH vouchers, except where specific statutory requirements for a program conflict with an MTW activity.

**INFORMATIONAL UPDATES:** These streamline processes saved the agency more than 2,400 hours in staff time in 2024. In 2024, KCHA made progress in transitioning to a new housing management software platform that we hope will further reduce administrative burdens and streamline our policies in the future.

There were no non-significant changes or significant changes in 2024.

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

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

**APPROVAL:** 2004

**IMPLEMENTED:** 2004

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

**SOLUTION:** KCHA now performs Rent Reasonableness determinations only when a landlord requests an increase in rent. Under standard HUD regulations, a Rent Reasonableness review is required annually in conjunction with each recertification completed under the program. After reviewing this policy, we found that if an owner had not requested a rent increase, it was unlikely the current rent fell outside of established guidelines. In response to this analysis, KCHA eliminated an annual review of rent levels. In bypassing this burdensome process, we intrude less in the lives of residents and can redirect our resources to more pressing needs. Additionally, KCHA performs Rent Reasonableness inspections at our own properties rather than contracting with a third party, allowing us to save additional resources. We also continue to consider a modification to the Rent Reasonableness review that would exclude any properties that are financed in whole or in part by local or federal programs, including tax credit properties. This activity applies to KCHA's Special Purpose Vouchers, including EHV, FUP, FYI, Mainstream, NED, and VASH vouchers, except where specific statutory requirements for a program conflict with an MTW activity.

**INFORMATIONAL UPDATES:** With the waiving of this non-essential regulation, KCHA has been able to provide less disruption to residents while saving more than 1,200 hours in staff time.

There were no non-significant changes or significant changes in 2024.

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

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**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 using debt to the upfront necessary capital expenses. The energy services partner identifies these improvements through an investment-grade energy audit that then can be used to underwrite loans to pay for the measures. Project expenses, including debt service, are 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 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. This activity applies to KCHA's Special Purpose Vouchers, including EHV, FUP, FYI, Mainstream, NED, and VASH vouchers, except where specific statutory requirements for a program conflict with an MTW activity.

**INFORMATIONAL UPDATES:** In 2024, KCHA saw energy savings of an estimated \$4.4 million due to EPC upgrade work.

There were no non-significant changes or significant changes in 2024.

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

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

**APPROVAL:** 2004

**IMPLEMENTED:** 2004

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

**SOLUTION:** Households may continue to live in their current unit when their family size exceeds the standard occupancy requirements by just one member. Under standard guidelines, a seven-person household living in a three-bedroom unit would be considered overcrowded and thus be required to move to a larger unit. Under this modified policy, the family may remain voluntarily in its current unit, avoiding the costs and disruption of moving. This initiative reduces the number of processed annual moves, increases housing choice among these families, and reduces our administrative and HAP expenses. This activity applies to KCHA's Special Purpose Vouchers, including EHV, FUP, FYI, Mainstream, NED, and VASH vouchers, except where specific statutory requirements for a program conflict with an MTW activity. **INFORMATIONAL UPDATES:** By eliminating this rule, KCHA saved more than 550 hours in staff time in 2024 while helping families avoid the disruption and costs of a move.

There were no non-significant changes or significant changes in 2024.

## **B. NOT YET IMPLEMENTED ACTIVITIES**

Activities listed in this section are approved but still need to be implemented.

### **ACTIVITY 2024-2: Local Homeownership Program**

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**MTW STATUTORY OBJECTIVE:** Increase Housing Choice

**APPROVAL:** 2024

This activity makes modifications to HUD’s traditional HCV Homeownership Program to operate more effectively within local conditions. In 2024, KCHA’s efforts included program design and establishing local partnerships to ensure the future success of the activity, expected to launch in mid-2025.

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

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**APPROVAL:** 2015

This activity provides a flat, per-unit subsidy instead of a monthly Housing Assistance Payment (HAP) and allows the service provider to dictate the terms of the tenancy (such as length of stay and the tenant portion of 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 homeless populations in supportive housing programs tailored to nimbly meet an individual’s needs. After careful consideration and outreach, we determined that the activity was not viable at the time of approval due to the lack of a committed or interested partner. While the concept aligned with our strategic goals, successful implementation requires collaboration and shared ownership—which we were unable to secure. We left open with the hopes of revisiting this opportunity in the event that a suitable partner emerged. Based upon evaluation, KCHA is considering closing this activity in 2025.

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

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**APPROVAL:** 2010

This activity is a demonstration program for up to 20 households in a project-based Family Unification Program (FUP)-like environment. The demonstration program is currently deferred, as our program partners opted for a tenant-based model. KCHA is considering closing this activity in 2025.

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

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APPROVAL: 2010

This policy aimed to increase family and student classroom stability and reduce program administrative costs by limiting the number of times an HCV participant can move per year or over a set time. Reducing household and classroom relocations during the school year is currently being addressed through a counseling pilot. This activity is currently deferred for consideration in a future year, if the need arises. Based upon evaluation, KCHA is considering closing this activity in 2025.

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

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APPROVAL: 2010

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

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

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APPROVAL: 2008

This policy change facilitates program transfers in limited circumstances, increases landlord participation and reduces the impact on the Public Housing program when tenants transfer. Following the initial review, this activity was tabled for current implementation, but we will continue to consider implementation in a future fiscal year.

## **C. 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**

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APPROVAL: 2016

CLOSEOUT YEAR: 2018

This activity would have allowed KCHA to adopt a budget-based approach to calculating the contract rent at our Project-based Section 8 developments. Traditionally, HUD requires Public Housing Authorities to set rent in accordance with Rent Reasonableness statutes. These statutes require that a property's costs reflect the average costs of a comparable building in the same geographic region at a particular point in time. However, a property's needs and purpose can change over time. This set of rules does not take into consideration variations in costs, which might include added operational expenses, necessary upgrades, and increased debt service to pay for renovations. This budget-based rent model would have allowed KCHA to create an appropriate annual budget for each property from which a reasonable, cost-conscious rent level would derive.

This policy is no longer under consideration.

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

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MTW STATUTORY OBJECTIVE: Increase Self-sufficiency

APPROVAL: 2014

IMPLEMENTED: 2014

CLOSEOUT YEAR: 2024**Activity Overview**

MTW Activity 2014-1 was designed to provide transitional rental assistance and supportive services to homeless youth aged 18–25 through two program models: the Coming Up Program (CUP) operated in partnership with Valley Cities Counseling and Consultation (VCCC), and the Next Step Program administered by the YMCA. Both programs utilized a sponsor-based master



lease approach, enabling youth to access private market units while receiving stabilization support.

### **Reason for Closeout**

The activity was discontinued due to mixed effectiveness in achieving long-term housing stability and economic self-sufficiency across the two programs.

- **Coming Up Program (CUP):** The Coming Up Program provided transitional support to youth exiting homelessness but faced significant challenges in addressing their economic realities. Many participants earned incomes that were insufficient to meet rising rental costs once subsidies ended. Additionally, a substantial portion of the population faced behavioral health challenges that required longer-term, income-based assistance. Valley Cities Counseling and Consultation (VCCC), the program's partner agency, also indicated that they lacked the capacity to continue operating CUP while simultaneously expanding their portfolio of agency-owned supportive housing units. The contract between KCHA and VCCC concluded on December 31, 2022. Despite efforts to identify a new youth-serving partner agency, KCHA was unable to secure another organization willing to adopt and sustain this innovative model. As a result, the MTW activity was formally closed out in 2024.
- **Next Step Program:** The Next Step program served a slightly different demographic than CUP—youth exiting transitional housing programs where they had received longer durations of housing assistance before entering the stepped rent model. In this context, client outcomes demonstrated promise. The program's success enabled King County's Continuum of Care to secure additional resources and scale the stepped rent model beyond KCHA's pilot with the YMCA. For this reason, KCHA began ramping down the Next Step Program in 2016 and it was rolled into larger community wide responses to addressing youth homelessness.

### **Lessons Learned**

- In high-cost rental markets, stepped rental subsidies *must* be paired with employment supports that lead to livable wages. Without access to job training and career services,

participants often struggle to maintain housing once subsidies phase out—undermining long-term stability and self-sufficiency goals.

- Transitional housing models must be tailored to the economic and behavioral health realities.
- Income-based, longer-term subsidies may be more appropriate for youth with complex needs.
- Sponsor-based models require strong operational capacity and alignment with partner agencies’ strategic priorities.
- Successful pilots can inform broader system-level investments when outcomes are clearly demonstrated.

**MTW Flexibilities that might have provided additional benefit:**

Not applicable

**HUD METRICS**

Year	MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
2014	Increase self-sufficiency	SS #1: Average earned income of households affected by this policy	\$0	\$9,000	\$9,324	Exceeded
2014	Increase self-sufficiency	SS #3: Employment status for heads of household	(1) Employed Full-time 0 participants	5 participants	5 participants	Exceeded for employment, training and education. In progress for unemployment metric.
			(2) Employed Part-time 0 participants	10 participants	10 participants	
			(3) Enrolled in an Educational Program 0 participants	5 participants	6 participants	
			(4) Enrolled in Job-training Program 0 participants	2 participants	4 participants	

Year	MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
			(5) Unemployed 0 participants	0 participants	2 participants	
			(6) Other 0 participants	0 participants	0 participants	
2014	Increase self-sufficiency	SS #5: Number of households receiving services	0 households	45 households	15 households	In progress
2014	Increase self-sufficiency	SS #7: Tenant rent share	0%	4 households at 30% of contract rent	4 households at 30% of contract rent	Achieved
2014	Increase self-sufficiency	SS #8: Households transition to self-sufficiency <sup>18</sup>	0 households	45 households	13 households	In progress
2015	Increase self-sufficiency	SS #1: Average earned income of households affected by this policy	\$0/month	Next Step: \$777/month Coming Up: \$200/month	Next Step: \$1,041/month Coming Up: \$260/month	Exceeded
2015	Increase self-sufficiency	SS #3: Employment status for heads of household <sup>19</sup>	(1) Employed Full-time 0 participants	5 participants	9 participants	Partially Achieved
			(2) Employed Part-time 0 participants	10 participants	20 participants	
			(3) Enrolled in an Educational Program 0 participants	5 participants	8 participants	
			(4) Enrolled in Job-training Program 0 participants	2 participants	4 participants	

<sup>18</sup> Self-sufficiency for this activity is defined as maintaining housing.

<sup>19</sup> This only includes data for the Next Step program. VCCC started collecting employment outcomes in 2016.

Year	MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
			(5) Unemployed 0 participants	0 participants	7 participants	
			(6) Other 0 participants	0 participants	0 participants	
2015	Increase self-sufficiency	SS #5: Number of households receiving services	0 households	45 households	63 households	Exceeded
2015	Increase self-sufficiency	SS #7: Tenant rent share	0 households	Next Step: 4 households at 30% of contract rent  Coming Up: 10 paying \$50 towards contract rent	Next Step: 4 households at 60% of contract rent 7 households at 30% of contract rent  Coming Up: 11 paying \$50 towards contract rent	Exceeded
2015	Increase self-sufficiency	SS #8: Households transition to self-sufficiency <sup>20</sup>	0 households	45 households	26 households	Not Achieved
2016	Increase self-sufficiency	SS #1: Average earned income of households affected by this policy	\$0/month	Next Step: \$777/month  Coming Up: \$200/month	Next Step: \$1,147/month  Coming Up: \$212/month	Exceeded
2016	Increase self-sufficiency	SS #3: Employment status for heads of household	(1) Employed Full-time 0 participants	5 participants	14 participants	Partially Achieved
			(2) Employed Part-time	10 participants	7 participants	

<sup>20</sup> Self-sufficiency for this activity is defined as securing and maintaining housing. One participant is currently shopping for a unit.

Year	MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
			0 participants			
			(3) Enrolled in an Educational Program 0 participants	5 participants	11 participants	
			(4) Enrolled in Job-training Program 0 participants	2 participants	0 participants	
			(5) Unemployed 0 participants	0 participants	4 participants	
			(6) Other 0 participants	0 participants	0 participants	
			(1) Employed Full-time 0 participants	5 participants	14 participants	
			(2) Employed Part-time 0 participants	10 participants	7 participants	
2016	Increase self-sufficiency	SS #5: Number of households receiving services	0 households	45 households	39 households	Partially Achieved
2016	Increase self-sufficiency	SS #7: Tenant rent share	0 households	Next Step: 4 households at 30% of contract rent  Coming Up: 10 paying \$50 or more toward contract rent	Next Step: 1 household at 60% of contract rent  Coming Up: 16 paying \$50 or more toward contract rent	Exceeded

Year	MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
2016	Increase self-sufficiency	SS #8: Households transition to self-sufficiency <sup>21</sup>	0 households	45 households	20 households	Partially Achieved
2017	Increase self-sufficiency	SS #1: Average earned income of households affected by this policy	\$0/month	Next Step: \$777/month  Coming Up: \$200/month	Next Step: \$1,650/month  Coming Up: \$853/month	Exceeded
2017	Increase self-sufficiency	SS #3: Employment status for heads of household	(1) Employed Full-time 0 participants  (2) Employed Part-time 0 participants  (3) Enrolled in an Educational Program 0 participants  (4) Enrolled in Job-training Program 0 participants  (5) Unemployed 0 participants  (6) Other 0 participants	5 participants  10 participants  5 participants  2 participants  0 participants  0 participants	6 participants  13 participants  4 participants  2 participants  13 participants  0 participants	Partially Achieved
2017	Increase self-sufficiency	SS #7: Tenant rent share	0 households	Next Step: 4 households at 30% of contract rent	Next Step: 1 household at 60% of contract rent	Exceeded

<sup>21</sup> Self-sufficiency for this activity is defined as securing and maintaining housing.

Year	MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
				Coming Up: 10 paying \$50 or more toward contract rent	Coming Up: 15 paying \$50 or more toward contract rent	
2017	Increase self-sufficiency	SS #8: Households transition to self-sufficiency <sup>22</sup>	0 households	45 households	32 households	Partially Achieved
2018	Increase self-sufficiency	SS #1: Average earned income of households affected by this policy	\$0/month	\$200/month	\$932/month	Exceeded
2018	Increase self-sufficiency	SS #3: Employment status for heads of household	(1) Employed Full-time 0 participants	4 participants	6 participants	Partially Achieved
			(2) Employed Part-time 0 participants	7 participants	15 participants	
			(3) Enrolled in an Educational Program 0 participants	4 participants	5 participants	
			(4) Enrolled in Job-training Program 0 participants	1 participant	0 participants	
			(5) Unemployed 0 participants	0 participants	8 participants	
			(6) Other			

<sup>22</sup> Self-sufficiency for this activity is defined as securing and maintaining housing.

Year	MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
			0 participants	0 participants	6 participants <sup>23</sup>	
2018	Increase self-sufficiency	SS #5: Number of households receiving services	0 households	25 households	29 households	Exceeded
2018	Increase self-sufficiency	SS #7: Tenant rent share	0 households	7 households paying \$200 or more toward contract rent	8 households paying \$200 or more toward contract rent	Exceeded
2018	Increase self-sufficiency	SS #8: Households transition to self-sufficiency <sup>24</sup>	0 households	14 households	17 households	Exceeded
2019	Increase self-sufficiency	SS #1: Average earned income of households affected by this policy	\$0/month	\$200/month	\$777/month	Exceeded
2019	Increase self-sufficiency	SS #3: Employment status for heads of household	(1) Employed Full-time 0 participants	4 participants	11 participants	Partially Achieved
			(2) Employed Part-time 0 participants	7 participants	0 participants	
			(3) Enrolled in an Educational Program 0 participants	4 participants	0 participants	
			(4) Enrolled in Job-training Program 0 participants	1 participant	0 participants	
			(5) Unemployed 0 participants	0 participants	5 participants	

<sup>23</sup> Receiving entitlement benefits.

<sup>24</sup> Self-sufficiency for this activity is defined as securing and maintaining housing.



Year	MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
			0 participants			
			(6) Other 0 participants	0 participants	0 participants	
2019	Increase self-sufficiency	SS #5: Number of households receiving services	0 households	25 households	23 households	Partially Achieved
2019	Increase self-sufficiency	SS #7: Tenant rent share	0 households	7 households paying \$200 or more toward contract rent	7 households paying \$200 or more toward contract rent	Achieved
2019	Increase self-sufficiency	SS #8: Households transition to self-sufficiency <sup>25</sup>	0 households	14 households	13 households	Partially Achieved
2020	Increase self-sufficiency	SS #1: Average earned income of households affected by this policy	\$0/month	\$200/month	\$985.30/month	Exceeded
2020	Increase self-sufficiency	SS #3: Employment status for heads of household	(1) Employed Full-time 0 participants	4 participants	5 participants	Partially Achieved
			(2) Employed Part-time 0 participants	7 participants	2 participants	
			(3) Enrolled in an Educational Program 0 participants	4 participants	0 participants	
			(4) Enrolled in Job-training Program 0 participants	1 participant	0 participants	
			(5) Unemployed 0 participants	0 participants	0 participants	
			(6) Other 0 participants	0 participants	3 participants	

<sup>25</sup> Self-sufficiency for this activity is defined as securing and maintaining housing.

Year	MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
2020	Increase self-sufficiency	SS #5: Number of households receiving services	0 households	25 households	15 households	Partially Achieved
2020	Increase self-sufficiency	SS #7: Tenant rent share	0 households	7 households paying \$200 or more toward contract rent	7 households paying \$200 or more toward contract rent	Achieved
2020	Increase self-sufficiency	SS #8: Households transition to self-sufficiency <sup>26</sup>	0 households	14 households	9 households	Partially Achieved
2021	Increase self-sufficiency	SS #1: Average earned income of households affected by this policy	\$0/month	\$200/month	\$1,403.00	Exceeded
2021	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	
2021	Increase self-sufficiency	SS #5: Number of households receiving services	0 households	25 households	11 households	Partially Achieved
2021	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
2021	Increase self-sufficiency	SS #8: Households	0 households	14 households	11 households	Partially Achieved

<sup>26</sup> “Self-sufficiency” for this activity is defined as securing and maintaining housing.

Year	MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
		transition to self-sufficiency <sup>27</sup>				
2022	Increase self-sufficiency	SS #8: Households transition to self-sufficiency <sup>28</sup>	0 households	14 households	9 households	Partially Achieved

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

APPROVAL: 2013

CLOSEOUT YEAR: 2015

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

### **ACTIVITY 2012-2: Community Choice Program**

APPROVAL: 2012

CLOSEOUT YEAR: 2016

This initiative was designed to encourage and enable HCV households with young children to relocate to areas of the county with higher achieving school districts and other community benefits. Through collaboration with local nonprofits and landlords, the Community Choice Program offered one-on-one counseling to households in deciding where to live, helped

<sup>27</sup> Self-sufficiency for this activity is defined as securing and maintaining housing.

<sup>28</sup> Self-sufficiency for this activity is defined as securing and maintaining housing.

households secure housing in their community of choice, and provided ongoing support once a family moved to a new neighborhood. Lessons learned from this pilot informed Creating Moves to Opportunity, KCHA's research partnership that sought to expand geographic choice.

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

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APPROVAL: 2012

CLOSEOUT YEAR: 2012

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

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

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APPROVAL: 2011

CLOSEOUT YEAR: 2012

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

#### **ACTIVITY 2011-2: Redesign the Sound Families Program**

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APPROVAL: 2011

CLOSEOUT YEAR: 2014

KCHA developed an alternative model to the Sound Families program that combines HCV funds with state Department of Social and Health Services funds. The goal was to continue the support of households experiencing or at risk of 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**

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APPROVAL: 2010

CLOSEOUT YEAR: 2010

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

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

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APPROVAL: 2010

CLOSEOUT YEAR: 2016

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

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

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APPROVAL: 2009

CLOSEOUT YEAR: 2014

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

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

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APPROVAL: 2008

CLOSEOUT YEAR: 2009

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

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

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APPROVAL: 2008

CLOSEOUT YEAR: 2014

In 2008, KCHA investigated the idea of developing performance standards and benchmarks to evaluate the MTW program. We worked with other MTW agencies in the development of the performance standards. 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**

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APPROVAL: 2008

CLOSEOUT YEAR: 2016

This policy would have placed a cap on 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**

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APPROVAL: 2007

CLOSEOUT YEAR: 2007

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

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

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APPROVAL: 2007

CLOSEOUT YEAR: 2014

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

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

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APPROVAL: 2007

CLOSEOUT YEAR: 2007

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

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

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APPROVAL: 2007

CLOSEOUT YEAR: 2015

An expanded and locally designed version of FSS, ROP's mission was to advance families toward self-sufficiency through the provision of case management, supportive services and program incentives, with the goal of positive transition from Public Housing or HCV into private market rental housing or 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**

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APPROVAL: 2006

CLOSEOUT YEAR: 2006

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



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

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APPROVAL: 2005

CLOSEOUT YEAR: 2005

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

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

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APPROVAL: 2004

CLOSEOUT YEAR: 2006

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

# SECTION V

## PLANNED APPLICATION OF MTW FUNDS

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### 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.

#### ii. Activities that Used Only MTW Funds

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 people with low incomes 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.

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

- **HOMELESS HOUSING INITIATIVES.** These initiatives address the varied and diverse needs of the most vulnerable populations experiencing homelessness: those living with behavioral health issues; individuals with criminal justice involvement; young adults experiencing homelessness; youth recently transitioned out of foster care; families involved with the child welfare system; students experiencing homelessness and their families; and veterans experiencing homelessness. The traditional housing subsidy programs have failed to reach many of these households and lack the supportive services necessary to meet their complex needs. As noted throughout this report, in 2024, KCHA continued to focus on leveraging partnerships and grant funding, both with local government and community-

based organizations, to advance regional solutions to the ongoing homelessness crisis in King County.

- **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.
- **SUBSIDY RETENTION PROGRAM.** The Subsidy Retention Program pairs KCHA internal Resident Services Coordinators (RSC) with voucher holders who are at acute risk of losing their voucher or housing. RSCs provide a range of services, including referring clients to community resources, and providing guidance on KCHA policies/processes and landlord relations. Over a three-year period, 1,776 households were served, with 87% retaining their voucher eight months beyond service intervention.
- **EDUCATION INITIATIVES.** KCHA continued our collaboration with youth, parents, and local education stakeholders, including school districts and out-of-school time providers, to promote and support students' educational success. This included partnerships with out-of-school time providers to offer after-school and summer learning programs, benefiting school-aged children with access to enrichment activities beyond school hours, early learning opportunities through the Neighborhood Early Learning Connectors program, and the development and implementation of a new Youth Leadership Program in 2024.
- **INCREASE ACCESS TO HEALTH CARE THROUGH PARTNERSHIPS AND COLLABORATIVE PLANNING.** KCHA is increasingly partnering with local healthcare delivery systems to support residents in accessing the health services they need to maintain housing stability and a high quality of life. Additionally, KCHA's rental assistance programs, including the Family Unification Program, Emergency Housing Voucher, and Project-based Voucher sites operating as permanent supportive housing in collaboration with Catholic Community Services (CCS), are committed to leveraging the supportive housing Medicaid benefit — Foundational Community Supports (FCS). This effort aims to provide Medicaid-funded

supportive services, specifically when individuals receiving KCHA's rental assistance are deemed eligible for FCS. CCS will persist in leveraging these resources as an integral component of their ongoing model for delivering supportive services. It's important to note that this support is not facilitated through any assistance or flexibilities provided by KCHA or MTW.

- **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 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 2024, KCHA purchased Henry House (Shoreline), adding 54 new units to our inventory of affordable housing. No MTW block-grant funds were used in these acquisitions.
- **LONG-TERM VIABILITY OF OUR GROWING PORTFOLIO.** KCHA continues to leverage our single-fund flexibility to reduce outstanding financial liabilities and protect the long-term viability of our housing 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 also have 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 households with extremely low incomes. Despite

ongoing uncertainties around federal funding levels, we continue to use MTW program flexibility to support housing voucher issuance above HUD baseline levels.

- **YOUNG ADULT PROSPERITY PROGRAM (YAPP).** Working with the Washington State Department of Children, Youth, & Families and community providers, KCHA administers both Foster Youth to Independence (FYI) vouchers and Family Unification Program (FUP) youth vouchers, dedicated to young adults who are transitioning out of foster care and those who were previously in foster care and now are experiencing homelessness. In 2024, KCHA worked with local youth-serving provider partners to develop the Young Adult Prosperity Program (YAPP), which will provide youth-centered support services, provide the ability to extend vouchers beyond the current limit of three years, and allow up to 24 months of additional assistance to build economic independence and a pathway to long-term housing stability. Self-sufficiency services will be coordinated and complementary to existing FUP-youth and FYI case management services provided by KCHA's long-time partner, the YMCA, and may incorporate incentives that are tied to program participation. As a crucial component of this initiative, youth were engaged in consultations as active partners to ensure that the forthcoming programming would be customized to address both their developmental and economic goals.
- **ECONOMIC MOBILITY PROGRAMMING.** In 2024, KCHA paused the design process of using our single-fund budget flexibility to invest in a new economic independence pathways program, however this remains an agency priority for the future. The program's core aim is to coach and mentor families to create economic independence pathways by seeking employment, training, and/or education.

## B. LOCAL ASSET MANAGEMENT PLAN

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

No
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Has the PHA implemented a local asset management plan (LAMP)?

Yes
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Has the PHA provided a LAMP in the appendix?

Yes
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In FY 2008, as detailed in the MTW Annual Plan for that year and adopted by our Board of Commissioners under Resolution No. 5116, KCHA developed and implemented our own local funding model for 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 2024 LAMP is attached to this document as Appendix C.

# SECTION VI

## ADMINISTRATIVE

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### A. HUD REVIEWS, AUDITS OR PHYSICAL INSPECTION ISSUES

A previous program review of KCHA's Emergency Housing Vouchers resulted in one finding. KCHA addressed the finding to further align with HUD requirements and the review was closed on March 14, 2024. All other monitoring visits, physical inspections, and oversight activities did not identify any deficiency findings. The average REAC score for KCHA's Public Housing Inventory inspected in 2024 was 95.

### B. RESULTS OF LATEST KCHA-DIRECTED EVALUATIONS

In 2024, KCHA continued implementation of our updated agency-wide research agenda, focusing on several key areas including: economic mobility; health and wellness; and homelessness. These research areas intersect with KCHA's core housing programs and mission, playing a crucial role in housing stability and supporting residents and communities to thrive.

KCHA conducted several evaluations of policies and programs to inform continuous improvement and decision-making:

- An evaluation of KCHA's Subsidy Retention program, which supports voucher holders at acute risk of losing their voucher or housing due to missing paperwork, inability to pay their rent, inspection failures, landlord relations, or other circumstances. This evaluation found that more than 1,700 households were served over three years (2020-2022), and 87% of households served by the program retained their vouchers eight months following the intervention. See Appendix D for a short excerpt from a presentation to the KCHA Board of Commissioners relating to this evaluation.
- An evaluation of KCHA's in-house housing navigation support services for VASH participants. This evaluation compared KCHA's in-house model to four other navigation

models serving KCHA HCV participants between 2021 and 2024 (e.g., those relying on contracted or uncontracted agencies to provide housing navigation for KCHA's HCV participants). While there were notable differences in clients served by each program, the evaluation found that the in-house model achieved comparable or better lease-up success and achieved a slightly faster average lease-up time when compared to other models. The evaluation also summarized several advantages of conducting the program in-house, as reported by interviewed housing navigators, and highlighted recommendations for improving in-house navigation services. See Appendix D for a 2-page evaluation summary.

In 2024, KCHA also contracted with an external evaluation firm, selected via a competitive process, to assess our MTW rent policies. This evaluation will help KCHA understand the impact, understandability, efficiency, and costs associated with its WIN and EASY rent policies. In 2024, Abt Global recruited several HCV participants and Public Housing residents to serve on an advisory panel for the evaluation, planned and began conducting resident and staff interviews, and prepared for analysis of administrative data, among other activities. The evaluation contract began Q2 2024 with results expected by late 2025.

### **C. MTW ENERGY PERFORMANCE CONTRACT (EPC) FLEXIBILITY DATA**

EPC data is attached as Appendix F.