



King County  
Housing  
Authority

# 2026 Moving to Work Plan



## Proposed Amendment 1

Open for Public Comment through July 8, 2026

**Summary of Changes:** [www.kcha.org/about/news/mtw](http://www.kcha.org/about/news/mtw)

**Ways to Comment:**

Email: [mtw@kcha.org](mailto:mtw@kcha.org) | Voicemail: 206.574.4285

Public Meeting: June 17, 2026 at 12:00pm

Virtual: <https://kcha-org.zoom.us/j/81299056694>



## **BOARD OF COMMISSIONERS**

**Jerry Lee, Chair**

**Neal Black**

**Richard Jackson**

**Regina Elmi**

**Tina Keys**

## **PRESIDENT & CEO**

**Robin Walls**

# TABLE OF CONTENTS

---

## Section I: Introduction

- A. OVERVIEW OF SHORT-TERM MTW GOALS AND OBJECTIVES
- B. OVERVIEW OF LONG-TERM MTW GOALS AND OBJECTIVES

## Section II: General Operating Information

- A. HOUSING STOCK INFORMATION
  - Planned New Public Housing Units
  - Planned Public Housing Units to be Removed
  - Planned New Project-based Vouchers
  - Planned Existing Project-based Vouchers
  - Planned Other Changes to MTW Housing Stock Anticipated During the Year
  - General Description of All Planned Capital Fund Expenditures During the Plan Year
- B. LEASING INFORMATION
  - Planned Number of Households Served
  - Discussion of Any Anticipated Issues/Possible Solutions Related to Leasing
- C. WAITING LIST INFORMATION
  - Waiting List Information Anticipated
  - Planned Changes to Waiting List in the Plan Year

## Section III: Proposed MTW Activities

- ACTIVITY 2026-1: Housing Continuity Rental Assistance
- ACTIVITY 2026-2: Direct Rental Assistance

## Section IV: Approved MTW Activities

- A. IMPLEMENTED ACTIVITIES
  - ACTIVITY 2025-1: Young Adult Prosperity Program
  - ACTIVITY 2024-1: Employment Sponsorship Program
  - ACTIVITY 2024-2: Local Homeownership Program
  - ACTIVITY 2022-1 and 2019-1: Acquire and Develop New Affordable Housing
  - ACTIVITY 2018-1: Encouraging the Successful Lease-up of the Housing Choice Voucher Program
  - ACTIVITY 2016-2: Conversion of Former Opt-out Developments to Public Housing
  - ACTIVITY 2015-2: Reporting on the Use of Net Proceeds from Disposition Activities
  - ACTIVITY 2014-2: Revised Definition of "Family"
  - ACTIVITY 2013-1: Passage Point Re-entry Housing Program
  - ACTIVITY 2013-2: Flexible Rental Assistance

- ACTIVITY 2009-1: Project-based Section 8 Local Program Contract Term
- ACTIVITY 2008-1: Acquire New Public Housing
- ACTIVITY 2008-3: FSS Program Modifications
- ACTIVITY 2008-10 and 2008-11: EASY and WIN Rent Policies
- ACTIVITY 2008-21: Public Housing and Housing Choice Voucher Utility Allowances
- ACTIVITY 2007-6: Develop a Sponsor-based Housing Program
- ACTIVITY 2007-14: Enhanced Transfer Policy
- ACTIVITY 2005-4: Payment Standard Changes
- ACTIVITY 2004-2: Local Project-based Section 8 Program
- ACTIVITY 2004-3: Develop Site-based Waiting Lists
- ACTIVITY 2004-5: Modified Housing Quality Standards Inspection Protocols
- ACTIVITY 2004-7: Streamlining Public Housing and Housing Choice Voucher Forms and Data Processing
- ACTIVITY 2004-9: Rent Reasonableness Modifications
- ACTIVITY 2004-12: Energy Performance Contracting
- ACTIVITY 2004-16: Housing Choice Voucher Occupancy Requirements

**B. NOT YET IMPLEMENTED ACTIVITIES**

- ACTIVITY 2008-5: Allow Limited Double Subsidy between Programs (Project-based Section 8/Public Housing/Housing Choice Vouchers)
- ACTIVITY 2010-11: Incentive Payments to HCV Participants to Leave the Program

**C. ACTIVITIES ON HOLD**

**D. CLOSED-OUT ACTIVITIES**

**Section V: Planned Application of MTW Funds**

**A. PLANNED APPLICATION OF MTW FUNDS**

**B. LOCAL ASSET MANAGEMENT PLAN**

**Section VI: Administrative**

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

**B. PUBLIC PROCESS**

**C. PLANNED AND ONGOING EVALUATIONS**

**D. LOBBYING DISCLOSURES**

**Appendices**

**APPENDIX A:** BOARD OF COMMISSIONERS RESOLUTION AND CERTIFICATIONS OF COMPLIANCE

**APPENDIX B:** PLANNED EXISTING PROJECT-BASED VOUCHERS

- APPENDIX C: KCHA'S LOCAL ASSET MANAGEMENT PLAN
- APPENDIX D: DISCLOSURE OF LOBBYING ACTIVITIES
- APPENDIX E: DESIGNATION PLAN
- APPENDIX F: HARDSHIP POLICIES
- APPENDIX G: MTW REGIONALIZATION

# SECTION I

## INTRODUCTION

---

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

Moving to Work flexibilities have enabled King County Housing Authority (KCHA) to efficiently respond to evolving needs and emerging challenges, tailor solutions to support self-sufficiency, make critical operational and programmatic investments, and create safe and healthy communities. After more than 20 years in the MTW program, KCHA remains committed to continually expanding both the reach and effectiveness of our programs through innovation and evaluation. In 2026, KCHA will continue to leverage MTW flexibility to:

#### **PROMOTE ECONOMIC INDEPENDENCE AND SELF-SUFFICIENCY**

KCHA's subsidized housing programs start with providing families a safe and stable place to call home. But they do not end there. Advancing economic opportunity and encouraging education, job preparation and workforce development is a core focus for the agency. In 2026, KCHA will make further investments to advance this goal through the following strategies:

##### **Advancing Self-Sufficiency**

To provide further opportunities for residents to advance economically and advance self-sufficiency, KCHA will use our single-fund flexibility to create a local MTW self-sufficiency program, the Youth Adult Prosperity Program (YAPP). YAPP will not replace the traditional FSS program. Rather, it is aimed specifically at households that have Foster Youth to Independence (FYI) and Family Unification Program (FUP) youth vouchers. YAPP will include self-sufficiency services coordinated with 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-specific pathways and goals.

##### **Homeownership Pathways**

Homeownership is one of the most effective ways families can create long-term stability for themselves and future generations. In 2025, KCHA launched a Housing Choice Voucher homeownership pilot program. To ensure the success of the program, KCHA will continue working with nonprofit, lending, and governmental partners to create stronger connections between participants of subsidized housing programs and affordable homeownership opportunities.

## **SHAPE POLICIES THROUGH EVALUATION**

Research and evaluation are important components of the MTW demonstration. KCHA uses continuous evaluation and research to ensure operational excellence. In 2026, KCHA will complete evaluation of our EASY and WIN rent policies (MTW activities 2008-10 and -11). After operating those rent reform policies for more than 10 years, KCHA will use this evaluation to better understand the policies' impact, understandability, efficiency, and costs. KCHA has contracted with Abt Global LLC (Abt) — a well-established research agency with expertise related to public housing authorities, MTW, and rent policies — to lead the evaluation. Abt has interviewed KCHA staff, residents, and community partners regarding their perspectives about the policies. Abt is also analyzing administrative data to examine how often certifications occur and the extent to which households' income grows under the policies. Abt will compare KCHA's rent policies to those of other housing authorities. Using all of these data sources, Abt will highlight opportunities for policy improvements. Abt designed the evaluation to include the perspective of KCHA residents through a Resident Expert Panel. Abt will deliver a final report to KCHA in the Fall of 2025, and KCHA will use the findings as the basis for re-examining rent policies in 2026.

In 2026, KCHA will continue its planning efforts of a new subsidy model, Direct Rental Assistance (DRA), which provides housing funds directly to renters. A key goal of DRA will be to help households secure housing more quickly, while reducing administrative burdens for renters, landlords, and the housing authority. To design a successful DRA pilot and evaluate its outcomes, KCHA is planning to participate in a national research cohort in partnership with the research group MDRC and several other housing authorities across the country. In addition, KCHA is also exploring a collaboration with the Urban Institute and the Washington State Department of Children, Youth and Families to pilot DRA specifically for youth exiting foster care. DRA is a promising idea, and KCHA will be one of the initial innovators to pilot this program; by using our Housing Choice Voucher (HCV) resources to research this rental assistance model, we hope to not only expand rental assistance to additional households, but to create a housing model that is more efficient than the traditional HCV program.

## **INCREASE THE NUMBER OF EXTREMELY LOW-INCOME HOUSEHOLDS WE SERVE**

A sufficient supply of affordable housing is key to our region's strategies to combat the increasing prevalence of high rent burdens, wage disparities, housing instability, gaps in health and educational outcomes, community displacement, and homelessness.

King County and the greater Puget Sound region continue to experience a housing affordability crisis that puts thousands of families at risk for homelessness or extreme cost burdens. Rents in the region have increased steadily across the region, and King County continues to have

the highest average rent cost in the region (\$2,146 in Q2, 2025).<sup>1</sup> Similarly, home prices in the region continue to increase, with median prices hovering around \$900,000 for most of 2025. Both housing costs and monthly rents are substantially higher than the national average.

Among the lowest income renters and owners in the region (i.e., those with household income under 30% AMI), over 90,000 are severely cost burdened and another 19,000 are moderately cost burdened.<sup>2</sup> Only 16 percent of extremely low-income households are not cost burdened.

KCHA continues to pursue every available opportunity to expand our housing assistance for low-income households through applications for new special purpose vouchers when they are made available by HUD, property acquisitions to preserve affordable housing, new development, the activation of banked public housing subsidies, project-basing voucher rental assistance to help increase the supply of Permanent Supportive Housing (PSH), over-leasing of our Housing Choice Voucher (HCV) program, and the use of innovative subsidy programs to house and support vulnerable populations.

In 2026, KCHA will continue to pursue full lease-up of all unused special purpose vouchers through partnerships with our governmental and community-based partners. KCHA will continue working in close collaboration with the Washington State Department of Children, Youth and Families and our local YMCA to support the lease-up of the agency's 123 Foster Youth to Independence (FYI) vouchers, and the local U.S. Office of Veterans Affairs to fully deploy the agency's 1,250 HUD-VASH vouchers. While KCHA's primary goal remains maximizing housing stability for families in the communities we serve, HUD has notified housing authorities that funding for the Emergency Housing Vouchers (EHVs) will run out in 2026. In response, KCHA is actively exploring options to continue supporting the remaining voucher holders beyond this period.

## **SUPPORT RESIDENT HEALTH, STABILITY, AND WELL-BEING**

KCHA is strengthening our capacity to strategically engage residents to provide ideas, advice, and feedback about various aspects of our work including health-related programming. Identified health issues that can significantly impact the ability to retain housing include: (1) mental and behavioral health, (2) hoarding and high clutter, and (3) aging in place. KCHA's work is laying the foundation for multi-tiered strategies to address these emerging priorities through internal cross-departmental coordination, tools and training for staff, and collaborating with external partners. We are maintaining strategic partnerships with other housing authorities, local governments, community-based service providers, and community coalitions to leverage resources and build

---

<sup>1</sup> <https://wcrer.be.uw.edu/wp-content/uploads/sites/60/2025/08/Washington-Apartment-Market-Report-Q2-2025.pdf>

<sup>2</sup> <https://kingcounty.gov/en/dept/dchs/human-social-services/housing-homeless-services/affordable-housing-committee/regional-affordable-housing-dashboard>

momentum for regional approaches to address the interconnected outcomes of housing stability, health, and wellness.

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

King County continues to face a severe shortage of affordable housing, a primary factor driving the rise in homelessness in the region. The 2024 Point-in-Time (PIT) count, conducted by the King County Regional Homelessness Authority, estimated that 16,868 individuals were experiencing homelessness in January 2024. This reflects a 26% increase over the 2022 PIT estimate. Addressing homelessness demands cross-agency collaboration, *sustained and expanded* funding, and strong implementation to ensure that everyone has the opportunity to stabilize in housing that they can afford. The Veteran’s Administration’s success in reducing veteran’s homelessness provides an effective model for the broader population. With adequate funding, KCHA is positioned to play a pivotal role in addressing the region’s housing crisis by preserving affordable housing, preventing homelessness, and pioneering innovative strategies to deliver housing and essential services. Through strong partnerships and coordinated efforts, meaningful progress can be made in addressing homelessness across our community.

In 2026, with adequate funding to support these efforts, KCHA will continue collaborating with our partners to implement strategies aimed at addressing homelessness, including:

### **Partnerships**

KCHA will continue to collaborate with regional partners to preserve housing stability for the hundreds of EHV households at risk of falling back into homelessness without sustained federal support. We will also partner with service providers and funders to expand access to special purpose voucher programs, such as the Family Unification Program (FUP) and Foster Youth to Independence (FYI) vouchers; address student homelessness through innovative programs and partnerships; and integrate essential support services to help all KCHA-assisted households access and maintain housing stability.

### **VASH Designated Service Provider (DSP)**

KCHA is continuing its exploration of applying to Veterans Affairs to become a Designated Service Provider (DSP) under the VASH program. While this designation does not come with additional funding, if pursued and approved, KCHA plans to use MTW resources to support the effort to end veteran homelessness in the region.

### Housing Navigation and Stability Supports

Building on the grant-funded work of 2023-2024, KCHA has sustained and expanded in-house housing navigation services to assist HCV households in their housing search process. This work will be retained in 2026 through the tenant supports program within our Resident Services department. These efforts remain critically important in King County's highly competitive rental market and ensure that housing stability services are available through KCHA to prevent avoidable housing losses and in some cases returns to homelessness.

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

### **Project-Basing Voucher Assistance**

KCHA will continue our long-standing partnership with public funders, including King County government, A Regional Coalition for Housing (ARCH), and the King County Continuum of Care through the King County Regional Homelessness Authority to honor existing Project-Based Voucher (PBV) commitments that support the operations of Permanent Supportive Housing (PSH). KCHA will evaluate additional opportunities as they arise to determine whether funding and capacity exist to support new PBV commitments to help support the PSH development pipeline.

## **DEEPEN PARTNERSHIPS WITH EDUCATIONAL INSTITUTIONS, YOUTH, AND FAMILIES TO IMPROVE EDUCATIONAL OUTCOMES**

KCHA's federally subsidized housing provides a stable home for over 15,000 school-age students and young children every year, underscoring the importance of continued investment in educational opportunities. Housing stability is a key factor in academic achievement and preparing young people to break the cycle of poverty and reach their full potential.

As we move into 2026, KCHA is building on the strong foundation of its educational initiatives to support the students living in our federally subsidized housing. Recognizing that housing stability, family stability, social-emotional learning, mental and behavioral health, and academic achievement are interconnected, we remain deeply committed to investing in educational opportunities. In 2026, KCHA will continue to strengthen partnerships with school districts, early learning and out-of-school time providers, and families across King County to ensure students have the support they need to thrive. We will also continue our collaboration with local schools, Highline College, and regional partners to provide critical housing assistance to students and

families experiencing homelessness through the While in School Housing (WISH) program—further integrating housing stability with educational success as part of our long-term strategy.

With adequate funding to support these efforts, in 2026 KCHA will continue to advance initiatives supporting youth including:

### **Youth Violence Prevention, Mentoring, and Leadership Opportunities**

KCHA is dedicated to building safe and healthy communities where youth are empowered to be leaders. Building upon efforts launched in 2025, we will continue to expand youth violence prevention, mentoring, and leadership initiatives across KCHA family sites. These programs are designed to provide young people with positive role models, supportive environments, and the tools they need to overcome challenges. Building on the strong foundation established through the youth co-created leadership and development program launched in 2024 and enhanced in 2025, we are deepening our efforts to engage and empower youth. KCHA remains committed to supporting these initiatives, ensuring that programming is responsive to young people’s voices and evolving needs.

As we move forward, we are excited to strengthen partnerships, enhance programming, and cultivate safer, healthier, and more resilient communities where youth and families can thrive.

### **Out-of-School Time Programs**

KCHA will continue to partner with out-of-school time providers to ensure school-aged children living in KCHA properties have access to enriching after-school and summer learning programs. These programs are designed to offer safe spaces that support academic success and promote social and emotional development. Connecting educational program providers with specialized nonprofits, school districts, and their respective resources, as well as strengthening provider capacity through grant opportunities, remain key priorities.

In 2026, KCHA is building on these efforts to further expand access to high-quality out-of-school time learning opportunities. In 2025 and into 2026, we will continue placing a stronger emphasis on helping out-of-school time programs become more data-driven—supporting them in using data to inform programming, measure impact, and continuously improve. Additionally, we are deepening collaboration across KCHA sites by connecting these programs with school districts, and other key partners to enhance coordination and share resources. Strengthening capacity remains a central focus as we work together to create cohesive, effective, and responsive programming for youth.

### Neighborhood Early Learning Connectors

KCHA's Neighborhood Early Learning Connectors (NELC) program continues to deepen its impact in 2025 and 2026, now serving an additional property totaling seven sites and supporting over 100 children. Launched in 2020, the NELC program promotes healthy child development so that young children are prepared to thrive as they enter kindergarten.

As the program matures, it is becoming increasingly integrated into KCHA's daily operations, reflecting our long-term commitment to early learning. In 2026, we will focus on expanding partnerships to provide essential resources for parents of young children—an integral part of the NELC model and a key step in bringing this vital program to more KCHA sites.

### **ADAPT OPERATIONS, POLICIES, AND PROCEDURES TO SUPPORT EFFICIENT PROGRAM ADMINISTRATION**

KCHA continually pursues opportunities to streamline and adapt our operations, policies, and procedures to meet resident needs, ease administrative burdens, and remove barriers to efficiently administer federal housing assistance. KCHA continues to enhance flexible options to residents by offering online rent payments, digital document signing, and online submission forms such as the requests for tenancy approval.

In 2026, KCHA will modernize our business systems further by transitioning to a new software platform that will offer significant opportunities to advance digital engagement, operational efficiency, and improve the operational experience between program staff and residents. For example, the transition will result in modified Tenant Selection policies to simplify procedures and increase program access for extremely low-income households.

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

In 2026, KCHA will continue our recapitalization efforts and invest \$16.5 million in MTW working capital to upgrade our federal housing stock. These investments improve housing quality, reduce maintenance costs and energy consumption, and extend the life expectancy of our housing stock, enabling us to better fulfill our mission over the long term.

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

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

- **STRATEGY 1:** Continue to strengthen the physical, operational, financial, and environmental sustainability of our portfolio of more than 12,700 affordable housing units.
- **STRATEGY 2:** Increase the supply of housing in the region that is affordable to extremely low-income households — those earning below 30% of Area Median Income (AMI) — through developing new housing, preserving existing housing, and expanding the size and reach of our rental subsidy programs.
- **STRATEGY 3:** Provide greater geographic choice for low-income households — including residents with disabilities, elderly residents with healthcare needs or 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, healthcare services, and employment.
- **STRATEGY 4:** Coordinate closely with the behavioral health and homeless systems to increase the supply of supportive housing, with the goal of significantly decreasing homelessness throughout King County.
- **STRATEGY 5:** Engage in the revitalization of King County’s low-income neighborhoods, with a focus on housing and the 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 local cities to support regional development that integrates new — and preserves existing — affordable housing in regional growth corridors aligned with mass transit investments.
- **STRATEGY 7:** Invest in children, youth and families by expanding and deepening partnerships with our residents, local school districts, early learning programs, child welfare agencies, out-of-school time program providers, public health departments, community colleges, and the philanthropic community with the goal of improving educational and life outcomes for students and families.
- **STRATEGY 8:** Promote greater economic self-sufficiency for families and individuals living in subsidized housing by addressing barriers to employment and increasing 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 excellent customer service to our residents, communities, and partners.

- **STRATEGY 10:** Deepen our capacity as a learning organization that uses data, research, and evaluation to assess housing access, outcomes, and to drive decisions that shape policies and programs.

# SECTION II

## GENERAL OPERATING INFORMATION

### A. HOUSING STOCK INFORMATION

#### i. Planned New Public Housing Units

AMP Name and Number	Bedroom Size						Total Units	Population Type	Section 504 Accessible Units (Mobility)	Section 504 Units (Hearing / Vision)
	0	1	2	3	4	5+				
Future Acquisition and Conversion of Existing Housing to Public Housing	0	0	0	0	0	0	0	TBD	TBD	TBD
<b>Total Public Housing Units to be Added</b>							0			

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

In 2026 KCHA may seek to remove up to all its developments from the public housing program to convert them to alternative funding sources through RAD or other HUD-approved strategies.

Property Name and Number	Number of Units to Be Removed	Explanation for Removal
Briarwood (WA002000152)	70	Cohort 1 of KCHA's phased approach to RAD conversion. Cohort 1 will be a straight RAD subsidy only conversion that will take place in 2026.
Brittany Park (WA002000354)	43	
Lake House (WA002000152)	70	
Munro Manor (WA002000352)	60	
Riverton Terrace II (WA002000354)	30	
Yardley Arms (WA002000352)	67	
Boulevard Manor (WA002000350)	70	Cohort 2 of KCHA's phased approach to RAD conversion. Cohort 2 will be a straight RAD subsidy only conversion that will take place in 2026.
Burndale Homes (WA002000504)	50	
Eastside Terrace (WA002000203)	50	
Firwood Circle (WA002000503)	50	
Paramount House (WA002000150)	70	
Southridge House (WA002000552)	80	
Valli Kee (WA002000401)	115	
Total anticipated in 2026	825	
Other Properties		
Ballinger Homes ( WA002000101)	110	

Property Name and Number	Number of Units to Be Removed	Explanation for Removal
Brookside (WA002000180)	<u>16</u>	Conversion to alternative funding source(s) through RAD or other HUD-approved strategies such as RAD/Section 18 Construction Blend or disposition and replacement units funded by tenant protection vouchers.
Burien Park (WA002000390)	<u>102</u>	
Casa Juanita (WA002000251)	<u>80</u>	
Casa Madrona (WA002000553)	<u>70</u>	
Cascade (WA002000403)	<u>108</u>	
College Place (WA002000203)	<u>51</u>	
Eastbridge (WA002000341)	<u>13</u>	
Fairwind (WA002000346)	<u>87</u>	
Forest Glen (WA002000201)	<u>40</u>	
Gustaves Manor (WA002000550)	<u>35</u>	
Houghton (WA002000215)	<u>10</u>	
Island Crest (WA002000213)	<u>17</u>	
Kirkland Place (WA002000210)	<u>9</u>	
Mardi Gras (WA002000450)	<u>61</u>	
Nia (WA002000355)	<u>40</u>	
Northlake House (WA002000290)	<u>38</u>	
Northridge (WA002000153)	<u>140</u>	
Northwood (WA002000191)	<u>34</u>	
Northwood Square (WA002000467)	<u>24</u>	
Pacific Court (WA002000354)	<u>32</u>	
Park Royal (WA002000105)	<u>23</u>	
Peppertree (WA002000101)	<u>28</u>	
Plaza Seventeen (WA002000551)	<u>70</u>	
Salmon Creek (WA002000343)	<u>50</u>	
Seola Crossing (WA002000340)	<u>77</u>	
Shelcor (WA002000409)	<u>8</u>	
Sixth Place (WA002000345)	<u>24</u>	
Village Plaza (WA002000452)	<u>3</u>	
Vantage Point (WA002000452)	<u>77</u>	
Wayland Arms (WA002000550)	<u>67</u>	
Westminster Manor (WA002000156)	<u>59</u>	
Zephyr (WA002000344)	<u>25</u>	
TOTAL OF ALL PROPERTIES:	<u>2,453</u>	

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

In addition to any new Project-based Vouchers (PBV) already included in previously approved MTW plans, specifically those not yet under Housing Assistance Payments (HAP) or Agreement to

Enter into a HAP (AHAP) contracts, or expected to be under contract at the start of the plan year, KCHA anticipates PBVs in all units converted from public housing to Section 8 PBV through RAD. The properties most likely to complete conversion in 2026 are listed below

<b>Property Name</b>	<b>Number of Vouchers to be Project-based</b>	<b>RAD?</b>	<b>Description of Project</b>
Briarwood	70	Yes	Public Housing conversion through RAD
Brittany Park	43	Yes	Public Housing conversion through RAD
Lake House	70	Yes	Public Housing conversion through RAD
Munro Manor	60	Yes	Public Housing conversion through RAD
Riverton Terrace II	30	Yes	Public Housing conversion through RAD
Yardley Arms	67	Yes	Public Housing conversion through RAD
Casa Juanita	80	Yes	Public Housing conversion through RAD
College Place	51	Yes	Public Housing conversion through RAD
Eastside Terrace	50	Yes	Public Housing conversion through RAD
Forest Glen	40	Yes	Public Housing conversion through RAD
Northlake House	38	Yes	Public Housing conversion through RAD
Westminster Manor	59	Yes	Public Housing conversion through RAD
Burien Park	102	Yes	Public Housing conversion through RAD
Casa Madrona	70	Yes	Public Housing conversion through RAD
Mardi Gras	61	Yes	Public Housing conversion through RAD
Plaza Seventeen	70	Yes	Public Housing conversion through RAD
Boulevard Manor	70	Yes	Public Housing conversion through RAD
Burndale Homes	50	Yes	Public Housing conversion through RAD
Nia Apartments	40	Yes	Public Housing conversion through RAD
Northwood	34	Yes	Public Housing conversion through RAD
Pacific Court	32	Yes	Public Housing conversion through RAD
Paramount House	70	Yes	Public Housing conversion through RAD
Salmon Creek	50	Yes	Public Housing conversion through RAD
Seola Crossing	77	Yes	Public Housing conversion through RAD
Southridge House	80	Yes	Public Housing conversion through RAD
Brookside	16	Yes	Public Housing conversion through RAD
Firwood Circle	50	Yes	Public Housing conversion through RAD
Shelcor	8	Yes	Public Housing conversion through RAD
Vantage Point	77	Yes	Public Housing conversion through RAD
Valli Kee Homes	115	Yes	Public Housing conversion through RAD
Prisma	8	No	Awarded project-based vouchers through the ARCH 2024 Housing Trust Fund RFP. AHAP contract anticipated in Q1 2026 with anticipated project completion in Q2 2028.

<b>Property Name</b>	<b>Number of Vouchers to be Project-based</b>	<b>RAD?</b>	<b>Description of Project</b>
Muckleshoot PSH	50	No	Awarded project-based vouchers through the 2022 King County Combined Funders NOFO RFP. AHAP contract anticipated in Q1 2026 with anticipated project completion in Q3 2027.
LIHI's Child Haven Skyway	21	No	Awarded project-based vouchers through the 2023 King County Combined Funders NOFO. AHAP contract anticipated in Q2 2026 with project completion anticipated in Q4 2027.
Trailhead in Issaquah	6	No	KCHA owned property with planned project-based voucher units anticipated AHAP contract in Q2 2026 with project completion anticipated in Q3 2028.
Horizon Housing Totem Lake	8	No	Awarded project-based vouchers through the 2021 ARCH Housing Trust Fund. Anticipated project completion ready for occupancy in Q2 2026.
Mercy Housing Burien Family Supportive Housing	34	No	Awarded project-based vouchers through the 2023 King County Combined Funders NOFO. Anticipated project completion ready for occupancy in Q4 2026.
Bridge Housing Spring District	8	No	Awarded project-based voucher through the 2022 King County Combined Funders NOFO. Anticipated project completion ready for occupancy in Q4 2026.
<b>Planned Total Vouchers to be Newly Project-based</b>	1865		

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

See Appendix B for a list of KCHA’s planned existing project-based voucher contracts at the beginning of the plan year.

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

While no additional modifications to KCHA’s housing stock are anticipated at the time of this plan’s drafting, KCHA will continue to use every tool available to expand our reach as additional opportunities arise throughout the plan year, including but not limited to the designation of units as MTW Neighborhood Services Units, the use of banked ACC or MTW working capital to support development and acquisition activities, the use of new Special Purpose and Project-Based Vouchers, flexible rent assistance programs, and sponsor-based supportive housing.

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

In 2026, KCHA will spend approximately \$16.5 million in MTW working capital to complete improvements critical to maintaining our federally subsidized properties. Overall, these investments improve housing quality, reduce maintenance costs and energy consumption, and extend the life expectancy of our housing stock, enabling us to better fulfill our mission over the long term. Critical repairs may also be completed as identified by capital needs assessments required for conversion of properties through RAD.

Expenditures include:

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

KCHA will continue its committed efforts to upgrade the interiors of our affordable housing units as they turn over in 2026. These renovations, performed by KCHA's skilled in-house workforce, will include the installation of new flooring, cabinets, and fixtures that will extend the useful life of approximately 110 additional units by up to 15 years. The annual investment for this initiative is projected at \$5 million.

In addition, we anticipate a need for \$2.8 million in Special Project funding. This will support repairs and improvements to parking lots, playgrounds, tree maintenance, flooring and paint in common areas, site office improvements, and unforeseen issues such as failed power lines, building system breakdowns, and plumbing failures across our portfolio of properties. Special Project funding will also be used to support emergency capital repairs if encountered.

- **BUILDING ENVELOPE AND COMPONENTS UPGRADES (\$2.5 MILLION)**

Vista Heights (Renton) was scheduled for 2025 but was delayed and 30 buildings will be re-roofed in 2026. Yardley Arms (Burien) will receive new windows with associated exterior work. Roofing replacement on the last six remaining buildings is also scheduled at Spiritwood Manor (Bellevue) and will complete re-roofing efforts at this site. At Briarwood (Shoreline) the building envelope will receive minor repairs, new paint, and refinished unit decks.

- **SYSTEMS (HEATING, SEWER, ELEVATOR, FIRE ALARM) IMPROVEMENTS (\$1.5 MILLION)**

The fire monitoring systems at Harrison House (Kent) and Newport Apartments (Bellevue) were scheduled for upgrade in 2025, but the work had to be rescheduled for 2026. In 2026, the system at Paramount House (Shoreline) also will be upgraded.

- **SITE IMPROVEMENTS (\$1.6 MILLION)**

Site improvements including lighting and electrical utility feeds are planned for Ballinger Homes (Shoreline) and Kirkwood Terrace (Kirkland). Parking lot seal coating will also take place at Birch Creek (Kent).

- **SECURITY IMPROVEMENTS (\$600,000)**

The entry lobby at the 600 Building (Tukwila) will be renovated to improve entry access, central staff security, and visitor experience.

- **“509 PORTFOLIO” IMPROVEMENTS (\$1.5 MILLION)**

Planned site improvements at Eastridge House (Issaquah), one of the projects in the portfolio of 509 Public Housing units converted to project-based Section 8 in 2013, will include an upgrade to its common area Heating, Ventilation, and Air Conditioning System. Juanita Trace (Kirkland), another “509 Portfolio” property, will have upgraded site lighting and electrical utility feeds.

- **REQUIRED REPAIRS AS IDENTIFIED FOR RAD CONVERSIONS (\$1 MILLION)**

Third party capital needs assessments are being prepared for properties that are planned for conversion through the RAD program. These assessments will identify scope and quantify costs of required capital repairs or upgrades that must be completed prior to RAD conversion, including but not limited to accessibility improvements and minor systems or site upgrades.

## B. LEASING INFORMATION

### i. Planned Number of Households Served<sup>3</sup>

#### SUMMARY

MTW Households to be Served through:	Planned Number of Unit Months Occupied/ Leased	Planned Number of Households to be Served
Public Housing Units Leased	18,660	1,555
Housing Choice Vouchers (HCV) Utilized <sup>4</sup>	160,776	13,398
Local, Non-traditional: Tenant-based	768	64
Local, Non-traditional: Property-based	N/A	N/A
Local, Non-traditional: Homeownership	N/A	N/A
<b>Planned Total Households Served</b>	180,204	15,017

<sup>3</sup> In recent prior years, KCHA’s planned number of households served included only KCHA’s MTW Block Grant vouchers. In accordance with HUD guidance, KCHA is now also including special purpose vouchers that were funded outside of the agency’s MTW Block Grant.

<sup>4</sup> In 2026, KCHA also plans to administer housing assistance to an additional 2,100 households that have ported-in to our jurisdiction.

**LOCAL, NON-TRADITIONAL PROGRAMS**

<b>Local, Non-traditional Category</b>	<b>MTW Activity Name/Number</b>	<b>Planned Number of Unit Months Occupied/ Leased</b>	<b>Planned Number of Households to be Served</b>
Tenant-based	2007-6: Develop a Sponsor-based Housing Program	480	40
Tenant-based	2013-2: Flexible Rental Assistance	288	24
Property-Based	N/A	N/A	N/A
Homeownership	N/A	N/A	N/A
<b>Planned Total Households Served</b>		<b>768</b>	<b>64</b>

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

<b>Housing Program</b>	<b>Description of Anticipated Leasing Issues and Possible Solutions</b>
MTW Public Housing	No leasing issues are anticipated for this program in 2026.
MTW Housing Choice Voucher (HCV)	King County continues to experience population growth, low vacancy rates, and rising rents. The resulting competition among renters for a limited supply of affordable units creates leasing challenges for individuals and families using tenant-based vouchers and people with barriers to housing stability. To address these challenges, contingent on adequate funding, KCHA will continue to deploy a variety of interventions, including: providing housing search services through housing navigators; a ZIP code-based payment standard system; landlord outreach and retention efforts; expedited inspection processes including self-certification of newly constructed and KCHA-owned properties; security deposit assistance; and exploration of the expansion of flexible client assistance funds aimed to mitigate financial leasing barriers for all voucher types.
Local, Non-traditional	Low-income households face steep barriers to securing housing in high-cost rental markets, where wage gaps, high deposit costs, and credit requirements often exclude them. With limited affordable units, landlords tend to favor applicants with stronger financial profiles. To counter this, KCHA uses MTW flexibility and partners with local organizations to reduce leasing barriers and expand access—offering financial support, landlord outreach, and hands-on help with unit searches and applications, especially for Local, Non-traditional clients.

## C. WAITING LIST INFORMATION

### i. Waiting List Information Anticipated

The following describes KCHA’s anticipated waiting lists at the beginning of the plan year.

Waiting List Name	Description	Number of Households on Waiting List	Waiting List Open, Partially Open, or Closed	Plans to Open the Wait List During 2026
<b>Housing Choice Voucher</b>	Community-wide (General)	700	Partially open (accepting targeted voucher referrals only)	No
<b>Public Housing*</b>	Site-based (General and Elderly/Disabled)	10,287	Closed	No
<b>Project-based</b>	Regional (General)	4,849	Open	N/A
<b>Public Housing – Conditional Housing</b>	Program-specific (Other)	25	Open	N/A

*\*KCHA operates combined waiting lists for its owned and managed Public Housing and Project-based Voucher units. For this table and other waiting list references in this document, they are referred to as Public Housing waiting lists.*

Please describe any duplication of applicants across waiting lists:

Policies allow individuals to be listed on multiple waitlists simultaneously.

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

As properties convert from public housing to project-based vouchers through RAD, the site-based waiting lists will convert accordingly. Nearly 1,500 of KCHA’s public housing units are designated as “mixed population” under a HUD-approved public housing designation plan. This establishes preferences, primarily for elderly and near-elderly disabled applicants. KCHA will retain these admissions preferences when converting these properties to project-based vouchers.

KCHA is developing a variety of strategies, described later in this plan, to preserve housing stability for households with Emergency Housing Vouchers and others at risk of losing their voucher due to insufficient funding. While KCHA’s goal is to maintain seamless assistance for eligible households, we recognize that may not be possible. Therefore, KCHA may also establish preferences on one or more waiting lists for households at risk of or having lost their voucher due to insufficient funding. KCHA may also automatically place eligible households on the respective waiting list(s) without any action required on the part of the household.

# SECTION III

## PROPOSED MTW ACTIVITIES

### 2026-1 Housing Continuity Rental Assistance

#### ACTIVITY DESCRIPTION

KCHA is committed to maximizing the reach and duration of housing assistance for households in need. Through innovative use of its Moving to Work (MTW) designation, KCHA has successfully expanded support to an additional 1,300 households. However, as rents continue to rise and supply remains low, the demand for housing assistance continues to far outpace available resources.

Federal funding reductions or policy changes that would result in the termination of housing assistance for subsidized households pose significant risk to housing stability and community well-being and may result in increasing homelessness. For example, KCHA currently administers EHV for about 650 households. Federal funding for these vouchers will end in 2026.

KCHA is striving to position itself to absorb as many of these households as possible into its regular Housing Choice Voucher program. However, that may not be fully feasible. Therefore, KCHA is developing additional tools and strategies to mitigate the impact of the end of EHV funding and potential additional funding shortfalls or policies that will result in similar circumstances.

One such tool that KCHA may implement is a special term-limited rental subsidy program to extend critical housing assistance for households eligible for federal assistance who would otherwise be cut off from assistance for reasons not caused by the household (as described above). Term limits for the program would be no less than one year and up to three years, largely driven by funding availability. Assistance duration will be based on established criteria such as household needs, barriers to housing stability, and resource management considerations. KCHA anticipates utilizing its existing MTW rent/HAP calculation methods for this program in 2026. The program may also include incentives to help participants build savings in preparation for subsidy termination. KCHA may offer incentives such as savings or escrow-style accounts, financial coaching and budgeting supports, housing navigation supports, or financial assistance based upon engagement in stabilization activities.

Transitions from other voucher types to this program may be treated as transfers. KCHA will establish criteria to prioritize eligible households. Criteria may include factors such as vulnerability indicators and long-term subsidy needs. KCHA will allow an interruption of assistance for a reasonable amount of time while maintaining transfer status prior to program enrollment. Under

KCHA's transfer policy, eligibility items are carried over from the initial qualification. The initial qualifications ensure that required eligibility elements— including SSN, criminal history, and citizenship verification—are already satisfied before Housing Continuity Rental Assistance begins. Portability will generally be restricted during participation to ensure program oversight, cost control, and program access including financial incentives. Exceptions will be considered for VAWA-related moves, and reasonable accommodation requests. This activity supports housing choice (stability) and promotes self-sufficiency.

The implementation timeline is dependent on need arising from external funding or policy changes but would most likely be in late 2026 at the earliest, aligning with the projected depletion of EHV funding.

KCHA does not plan to apply this proposed activity to any SPV types.

### **COST IMPLICATION**

This activity will increase KCHA's costs compared to full subsidy terminations. Total program costs will depend on participation levels and subsidy structure. For context, the current average annual Housing Assistance Payments to landlords for EHV households is approximately \$20,400. If half of current EHV households participate in this Housing Continuity Rental Assistance program, the cost to KCHA would be \$6.6 million per year.

### **NEED/JUSTIFICATION FOR MTW FLEXIBILITY**

KCHA will utilize the following MTW authorizations for this activity: Attachment C (D)(1)(a), (2), (3) and (4). Under Attachment C (D)(1), only sub-clause (a) is required, as it provides the flexibility to apply KCHA's MTW rent and HAP calculation methods and define the terms of the time-limited tenant-based subsidy. Sub-clause (a) also supports the ability to treat transitions from other voucher types as transfers and to carry over initial eligibility determinations. Section (D)(2) provides the authority to apply KCHA's existing MTW rent and subsidy policies and to structure a time-limited assistance model aligned with savings and stabilization incentives. Section (D)(3) is needed to implement local leasing and portability policies that maintain cost control, ensure program oversight, and support continuity of assistance. Section (D)(4) authorizes KCHA to offer savings or escrow-style incentives and provide financial coaching, budgeting support, and other stabilization activities that promote long-term self-sufficiency. Collectively, these authorizations allow KCHA to design and operate a responsive, time-limited rental assistance program that preserves housing stability during periods of federal funding disruption.

### **RENT REFORM/TERM LIMIT INFORMATION**

All participating households would otherwise lose assistance, likely resulting in evictions, homelessness or significantly higher rent burdens. This program functions as a hardship response,

offering transitional support. As indicated above, the program will not impact household rent/tenant share as KCHA anticipates utilizing its existing MTW rent/HAP calculation methods for this program.

Because this program is designed specifically as a hardship response for households at risk of losing housing assistance, KCHA does not expect to grant additional hardship exemptions. The program itself serves as the solution for those facing loss of assistance.

At the time of selection, KCHA will determine initial assistance term (likely minimum one year) based on established program criteria, such as rent burden, income stability, length of prior subsidy history, and barriers to securing alternative housing.

Households approved for less than the full 3-year maximum of assistance may be offered the opportunity to extend their participation by KCHA. KCHA will consider extension requests based on criteria such as documented efforts to stabilize housing, barriers that will jeopardize housing stability if assistance ends, demonstrated need and availability of resources. KCHA will outline any request processes in participant materials and ensure households understand timelines and documentation requirements. Households with disabilities may request reasonable accommodations.

KCHA will review the program annually, assessing relevant metrics such as participation, retention, costs, self-sufficiency engagement, and exit outcomes. Adjustments will be made as needed to improve effectiveness and balance fiscal sustainability.

KCHA will provide early notice to eligible households to support planning and a smoother transition.

## **2026-2 Direct Rental Assistance**

### **A. ACTIVITY DESCRIPTION**

---

#### **i. Description**

KCHA is requesting authorization to implement a local, non-traditional Direct Rental Assistance (DRA) program that would create new opportunities for low-income households eligible for the Housing Choice Voucher (HCV) program. Through DRA the subsidy is paid directly to the assisted household, rather than being paid to the landlord; the household is then responsible for making the full rental payment.

The HCV program requires participants to search for and lease a unit in the private rental market, but due to source of income discrimination, tight rental markets, and insufficient landlord participation, voucher holders find it increasingly difficult to find suitable rental

units. Approximately 40 percent of households offered a voucher cannot find an eligible unit with a willing landlord.<sup>5</sup> KCHA experiences similar challenges: in 2025, 60% of voucher holders were able to lease a unit within 180 days. Providing subsidies directly to eligible households could streamline housing searches, broaden access to more units in the market, and reduce administrative costs for KCHA.

DRA would be a new approach to housing subsidies for KCHA and few other PHAs implementing DRA. As a result, KCHA will be participating in a research cohort in partnership with MDRC that will use a randomized controlled trial (RCT) evaluating the implications of DRA and informing the broader research base about how to best support low-income families utilize tenant-based subsidy.

The research cohort will consist of several PHAs and nonprofits to examine the effects related to quality of housing, timely rent payments, lease up success rates, and associated administrative burdens for tenants, landlords and PHAs. Prior to participating in the RCT, KCHA may implement DRA with a small number of households to refine procedures associated with DRA implementation. In addition to an RCT, KCHA hopes to participate in a descriptive study, also with MDRC, that examines outcomes for current voucher holders seeking to move to a new unit. KCHA has been participating in program design with MDRC since 2024 and anticipates enrollment beginning in the second half of 2026.

Findings from this study will inform future approaches KCHA uses to maximize shopping success for the households we serve and the extent to which we expand this subsidy structure to other households. Regardless of future enrollment decisions, KCHA anticipates continuing to provide subsidies to participating DRA households until they exit the program through natural attrition. The initial pilot that KCHA is proposing may include policy elements such as:

- Eligibility:  
Potential DRA participants may include new admissions and current voucher holders. Eligibility criteria will be based on HCV requirements.
- Modifying the subsidy calculation:  
Participants will receive HAP payments directly, instead of KCHA issuing rent checks to the landlord. DRA HAP subsidy will be calculated as the applicable KCHA payment standard minus the participant contribution (calculated as it is for KCHA's MTW HCV

---

<sup>5</sup> Using HUD Administrative Data to Estimate Success Rates and Search Durations for New Voucher Recipients. 2021. [https://www.huduser.gov/portal/portal/sites/default/files/pdf/Voucher-Success\\_Rates.pdf](https://www.huduser.gov/portal/portal/sites/default/files/pdf/Voucher-Success_Rates.pdf).

program), up to the gross rent. If leasing a unit with a gross rent that is less than the payment standard, the household's required contribution is reduced (although none would be reduced below \$0). This would be consistent with DRA's goal of increasing participants' agency and treating them more like unassisted renters, who need to weigh how much to spend on housing versus other essential needs. Recertification and interim schedule will be consistent with KCHA's MTW rent policy.

Under DRA, the subsidy calculation may not include either a rent reasonableness determination by KCHA or the 40% affordability limitation at initial lease up. DRA has a natural 'shopping incentive'. The participants will have to consider the trade-offs in selecting a more costly or affordable unit and if they are willing to pay a higher portion of the rent based on those trade-offs. Due to KCHA's MTW funding formula, we will be able to test and learn the implications of this approach without creating additional costs to HUD.

- Streamlined Lease up process:  
KCHA expects to utilize a pre-lease up inspection protocol to ensure appropriate housing quality. KCHA will conduct habitability inspections to ensure that the unit is safe, decent, sanitary and in good repair.<sup>6</sup>

KCHA will likely issue full or partial subsidy payment to new participants prior to lease up to help expedite the search process. Any overpayment or underpayment would be adjusted for and reflected in the subsidy paid for subsequent months based on actual rent amount.

DRA participants will have access to a similar suite of search and mobility supports as they would under KCHA's HCV program.

- Verifications:  
Because there is no HAP contract or landlord-PHA relationship under DRA, to maintain ongoing subsidy payments, participants will be required to provide KCHA with a current, active lease at all times, including all renewals, addenda, and new leases. Households that move with continued assistance must complete the same process and verifications and at initial lease up. Subsidy adjustment may be necessary based on the payment standard applicable to the new unit's location.

---

<sup>6</sup> [ESG Minimum Habitability Standards for Emergency Shelters and Permanent Housing - HUD Exchange.](#)

KCHA will regularly verify rent payment to the landlord by requiring regular documentation of rent paid (e.g., quarterly for the first year and annually thereafter).

In cases where households do not inform KCHA of a change in residential circumstances according to program rules, KCHA will seek to recoup any over-payments.

ii. **Achieving a Statutory Objective: *Increasing Housing Choice***

The Direct Rental Assistance program will increase housing choice by reducing barriers to leasing in the private market and providing participants with greater flexibility in selecting units. KCHA expects the simplified subsidy calculation and reduced administrative steps will also improve administrative efficiency.

iii. **Implementation Schedule**

KCHA expects to begin to pilot the DRA program Q3 or Q4 of 2026.

**B. COST IMPLICATIONS**

---

- i. The ongoing subsidy provided to households will be similar in size to those on average paid for the broader tenant-based Housing Choice Voucher program. Research participation may temporarily increase administrative workload; however costs are expected to be similar to HCV, and, longer term, the program may result in administrative efficiencies that reduce program costs.

**C. NEED/JUSTIFICATION:**

---

- i. Applicable MTW Authorization(s): MTW Agreement, Attachment D: Use of MTW Funds and Attachment C(B)(1): Single fund budget with full flexibility. This MTW strategy is also authorized under PIH Notice 2011-45: Parameters for Local, Non-Traditional Activities under the Moving to Work Demonstration Program as it does not follow standard HCV leasing requirements.

# 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. 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.

<b>Year-Activity #</b>	<b>MTW Activity</b>	<b>Statutory Objective</b>
2025-1	Young Adult Prosperity Program (YAPP)	Self-sufficiency
2024-1	Employment Sponsorship Program	Self-sufficiency
2024-2	Local Homeownership Program	Housing Choice
2022-1 & 2019-1	Acquire and Develop New Affordable Housing	Housing Choice
2018-1	Encouraging the Successful Lease-up of the Housing Choice Voucher Program	Housing Choice
2016-2	Conversion of Former Opt-out Developments to Public Housing	Cost-effectiveness
2015-2	Reporting on the Use of Net Proceeds from Disposition Activities	Cost-effectiveness
2014-2	Revised Definition of "Family"	Housing Choice
2013-1	Passage Point Re-entry Housing Program	Housing Choice
2013-2	Flexible Rental Assistance	Housing Choice
2009-1	Project-based Section 8 Local Program Contract Term	Housing Choice
2008-1	Acquire New Public Housing	Housing Choice
2008-3	FSS Program Modifications	Self-sufficiency
2008-10 & 2008-11	EASY and WIN Rent Policies	Cost-effectiveness
2008-21	Public Housing and Housing Choice Voucher Utility Allowances	Cost-effectiveness
2007-6	Develop a Sponsor-based Housing Program	Housing Choice
2007-14	Enhanced Transfer Policy	Cost-effectiveness
2005-4	Payment Standard Changes	Housing Choice
2004-2	Local Project-based Section 8 Program	Cost-effectiveness
2004-3	Develop Site-based Waiting Lists	Housing Choice
2004-5	Modified Housing Quality Standards Inspection Protocols	Cost-effectiveness
2004-7	Streamlining Public Housing and Housing Choice Voucher Forms and Data Processing	Cost-effectiveness
2004-9	Rent Reasonableness Modifications	Cost-effectiveness
2004-12	Energy Performance Contracting	Cost-effectiveness
2004-16	Housing Choice Voucher Occupancy Requirements	Cost-effectiveness

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

MTW STATUTORY OBJECTIVE: Increase Self-sufficiency

APPROVAL: 2025 (Pending)

IMPLEMENTED: 2026 (Planned)

Working with the Washington State Department of Children, Youth Families (DCYF) along with expert local youth-centered provider partners, KCHA administers Foster Youth to Independence (FYI) vouchers and Family Unification Program (FUP) Youth vouchers, dedicated to young adults who are exiting foster care and those who were previously in foster care and are now experiencing homelessness. While these participants are eligible for participation under KCHA's Family Self-Sufficiency (FSS) program, the traditional program model is not tailored or designed in a manner that is developmentally appropriate for young adults and does not address the unique circumstances and common barriers faced by youth and young adults in King County.

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

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

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

YAPP provides services designed to meet the unique needs of FYI and FUP youth participants while addressing system service gaps, increasing youth voucher participants' level of engagement and better supporting their ability to build life skills, economic independence, and long-term housing stability. Self-sufficiency services may incorporate attainment of a General Equivalency Diploma (GED), connections to resources to help finance post-secondary and technical school attendance, job preparedness coaching, job training programs, internships and employment opportunities; and other pathways to self-sufficiency identified by YAPP young adults. YAPP will also serve to meet

related service participation requirements to qualify for HUD-allowable voucher extension beyond the initial three years as described in the Fostering Stable Housing Opportunities Amendment. 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.

UPDATE: KCHA expects to begin implementing the program as soon as feasible following approval of the 2025 MTW amendment. Only FYI and FUP youth voucher participants are eligible for participation in YAPP.

PLANNED NON-SIGNIFICANT CHANGES TO ACTIVITY: None

PLANNED SIGNIFICANT CHANGES TO ACTIVITY: None

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

MTW STATUTORY OBJECTIVE: Increase Self-sufficiency

APPROVAL: 2024

IMPLEMENTED: 2024

In 2022, the median annual income of residents of KCHA's federally subsidized housing programs was \$13,266. Households with a member able to work had a median income from wage earnings of about \$32,591. Yet high housing costs in King County mean that households need annual incomes of about \$84,000 to afford a one-bedroom rental unit, and \$98,000 to afford a two-bedroom rental unit.<sup>7</sup> There is a significant opportunity to create greater access to employment and career training programs that increase long-term earnings for residents of subsidized housing.

DESCRIPTION: The Employment Sponsorship Program will promote self-sufficiency among residents by providing unique opportunities to gain on-the-job skills and opportunities in permanent positions that pay living wages.

UPDATE: KCHA is continuing to work 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, apprenticeship, a time-limited employment opportunity, or other workforce development training programs. As stated in the agency's approved 2024 MTW Plan, any wages, stipend, or other payments earned through the program would not impact a household's income calculation for a set period of time. This program broadens an existing

---

<sup>7</sup> Out of Reach Report. 2023. National Low Income Housing Coalition. [www.nlihc.org/oor/state/wa](http://www.nlihc.org/oor/state/wa)

exclusion for income received due to participation in HUD-funded training programs to include those paid for by KCHA or another provider. 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.

PLANNED NON-SIGNIFICANT CHANGES TO ACTIVITY: None

PLANNED SIGNIFICANT CHANGES TO ACTIVITY: None

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

MTW STATUTORY OBJECTIVE: Increase Housing Choice

APPROVAL: 2024

IMPLEMENTED: 2024

The high cost of housing and limited development of lower-cost housing types in KCHA's jurisdiction, combined with the level of subsidy needed to make a home affordable, is largely incongruous with HUD's traditional Housing Choice Voucher Homeownership Program. KCHA is committed to finding ways to support homeownership opportunities for low-income households in King County.

DESCRIPTION: KCHA is committed to finding ways to support homeownership opportunities for low-income households in King County. KCHA received approval to make modifications to HUD's traditional HCV Homeownership Program to operate more effectively within local conditions. As stated in the agency's approved 2025 MTW Annual Plan, KCHA makes monthly housing assistance payments on behalf of low-income homeownership voucher holders to assist in meeting their monthly homeownership obligations. Requirements for program participation may include, but are not limited to the following:

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

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

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

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.

PLANNED NON-SIGNIFICANT CHANGES TO ACTIVITY: In lieu of the inspection by KCHA, we may allow the home to be inspected by an independent, licensed home inspector certified by a professional organization approved by KCHA. To be acceptable, an independent inspection must cover building systems, including foundation, structure, building interior and exterior, roof, plumbing, electrical, and heating. The family must provide a copy of the inspection report to KCHA. Mortgage assistance will not begin until KCHA has reviewed the report and considers the home to have passed the inspection. KCHA may disapprove of the unit for assistance due to the inspection findings.

PLANNED SIGNIFICANT CHANGES TO ACTIVITY: None

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

MTW STATUTORY OBJECTIVE: Increase Housing Choice

APPROVAL: 2019

IMPLEMENTED: 2019

This activity seeks to address a common barrier to the development of affordable housing. While traditional third-party debt can support a significant portion of total development or acquisition costs, it generally is not sufficient to finance the full cost of a property's acquisition or new development. MTW funds for development, acquisition, financing, or renovation costs can mitigate this financing gap in whole or in part, in accordance with PIH Notice 2011-45.

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

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

PLANNED NON-SIGNIFICANT CHANGES TO ACTIVITY: None

PLANNED SIGNIFICANT CHANGES TO ACTIVITY: None

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

MTW STATUTORY OBJECTIVE: Increase Housing Choice

APPROVAL: 2018

IMPLEMENTED: 2018

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

DESCRIPTION: KCHA is working to increase shopping success rates by streamlining the lease up process and removing barriers in an especially competitive rental market by allowing landlords to inspect and self-certify that the unit passes HUD's standards. 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.

UPDATE: The program's three pilot phases have been implemented, including: (1) allowing self-certifications for newly constructed, not-previously-occupied units issued a Certificate of Occupancy or Temporary Certificate of Occupancy; (2) allowing KCHA-owned properties built after 1978 to self-certify; and (3) allowing non-KCHA affiliated LIHTC properties to self-certify. These efficiencies are enabling faster lease-up times and cause less disruption for landlords while ensuring program compliance. Following the implementation of the three-phase self-certification pilot, KCHA has made permanent the self-certification options for certain types of buildings, including newly constructed buildings, KCHA-owned sites built after 1978, and non-KCHA affiliated LIHTC properties.<sup>8</sup>

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.

PLANNED NON-SIGNIFICANT CHANGES TO ACTIVITY: None

PLANNED SIGNIFICANT CHANGES TO ACTIVITY: None

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

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness

APPROVAL: 2016

IMPLEMENTED: 2016

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 that house seniors or residents with disabilities, turnover of units tends to be particularly low. At the same time, two sets of rules — project-based Section 8 and Public Housing — simultaneously govern the management of the development, adding to the administrative complexity of providing housing assistance.

DESCRIPTION: 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

---

<sup>8</sup> For additional detail, see Activity 2004-5.

gradual transition. As a result, this policy greatly streamlines operations and increases administrative efficiency.

With transition to Public Housing subsidy, current enhanced voucher participants retain protections against future rent increases in much the same manner previously provided. As Public Housing residents, these households pay an affordable rent (based on policies outlined in KCHA's Public Housing Admissions and Continued Occupancy Policy) and thus remain protected from a private owner's decision to increase the contract rent. At the same time, KCHA's MTW-enhanced Transfer Policy ensures that former enhanced voucher recipients retain the same (if not greater) opportunity for mobility by providing access to transfer to other subsidized units within KCHA's housing portfolio or through use of a general Housing Choice Voucher, should future need arise.

KCHA works with affected residents of selected former opt-out properties, providing ample notification and information (including the right to move using a general voucher for current enhanced voucher participants) in order to ensure the development's seamless transition to the Public Housing program. **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.**

UPDATE: This activity continues to be implemented as approved.

PLANNED NON-SIGNIFICANT CHANGES TO ACTIVITY: None

PLANNED SIGNIFICANT CHANGES TO ACTIVITY: None

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

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness

APPROVAL: 2015

IMPLEMENTED: 2015

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.

DESCRIPTION: This streamlining activity allows time-savings and administrative efficiencies while continuing to adhere to the guidelines outlined in 24 CFR 941 Subpart F of Section 18 demolition and disposition code. We use our net proceeds from disposition in some of the following ways, all of which are accepted uses under Section 18(a)(5):

- Repair or rehabilitation of existing ACC units.

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

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

UPDATE: This activity continues to be implemented as approved.

PLANNED NON-SIGNIFICANT CHANGES TO ACTIVITY: None

PLANNED SIGNIFICANT CHANGES TO ACTIVITY: None

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

MTW STATUTORY OBJECTIVE: Increase Housing Choice

APPROVAL: 2014

IMPLEMENTED: 2014

In 2024, 1,037 households experiencing homelessness in King County were families with children.<sup>9</sup> Thousands more elders and people with disabilities, many with severe rent burdens, are experiencing homelessness and often on our waiting lists.

DESCRIPTION: This policy directs KCHA’s limited resources to populations facing the greatest need: elderly and near-elderly households; people with disabilities; families with children; and heads of household designated as emancipated minors (aged 16 and above) pursuant to Washington State regulations. We modified the eligibility standards outlined in the Public Housing Admissions and Continued Occupancy Policy (ACOP) and HCV Administrative Plans to limit eligible households to those that include at least one elderly member, person with a disability, or a minor/dependent child. The current policy affects only admissions and does not affect the eligibility of households currently receiving assistance. Exceptions will be made for participants in programs that target

---

<sup>9</sup> King County Regional Homelessness Authority: [Point-In-Time Count - KCRHA](https://kcrha.org/community-data/king-county-point-in-time-count/) <https://kcrha.org/community-data/king-county-point-in-time-count/>

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.

UPDATE: See Appendix G for information regarding how this activity may also be utilized by Sedro Woolley Housing Authority as an MTW Partner Agency.

PLANNED NON-SIGNIFICANT CHANGES TO ACTIVITY: None

PLANNED SIGNIFICANT CHANGES TO ACTIVITY: None

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

MTW STATUTORY OBJECTIVE: Increase Housing Choice

APPROVAL: 2013

IMPLEMENTED: 2013

Between July 2020 and June 2023, 989 individuals in King County returned to the community after a period of incarceration.<sup>10</sup> In 2016 (the most recent year statistics are available), 47% of all state prisoners nationally and 57% of all federal prisoners were parents with at least one minor child. Among those minors, 19% with a parent in state prison and 13% with a parent in federal prison were age 4 or younger.<sup>11</sup> Parents typically face barriers to securing housing and employment upon release from prison due to their criminal record or lack of traditional job skills. Without a home or employment, many are unable to reunite with their children, and their children remain at risk of poorer life outcomes.

DESCRIPTION: 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, improving outcomes for both parents and children. KCHA provides 46 Project-based Vouchers (PBV) while the YWCA Seattle | King | Snohomish provides property management and supportive services. The YWCA identifies eligible individuals through outreach to prisons and correctional facilities and through relationships with the local public child welfare agency. In contrast to typical transitional housing programs that have strict 24-month occupancy limits, Passage Point residents may remain in place until they have completed the reunification process, are stabilized in employment, and are able to succeed in a less service-intensive environment. Passage Point residents who complete the program and regain custody of their children may apply to KCHA's Public Housing program and

---

<sup>10</sup> Washington State Department of Corrections. Number of Prison Releases by County of Release. [www.doc.wa.gov/docs/publications/reports/200-RE001.pdf](http://www.doc.wa.gov/docs/publications/reports/200-RE001.pdf)

<sup>11</sup> Maruschak, L.M, Bronson, J., and Alper, M. (2021). Survey of Prison Inmates, 2016: Parents in Prison and Their Minor Children. <https://bjs.ojp.gov/content/pub/pdf/pptmcspi16st.pdf>

receive priority placement on the waiting list. 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.

UPDATE: This activity continues to be implemented as approved.

PLANNED NON-SIGNIFICANT CHANGES TO ACTIVITY: No modifications are anticipated. KCHA may extend the priority waiting list placement to other developments managed by the agency, including Project-Based Voucher properties that were formerly public housing.

PLANNED SIGNIFICANT CHANGES TO ACTIVITY: None

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

MTW STATUTORY OBJECTIVE: Increase Housing Choice

APPROVAL: 2013

IMPLEMENTED: 2013

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

DESCRIPTION: 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. 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.

UPDATE: KCHA currently administers two distinct flexible rental assistance programs:

- Student and Family Stability Initiative (SFSI): For families with students in K-12 public schools in two local school districts, SFSI pairs short-term rental assistance with housing stability and eviction prevention services that follow the Rapid Rehousing model, coupled with employment navigation services for families experiencing homelessness. School-based McKinney-Vento liaisons identify and connect these families with a community-based service provider under contract with KCHA. The caseworkers of the community-based

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

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

PLANNED NON-SIGNIFICANT CHANGES TO ACTIVITY: KCHA may use its flexible rental assistance activity to support:

- Households experiencing or at imminent risk of housing instability, including those fleeing domestic violence, dating violence, sexual assault, stalking, eviction, or other forms of housing loss.
- EHV participants that lose their voucher due to the depletion of EHV funding
- Other KCHA subsidized housing participants who lose their regular subsidy due to no fault of their own (such as funding shortfalls, term limits, or other reasons not caused by the household) but are otherwise eligible for MTW-funded assistance.

PLANNED SIGNIFICANT CHANGES TO ACTIVITY: None

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

MTW STATUTORY OBJECTIVE: Increase Housing Choice

APPROVAL: 2009

IMPLEMENTED: 2009

Nonprofit and public developers have faced difficulties securing private financing for the development and acquisition of affordable housing projects where short-term rental assistance commitments provided the cash flow. Measured against banking and private financial equity underwriting standards, the maximum Housing Assistance Payments (HAP) contract term allowed by HUD is too short and hinders the underwriting of debt on affordable housing projects.

DESCRIPTION: 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 of Project-based contracts signals to lenders and underwriters that the proposed development has sufficient cash flow to take on the debt necessary to develop or acquire

affordable housing 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.

UPDATE: This activity continues to be implemented as approved.

PLANNED NON-SIGNIFICANT CHANGES TO ACTIVITY: None

PLANNED SIGNIFICANT CHANGES TO ACTIVITY: None

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

MTW STATUTORY OBJECTIVE: Increase Housing Choice

APPROVAL: 2008

IMPLEMENTED: 2008

In King County there are only about 20 affordable and available units for every 100 extremely low-income renter households.<sup>12</sup> Given the gap between the availability of affordable housing and the number of low-income renters, KCHA must continue to increase the inventory of units that are affordable to extremely low-income households.

DESCRIPTION: KCHA's Public Housing Annual Contributions Contract (ACC) is currently below the Faircloth limit in the number of allowable units. These "banked" Public Housing subsidies allow us to add to the affordable housing supply in the region by acquiring new units. This approach is challenging, however, because Public Housing units cannot support debt. We continue our innovative use of MTW working capital, with a particular focus on the creation or preservation of units in high-opportunity neighborhoods. We further simplify the acquisition and addition of units to our Public Housing inventory by collaborating with the local HUD field office to streamline the information needed to add these units to the PIH Information Center (PIC) system and obtain operating and capital subsidies. We also use a process for self-certification of neighborhood suitability standards and Faircloth limits, necessitating the flexibility granted in Attachment D, Section D of our MTW Agreement. 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.

UPDATE: KCHA continues to look for strategic opportunities to acquire existing private-market properties and turn on banked public housing ACC, both of which may occur within a plan year. For ACC units that we own or acquire, and that meet the definition of physically obsolete, Section 18 will remain a valuable tool in rehabilitation efforts. Combined with this approach through the

---

<sup>12</sup> US Census Bureau, American Community Survey 2021 1-year estimate, as reported by the King County Regional Affordable Housing Dashboard. [www.kingcounty.gov/depts/community-human-services/housing/affordable-housing-committee/data.aspx](http://www.kingcounty.gov/depts/community-human-services/housing/affordable-housing-committee/data.aspx)

plan year, KCHA will provide HUD with the respective property's date of construction completion rather than the DOFA date so that while determining the capital fund subsidy in accordance with CFR 905.400(d)(1)(iii), HUD can calculate the age of the project for estimated accrual need.

PLANNED NON-SIGNIFICANT CHANGES TO ACTIVITY: None

PLANNED SIGNIFICANT CHANGES TO ACTIVITY: None

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

MTW STATUTORY OBJECTIVE: Increase Self-sufficiency

APPROVAL: 2008

IMPLEMENTED: 2018

Nationally, only about 25% of low-income households that qualify for housing assistance receive it. For more households with limited resources to be served, subsidized households need to be supported in their efforts to achieve economic independence and cycle out of the program. HUD's standard Family Self-Sufficiency (FSS) program may not provide the full range of services and incentives necessary to support greater self-sufficiency among participants.

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

UPDATE: We continue to explore the manner and rate at which participants accumulate and access escrow funds as part of a broader economic mobility strategic planning process.

PLANNED NON-SIGNIFICANT CHANGES TO ACTIVITY: None

PLANNED SIGNIFICANT CHANGES TO ACTIVITY: None

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

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness

APPROVAL: 2008

IMPLEMENTED: 2008

The administration of rental subsidies under existing HUD rules can be complex and confusing to the residents we serve. Significant staff time was being spent complying with federal requirements that do not promote better outcomes for residents, safeguard program integrity, or save taxpayer money. The rules regarding medical deductions, annual reviews and recertifications, and income calculations were cumbersome and often hard to understand. In addition, many households headed by seniors and people with disabilities live on fixed incomes that change only when there is a Cost of Living Adjustment (COLA), making annual reviews superfluous. For working households, HUD's rent rules include complications that serve as disincentives to income progression and make program compliance challenging for staff and residents.

DESCRIPTION: KCHA has instituted two comprehensive rent reform policies. The first, EASY Rent, simplifies rent calculations and recertifications for households headed by a senior or person with a disability who derive 90% of their income from a fixed source (such as Social Security, Supplemental Security Income [SSI] or pension benefits), and are enrolled in our Public Housing, Housing Choice Voucher, or project-based Section 8 programs. Rents are calculated at an alternative percentage of adjusted income. EASY Rent streamlines KCHA operations and simplifies the burden placed on residents by reducing recertification reviews to a three-year cycle and placing rent adjustments based on COLA increases in Social Security and SSI payments on an annual cycle.

The second policy, WIN Rent, was implemented in FY 2010 to encourage increased economic self-sufficiency among households where individuals are able to work. WIN Rent is calculated based on a series of income bands and the tenant's share of the rent is calculated at a set percentage of the lower end of each income band. This tiered system is designed to incentivize increases in earnings towards economic self-sufficiency, as the tenant's rent does not change until household income increases to the next band level. Additionally, recertifications are conducted biennially instead of annually, allowing households to retain all increases in earnings during that time period without an accompanying increase to the tenant's share of rent. In addition to changes to the recertification cycle, we also have streamlined processing and reviews. For example, we limit the number of tenant-requested reviews to reduce rent to two occurrences in a two-year period in the WIN Rent program.

Under both rent structures - EASY and WIN Rent - income includes amounts anticipated to be received and adjusted only by deductions for eligible childcare, medical and disability-related

expenses in bands, up to a cap of \$10,000. Both rent structures also eliminate flat rents, income disregards, and all other deductions/allowances and they exclude the employment income of household members under age 21. Households with little or no income are given a temporary reprieve during which they are able to pay a lower rent or, in some cases, receive a credit payment. Following this period, household rent will be set at a minimum monthly payment, which may differ between WIN Rent and EASY Rent, regardless of income calculation.

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

See Appendix G for information regarding how this activity may also be utilized by Sedro Woolley Housing Authority as an MTW Partner Agency.

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.

KCHA regularly assesses the impacts of regulatory and other HUD changes, including final regulations implementing HOTMA Sections 102 and 104, on the agency's existing policies. KCHA continues to leverage our MTW authority waiving HUD regulations in favor of local policies related to rent determination including recertifications, interim reexaminations, income calculations, deductions/allowances, and asset limitations.

UPDATE: This activity continues to be implemented as approved.

PLANNED NON-SIGNIFICANT CHANGES TO ACTIVITY: KCHA may modify its local minimum rent levels as part of a broader strategy to support its financial capacity to continue to serve as many households as feasible. In addition, KCHA may modify exclusion of student financial assistance under the HCV program – simplifying program administration by mirroring the exclusion that applies to Public Housing program residents. Other non-significant changes, such as clarification regarding when changes in rent resulting from a KCHA-required or tenant-requested review become effective, may also be implemented.

PLANNED SIGNIFICANT CHANGES TO ACTIVITY: None

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

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness

APPROVAL: 2008

IMPLEMENTED: 2010

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 did not to capture average consumption levels in the Puget Sound area.

DESCRIPTION: This activity simplifies the HUD rules on Public Housing and HCV Utility Allowances by applying a single methodology that reflects local consumption patterns and costs. Before this policy change, allowances were calculated for individual units and households using different rules under the various HUD programs. Additionally, HUD required an immediate update of the allowances with each cumulative 10% rate increase by utility companies.

Now, KCHA provides allowance adjustments annually when the Consumer Price Index produces a cumulative change of more than 10% rather than every time an adjustment is made to the utility equation. We worked with data from a Seattle City Light study completed in late 2009 to identify key factors in household energy use and develop average consumption levels for various types of units in the Puget Sound region. We used this information to create a new utility schedule that considers multiple factors: type of unit (single vs. multi-family); size of unit; high-rise vs. low-rise units; and the utility provider. We modified allowances for units where the resident pays water and/or sewer charges. KCHA's Hardship Policy, adopted in July 2010, also allows KCHA to respond to unique household or property circumstances, and documented cases of financial hardship.

See Appendix G for information regarding how this activity may also be utilized by Sedro Woolley Housing Authority as an MTW Partner Agency.

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.

KCHA regularly assesses the impacts of regulatory and other HUD changes, including final regulations implementing HOTMA Sections 102 and 104, on the agency's existing policies. KCHA continues to leverage our MTW authority waiving HUD regulations in favor of local policies related to utility allowances.

UPDATE: This activity continues to be implemented as approved.

PLANNED NON-SIGNIFICANT CHANGES TO ACTIVITY:

- KCHA may implement a policy allowing for alternative utility allowances for certain properties that meet sustainability criteria. In analyzing and implementing this policy, KCHA would establish criteria for energy modeling reports or other tools used to determine the alternative EAS, limit eligibility to certain types of properties, and establish criteria regarding periodic updates to models and approved allowances.
- In 2026, KCHA will continue to explore making changes to the content, structure, and scope of our utility allowances to better meet the needs of households living in our subsidized housing or the long-term viability of the housing programs. If KCHA pursues such changes in addition to those related to project-based vouchers, we will ensure that the proper public process is followed.

PLANNED SIGNIFICANT CHANGES TO ACTIVITY: None.

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

MTW STATUTORY OBJECTIVE: Increase Housing Choice

APPROVAL: 2007

IMPLEMENTED: 2007

According to the King County Regional Homelessness Authority's most recent Point-in-Time Count in January 2024, 16,385 people in the county lacked housing, and about half of them (49%) reported that they were experiencing chronic homelessness.<sup>13</sup>

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

---

<sup>13</sup> 2024 Point in Time Count. King County Regional Homelessness Authority. <https://kcrha.org/data-overview/king-county-point-in-time-count>

UPDATE: This activity continues to be implemented as approved.

PLANNED NON-SIGNIFICANT CHANGES TO ACTIVITY: None

PLANNED SIGNIFICANT CHANGES TO ACTIVITY: None

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

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness

APPROVAL: 2007

IMPLEMENTED: 2007

HUD rules restrict a resident to move from Public Housing to HCV, from HCV to Public Housing, or between voucher types. This hampers KCHA's ability to meet the needs of our residents. For example, project-based Section 8 residents may need to move if their physical abilities change and they no longer can access an upper-story, walk-up apartment. A Public Housing property may have an accessible unit available. Under traditional HUD regulations, this resident would not be able to move into this available unit.

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

UPDATE: This activity continues to be implemented as approved.

PLANNED NON-SIGNIFICANT CHANGES TO ACTIVITY: KCHA may introduce changes that clarify policy and streamline the transfer process to better meet identified needs of our clients, promote housing stability and ensure efficient use of available resources. KCHA may utilize this activity to further streamline transfer processes between subsidy types. For example, in circumstances where funding limitations jeopardize the continuation of a household's current subsidy, KCHA may utilize streamlined transfer processes to expedite a client's shift to an alternative subsidy type without

requiring action from the household. Additionally, KCHA may revise the criteria and prioritization for transfers to respond to urgent operational needs or to address specific household circumstances.

PLANNED SIGNIFICANT CHANGES TO ACTIVITY: None.

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

MTW STATUTORY OBJECTIVE: Increase Housing Choice

APPROVAL: 2005

IMPLEMENTED: 2005

KCHA's jurisdiction covers more than 2,000 square miles, 25% larger than the state of Rhode Island. Rental stock and rents vary widely throughout the county. When market rents exceed allowable subsidy levels provided under HUD's payment standard methodology, participating HCV households must pay the overage directly out of pocket. If payment standards do not reflect escalating housing costs, this directly increases the amount paid by HCV participants and can hamper the ability of some households to secure new housing. KCHA's multi-tiered approach to setting payment standards based on location expands geographic choice for families while minimizing the number of families experiencing severe rent burden.

DESCRIPTION: This initiative develops local criteria for the determination and assignment of payment standards to better match local rental markets, with the goals of increasing affordability in high-opportunity neighborhoods and ensuring the best use of limited financial resources. We develop our payment standards through a regular analysis of local submarket conditions, trends, and projections. This approach means that we can provide subsidy levels sufficient for families to afford the rents in high-opportunity areas of the county and not have to pay market-leading rents in less expensive neighborhoods. Our regular monitoring ensures we are positioned to act quickly amid changing market conditions. As a result, our residents are less likely to be displaced by rising rents and have greater geographic choice.

In 2007, we expanded this initiative and allowed approval of payment standards of up to 120% of Fair Market Rent (FMR) without HUD approval. In early 2008, we decoupled the payment standards from HUD's FMR calculations entirely so that we could be responsive to the range of rents in local submarkets.

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

approaches. In designing the new system, we sought to have enough tiers to account for submarket variations but not so many that the new system became burdensome and confusing for staff and residents. Outcomes demonstrate an increase in lease-up rates in high-opportunity neighborhoods within the top two tiers. In 2018, we added an additional tier and instituted the practice of conducting a second market analysis and potential payment standard adjustment to account for the rapidly changing rental submarkets.

In 2022, 30% of all KCHA's federally subsidized households with children lived in high-opportunity neighborhoods — an increase of six percentage points since 2016. These neighborhoods offer proven benefits to residents, including improved educational opportunities, increased access to public transportation, and greater economic opportunities, leading to better outcomes for children and families.<sup>14</sup> 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.

In 2024 HUD confirmed KCHA's exemption from the mandatory use of the Small Area Fair Market Rents as a result of our alternative payment standards policy, per the MTW exemption criteria in section 6 of Notice PIH 2018-01.

KCHA regularly assesses the impacts of regulatory and other HUD changes, including final regulations implementing HOTMA Sections 102 and 104, on the agency's existing policies. KCHA continues to leverage our MTW authority waiving HUD regulations in favor of local policies related to payment standards.

UPDATE: This activity continues to be implemented as approved.

PLANNED NON-SIGNIFICANT CHANGES TO ACTIVITY: None

PLANNED SIGNIFICANT CHANGES TO ACTIVITY: None

## **ACTIVITY 2004-2: Local Project-based Voucher Program**

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness

APPROVAL: 2004

IMPLEMENTED: 2004

Standard project-basing regulations are cumbersome and present multiple obstacles. The ability to streamline the Project-based Voucher (PBV) program is an important factor in addressing the

---

<sup>14</sup> High-opportunity areas in this case align with those identified as part of the Creating Moves to Opportunity (CMTO) project. To identify high-opportunity neighborhoods, CMTO researchers used the Opportunity Atlas which provides the rates of "upward income mobility for children growing up in low-income families" across census tracts. See: [www.opportunityatlas.org](http://www.opportunityatlas.org)

distribution of affordable housing in King County, coordinating effectively with local initiatives, and operating KCHA's affordable housing stock efficiently.

DESCRIPTION: KCHA places Project-based Vouchers in high-opportunity neighborhoods in order to increase access to these opportunities for low-income children and families. We also partner with nonprofit community service providers to create housing targeted to special-needs populations, opening new housing opportunities for people experiencing homelessness throughout King County who are traditionally not served through our mainstream Public Housing and Housing Choice Voucher programs. Additionally, we coordinate with county government and suburban jurisdictions to assist with underwriting a pipeline of new affordable housing developed by local nonprofit housing providers. MTW flexibility granted by this activity has helped us implement the following policies.

The goals of this activity are to:

CREATE HOUSING TARGETED TO SPECIAL-NEEDS POPULATIONS BY:

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

SUPPORT A PIPELINE OF NEW AFFORDABLE HOUSING BY:

- Prioritizing assignment of PBV assistance to units located in high-opportunity census tracts, including those with poverty rates lower than 20%. (FY 2004)
- Waiving the 25% cap on the number of units that can be project-based on a single site. (FY 2004)
- Allocating PBV subsidy non-competitively to KCHA-controlled sites or other jurisdictions and using an existing local government procurement process for project-basing Voucher assistance. (FY 2004)
- Allowing owners and agents to conduct their own construction and/or rehab inspections, and having the management entity complete the initial inspection rather than KCHA, with inspection sampling at annual review. (FY 2004)
- Modifying eligible unit and housing types to include shared housing, cooperative housing, transitional housing, and high-rise buildings. (FY 2004)
- Allowing PBV rules to defer to Public Housing rules when used in conjunction with a mixed finance approach to housing preservation or when assigned to a redeveloped former Public Housing property. (FY 2008)
- Partnering with local municipalities to develop a local competitive process that pairs project-based assistance with local zoning incentives. (FY 2016)

- Allowing KCHA to enter into a HAP contract for any type of unit that does not qualify as existing housing and is under construction or has been recently constructed, regardless of whether an AHAP has been executed. (FY 2019)

IMPROVE PROGRAM ADMINISTRATION BY:

- Allowing project sponsors to manage project waiting lists as determined by KCHA. (FY 2004)
- Using KCHA's standard HCV process for determining Rent Reasonableness for units in lieu of requiring third-party appraisals. (FY 2004)
- Allowing participants in "wrong-sized" units to remain in place, if needed, and pay the higher rent. (FY 2004)
- Assigning standard HCV payment standards to PBV units, allowing modification with approval of KCHA where deemed appropriate. (FY 2004)
- Offering moves to Public Housing in lieu of an HCV exit voucher (FY 2004) or allowing offer of a tenant-based voucher for a limited period as determined by KCHA in conjunction with internal Public Housing disposition activity. (FY 2012)
- Allowing KCHA to modify the HAP contract. (FY 2004)
- Using Public Housing preferences for PBV units in place of HCV preferences. (FY 2008)
- Allowing KCHA to inspect units at contract execution rather than contract proposal. (FY 2009)
- Modifying the definition of "existing housing" to include housing that could meet Housing Quality Standards within 180 days. (FY 2009)
- Allowing direct owner or provider referrals to a PBV vacancy when the unit has remained vacant for more than 30 days. (FY 2010)
- Waiving the 20% cap on the amount of HCV budget authority that can be project-based, allowing KCHA to determine the size of our PBV program. (FY 2010)
- Allowing KCHA to remove the requirement that all units placed under contract pass inspection before the contract is executed. In these scenarios, KCHA will ensure that the property communal areas pass inspection before execution of the contract, and each individual unit intended for inclusion under the contract will undergo inspection and must pass prior to tenants moving into the unit and before KCHA pays the PBV subsidy. (FY 2025)
- Leverage MTW authority waiving HUD regulations in favor of local policies when HUD makes regulatory and other changes such as final regulations implementing HOTMA. (FY 2025)

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.

UPDATE: This activity continues to be implemented as approved.

PLANNED NON-SIGNIFICANT CHANGES TO ACTIVITY:

- Since 2004 KCHA has offered moves to Public Housing in lieu of exit vouchers. Since that time some Public Housing units have converted to PBV Section 8 (pre-RAD). KCHA is clarifying that it may also offer moves to PBV Section 8 units in KCHA-controlled properties in lieu of tenant-based exit vouchers (except where prohibited).

In addition to using KCHA's standard HCV process for determining Rent Reasonableness for units in lieu of requiring third-party appraisals since 2004, KCHA will determine its rent adjustments based on HUD published OCAF where applicable.

PLANNED SIGNIFICANT CHANGES TO ACTIVITY:

- KCHA does not anticipate residents experiencing significant rent increases due solely to the conversion of their property from public housing to PBV under RAD. If such rent increases do occur, KCHA may modify the RAD-prescribed three-year phase-in of rent increases due solely to RAD to allow up to \$100 per month in the first year, up to \$200 in the second year and any remaining amounts in the third year.

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

MTW STATUTORY OBJECTIVE: Increase Housing Choice

APPROVAL: 2004

IMPLEMENTED: 2004

DESCRIPTION: Under this initiative, KCHA has implemented a streamlined waitlist system for KCHA-owned Public Housing and Project-Based HCV units that provides applicants additional options for choosing the location where they want to live. In addition to offering site-based waiting lists, we 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 and transitional housing applicant pools, based on an equal ratio. Units are not held vacant if a particular waiting list is lacking an eligible applicant. Instead, a qualified applicant is pulled from the next waiting list in the rotation. Exceptions to this selection system are allowed to address documented cases of urgent need as approved by KCHA's Executive Director (or designee) or to

ensure compliance with KCHA's HUD-approved Public Housing Designation Plan which prioritizes occupancy for designated "Mixed-Population" developments to elderly (over 62) or near-elderly (locally-defined as age 55 through 61) disabled households.

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

See Appendix G for information regarding how this activity may also be utilized by Sedro Woolley Housing Authority as an MTW Partner Agency.

UPDATE: As described in previous MTW Plans, and as mentioned in Section II of this plan, KCHA in 2025 changed the structure of the existing site-based waiting lists for our subsidized housing program. To create greater choice for applicants, as outlined in our approved 2025 MTW Plan, KCHA implemented a change in 2025 allowing applicants to select as many waiting lists as they desire. This change allows greater opportunities for families to identify and select housing opportunities in communities of their choice, based on their desired neighborhood and site amenities. KCHA may also consider grouping sites by cities or other characteristics, as an alternative to regional or site-specific waiting lists.

PLANNED NON-SIGNIFICANT CHANGES TO ACTIVITY: KCHA is considering changes in its tenant selection system to further address identified community need. For instance, to address high levels of students experiencing homelessness in the area, KCHA partnered with the Bellevue School District and local community organizations to provide families experiencing homelessness priority access to subsidized housing within the school district. KCHA may expand this strategy to other areas of King County or implement other preferences to increase housing choice among identified groups.

PLANNED SIGNIFICANT CHANGES TO ACTIVITY: None

### **ACTIVITY 2004-5: Modified Inspection Protocols**

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness

APPROVAL: 2004

IMPLEMENTED: 2004

HUD's inspection protocols often require multiple trips to the same neighborhood, the use of third-party inspectors, and blanket treatment of different housing types, adding administrative costs and delays. Follow-up inspections for minor "fail" items impose additional burdens on landlords, who may then resist renting to families with Housing Choice Vouchers.

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

We have also streamlining our protocol even further by allowing landlords to inspect and self-certify that the unit passes HUD's standards. Currently, KCHA applies this to initial and turn-over inspections in newly constructed, not-previously-occupied units issued a Certificate of Occupancy or Temporary Certificate of Occupancy, KCHA-owned properties built after 1978, non-KCHA affiliated LIHTC properties. and landlords who qualify for 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 for 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.**

UPDATE: The timeline for KCHA's planned enterprise-wide software conversion has shifted to 2026. As noted in our 2025 MTW Plan, KCHA is moving toward aligning inspections with HUD's relevant implementation guidance where it does not conflict with approved MTW activities. In lieu of immediate implementation, KCHA will continue to leverage our MTW authority and previously approved activities - maintaining existing policies relating to inspection protocols including continued use of HQS inspection standards.

#### PLANNED NON-SIGNIFICANT CHANGES TO ACTIVITY:

KCHA will adopt a local NSPIRE variance permitting the use of qualified third-party verification when an inspector is unable to physically access or inspect a system or component. This variance applies in situations where access is not feasible due to, for example, safety risks, physical obstructions, or structural/design limitations. Covered items include, but are not limited to, fuel-burning systems (e.g., gas or oil furnaces) located in confined or hazardous spaces.

When an NSPIRE inspector cannot safely access a system or component, KCHA will accept documentation from a qualified, independent third party—such as a licensed HVAC professional—confirming that the system is in safe and proper working condition. Such documentation will serve as verification that the applicable NSPIRE standard(s) are met.

Third-party documentation must:

- Identify the system or component evaluated;
- Include the date of inspection or assessment;
- Specify the qualifications and licensing of the individual or entity performing the evaluation; and
- Confirm that the system complies with applicable safety and performance standards.

KCHA will maintain documentation in the inspection record and may establish additional procedural controls (e.g., time limits on the validity of third-party reports or criteria for acceptable credentials) to ensure consistency and reliability.

This variance reduces unnecessary inspection failures attributable to inaccessible equipment, supports efficient inspection operations, and maintains resident health and safety. By requiring independent professional verification in lieu of that by an NSPIRE inspector, KCHA establishes a standard that is at least as protective as, and in certain cases more stringent than, NSPIRE inspection requirements.

PLANNED SIGNIFICANT CHANGES TO ACTIVITY: None

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

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness

APPROVAL: 2004

IMPLEMENTED: 2004

Duplicative recertifications, complex income calculations, and strict timing rules cause unnecessary and regular intrusions into residents' day-to-day work, family responsibilities, and other activities. These processes often require KCHA to expend our limited resources on work that does not support program goals.

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

Key elements of this activity include:

#### CHANGING BUSINESS PROCESSES:

- Modifying HCV policy to require notice to move prior to the 20th of the month in order to have paperwork processed during the month. (FY 2004)
- Allowing applicant households to self-certify membership in the family at the time of admission. (FY 2004)
- Modifying HUD 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 inspection required before entering the HAP contract. (FY 2012)
- Modifying standard PBV requirements to allow the most recent recertification (within last 12 months) to substitute for the full recertification when a tenant's unit is converted to a PBV subsidy and maintaining their recertification schedule. (FY 2012)
- Allowing Public Housing and HCV applicant households to qualify for a preference when household income is below 30% of AMI. (FY 2004)
- Streamlining procedures for processing interim rent changes resulting from wholesale reductions in state entitlement programs. (FY 2011)
- Modifying the inspection process to allow streamlined processing of inspections and related data. (FY 2010)
- Establishing 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)

#### CHANGING VERIFICATION AND INCOME CALCULATION PROCESSES:

- Excluding 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)
- Allowing HCV residents to self-certify income of \$50 or less received as a pass-through DSHS childcare subsidy. (FY 2004)
- Extending to 180 days the term over which verifications are considered valid. (FY 2008)
- Changing income exclusion policies and practices by:
  - Modifying 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)
  - Subsequently Modifying the Resident Service Stipend maximum income exclusion allowance from \$500 to \$750 per month, and updating the policy so that the maximum amount is annually adjusted based on the COLA increases received by KCHA employees. (FY 2023)
- Applying 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)

- Allowing 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.

- KCHA regularly assesses the impacts of regulatory and other HUD changes, including final regulations implementing HOTMA Sections 102 and 104, on the agency's existing policies. KCHA continues to leverage our MTW authority waiving HUD regulations in favor of local policies.

See Appendix G for information regarding how this activity may also be utilized by Sedro Woolley Housing Authority as an MTW Partner Agency.

PLANNED NON-SIGNIFICANT CHANGES TO ACTIVITY:

- As KCHA transitions to a new housing management software platform in 2026, KCHA will continue to explore and may implement further streamlining policies that use the new software functionality to reduce administrative burdens. No further authorizations are needed at this time. Any changes are justified using the authorization granted in KCHA's MTW Restated and Amended Agreement: Attachment C, Item D.5.

PLANNED SIGNIFICANT CHANGES TO ACTIVITY: None

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

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness

APPROVAL: 2004

IMPLEMENTED: 2004

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.

DESCRIPTION: 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 determinations at our own properties rather than contracting with a third party, allowing us to save additional resources. We also may modify our Rent Reasonableness review to 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.

UPDATE: This activity continues to be implemented as approved.

PLANNED NON-SIGNIFICANT CHANGES TO ACTIVITY: None

PLANNED SIGNIFICANT CHANGES TO ACTIVITY: None

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

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness

APPROVAL: 2004

IMPLEMENTED: 2004

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

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

In 2016, we extended the existing EPC for an additional eight years and implemented a new 20-year EPC with Johnson Controls for both incremental and existing Public Housing properties to make needed capital improvements. As noted in its 2025 MTW Plan RAD amendment, KCHA will pay down EPC debt as necessary throughout the conversion of public housing properties to project-based vouchers under RAD. 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.

UPDATE: This activity continues to be implemented as approved.

PLANNED NON-SIGNIFICANT CHANGES TO ACTIVITY: None

PLANNED SIGNIFICANT CHANGES TO ACTIVITY: None

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

MTW STATUTORY OBJECTIVE: Increase Cost-effectiveness

APPROVAL: 2004

IMPLEMENTED: 2004

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 improved economic or educational opportunities 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.

DESCRIPTION: 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. KCHA's policies allow for revised occupancy standards; implementation is pending due to uncertainty of federal funding. 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.

UPDATE: This activity continues to be implemented as approved.

PLANNED NON-SIGNIFICANT CHANGES TO ACTIVITY: In FY 2005 KCHA established occupancy standards that reduced the number of bedrooms for which a family qualified by allocating one bedroom per two adults or per two minors. In 2026, KCHA will reexamine our occupancy standards to allow bedrooms to again be allocated using such family characteristics as sex, age, and disability status.

PLANNED SIGNIFICANT CHANGES TO ACTIVITY: None

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

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

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

APPROVAL: 2008

This policy change facilitates program transfers in limited circumstances, increases landlord participation, and reduces the impact on the Public Housing program when tenants transfer. Based upon recent evaluation this activity will not be implemented in 2026, but we will continue to consider implementation in a future fiscal year.

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

APPROVAL: 2010

KCHA may offer incentive payments to families receiving less than \$100 per month in HAP to voluntarily withdraw from the program. Based upon recent evaluation this activity will not be implemented in 2026, but we will continue to consider implementation in a future fiscal year.

## **C. Activities on Hold**

N/A

## **D. Closed-Out Activities**

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

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

APPROVAL: 2016

CLOSEOUT YEAR: 2018

This activity 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 2015-1: Flat Subsidy for Local, Non-traditional Housing Programs**

APPROVAL: 2015

CLOSEOUT YEAR: 2025

This activity would have provided a flat, per-unit subsidy in lieu of a monthly Housing Assistance Payment (HAP) and allowed the service provider to dictate the terms of the tenancy (such as length of stay and the tenant portion of rent). The funding would have been block-granted based on the number of units authorized under contract and occupied in each program. This flexibility would have allowed KCHA to better support high-risk homeless populations with supportive housing programs tailored to nimbly meet an individual's needs. Based upon evaluation, this activity is no longer under consideration.

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

APPROVAL: 2014

CLOSEOUT YEAR: 2024

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

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

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

APPROVAL: 2013

CLOSEOUT YEAR: 2015

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

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

APPROVAL: 2012

CLOSEOUT YEAR: 2016

This initiative was designed to encourage and enable HCV households with young children to relocate to areas of the county with higher achieving school districts and other community benefits. Through collaboration with local nonprofits and landlords, the Community Choice Program offered one-on-one counseling to households in deciding where to live, helped households secure housing in their community of choice, and provided ongoing support once a family moved to a new neighborhood. Lessons learned from this pilot informed Creating Moves to Opportunity, KCHA's completed research partnership that sought to expand geographic choice.

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

APPROVAL: 2012

CLOSEOUT YEAR: 2012

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

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

APPROVAL: 2011

CLOSEOUT YEAR: 2012

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

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

APPROVAL: 2011

CLOSEOUT YEAR: 2014

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

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

APPROVAL: 2010

CLOSEOUT YEAR: 2025

This activity was intended to be a demonstration program for up to 20 households in a project-based Family Unification Program (FUP)-like environment. As our program partners opted for a tenant-based model instead, this activity is no longer under consideration.

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

APPROVAL: 2010

CLOSEOUT YEAR: 2010

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

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

APPROVAL: 2010  
CLOSEOUT YEAR: 2025

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. Based upon evaluation, this activity is no longer under consideration.

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

APPROVAL: 2010  
CLOSEOUT YEAR: 2016

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

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

APPROVAL: 2009  
CLOSEOUT YEAR: 2014

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

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

APPROVAL: 2008  
CLOSEOUT YEAR: 2009

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

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

APPROVAL: 2008  
CLOSEOUT YEAR: 2014

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

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

APPROVAL: 2008

CLOSEOUT YEAR: 2016

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

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

APPROVAL: 2007

CLOSEOUT YEAR: 2007

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

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

APPROVAL: 2007

CLOSEOUT YEAR: 2014

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

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

APPROVAL: 2007

CLOSEOUT YEAR: 2007

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

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

APPROVAL: 2007

CLOSEOUT YEAR: 2015

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

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

APPROVAL: 2006

CLOSEOUT YEAR: 2006

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

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

APPROVAL: 2005

CLOSEOUT YEAR: 2005

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

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

APPROVAL: 2004

CLOSEOUT YEAR: 2006

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

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

# SECTION V

## PLANNED APPLICATION OF MTW FUNDS

---

### A. PLANNED APPLICATION OF MTW FUNDS

#### i. Estimated Sources of MTW Funds

<b>FDS Line Item</b>	<b>FDS Line Item Name</b>	<b>Dollar Amount</b>
70500 (70300+70400)	Total Tenant Revenue	\$9,357,439
70600	HUD PHA Operating Grants	\$238,727,693
70610	Capital Grants	\$12,381,531
70700 (70710+70720+70730+70740+70750)	Total Fee Revenue	\$0
71100+72000	Interest Income	\$2,092,920
71600	Gain or Loss on Sale of Capital Assets	\$0
71200+71300+71310+71400+71500	Other Income	\$45,660,839
70000	<b>Total Revenue</b>	<b>\$308,220,422</b>

#### ii. Estimated Application of MTW Funds

<b>FDS Line Item</b>	<b>FDS Line Item Name</b>	<b>Dollar Amount</b>
91000 (91100+91200+91400+91500+91600+91700+91800 +91900)	Total Operating - Administrative	\$27,726,314
91300+91310+92000	Management Fee Expense	\$6,431,699
91810	Allocated Overhead	\$0
92500 (92100+92200+92300+92400)	Total Tenant Services	\$12,632,805
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	\$3,797,927
93500+93700	Labor	\$0
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	\$11,258,728
95000 (95100+95200+95300+95500)	Total Protective Services	\$791,411
96100 (96110+96120+96130+96140)	Total Insurance Premiums	\$ 1,418,789

96000 (96200+96210+96300+96400+96500+96600+96800)	Total Other General Expenses	\$451,600
96700 (96710+96720+96730)	Total Interest Expense and Amortization Cost	\$966,029
97100+97200	Total Extraordinary Maintenance	\$3,067,955
97300+97350	Housing Assistance Payments + HAP Portability-in	\$232,888,136
97400	Depreciation Expense	\$8,497,750
97500+97600+97700+97800	All Other Expenses	\$0
90000	<b>Total Expenses</b>	<b>\$309,929,144</b>

The \$1.7 million variance between the Estimated Total Revenue and Estimated Total Expense will be made up from KCHA’s MTW HUD and PHA held reserves at the end of the 2025 calendar year.

### iii. Description of Planned Application of MTW Funding Flexibility

KCHA seeks to make efficient, effective, and creative use of our single-fund flexibility while adhering to the statutory requirements of the MTW program. The agency’s ability to blend funding sources gives us the freedom to implement new approaches to program delivery in response to the varied and challenging housing needs of low-income households in the Puget Sound region. In 2026, KCHA will continue to use MTW funds to invest in programs that expand our programs’ reach and effectiveness.

- HOMELESSNESS INITIATIVES

KCHA will continue to use MTW funding to help reduce homelessness in King County. These initiatives address the varied needs of the most vulnerable populations experiencing homelessness, including the supportive services necessary to meet their complex needs.

- FUNDING FOR HOUSING STABILITY SERVICES

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

- SUBSIDY RETENTION PROGRAM

The subsidy retention program pairs KCHA internal resident services coordinators with voucher holders who are at acute risk of losing their voucher or housing. The coordinators provide a range of services, including referring clients to community resources and providing guidance

on KCHA policies, processes, and landlord relations. Over a three-year period, 1,776 households were served through this program, with 87% retaining their voucher eight months beyond service intervention.

- EDUCATIONAL INITIATIVES

KCHA continues to actively partner with local education stakeholders to improve outcomes for the more than 15,000 children who live in our federally funded housing each year. In 2026, KCHA will continue to partner with our network of out-of-school time providers to ensure school-aged children served by KCHA have access to critical after-school and summer learning programming. Additionally, we will continue operating programs such as the Neighborhood Early Learning Connectors (NELC) and new programming to support youth leadership and violence prevention programming at some of KCHA targeted properties.

- ACQUISITION AND PRESERVATION OF AFFORDABLE HOUSING

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

- INCREASE ACCESS TO HEALTH CARE THROUGH PARTNERSHIPS AND COLLABORATIVE PLANNING

If funding is available, KCHA will continue efforts to partner with local healthcare delivery systems to support residents in accessing the services they need to maintain housing stability and a high quality of life.

- LONG-TERM VIABILITY OF OUR GROWING PORTFOLIO

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

- **REMOVAL OF THE CAP ON VOUCHER UTILIZATION**

This flexibility enables us to utilize savings achieved through MTW initiatives to over-lease and provide HCV assistance to more households than permissible under our HUD-established baseline. Our cost-containment from operational efficiencies and policy changes has been critical in helping us respond to the growing housing needs of the region’s extremely low-income households. Despite uncertainties around future federal funding levels, we continue to use MTW program flexibility to support housing voucher issuance above HUD baseline levels.
- **SUPPORTING ROBUST AND EFFICIENT OPERATIONS**

KCHA’s single-fund flexibility ensures that the agency can invest in robust staffing, safety and security measures, and software systems that assure the agency has the resources to deliver quality customer service and ensure resident health and safety. In 2026, KCHA is implementing a comprehensive safety strategy, leveraging technology to further invest in the security of our communities. Additionally, KCHA is transitioning to a new core housing management software platform and will utilize single-fund budget flexibility to assist with the conversion.
- **YOUNG ADULT PROSPERITY PROGRAM (YAPP)**

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

In 2026, KCHA plans to use our single-fund budget flexibility to invest in a new economic independence pathways program. The program’s core aim is to coach and mentor families to create pathways to self-sufficiency by seeking employment, training, and/or education. Additionally, participants will receive financial capability services to help them set goals and prepare for income changes. Program participants will be eligible for financial incentives, based on reaching certain goals. Incentives will be capped annually. The program initially will serve between 100 and 150 participants.

- **DIGITAL ACCESS**

In 2025, KCHA created strategic planning playbooks focused on connectivity, devices, and digital literacy in alignment with HUD’s ConnectHomeUSA (CHUSA) program. These playbooks guided KCHA’s digital access programming by ensuring strategic alignment of all new projects and partners. For example, in partnership with non-profit organizations and private sector partners, KCHA used the playbooks to complete physical infrastructure assessments of twelve properties and determined the viability of infrastructure or connectivity improvements.

In addition to strategy development, KCHA used MTW funds to support our digital access initiatives implemented at six CHUSA properties, totaling 295 households. These efforts included conducting a comprehensive resident technology needs survey and entering into contracts with community partners to provide new services at two CHUSA properties beginning 2026: digital literacy classes, device distribution, and technology support for youth and families served by our federal programs. The six CHUSA properties also participated in HUD’s Resident Opportunity and Self-Sufficiency (ROSS) program. Residents were provided information about, and referred to, community providers for discounted Internet service, low-cost computing devices, and free community digital literacy classes.

KCHA’s Resident Services Department supported the digital access needs of residents living at other properties. KCHA staff hosted in-person and online technology resource fairs, distributed refurbished laptops and equipment to Resident Advisory Committee (RAC) members to increase online meeting access, and created a loaner hotspot and tablet program with the IT Department.

In 2026, KCHA plans to improve affordable high-speed internet service at up to six CHUSA properties, assess properties slated for rental assistance demonstration (RAD) conversion, and identify capital costs needed for potential infrastructure improvements. KCHA plans to conduct contracted digital literacy and device distribution pilots at two CHUSA properties, then assess efficacy of the programming before expanding services to all six properties in 2027.

- **SUPPORT FINANCIAL VIABILITY OF KCHA’S HOUSING PROGRAMS**

KCHA’s single-fund flexibility enables the agency to support existing housing programs that require additional funding to continue effectively meeting participant needs, while also safeguarding the agency’s long-term financial health. This flexibility is especially valuable when a program’s funding falls short of anticipated costs and additional support is needed to bridge the gap.

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

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

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

**v. Local Asset Management Plan**

Is the MTW PHA allocating costs within statute?	No
Is the MTW PHA implementing a local asset management plan (LAMP)?	Yes
Has the MTW PHA provided a LAMP in the appendix?	Yes

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

KCHA is not making changes to the LAMP in 2026.

**i. Rental Assistance Demonstration (RAD) Participation**

In 2026 KCHA may seek to remove up to all its developments from the public housing program to convert them to alternative funding sources through RAD or other HUD-approved strategies. The developments are listed in KCHA’s amended 2025 MTW Plan.

**Has the MTW PHA submitted a RAD Significant Amendment in the appendix? A RAD Significant Amendment should only be included if it is a new or amended version that requires HUD approval.**

No

## **SECTION VI**

### **ADMINISTRATIVE**

---

**\*\* Section VI and related appendices will be updated in July 2026 to reflect the addition of this proposed 2026 MTW plan Amendment\*\***

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

Attached as Appendix A.

**B. PUBLIC PROCESS**

The public comment period for KCHA’s FY 2026 MTW Plan was held between September 2 and October 2, 2025.

MEETINGS & HEARINGS:

- September 23: Resident Advisory Committee Meeting
- September 25: In-Person and Virtual Public Hearing

PUBLISHING AND POSTING:

KCHA conducted outreach to participants and the public throughout the public comment period to make them aware of the availability of the Plan and their ability to provide public comment, including posting in the Seattle Times, Daily Journal of Commerce, and Northwest Asian Weekly. Information was also posted as a press release on KCHA’s website ([www.kcha.org](http://www.kcha.org)) and via social media. Additionally, flyers were posted in buildings and

common areas. The draft Plan was publicly available on KCHA’s website and hard copies were available by request.

**SUMMARY OF COMMUNITY & RESIDENT FEEDBACK ON 2026 ANNUAL PLAN:**

Through the public comment period, KCHA received generally positive feedback on the plan, the agency’s direction for 2026, and the new proposed MTW activity. Residents emphasized the importance of keeping people housed, homeownership initiatives, and economic independence programs to support participants including young adults in and exiting foster care.

Additionally, the Resident Advisory Committee provided positive feedback, expressing appreciation for KCHA’s work on the plan. Comments included the need for resident support with specific health and safety services such as aging in place and clutter. Supporting resident safety, health, and well-being is a core component of KCHA’s 2026 MTW Plan. Comments at the public hearing focused on the importance of keeping current Emergency Housing Voucher participants housed.

KCHA took all public comments received into consideration in preparation of the final plan and proposed amendment. No substantive changes were made to the proposed plan.

**C. PLANNED AND ONGOING EVALUATIONS**

As noted and described previously (Section 1A), KCHA will be evaluating our WIN and EASY Rent policies in 2026 to learn more about their impact, understandability, efficiency, and cost considerations, and to consider possible policy improvements for the future. KCHA will also continue regularly considering and implementing other data analysis, research, and evaluation activities to inform current and potential programming, policies, and approaches.

**D. LOBBYING DISCLOSURES**

Attached as Appendix D.