



# Moving to Work Annual Plan

2015

# King County Housing Authority

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## Leading the Way in 2015

The King County Housing Authority (KCHA) serves the metropolitan region surrounding the City of Seattle. The region is home to 1.8 million residents, with nearly two-thirds living outside of Seattle's municipal boundaries. Reflecting national trends, the urban and suburban areas surrounding the central core are now home to the majority of the region's low-income households. KCHA works closely with over 30 local governments to address local priorities and the challenges that shifting demographic patterns pose for the health of individual communities and the region as a whole.

### *What are these challenges?*

In 2013, apartment rents in the region rose by 6 percent – reflecting a strong economy and immigration in the technology sector.<sup>i</sup> Bellevue, the region's second largest city, saw rent increases averaging 7.9 percent with rental costs now averaging \$1,912 a month. However, this growing prosperity is not evenly distributed. Higher wage jobs have primarily gone to new households coming into the region while lower wage jobs have not kept pace with the rising cost of living. Income disparities, as in much of the rest of the country, are increasing. In the Tukwila School District, south of Seattle, 70 percent of students are eligible for subsidized lunches. To the east, in the Bellevue School District, where four of the state's top five high schools are located,<sup>ii</sup> the subsidized lunch rate is 19 percent.<sup>iii</sup> In addition to regional disparities, KCHA faces a number of additional challenges:

- Local market rents are outpacing both wages and defined benefits (such as Social Security), increasing the gap between incomes and housing costs for low- and moderate-income families and individuals. These rent increases are also outpacing the Section 8 subsidy inflation factors provided by HUD, making it more difficult for families with a voucher to find and keep housing. These factors present a challenge for KCHA in maintaining and advancing our efforts to promote housing choice around the region.

- Even in the face of growing need, virtually no new Section 8 vouchers are being provided and congressional cuts are shrinking the size of the program nationally.
- Our Section 8 waiting list has been closed for more than three years due to overwhelming demand. More than 13,000 households are currently on the waiting list for Public Housing.
- The number of homeless students being reported by the region's school districts is rising precipitously. During the 2013-14 school year local classrooms reported an 18 percent increase in the number of homeless students from two years ago.<sup>iv</sup> Almost 6,200 children in King County this year were trying to do their homework and get to school on time while couch surfing, living in shelters, or living crowded five to a room in a motel.
- Seniors are also a growing regional issue, with some languishing on our waiting lists for more than a decade. An increasing number of our community's seniors are paying more than 50 percent of their income for rent and utilities – and having to choose between rent and food.
- Our MTW authorization from HUD expires in 2018. Long-term planning and future initiatives may be stifled without a renewed commitment.

***The single most effective tool KCHA has for developing and testing innovative solutions to local and regional challenges is the Moving to Work (MTW) program.*** KCHA's participation in MTW enables us to be thoughtful and creative – and to improve every aspect of our operations. It provides the flexibility needed to develop, test, and evaluate new approaches, engage in long-term strategic and financial planning, and forge strategic cross-cutting community partnerships. The result of this flexibility is clear – we are serving more households, more effectively, than we were prior to entrance into the program.

In 2015, KCHA will enter its 12th year of participating in the MTW program. It will be a year of continued growth, innovation, increased efficiency and expanded partnerships with our stakeholders. As always, our plan is ambitious. We will implement and build upon the success of policy and program initiatives begun in years past, which are detailed in the body of this plan. These include over-issuing vouchers, utilizing new public housing subsidies, improving access to opportunity neighborhoods, and providing the tools for families to achieve self-sufficiency and children to succeed in school. We also will continue to innovate, focusing on:

- **Creating new affordable housing** for seniors and people with disabilities by leveraging “banked” public housing subsidies.
- **Implementing new, multi-tiered payment standards** that maximize scarce resources while expanding geographic choice, allowing families to access neighborhoods rich in opportunities.

- **Creating a responsive, flexible program model** that assists highly mobile populations experiencing homelessness in accessing project-based Section 8 housing.
- **Increasing operational efficiency** through expanded use of technology, caseload optimization and the implementation of more efficient risk-based Housing Quality Standard inspection policies.
- **Streamlining rent calculations** so seniors and people with disabilities have a stable rental subsidy formula that is easier to understand.

MTW has enabled KCHA to do more with less, design more effective programs, and enter into partnerships that have leveraged significant outside resources. Yet the challenges ahead of us are daunting. Shelter burdens are rising, geographic choices are becoming more circumscribed, and homelessness, despite significant reductions in the number of chronically homeless individuals and homeless veterans, is rising overall.

All of these challenges are deeply concerning, but one is immediately solvable – the MTW contract expiration. KCHA has been engaged in conversations for the past two years with HUD regarding the extension of our MTW contract. While 2018 may seem far off, the current uncertainty creates difficulties in pursuing and expanding strategic partnerships with local school districts, regional public and behavioral health care systems, private capital and equity investors, and local governments. ***To ensure our continued progress and success in building and leveraging these critical partnerships, extensions of existing MTW agreements should be prioritized by HUD and executed as soon as possible.***

KCHA's MTW innovations and efficiencies help more than just the households we serve in King County. Program innovations that we and other MTW housing authorities have designed and tested have been included in national legislation and in new HUD regulations. While only 1 percent of all housing authorities participate in MTW, our efforts benefit every housing authority in the country and the communities they serve. Overall, we believe that ***the MTW demonstration program provides the flexibility and the regulatory environment necessary for housing authorities to increase quality housing opportunities, foster self-sufficiency among residents and promote operational efficiency while at the same time being accountable to Congress and the public.*** In 2015, we will continue to use this program to address our region's housing challenges and community priorities.

Sincerely,

Stephen Norman

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<sup>i</sup> Seattle is the fastest growing city among the 82 major U.S. metropolitan areas tracked by Reis, a New York-based real-estate research firm. Some industry experts, such as Greg Willett of MPF Research, say Seattle will have the strongest rental market in the nation in 2014. <http://www.multifamilyexecutive.com/multifamily-trends/nations-strongest-markets-some-weaker-than-others.aspx>

<sup>ii</sup> *U.S. News & World Report*.

<sup>iii</sup> Office of Superintendent of Public Instruction, Washington State Report Card.  
<http://reportcard.ospi.k12.wa.us/DataDownload.aspx>.

<sup>iv</sup> Columbia Legal Services (2014). Student Homelessness Across Washington State Increases 12%. M:\2015 MTW Plan Documents\Plan Citations\Homeless Students

# EXECUTIVE SUMMARY

## What is Moving to Work?

*The Moving to Work (MTW) demonstration program, created by Congress and administered by the Department of Housing and Urban Development (HUD), permits a select number of housing authorities the flexibility needed to develop adaptive, community-specific approaches to using federal resources in addressing local affordable housing needs. This freedom to innovate allows these agencies to design policies and programs that better meet the diverse needs of low-income families living in their particular city or region. Since 2003, the King County Housing Authority has been among 39 high performing housing authorities benefitting from this flexibility, enabling us to initiate new approaches to **preserving our existing housing inventory, increasing the number of households served, assisting low-income families in reaching self-sufficiency, expanding housing choice and de-concentrating poverty, and streamlining the administration of housing assistance programs.***

*Our 2015 Moving to Work Plan follows HUD's format for outlining operations, leasing and waitlist information, followed by a discussion of the activities established under the demonstration program, and concluding with funding and administrative information for this coming year.*

The King County Housing Authority's 12<sup>th</sup> year as a Moving to Work (MTW) agency will be defined by continued innovation, increased housing opportunities, and creative solutions to meeting the diverse needs of low-income households living in our region. Given the challenges we face – including inadequate and uncertain federal funding levels and the region's growing housing affordability gap - our plan is ambitious: We will serve more households, become even nimbler in our responses to the community's housing needs, and continue to improve our business practices. The flexibility provided through our MTW designation is a critical tool in rising to these challenges.

What has KCHA accomplished under the MTW program over the past 11 years? By leveraging private capital, we have stabilized and significantly reduced the repair backlog in our federally subsidized housing portfolio. We currently own and operate more federally subsidized housing than we did when we entered the program, and more of this housing is located in high opportunity areas. Program efficiencies are enabling us to provide housing vouchers to 230 more households than authorized under our HUD Section 8 program baseline in 2014. In addition, new forms of rental assistance have allowed us to partner with public and behavioral health care systems and local nonprofits to develop "housing first" options and to pilot flexible rent and rapid rehousing approaches that assure our resources serve the most vulnerable and hard to house families and individuals in our community. KCHA is also piloting new approaches to geographic mobility and household self-sufficiency. These complement our growing

partnership with the region's school districts to enhance classroom stability, increase parental engagement, coordinate early learning and after-school initiatives, and encourage middle-school mentoring and tutoring.

For these initiatives to add value on the national level, as envisioned in the MTW legislation, they must be carefully evaluated. KCHA is working with our partners to collect the data necessary to assess the short-term and long-term implications of these policy changes. We are committed to a rigorous evaluation of the impact of new approaches on our families' immediate housing circumstances and on longer term outcomes, including academic success and economic self-sufficiency. Most importantly, we are interested in identifying how housing policy and program initiatives can affect the life trajectory of the 14,500 children we house in our federally subsidized programs. To assist us in this, we have engaged third-party consultants and academic institutions to work with us in designing and evaluating new approaches. As we move forward, our level of understanding of the true impacts and best approaches to achieving long-term goals should deepen and become more useful.

Despite our successes and progress over the past decade, our current initiatives and investments are at risk because **our status as an MTW agency is scheduled to sunset in less than four years**. Without prompt action by HUD to extend our contract, KCHA's ability to enter into new or expanded long-term partnerships with other regional stakeholders and to engage in multi-year strategic and financial planning will begin to diminish. The advances being made in coordinating between housing programs and the educational, health care and the homeless service systems in our community could come undone.

## 2015 Policy Directions

Over the course of 2015, we will continue to improve and refine the innovative programs and activities begun in prior years that have made it possible for us to serve more households, increase access to high opportunity neighborhoods, strengthen coordination with other systems serving low income households, realize programmatic and administrative cost savings, and encourage economic self-sufficiency among our residents.

In addition, KCHA will seek approval for a new activity: block granting our project-based assistance in order to meet the unique needs of individuals exiting the cycle of homelessness, lowering the barriers faced by some of the most vulnerable households in the region.

Our plan for 2015 will allow us to:

**Preserve and Increase the Region's Affordable Housing Inventory**

With the cost of housing increasing dramatically in the Puget Sound region, it is crucial that we use all available resources to ensure that at-risk, extremely low-income families – households not adequately served through other affordable housing programs – have access to stable, affordable housing opportunities. KCHA will add over 140 new public housing units to our portfolio this year by turning on “banked” public housing subsidies in several recently acquired multifamily complexes and by opening the Vantage Point Apartments – a new senior complex currently under construction. Public Housing subsidies, in combination with MTW working capital, will ensure that these units remain affordable to extremely low-income households while assuring a sufficient cash flow to sustain operations over the long term. The number of deeply subsidized “hard units” owned by KCHA or supported through HAP agreements with our nonprofit partners will have increased to 2,406 by the end of the year.<sup>1</sup> 39 percent of these hard units are located in “high opportunity areas” of the Puget Sound region.<sup>2</sup>

We must also preserve existing affordable housing by ensuring that our present inventory is viable for years to come. **We anticipate investing \$15 million in improvements** to this portfolio in 2015. Building envelopes, mechanical systems, community landscaping, and site utilities will be replaced or upgraded, while completing 150 substantial unit interior renovations utilizing force account crews. Over the past two years KCHA has acquired five privately owned sites, with 272 units, that were likely to opt out of HUD Section 8 contracts or faced expiring state rental restrictions. As part of this year's rehabilitation efforts, work will continue on upgrading these buildings.

***The flexibility provided under the MTW program enables these initiatives to move forward.***

For example, the Vantage Point Apartments is our first newly constructed public housing development that is not part of a Hope VI redevelopment project in over 20 years. Our MTW

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<sup>1</sup> Hard Soft Unit Counts, M:\2015 MTW Plan Documents\Plan Citations\inventories. This figure does not include Project-based Section 8.

<sup>2</sup> Neighborhood opportunity designations are from the Puget Sound Regional Council and Kirwan Institutes' Opportunity Mapping index (<http://www.psrc.org/growth/growing-transit-communities/regional-equity/opportunity-mapping/>). Neighborhoods are rated based upon a variety of neighborhood quality indicators, including indicators of educational, employment, and transportation opportunities.

single-fund flexibility allowed us to cover pre-development costs, leverage and bridge local and state funding commitments, and close the equity gap created by the use of public housing subsidies to underwrite operations. This project, scheduled for completion by the end of 2015, will provide 77 extremely low-income senior or disabled households with a permanent place to call home.

### **Promote Geographic Mobility**

KCHA believes that the likelihood of low income households achieving economic self-sufficiency is significantly enhanced if these households have adequate access to neighborhoods that are rich in employment and educational opportunities. As rental costs increase and subsidy levels stagnate in the face of Congressional funding cuts, low-income families, even those with housing vouchers, are increasingly being excluded from the economic centers and high-opportunity neighborhoods of our region. KCHA employs a variety of tools to promote and enable housing choice: multi-tiered payment standards; mobility counseling; acquisition of new complexes in high-opportunity areas where banked public housing subsidies can be activated; and use of the extensive inventory of workforce housing that KCHA has built or acquired in these areas over the past two decades.

Through further **refinement in 2015 of our housing choice voucher payment standards**, KCHA will seek to increase its responsiveness to the greatly varying rent levels in the Puget Sound area's housing submarkets. According to the most recent market data, a two-bedroom rental unit at the 40<sup>th</sup> percentile in East King County costs \$515 more than the same unit in South King County.<sup>3</sup> At the end of 2013, 31 percent of our tenant-based Section 8 households lived in high-opportunity neighborhoods. With the conversion of our software system in late 2015, it will be possible to implement a multi-tiered payment standard system calculated by ZIP code. By implementing a more fine grained payment standard, we anticipate an increased ability to support households in accessing high-opportunity neighborhoods. At the same time, we will have the necessary tools in place to assure that our payment standards are not driving market rents upward in lower rent areas of the county.

Accessing high-opportunity neighborhoods is not just a matter of subsidy level. It is also dependent on a family's understanding of the opportunities available in those areas, and the

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<sup>3</sup> Dupree & Scott, 2014 Rental Data to Analyze the Effectiveness of KCHA's Payment Standard

ability of households to connect with an adequate support system – supports vital to enabling them to sustain residency in the long term. KCHA piloted a new program in 2014, the Community Choice Program, to assist families in accessing high-opportunity neighborhoods and to help them successfully transition to their new community. We will continue to partner with nonprofits, landlords and social service networks to educate households about the connection among neighborhoods, educational opportunities and life outcomes, provide one-on-one counseling to households in their decision-making, and assure on-going support after they move to their new neighborhoods. We anticipate assisting 20 families with young children to move to high-opportunity education zones under this pilot program in 2015.

### **Support Household Self-sufficiency**

Self-sufficiency involves different approaches and various outcomes for diverse individuals. For some, it involves weathering a particular challenge and getting back on their feet. For others, it means a more gradual transition to earning a higher income and living without government subsidy. For still others, it simply means the ability to remain stable in subsidized housing. The appropriate level of housing subsidy intervention – shallow or deep, time-limited or not – is a subject of much debate. National studies indicate that some families experiencing homelessness can sustain unsubsidized housing with limited one-time assistance from short-term rental subsidies and individualized case management plans.

KCHA is testing this assumption on the local level in partnership with the Highline School District. Last year, Highline reported that 917 students, reflecting 5 percent of total student enrollment, were homeless at some point during the school year. Our **Rapid Rehousing demonstration program** seeks to rapidly place families living in cars, motels, or emergency shelters back into permanent housing within the catchment area of their existing school. The program provides short-term rental assistance, initial deposit subsidies, and support services, such as employment counseling. School liaisons refer the homeless families to a community-based nonprofit that KCHA and the school district jointly select. Using MTW flexibility, we can fund this program to create individualized approaches to determine the length of subsidy and the service mix that will help stabilize each family. During the 2014-2015 school year, we will continue to pilot and evaluate this approach for as many as 60 additional families.

### *Serve the Hard to House*

KCHA continues to develop creative solutions for meeting the varied and often complex needs of residents who struggle with mental illness, have past involvement with the criminal justice system, and/or are transitioning out of the foster care system. Many of the individuals we serve face a combination of these challenges, which are barriers for securing and maintaining housing. One approach is to match project-based rental subsidies with social service agencies that can provide the supports necessary for success. As service resources are limited, it is critical that we make these programs as administratively efficient as possible. Our partner agencies report that almost all of the households being served have little or no income when entering the program, making full income verifications unproductive. Due to the highly transient nature of this population, move-in and move-out paperwork is required twice as frequently as the average Section 8 tenant, making the administrative burden to serve this population unmanageable.<sup>4</sup> To solve these problems and effectively serve these individuals, we intend to explore **a flat subsidy** for provider-administered, project-based Section 8 housing units serving targeted populations in 2015.

This funding model allows us to meet two goals. First, we will increase efficiency for both service providers and KCHA employees by eliminating the income calculation that occurs before an individual can move into their new residence. By bypassing this requirement, households engaging with services can be quickly transitioned and stabilized in housing. Second, because our service provider partners face less of an administrative burden, they will have more time to focus on providing services and assisting these individuals in maintaining safe, stable housing. In 2015, we anticipate redirecting approximately 400 hours toward individualized case management services that will aid these residents in reaching and sustaining housing self-sufficiency.<sup>5</sup>

### *Increase Program Efficiency*

Operating in an uncertain funding environment means program efficiencies, cost reductions,

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<sup>4</sup> Comparison of average length of stay for some tenant-based programs targeted at the hard-to-house (specifically, Avondale (FOY) TB FUP Youth, Supportive Housing YMCA, and Enumclaw) and the average length of stay for all tenant-based voucher households that went on subsidy on or after January 1, 2004 and had exited subsidy by August 1, 2014. Excludes portability and project-based vouchers. KCHA's 50058 Table 2 & MST Table SECTENM, M:\2015 MTW Plan Documents\Plan Citations\voucher moves

<sup>5</sup> By streamlining front end eligibility processing and providing a flat subsidy, program staff project saving 400 hours in staff time.

and efforts to streamline operations are essential to maintaining service levels. Over the next year, we will continue to identify and implement new approaches to improving our business processes, utilizing technology, eliminating unnecessary procedures, increasing customer service, and reducing energy costs.

One example of this is the standard HUD protocol for Housing Quality Standards (HQS) inspections in Section 8 housing. This approach is inefficient and burdensome not only for KCHA, but also landlords and residents. Our data shows that many of the larger, multi-family rental complexes tend to be in good condition and easily pass HQS inspections each year. In 2015, we will implement a new approach to inspection scheduling – moving these low-risk developments from an annual to a biennial inspection schedule. This **risk-based inspection model** will save an estimated 1,810 hours in staff time, freeing up our inspectors to focus on higher-risk properties and assist with ongoing fraud investigations while reducing the intrusiveness of the program for property owners and residents who adhere to the standards.<sup>6</sup>

KCHA will also continue to seek ways to **refine and streamline our rent policies for elderly and disabled households**. By introducing triennial reviews and simplifying income and deduction calculations, we have already reduced staff hours dedicated to administering complicated rent policies by 20 percent. These households live on fixed incomes that do not change drastically from year to year so annual reviews to recertify their earnings are unnecessary.

Entering into the fourth year of our resource conservation plan, we will continue to implement **strategies to meet our long-term sustainability goals**. The benefits from these conservation activities are three-fold: we are able to reduce our operating costs; lower utility costs for our residents; and sustain the local environment. KCHA is now receiving whole-building consumption data from our local utilities. This data enables us to benchmark performance against regional standards and identify poorly performing properties. It also informs our approaches to envelope weatherization and heating system design and operation. As conservation practices become embedded in our maintenance operations, tenant behaviors related to environmental sustainability also change for the better. KCHA is on track to accomplish the wide array of goals outlined in the conservation plan.

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<sup>6</sup> HUD's HQS inspection protocols often require multiple trips to the same neighborhood, the use of third-party inspectors, and blanket treatment of diverse housing types, adding an estimated \$59,730 in administrative costs (equivalent to 1,810 staff hours) annually.

## Moving Affordable Housing Policy Forward

***The innovations made possible by our MTW flexibility benefit not just the families and the communities we serve, but all housing authorities, MTW or not, that administer the public housing and Section 8 programs.*** Our successes and failures provide critical learnings for the delivery of effective and efficient affordable housing options in a tightening fiscal environment. The program innovations that MTW Housing Authorities are testing are an important element in the national discussion regarding the future direction of affordable housing policy. In fact, many of the approaches piloted under the MTW demonstration have already found their way into national legislation. The challenges housing authorities face are only intensifying as demand grows, the housing affordability gap widens and federal funding lags – the laboratory that MTW offers and the flexibility it provides is a key element in the future of these programs.

# SECTION I: INTRODUCTION

## A. Overview of Short-Term MTW Goals and Objectives

In this section, we outline our short-term goals and objectives for 2015. We continue to focus on ensuring that our housing assistance reaches people with the greatest need while also dedicating significant resources toward improving educational and economic opportunities for our residents and program participants. In 2015, KCHA intends to:

- **Increase the number of extremely low-income households we serve.** KCHA employs multiple strategies to expand our reach: property acquisitions; use of banked Annual Contributions Contract (ACC) authority; lease-up of new incremental vouchers; overleasing of existing Section 8 baseline; “step-down” or time-limited vouchers for specific populations; and the design and implementation of short-term rental assistance and Rapid Rehousing programs.
- **Continue to develop a pipeline of new projects intended to increase the supply of housing dedicated to extremely low-income households.** In 2015, KCHA will complete construction of Vantage Point, a 77-unit affordable housing community for seniors and people with disabilities and begin to plan for the development of additional senior housing on the “notch” property in White Center.
- **Continue to support families in gaining greater economic self-sufficiency.** During 2015, KCHA anticipates assisting 50 households under the Resident Opportunity Plan (ROP), a locally designed self-sufficiency program, and an additional 300 Public Housing and Section 8 households in the Family Self-Sufficiency program. These programs advance families toward self-sufficiency through individualized case management, supportive services, and program incentives.
- **Expand partnerships that address the multi-faceted needs of our most vulnerable populations.** KCHA houses more than 3,000 households through programs, operated in partnership with service providers and the behavioral health care system, that address the wide variety of our community’s supportive housing needs.<sup>7</sup> In 2015, KCHA will continue to expand these efforts by partnering with Valley Cities Counseling and Consultation to provide 24 Single Room Occupancy (SRO) units targeted specifically for youth and young adults transitioning out of homelessness. This housing is

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<sup>7</sup> The figure includes all project-based contract units: Sound Families, 240; supportive housing, 147; sponsor-based supportive housing, 137; Student Family Stability Initiative, 60. Tenant-based vouchers: VASH, 268; HASP, 1772; FUP, 408; domestic violence programs, 97; ACRS, VCCC, and UYF, 28. Project-based Units and Programs, M:\2015 MTW Plan Documents\Plan Citations\Project-based Units

designed to be communal, pairing safe and stable housing with on-site supportive services that help the youth transition to self-sufficiency. When complete, KCHA will be housing 103 formerly homeless youth in an array of different housing and service settings.<sup>8</sup> Partnering with the Federal Way Veterans' Program KCHA will assist in developing supportive housing for 33 households headed by homeless veterans eligible for services and support under the Veterans Affairs Supportive Housing (VASH) program. In total, KCHA anticipates housing more than 350 formerly homeless veterans by the end of the year.

- **Expand assistance to homeless and at-risk households with a short-term rental assistance pilot.** We continue to partner with the Highline School District and its McKinney-Vento liaisons to pilot a Rapid Rehousing approach to addressing the growing problem of homeless students in our public school system. This demonstration program, launched in November 2013, provides short-term rental assistance to help homeless families attain stable housing. By stabilizing families near their local school, we anticipate that attendance will improve, school transportation costs will decrease, and academic performance will be strengthened.

- **Provide housing choice through programs and policies that reduce barriers to high-opportunity neighborhoods.** This multi-pronged initiative includes the use of tiered payment standards, mobility counseling and new property acquisitions combined with placement of project-based Section 8 vouchers in targeted high-opportunity neighborhoods. In 2015, KCHA anticipates assisting up to 30 percent of its residents attain or sustain residency in high-opportunity neighborhoods.

- **Continue to implement comprehensive rent reform policies.** By the end of FY 2015, KCHA anticipates that 25 higher income households could transition out of public housing under revised rent policies, making these units available to extremely low-income households currently on the waiting list. These households will join the 396 others that have positively graduated to unsubsidized housing since the policy was implemented in 2012.

- **Deepen partnerships with parents and local school districts with the goal of improving educational outcomes.** KCHA houses more than 14,500 children in our federally assisted programs.<sup>9</sup> The academic success of these youth is the cornerstone of our efforts to prevent multi-generational cycles of poverty and promote social mobility. KCHA continues to make educational outcomes an integral

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<sup>8</sup> Programs include Coming Up, Friends of Youth, and Phoenix Rising. Project-based Units and Programs, M:\2015 MTW Plan Documents\Plan Citations\Project-based Units

<sup>9</sup> Children housed at least one day from July 2013 – June 2014 in either public housing, or tenant-based and project-based vouchers. Excludes portability vouchers. Data from KCHA's MST SECMEMB, SECTENM, PHAMEMB, and PHATENM tables. M:\2015 MTW Plan Documents\Plan Citations\child count

element of our core mission and is actively partnering with local educational stakeholders around common outcomes. We are focusing on achieving grade-level reading competency by the end of third grade while also improving educational outcomes for older youth through after-school programs, parental engagement, and mentoring. In 2015, we will continue to expand these place-based initiatives through the use of our MTW single fund along with philanthropic funding.

- **Commit additional MTW resources to the elimination of accrued capital repair and system replacement needs in our federally subsidized housing inventory.** In 2015, KCHA intends to invest more than \$33 million in public and private financing to improve quality, reduce maintenance costs, and extend the life expectancy of our federally assisted housing stock. KCHA will maintain its record of excellence in the physical condition of its housing, averaging a score of over 90 percent on property inspections performed by HUD's Real Estate Assessment Center (REAC) for our portfolio.

- **Make our federal housing programs more cost-effective through streamlining business processes, digitizing client files, and implementing a new software platform for core business functions.** By the last quarter of 2015, our new integrated software system, Tenmast WinTen 2+, will be fully operational. Combined with on-line access to tenant files, this software will provide greater efficiency in our operations and reporting, allowing us to provide a continually improving customer experience for our residents and landlords.

- **Reduce the environmental impact of KCHA's programs and facilities.** In 2015, KCHA will be implementing the fourth year of our Resource Management Plan. The plan includes strategies to reduce energy and water consumption, divert materials from the waste stream, handle hazardous waste, and influence tenant behavior. We will continue to analyze "whole building" consumption data from local utility companies and compile the information into a database. This data will enable us to track energy usage, benchmark against similar properties, and assess the effectiveness of conservation measures more accurately, providing guidance for future investments in energy efficiency.

- **Explore collaborative opportunities among MTW agencies.** We continue to work in partnership with other housing authorities to advance the goals of the MTW demonstration, including the evaluation of new policies and approaches. We will be working with Portland's Home Forward, the Seattle Housing Authority, and the Tacoma Housing Authority to procure research and evaluation services from local and national academic and research institutions.

## **B. Overview of Long-Term MTW Goals and Objectives**

Through participation in the MTW demonstration program, KCHA is able to address the wide range of affordable housing needs in the Puget Sound region. We use the single-fund and regulatory flexibility provided by this initiative in support of our overarching strategic goals:

- **Strategy 1:** Continue to strengthen the physical, operational, financial and environmental sustainability of our portfolio of almost 9,000 affordable housing units.<sup>10</sup>
- **Strategy 2:** Increase the supply of housing in the region that is affordable to extremely low-income households – those earning below 30 percent of Area Median Income (AMI) – through the development of new housing and the preservation of existing housing, as well as expanding the size and reach of our rental subsidy programs.
- **Strategy 3:** Provide greater geographic choice for low-income households, including disabled residents and elderly residents with mobility impairments, so that our clients have the opportunity to live in neighborhoods with high-performing schools and convenient access to services, transit, and employment.
- **Strategy 4:** Coordinate closely with behavioral healthcare and other social services organizations to increase the supply of supportive housing for people who have been chronically homeless and/or have special needs, with the goal of ending homelessness.
- **Strategy 5:** Engage in the revitalization of King County's low-income neighborhoods, with a focus on housing and other services, amenities, institutions and partnerships that create strong, healthy communities.
- **Strategy 6:** Work with King County, regional transit agencies, and suburban cities to support sustainable and equitable regional development by integrating new affordable housing into regional growth corridors aligned with mass transit.
- **Strategy 7:** Expand and deepen partnerships with school districts, Head Start programs, after-school care providers, public health departments, community colleges, the philanthropic community, and our residents to eliminate the achievement gap and improve educational and life outcomes for the low-income children and families we serve.
- **Strategy 8:** Promote greater economic self-sufficiency for families and individuals in subsidized housing by addressing barriers to employment and facilitating access to training and education

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<sup>10</sup> KCHA Agresso Property Table, M:\2015 MTW Plan Documents\Plan Citations\inventories.

programs, with the goal of enabling moves to market-rate housing at the appropriate time.

- **Strategy 9:** Continue to develop institutional capacity and efficiencies at KCHA to make the most effective use of federal resources. Continue to expand our non-federally subsidized programs to address the region's need for additional workforce housing and to support and ensure the financial sustainability of our operations.

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

In order to accomplish the long-term strategic goals stated above, the KCHA Board of Commissioners has authorized use of KCHA's Working Capital Reserves during publicly held meetings in several Board Resolutions. KCHA's Working Capital Reserves are the balance of funds that remain after all expenses of Section 8 and Public Housing programs are paid from KCHA's MTW block grant. The Working Capital Reserve is largely the result of administrative actions KCHA has implemented using its MTW authority. In effort to achieve long-term strategic goals 1 and 2, as listed above, KCHA's Board of Commissioners has authorized reservation of KCHA's Working Capital for expenditure to:

- Design and acquire a new software platform for the public housing and Section 8 programs. Resolution 5389 was approved on July 11, 2012 for \$2.5 million. These funds will be fully expended by 2016.
- Perform critical capital improvements on Public Housing and other eligible low-income developments during fiscal years 2013 and 2014. Resolution 5403 was approved on September 19, 2012 for \$7.5 million. Resolution 5414, approved on December 17, 2012, authorized an additional \$2.2 million for these purposes. All funds will be obligated and under contract by the end of 2014.
- Maintain an Operating Reserve for the Section 8 to assure prompt monthly remittance of HAP payments to the program's 3,000 participating landlords. Timely payment is absolutely essential to maintaining and expanding landlord participation in this program and thus maximizing voucher holder choice and affirmatively furthering fair housing. Over the past year HUD has failed to provide timely remittance of HAP funding on two occasions, necessitating the drawdown of these funds to assure on-time payments. Resolution 5406 was approved on October 15, 2012 for \$6 million. These funds will be replenished as needed.

- Fulfill existing multi-year contracts with service providers for sponsor-based housing. Resolution 5415 was approved on December 17, 2012 for \$2 million. These funds will be fully expended by year end 2014. In November 2014, the Board of Commissioners is expected to authorize a new resolution to renew this initiative.

## SECTION II: GENERAL HOUSING AUTHORITY OPERATING INFORMATION

### A. Housing Stock Information

KCHA will use banked ACC authority this year to bring three previously purchased developments into our Public Housing inventory. The transition of Northwood Square, Shelcor, and Island Crest to the public housing program stabilizes existing tenants and ensures that these units, 77 percent of which are sited in opportunity neighborhoods<sup>11</sup>, will be available to extremely low-income households over the long term. In addition to these previously purchased developments, we will complete and occupy Vantage Point, a new 77-unit apartment complex serving seniors and people living with disabilities.

#### Planned New Public Housing Units to be Added During the Fiscal Year

AMP Name and Number	Bedroom Size							Total Units	Population Type	Fully Accessible	Adaptable
	0	1	2	3	4	5	6+				
Island Crest 213	0	16	14	0	0	0	0	30	General	0	0
Northwood Square 467	0	0	18	6	0	0	0	24	General	1	0
Shelcor 480	0	1	7	0	0	0	0	8	General	0	8
Vantage Point <i>AMP # not assigned</i>	0	72	5	0	0	0	0	77	Elderly/Disabled	7	0
<b>Total Public Housing Units to be Added<sup>12</sup></b>								<b>139</b>			

<sup>11</sup> Neighborhood opportunity designations are from the Puget Sound Regional Council and Kirwan Institutes' Opportunity Mapping index (<http://www.psrc.org/growth/growing-transit-communities/regional-equity/opportunity-mapping/>). Neighborhoods are rated based upon a variety of neighborhood quality indicators, including indicators of educational, employment, and transportation opportunities. Island crest is located in a "very high" opportunity neighborhood; Vantage Point is located in a "moderate" opportunity neighborhood.

<sup>12</sup> These, and other properties yet to be identified, may convert to Public Housing in 2015. Additionally, some Public Housing units might be designated MTW Neighborhood Services units over this next year upon approval from the HUD field office.

### Planned Public Housing Units to be Removed During the Fiscal Year

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

### New Housing Choice Vouchers to be Project-Based During the Fiscal Year<sup>13</sup>

Property Name	Anticipated Number of New Vouchers to be Project-Based	Description of Project
Phoenix Rising	24	Located in Auburn, Phoenix Rising is a new construction project that provides 24 units of low-barrier, non-time limited supportive housing for homeless youth living with chronic mental illness. The project will encourage the residents to participate in the services and activities provided in the common space as a way to combat the isolation often experienced by this population. Valley Cities Counseling and Consulting (VCCC) will provide comprehensive mental health services.
Federal Way Veterans Program	33	Developed by the Multi Service Center (MSC), this new construction property located in Federal Way will serve 33 VASH-eligible veterans and their families with Project-based assistance. Using a Housing First approach, the program allows homeless veterans and their families immediate access to housing along with holistic case management services, such as food/clothing, housing, energy assistance, employment education and financial management.

<sup>13</sup> Section 8 Monthly Statistics Sheet. P:\Section 8.

**Anticipated Total  
New Vouchers to  
be Project-Based**

57

**Anticipated Total Number of Project-Based  
Vouchers Committed at the End of the  
Fiscal Year<sup>14</sup>**

2,487

**Anticipated Total Number of Project-Based  
Vouchers Leased-Up or Issued to a Potential  
Tenant at the End of the Fiscal Year<sup>15</sup>**

2,456

### **Other Changes to the Housing Stock Anticipated During the Fiscal Year**

KCHA continues to use banked public housing subsidy to provide deep affordability as units turn over in the Pepper Tree, Westminster, and Kirkland Place developments – private properties acquired by the Housing Authority in opportunity neighborhoods. These units are added to our Public Housing inventory only when a current resident moves out. Due to the uncertainty surrounding the timing of existing residents’ individual housing choices, we are not able to project an exact figure for the number of newly subsidized units to be added to our Public Housing portfolio.

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

In 2015, KCHA plans to spend just over \$33 million to complete capital improvements critical to maintaining our 81 federally subsidized properties. Expenditures include:

- **Vantage Point Construction** (\$18 million). KCHA will leverage \$18 million to complete the construction of Vantage Point, a 77-unit apartment complex serving seniors and people living with disabilities.
- **Unit Upgrades** (\$4 million). KCHA’s ongoing efforts to significantly upgrade the interiors of our affordable housing inventory as units turn over will continue in 2015. KCHA’s in-house, skilled workforce will perform the renovations, which include installation of new flooring, cabinets and fixtures that will extend the useful life of unit interiors by 20 years.
- **Site Improvements** (\$3.19 million). Replacement of gas mains and installation of new site lighting at Burndale Homes (Auburn), Firwood Circle (Auburn), and Valli Kee (Kent), and new paving, sidewalks, and other miscellaneous site improvements at Forest Glen (Redmond). KCHA will fund improvements at these sites through either MTW block-grant or Capital Fund Program funding.

<sup>14</sup> AHAP and HAP.

<sup>15</sup> HAP only.

- **Building Envelope and Related Components Upgrades** (\$810,000). Our capital needs assessments have identified a number of building envelope upgrades, including fall protection needs at Peppertree (Shoreline) as well as design work in preparation for the planned 2016 full envelope upgrades at Hidden Village (Bellevue), and Northridge I and II (Shoreline). Work to be completed in 2015 includes envelope upgrades and deck replacements at Island Crest (Mercer Island). Staircase replacement work at Park Royal (Bothell) will be completed in 2015. The envelope work will be completed with funding from KCHA's MTW block-grant resources, reserves, utility company weatherization funding, and other sources.

- **Sewer, Storm Water, Domestic Water and Waste Lines, and Other Utility System Upgrades** (\$1.28 million). Various utility system upgrades will be completed at Hidden Village (Bellevue), Kirkland Place (Kirkland), Burien Park (Burien), and Westminster Manor (Shoreline).

- **"509" Initiative Improvements** (\$5.77 million). Our assessment identified approximately \$33 million in capital needs for the previously approved 509 initiative, which converted scattered site public housing to a project-based Section 8 portfolio. Major improvements to be completed in 2015 include the completion of the building envelope upgrades at Riverton Terrace (Tukwila) that commenced construction in 2014, envelope upgrades at Cedarwood (Kirkland), Wellswood (Woodinville), Pickering Court (Snoqualmie), and Forest Glen (Redmond). Additional projects include site upgrades, indoor air quality improvements, sewer line replacement work, and surface water management improvements at various sites.

## **B. Leasing Information**

### **Planned Number of Households Served at the End of the Fiscal Year**

<b>MTW Households to be Served Through:</b>	<b>Planned Number of Households to be Served</b>	<b>Planned Number of Unit Months Occupied/Leased</b>
Federal MTW Public Housing Units to be Leased <sup>16</sup>	2,083	25,002
Federal MTW Voucher (HCV) Units to be Utilized <sup>17</sup>	9,466	113,592
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Property-Based Assistance Programs	0	0
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Tenant-Based Assistance Programs <sup>18</sup>	212	2,544
<b>Total Households Projected to be Served</b>	<b>11,761</b>	<b>141,138</b>

### **Reporting Compliance with Statutory MTW Requirements**

KCHA is currently in compliance with the statutory MTW requirements.

### **Description of Any Anticipated Issues Related to Leasing of Public Housing, Housing Choice Vouchers, and/or Local, Non-Traditional Units and Possible Solutions**

<b>Housing Program</b>	<b>Description of Anticipated Leasing Issues and Possible Solutions</b>
<b>Federal MTW Public Housing</b>	<b>No leasing issues are anticipated for this program in 2015.</b>
<b>Federal MTW Voucher (HCV)</b>	<b>No leasing issues are anticipated for this program in 2015.</b>
<b>Local, Non-Traditional, MTW Funded Tenant-Based Assistance</b>	<b>No leasing issues are anticipated for this program in 2015.</b>

<sup>16</sup> Estimates based on 98% occupancy of public housing units projected to be in use during 2015. M:\2015 MTW Plan Documents\Plan Citations\households served estimates\public housing

<sup>17</sup> Section 8 Department December 2015 estimates: block grant anticipated ACC is 8,234 and anticipated unit-months used is 98,808; non-block grant anticipated ACC is 1,232 and anticipated unit-months used is 14,784. M:\2015 MTW Plan Documents\Plan Citations\households served estimates\hcv

<sup>18</sup> Includes sponsor-based supportive housing (Coming Up, Housing First, FACT, PACT) and flexible rental assistance programs (Student Family Stability Initiative, Next Step), M:\2015 MTW Plan Documents\Plan Citations\households served estimates\non-traditional tenant-based

## C. Wait List Information

No changes to the organizational structure or policies regarding the wait lists are anticipated in 2015.

### **Wait List Information Projected for the Beginning of the Fiscal Year**

Housing Program	Wait List Type	Number of Households on Wait List	Wait List Open, Partially Open or Closed	Are there plans to open the wait list during 2015?
<b>Section 8 Housing Choice Voucher</b>	Community-wide	1,125 <sup>19</sup>	Partially Open ( <i>accepting targeted voucher referrals only</i> )	Yes
<b>Public Housing</b>	Other: Regional	8,439 <sup>20</sup>	Open	N/A
<b>Public Housing</b>	Site-based	7,247 <sup>21</sup>	Open	N/A
<b>Project-Based</b>	Other: Regional	3,063 <sup>22</sup>	Open	N/A
<b>Public Housing – Conditional Housing</b>	Program-specific	30 <sup>23</sup>	Open	N/A
<b>Local Non-Traditional</b>	N/A	N/A	N/A	N/A

### **Description of Other Wait Lists**

Public Housing, Other: Applicants are given the choice among three regions, each with their own wait list. The applicant is able to choose two of the three regions. KCHA uses a rotation system among this applicant pool and those who enter through a specialized program, such as our transitional housing program, when assigning a household a unit in its region of choice.

Project-Based, Other: This wait list mirrors the Public Housing program's regional wait lists. An applicant is given the opportunity to apply for a number of KCHA's subsidized housing programs. KCHA may pre-

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<sup>19</sup> Projected estimate from Housing Choice Voucher director based on Section 8 waitlist data. M:\2015 MTW Plan Documents\Plan Citations\waitlist estimates\hcv

<sup>20</sup> Projected estimate from analysis of regional waiting list dynamics for the first six months of 2014. KCHA's MST APPMAST table, M:\2015 MTW Plan Documents\Plan Citations\waitlist estimates\ph regional

<sup>21</sup> Projected estimate from analysis of site-based waiting list dynamics for the first six months of 2014. KCHA's MST APPMAST table, M:\2015 MTW Plan Documents\Plan Citations\waitlist estimates\ph site-based

<sup>22</sup> Projected estimate from analysis of project-based waiting list dynamics for the first six months of 2014. KCHA's MST APPMAST table, M:\2015 MTW Plan Documents\Plan Citations\waitlist estimates\project-based

<sup>23</sup> Projected estimate from analysis of conditional housing waiting list dynamics for the first six months of 2014. KCHA's MST APPMAST table, M:\2015 MTW Plan Documents\Plan Citations\waitlist estimates\conditional

screen a cluster of applicants prior to receiving notice of available units from an owner in order to ensure eligibility and increase efficiency.

#### **Description of Partially Open Wait List: Section 8 Housing Choice Voucher Program**

The general Section 8 Housing Choice Voucher Program has not been open to new applicants since May 2011. By the end of 2015, we expect that the existing waiting list will have been exhausted and we anticipate reopening the waiting list in either late 2015 or early 2016. We continue to serve targeted populations under VASH, the Family Unification Program (FUP), and the Non-Elderly Disabled (NED) voucher programs through referrals from our service partners.

## SECTION III: PROPOSED MTW ACTIVITIES

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

#### A. Proposed MTW Activity Description

KCHA requests authorization to develop a local, non-traditional housing program that will revise the administration of a portion of our project-based assistance to better meet the needs of extremely low-income homeless individuals and families while realizing administrative efficiencies. This flexibility will allow KCHA to better support a “housing first” approach in placing homeless populations in supportive housing programs designed to meet their unique needs. Under existing policies, the subsidy may only be applied to the unit after an extensive eligibility determination and an income-based rent calculation has been conducted. The administrative costs of determining incomes and calculating tenant rent responsibility are high. Individuals transitioning out of homelessness typically have extremely low incomes and are highly mobile, adding to the challenges of tracking and managing frequent moves.

By eliminating front end barriers and simplifying the administration of rental subsidy funds to our community partners that provide supportive housing, we will realize cost savings while increasing housing choice and self-sufficiency among the residents served. We will accomplish this by providing a flat, per-unit subsidy in lieu of monthly Housing Assistance Payments (HAP) while allowing the service provider to dictate the terms of the tenancy (such as length of stay and the tenant portion of rent). The funding will be block-granted based on the number of units authorized under contract and occupied in each program. As income levels of homeless individuals and families generally are extremely low, an income-based rent calculation for the tenants may not be conducted. KCHA will review and approve the tenant rent structure for each program using our standard rent protocols.

Our service provider partners each administer unique supportive housing programs. Generally, a resident will receive intensive, individualized case management that focuses on stabilizing the individual in safe and healthy housing. Service might include mental health counseling and referral, substance abuse counseling, general life skills training, and sometimes, basic vocational training.

As with our other federal housing programs, all units will be subject to an initial Housing Quality Standards (HQS) inspection before entering into a contract with a housing owner. Due to the transient nature of this population, however, inspections will not be administered based on occupancy turnover,

but instead will occur annually. Our plan is for all units in each property to be inspected during the same period on a set schedule, with additional HQS inspections performed as needed.

## **B. Statutory Objective**

This initiative decreases costs by reducing KCHA and service agency staff time spent on program administration, and streamlines front end eligibility processing while lowering entrance barriers for homeless individuals and families. This approach will allow KCHA to increase housing choices for vulnerable, hard-to-house populations.

## **C. Anticipated Impact**

This policy change will allow us to more successfully engage and house vulnerable and difficult to house individuals and families while reducing administrative costs. By providing a flat subsidy per unit, we reduce administrative burdens for a population that has extremely low incomes while swiftly linking individuals and families to safe, stable homes.

## **D. Schedule**

We plan to implement this initiative in early 2015, pending HUD's approval. KCHA will modify a few existing contracts to slowly roll out and test this approach among current programs. Around 60 households will be served under this new model.

## **E. Activity Metrics Information**

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Projected Outcome	Data Source
Reduce costs and achieve greater cost effectiveness	CE #1: Total cost of task in dollars	0	\$13,266 <sup>24</sup> saved	Increases cost savings	HR records
Reduce costs and achieve greater cost effectiveness	CE #2: Total time to complete task in staff hours	0	402 hours saved	Reduces staff time administering this assistance	Internal time audit
Reduce costs and achieve greater cost effectiveness	CE #3: Average error rate in completing a task as a percentage	TBD	TBD	TBD	Audit of invoice errors for sponsor-based housing
Reduce costs and achieve greater cost effectiveness	CE #4: Amount of funds leveraged in dollars	TBD	TBD	TBD	Partner budget dedicated to services

<sup>24</sup> This figure was calculated by multiplying the median hourly wage and benefits (\$33) of the staff member who oversees this activity by the number of hours saved. This number represents a hypothetical estimate of the dollar amount that could be saved in staff hours by implementing this activity.

Increase housing choice	HC #7: Number of households receiving services aimed to increase housing choice	0	67	Increases in number of households served	MST, HMIS, partner databases
Increase self-sufficiency	SS #8: Households transition to self-sufficiency	TBD	TBD	TBD	Partner databases

#### **F. Need/Justification for MTW Flexibility**

The cited authorization under MTW Use of Funds (Attachment D, Item A) is necessary to change the way project-based subsidy is administered to local housing providers. Additionally, KCHA is changing the way it administers assistance to some of its local, non-traditional programs requiring amendment to PIH Notice 2011:45: Parameters for Local, Non-Traditional Activities under MTW.

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

### **Activities**

#### **A. Proposed MTW Activity Description**

KCHA requests authorization to report on the use of net proceeds from disposition activities in the annual MTW reports and plans. This activity will allow KCHA to streamline our reporting protocol while continuing to adhere to the guidelines outlined in 24 CFR 941 Subpart F of Section 18 demolition and disposition code. The current MTW reporting module aligns with the reporting guidelines in Section 18, allowing for an opportunity to streamline these activities, and realize time-savings and additional administrative efficiencies.

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

1. Repair or rehabilitation of existing ACC units.
2. Development and/or acquisition of new ACC units.
3. Provision of social services for residents.
4. Implementation of a preventative and routine maintenance strategy for specific single-family scattered-site ACC units.
5. Modernization of a portion of a residential building in our inventory to develop a recreation room, laundry room or day-care facility for residents.
6. Funding of a HUD-approved homeownership program authorized under Section 32, 9, 24 or any other Section of the Act, for assistance to purchasers, for reasonable planning and implementation costs, and for acquisition and/or development of homeownership units.
7. Leveraging of proceeds in order to partner with a private entity for the purpose of developing mixed-finance public housing under 24 CFR 905.604.

We will report on the proceeds' uses, including administrative and overhead costs, in the MTW reports. The net proceeds from this project are estimated to be \$5 million.

## **B. Statutory Objective**

This initiative reduces costs and achieves greater administrative efficiency by streamlining the reporting requirements, as allowed uses under Section 18 are similar to those found in the MTW single fund authorization.

## **C. Anticipated Impact**

This policy change will allow us to administer funds more efficiently by eliminating a separate and duplicative reporting structure that expends additional staff time and resources.

## **D. Schedule**

We plan to implement this initiative in early 2015, pending HUD's approval.

## **E. Activity Metrics Information**

<b>MTW Statutory Objective</b>	<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Projected Outcome</b>	<b>Data Source</b>
Reduce costs and achieve greater cost effectiveness	CE #1: Total cost of task in dollars	0	\$11,840 <sup>25</sup> saved	Increased cost savings	HR Records
Reduce costs and achieve greater cost effectiveness	CE #2: Total time to complete task in staff hours	0	160 hours saved	Reduced staff time administering this assistance	Internal Time Audit

## **F. Need/Justification for MTW Flexibility**

The cited authorizations under MTW Use of Funds (Attachment D, Item A) and Authorizations Related to Both Public Housing and Section 8 Housing Choice Vouchers (Attachment C, Item B) are required in order to change the way these disposition funds are tracked and reported to HUD. Flexibility in regards to these net proceeds will provide administrative efficiency and cost savings without waiving Section 18 reporting requirements in any way.

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<sup>25</sup> This figure was calculated by multiplying the median hourly wage and benefits (\$74) of the staff member who oversees this activity by the number of hours saved. This number represents a hypothetical estimate of the dollar amount that could be saved in staff hours by implementing this activity.

## SECTION IV: APPROVED MTW ACTIVITIES

### A. Implemented Activities

The following table provides an overview of previously approved activities, the statutory objectives they aim to meet, and the page number in which more detail can be found. Activities are listed by the year they were proposed, with the most recent first.

<b>Year-Activity #</b>	<b>MTW Activity</b>	<b>Statutory Objective</b>	<b>Page</b>
2014-1	Stepped-Down Assistance for Homeless Youth	Self-Sufficiency	27
2014-2	Revised Definition of "Family"	Housing Choice	28
2013-1	Passage Point Conditional Housing Program	Housing Choice	28
2013-2	Flexible Rental Assistance Program	Housing Choice	29
2013-3	Short-Term Rental Assistance Program	Housing Choice	30
2012-2	Community Choice Program	Housing Choice	31
2009-1	Project-Based Section 8 Local Program Contract Term	Housing Choice	31
2008-1	Acquire New Public Housing	Housing Choice	32
2008-10 & 11	EASY & WIN Rent Policies	Cost Effectiveness Self-Sufficiency	33
2008-21	Public Housing & Section 8 Utility Allowances	Cost Effectiveness	34
2007-6	Develop a Sponsor-Based Housing Program	Housing Choice	35
2007-8	Remove Cap on Voucher Utilization	Housing Choice	36
2007-14	Enhanced Transfer Policy	Cost Effectiveness	37
2007-18	Resident Opportunity Plan (ROP)	Self-Sufficiency	37
2005-4	Payment Standard Changes	Cost Effectiveness Housing Choice	38
2004-2	Local Project-Based Section 8 Program	Cost Effectiveness Housing Choice	40
2004-3	Develop Site-Based Waiting Lists	Cost Effectiveness Housing Choice	42
2004-5	Modified HQS Inspection Protocols	Cost Effectiveness	43
2004-7	Streamline PH & Section 8 Forms & Data Processing	Cost Effectiveness	44
2004-9	Rent Reasonableness Modifications	Cost Effectiveness	46
2004-16	Section 8 Occupancy Requirements	Cost Effectiveness	46

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

**Plan Year:** 2014

**Implemented:** 2014

**Challenge:** During the 2013 annual homeless count in King County, 779 youth were identified as homeless or unstably housed.<sup>26</sup> Local service providers have identified the need for a short-term, gradually diminishing rental subsidy structure that will provide a better approach to assisting this population in transitioning to independent housing opportunities than a traditional, non-time limited Section 8 voucher.

**Solution:** KCHA is implementing a flexible, “stepped-down” rental assistance model that serves the particular needs of youth transitioning out of homelessness. Our local youth service provider partners find that a short-term rental subsidy is the most appropriate way to serve this particular population as a majority of these young adults are not struggling with disabilities that require extended tenure in a supportive housing environment. By providing limited term rental assistance and promoting transition to independent living, we are able to serve more young adults in need of assistance. One of the pilot programs established under this activity, Next Step, will provide independent housing opportunities to 15 young adults (ages 18 to 25) who are currently living in transitional housing. KCHA is providing rental subsidies in coordination with wrap-around services provided by the YMCA. Participants will secure their apartment, sign their own lease with a landlord, and work with a resource specialist to assure longer term housing stability.

**Proposed Changes to Activity:** We are continuing to expand this approach to our other service partners who are already implementing young adult housing programs with KCHA rental subsidies. These programs include Coming Up, a sponsor-based rental assistance program that provides supportive services to formerly homeless young adults in south King County, and a project-based assistance program operating in partnership with Friends of Youth and Imagine Housing. No additional authorizations are needed nor requested at this time.

**Changes to Metrics:** Per HUD’s new reporting standards, KCHA is required to revise its benchmarks, baselines, and metrics for consistency with HUD’s standard metrics. The table provides the revised metrics for this activity. Outcomes will be reported in KCHA’s annual MTW report.

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<sup>26</sup> Count Us In 2014: King County’s Point-in-Time Count of Homeless & Unstably Housed Young People. [http://www.cehkc.org/doc\\_reports/CUI2014FINALReport.pdf](http://www.cehkc.org/doc_reports/CUI2014FINALReport.pdf)

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark
Increase self-sufficiency	SS #1: Average earned income of households affected by this policy	TBD	TBD
Increase self-sufficiency	SS #3: Employment status for heads of household	TBD	TBD
Increase self-sufficiency	SS #5: Households assisted by services that increase self-sufficiency	TBD	TBD
Increase self-sufficiency	SS #7: Tenant rent share	TBD	TBD
Increase self-sufficiency <sup>27</sup>	SS #8: Households transition to self-sufficiency	0 households	45 households

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

**Plan Year:** 2014

**Implemented:** 2014

**Challenge:** On Jan. 24, 2013, 3,120 families with children were living in emergency or temporary housing in King County.<sup>28</sup> Thousands more elderly and disabled people, many with severe rent burdens, are on our waiting lists. To make the greatest use of our limited resources, we seek to target the most vulnerable populations, including families with children, elderly, and people with disabilities. Currently, KCHA serves about 475 households that do not include a minor, elderly, or disabled family member.<sup>29</sup>

**Solution:** This policy modifies the Public Housing Admissions and Continued Occupancy Policy (ACOP) and Section 8 Administrative Plans in an effort to direct our limited resources to populations facing the greatest need: elderly, near-elderly and disabled households, and families with children. Through this set of policy revisions, we will refine our focus on the most at-risk people in our communities. Exceptions will be made for participants in programs that target specialized populations such as domestic violence victims.

**Proposed Changes to Activity:** In 2015, we will implement this policy for incoming households . No additional authorizations are needed nor requested at this time.

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

<sup>28</sup> CoC Dashboard Report (WA-500). 2013 Point in Time Count Summarized by Household Type.  
[https://www.onecpd.info/reports/CoC\\_PopSub\\_CoC\\_WA-500-2012\\_WA\\_2013.pdf](https://www.onecpd.info/reports/CoC_PopSub_CoC_WA-500-2012_WA_2013.pdf).

<sup>29</sup> Analysis of Impact of Family Definition Change, M:\2015 MTW Plan Documents\Plan Citations\Households not including an elderly, disabled, or minor family member.

**Changes to Metrics:** Per HUD’s new reporting standards, KCHA is required to revise its benchmarks, baselines, and metrics for consistency with HUD’s standard metrics. The table provides the revised metrics for this activity. Outcomes will be reported in KCHA’s annual MTW report.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark
Increase housing choices	HC #3: Average applicant time on wait list in months	TBD	TBD
Increase housing choices	HC #4: Number of housing units preserved for households at or below 80% AMI	0 units	0 units; 511 units (63 PH; 448 HCV/PBS8) by 2018

### **ACTIVITY 2013-1: Passage Point Conditional Housing Program**

**Plan Year:** 2013

**Implemented:** 2013

**Challenge:** In 2013, 1,422 individuals re-entered the community in King County after experiencing a period of incarceration.<sup>30</sup> Nationally, more than half of all inmates are parents who will face barriers to securing housing and employment upon release due to their criminal record or lack of employable skills.<sup>31</sup> Without a place to live or a job, these individuals are unable to reunite with their children.

**Solution:** Passage Point is a unique supportive housing program model that serves parents seeking to reunify with their children following incarceration. KCHA provides project-based assistance to the 46 units comprising this community. The YWCA provides property management and supportive services, along with outreach to prisons and correctional facilities. Passage Point residents who successfully complete the service program and regain custody of their children may submit a “graduation packet” for access to KCHA’s Public Housing program. These households are given priority placement on the wait list. In contrast to transitional housing programs that typically have strict 24-month occupancy limits, participants in the Passage Point program may remain in place until they have completed the reunification process and successfully stabilized and can demonstrate their ability to succeed in traditional subsidized housing.

**Proposed Changes to Activity:** No major modifications are anticipated and no additional authorizations are need nor requested at this time.

<sup>30</sup> Washington State Department of Corrections. Number of Prison Releases by County of Release. <http://www.doc.wa.gov/aboutdoc/docs/msPrisonReleases.pdf>

<sup>31</sup> Glaze, E and Maruschak (2008). Parents in Prison and Their Minor Children. <http://www.bjs.gov/index.cfm?ty=pbdetail&iid=823>

**Changes to Metrics:** Per HUD’s new reporting standards, KCHA is required to revise its benchmarks, baselines, and metrics for consistency with HUD’s standard metrics. The table provides the revised metrics for this activity. Outcomes will be reported in KCHA’s annual MTW report.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark
Reduce costs and achieve greater cost effectiveness	CE #4: Amount of funds leveraged	TBD	TBD
Increase housing choices	HC #5: Number of households able to move to a better unit and/or neighborhood of opportunity	0 households move	5 households move
Increase housing choices	HC #7: Number of households receiving services aimed to increase housing choice	TBD	TBD
Increase self-sufficiency	SS #1: Average earned income of households affected by this policy	TBD	TBD
Increase self-sufficiency	SS #3: Employment status for heads of household	TBD	TBD
Increase self-sufficiency <sup>32</sup>	SS #8: Number of households transitioned to self-sufficiency	TBD	TBD

## ACTIVITY 2013-2: Flexible Rental Assistance Program

**Plan Year:** 2013

**Implemented:** 2013

**Challenge:** Each day in the U.S., more than 37,000 domestic violence survivors and their children rely on emergency shelters for housing.<sup>33</sup> Traditional housing programs, such as Section 8, do not always meet their needs. In some situations, rapidly re-keying a door lock is a higher priority than securing an ongoing rent subsidy.

**Solution:** This program, developed with our community partners that provide domestic violence services, pairs case management with a flexible subsidy. The purpose is to provide housing assistance, beyond just rent, by quickly and effectively finding and securing housing for those in crisis situations. KCHA is providing the funding equivalent to 20 rental subsidies to support this pilot while the contracted providers deliver services to the family. Participants will secure their own housing and work with a

<sup>32</sup> Self-sufficiency in this activity is defined as graduating to PH or other independent housing.

<sup>33</sup> National Alliance to End Homelessness (2011). Homelessness Prevention and Rapid Re-Housing for Survivors of Domestic Violence. <http://www.endhomelessness.org/library/entry/homelessness-prevention-and-rapid-re-housing-for-survivors-of-domestic-viol>

resource specialist to maintain housing stability both during the program and beyond. With our partners, we will provide services to assist program participants in finding and securing housing.

**Proposed Changes to Activity:** No major modifications are anticipated and no additional authorizations are needed nor requested at this time.

**Changes to Metrics:** Per HUD’s new reporting standards, KCHA is required to revise its benchmarks, baselines, and metrics for consistency with HUD’s standard metrics. The table provides the revised metrics for this activity. Outcomes will be reported in KCHA’s annual MTW report.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark
Increase housing choices	HC #5: Number of households able to move to a better unit <sup>34</sup>	TBD	TBD
Increase housing choices	HC #7: Number of households receiving services aimed to increase housing choice	0 households	20 households

### ACTIVITY 2013-3: Short-Term Rental Assistance Program

**Plan Year:** 2013

**Implemented:** 2013

**Challenge:** There are a growing number of homeless students being reported by school districts in King County. During the 2012-2013 school year, 6,188 students were homeless during some part of the academic term.<sup>35</sup> KCHA does not have the resources to adequately respond to this crisis by issuing additional Section 8 vouchers and making available new public housing units. Some of these families may be adequately served through the use of short-term rental assistance coupled with services in the form of security deposits, applicant fees, and utility payments.

**Solution:** A Rapid Rehousing demonstration is being piloted in partnership with the Highline School District. Known as the Student and Family Stability Initiative (SFSI), the program pairs short-term rental assistance with housing stability and employment connection services for families experiencing homelessness or for those about to become homeless. Participating households are referred by school-based McKinney-Vento liaisons. A community-based service provider screens referrals, administers the short-term rental assistance, and provides appropriate supportive and employment services.

<sup>34</sup> Moving to a better unit is defined as a household’s ability to move or stay in a safe unit. Services can aid a participant in securing their current unit or moving that participant to a better or safer residence.

<sup>35</sup> Columbia Legal Services (2014). Student Homelessness Across Washington State Increases 12%. M:\2015 MTW Plan Documents\Plan Citations\Homeless Students

Caseworkers are given the flexibility to determine the most effective approach to quickly stabilizing participants, including rent, move-in assistance, security deposits, application fees, rent arrears, and utility assistance payments. Critical outcomes for this program include reductions in the number of homeless families and students, increased classroom stability and academic success, and a decrease in school district McKinney-Vento mandated transportation costs.

**Proposed Changes to Activity:** No major modifications are anticipated and no additional authorizations are needed nor requested at this time.

**Changes to Metrics:** Per HUD’s new reporting standards, KCHA is required to revise its benchmarks, baselines, and metrics for consistency with HUD’s standard metrics. The table provides the revised metrics for this activity. Outcomes will be reported in KCHA’s annual MTW report.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark
Increase housing choices	HC #5: Number of households able to move to a better unit and/or neighborhood	0 families	40 families
Increase housing choices	HC #7: Number of households receiving services aimed to increase housing choice	TBD	TBD
Increase self-sufficiency	SS #1: Average earned income of households affected by this policy	TBD	TBD
Increase self-sufficiency	SS #3: Employment status for head of household	TBD	TBD
Increase self-sufficiency <sup>36</sup>	SS #8: Number of households transitioned to self-sufficiency	TBD	TBD

## ACTIVITY 2012-2: Community Choice Program

**Plan Year:** 2012

**Implemented:** 2012

**Challenge:** Research increasingly demonstrates that where people live matters enormously in terms of health, employment, and educational success. About 75 percent of KCHA’s tenant- based Housing Choice Voucher holders do not live in the higher-opportunity neighborhoods of King County that can promote these outcomes.<sup>37</sup> These are neighborhoods with higher rents and a more limited supply of

<sup>36</sup> Self-sufficiency is defined as maintaining the ability to afford one’s rent after program “graduation.”

<sup>37</sup> Neighborhood opportunity designations are from the Puget Sound Regional Council and Kirwan Institutes’ Opportunity Mapping index (<http://www.psrc.org/growth/growing-transit-communities/regional-equity/opportunity-mapping/>).

rental housing. In addition to formidable barriers to entry, many households are not aware of the link between location and educational and employment opportunities. For a wide variety of reasons, low income families opt to live in familiar communities with higher poverty rates and less access to these locational benefits.

**Solution:** This initiative is designed to encourage and enable Housing Choice Voucher households with young children to relocate in high-opportunity areas of the county. Through collaboration with local nonprofits and landlords, KCHA is educating families about the link between location, educational opportunities, and life outcomes; counseling families as they are making decisions about where and when to move; and supporting their transition into their new neighborhoods.

**Proposed Changes to Activity:** No major modifications are anticipated and no additional authorizations are needed nor requested at this time.

**Changes to Metrics:** Per HUD's new reporting standards, KCHA is required to revise its benchmarks, baselines, and metrics for consistency with HUD's standard metrics. The table provides the revised metrics for this activity. Outcomes will be reported in KCHA's annual MTW report.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark
Increase housing choices	HC #5: Number of households able to move to a better unit and/or neighborhood of opportunity	0 households move	20 households move
Increase housing choices	HC #7: Number of households receiving services aimed to increase housing choice	0 households	50 households

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

**Plan Year:** 2009

**Implemented:** 2009

**Challenge:** Prior to 2009, our non-profit development partners faced difficulties in securing private financing for development and acquisition projects. By banking and private equity standards, the HAP contract term set by HUD is short and is not helpful in underwriting debt on affordable housing projects.

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Neighborhoods are rated based upon a variety of neighborhood quality indicators, including indicators of educational, employment, and transportation opportunities. For all tenant-based vouchers leased-up on July 1, 2014, 76.9% lived outside of "high" or "very high" opportunity neighborhoods. This excludes portability and project-based vouchers. Data comes from KCHA's 50058 database (table 2). M:\2015 MTW Plan Documents\Plan Citations\current voucher holders opportunity

**Solution:** We extended the length of the allowable term for Section 8 project-based contracts up to 15 years in order to help our partners underwrite and leverage private financing for development and acquisition projects.

**Proposed Changes to Activity:** In 2015, we will continue to consider other exceptions to HAP contract terms in order to support the preservation and development of affordable housing opportunities in King County. No additional authorizations are needed nor requested at this time.

**Changes to Metrics:** Per HUD’s new reporting standards, KCHA is required to revise its benchmarks, baselines, and metrics for consistency with HUD’s standard metrics. The table provides the revised metrics for this activity. Outcomes will be reported in KCHA’s annual MTW report.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark
Reduce costs and achieve greater cost effectiveness	CE #1: Total cost of task in dollars	TBD	TBD
Reduce costs and achieve greater cost effectiveness	CE #2: Total time to complete task in staff hours	TBD	TBD

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

**Plan Year:** 2008

**Implemented:** 2008

**Challenge:** In King County, 45 percent of all renter households spend more than 30 percent of their income on rent.<sup>38</sup> County-wide, fewer than 5 percent of all apartments are affordable to households earning less than 30 percent AMI.<sup>39</sup> In the context of these challenges, KCHA’s Public Housing waiting lists continue to grow. With the widening gap between available affordable housing and the need of low-income renters, we must continue to find ways to increase the inventory of units affordable to extremely low income households.

**Solution:** KCHA’s Public Housing ACC is currently below the Faircloth limit, providing the opportunity for the housing authority to turn on “banked” public housing subsidies to add to the affordable housing supply. This approach is challenging – public housing units cannot support debt. We continue to use MTW working capital creatively to leverage this opportunity with a particular focus on the creation or preservation of hard units in high opportunity neighborhoods.

<sup>38</sup> Committee to End Homelessness. Homelessness Facts for King County. <http://www.cehkc.org/scope/cost.aspx>.

<sup>39</sup> Committee to End Homelessness. Homelessness Facts for King County. <http://www.cehkc.org/scope/cost.aspx>.

**Proposed Changes to Activity:** In 2015, we will create 139 new public housing units that provide housing opportunities to low-income families, seniors, and people living with disabilities.<sup>40</sup> No additional authorizations are needed nor requested at this time.

**Changes to Metrics:** Per HUD’s new reporting standards, KCHA is required to revise its benchmarks, baselines, and metrics for consistency with HUD’s standard metrics. The table provides the revised metrics for this activity. Outcomes will be reported in KCHA’s annual MTW report.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark
Increase housing choices	HC # 1: Number of new housing units made available for households at or below 80% AMI	0 units (2004)	700 units (cumulative through 2018); 139 units in 2015
Increase housing choices	HC #2: Number of housing units preserved for households at or below 80% AMI	TBD	TBD
Increase housing choices	HC #5: Number of households able to move to a better unit and/or neighborhood of opportunity	TBD	TBD

## ACTIVITIES 2008-10 and 2008-11: EASY and WIN Rent Policies

**Plan Year:** 2008

**Implemented:** 2008 and 2010

**Challenge:** Administering rent protocols under existing HUD rules is administratively complex and confusing to the households we serve. Significant staff time is unnecessarily spent complying with federal requirements that do not promote better outcomes for residents, safeguard program integrity nor save the tax payers money. The rules regarding deductions, annual reviews and recertifications, and income calculations are unnecessarily cumbersome and often hard to understand, especially for the elderly and disabled people we serve. These households live on fixed incomes that change only when there is a Cost of Living Adjustment (COLA), making annual reviews unnecessary. For working households, the existing rent rules include excessively burdensome earned income disregards, disincentivizing income progression and advances in employment.

**Solution:** KCHA’s EASY Rent policy streamlines our operations through triennial reviews and modified income and deduction calculations for the Public Housing, Housing Choice Voucher, and Project-based Section 8 program for elderly and disabled households living on fixed incomes. To be eligible for EASY

<sup>40</sup> These, and other properties yet to be identified, may convert to Public Housing in 2015. Additionally, some Public Housing units might be designated MTW Neighborhood Services units over this next year upon approval from the HUD field office.

Rent, households must derive 90 percent of their income from a fixed source such as Social Security, Supplemental Security Income (SSI), or pension benefits. In exchange for eliminating the standard \$400 Elderly Family deduction and limiting other deductions, rents are set at 28 percent of adjusted income, with deductions for Medical/Handicapped expenses in \$2,500 bands and a cap on deductions at \$10,000. Recertification reviews are performed on a three-year cycle, with annual adjustments to rent based on COLA increases in Social Security and SSI payments in the intervening years.

As a complement to the EASY Rent policy, KCHA developed the WIN Rent policy in FY 2010 to encourage economic self-sufficiency for non-elderly, non-disabled households. The WIN Rent policy eliminates flat rents, income disregards, and deductions (other than childcare for eligible households), and excludes employment income of household members under age 21 from the rent calculation. Household rent is based on a series of income bands. The tenant's portion of the rent does not change until household income increases to the next band level. Rent is set at 28.3 percent of the low end of each income band. For households with little or no income, a true minimum rent of \$25 applies following a six-month window at a lower (or credit) rent, during which time the family is expected to seek assistance and/or income restoration. We recertify WIN Rent households every two years rather than annually. We also have revised review policies to streamline processing and limit the number of interim reviews, as well as limiting tenant-requested interim reviews to reduce rent to two in a two-year period.

We estimate that these policy and operational modifications have reduced the relevant administrative workloads in the Section 8 and Public Housing programs by 20 percent.

**Proposed Changes to Activity:** KCHA continues to review additional policy changes, such as aligning EASY Rent guidelines with WIN Rent policies and adjustments to the triennial recertification reviews and annual rent adjustments. In early 2015, the Section 8 Voucher staff are planning to eliminate the annual update packets and simplify the update process. This includes calculating COLA updates for all of our Easy Rent households at one time. KCHA may change the eligibility for EASY Rent recipients from 90 percent to 100 percent for the proportion of income an individual is receiving from a fixed source. Additionally, the department will implement a caseload optimization process to even out the workload and reassign staff to work specifically on WIN or Easy Rent household files. No additional authorizations are needed nor requested at this time.

**Changes to Metrics:** Per HUD’s new reporting standards, KCHA is required to revise its benchmarks, baselines, and metrics for consistency with HUD’s standard metrics. The table provides the revised metrics for this activity. Outcomes will be reported in KCHA’s annual MTW report.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark
Reduce costs and achieve greater cost effectiveness	CE #1: Total cost of task in dollars	0 dollars saved	\$113,248 saved <sup>41</sup>
Reduce costs and achieve greater cost effectiveness	CE #2: Total time to complete task in staff hours	0 hours saved	3,087 HCV staff hours saved; 452 PH staff hours saved
Increase self-sufficiency	SS #1: Increase in household income	HCV households: \$7,983; PH households: \$14,120	5% increase
Increase self-sufficiency	SS #3: Employment status for heads of household	TBD	TBD
Increase self-sufficiency	SS #4: Number of households receiving TANF assistance	TBD	TBD
Increase self-sufficiency <sup>42</sup>	SS #8: Households transition to self-sufficiency	0 households	25 households

## ACTIVITY 2008-21: Public Housing and Section 8 Utility Allowances

**Plan Year:** 2008

**Implemented:** 2009

**Challenge:** KCHA would spend an estimated \$21,825 in additional staff time (291 additional staff hours) annually administering utility allowances under HUD’s one-size-fits-all national guidelines. HUD’s national approach fails to effectively capture the Puget Sound’s average consumption levels.

**Solution:** Working in tandem with our rent policy changes, this activity simplifies the HUD rules on Public Housing and Section 8 Utility Allowances and provides allowances that more accurately reflect local consumption patterns and costs. This approach produces administrative savings through simplified utility cost methodologies that can be universally applied to Section 8 and Public Housing units, ensuring equal treatment of participants in both programs. Working with data from a Seattle City Light study

<sup>41</sup> This figure was calculated by multiplying the median hourly wage and benefits (\$32) of the staff members who oversees this activity by the number of hours saved. This number represents an estimate of the dollar amount that could be saved in staff hours by implementing this activity.

<sup>42</sup> Self-sufficiency is defined as a positive move from subsidized housing.

completed in late 2009, we were able to identify key factors in household energy use and to project average consumption levels for various types of units in the Puget Sound region. Factors considered in these calculations included the type of unit (single vs. multifamily apartments), the size of the unit, and the utility provider. We also modified allowances for units where the resident pays water and/or sewer charges. Implementation of revised allowances, renamed Energy Assistance Supplements (EAS), began in November 2010. In addition to simplifying utility schedules, we modified HUD rules on how allowances are updated, making the updates annual rather than with each cumulative 10 percent increase for Public Housing units. Modified allowances are applied to tenant accounts at the next recertification. KCHA's Hardship Policy, adopted in July 2010, allows KCHA to respond to unique household or property circumstances and documented cases of financial hardship, including utility rate issues. Additionally, KCHA adjusts the allowance calculation to account for reduced consumption levels in high-rise units.

**Proposed Changes to Activity:** No major modifications are anticipated and no additional authorizations are needed nor requested at this time.

**Changes to Metrics:** Per HUD's new reporting standards, KCHA is required to revise its benchmarks, baselines, and metrics for consistency with HUD's standard metrics. The table provides the revised metrics for this activity. Outcomes will be reported in KCHA's annual MTW report.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark
Reduce costs and achieve greater cost effectiveness	CE #1: Total cost of task in dollars	0 dollars saved	\$21,825 saved <sup>43</sup>
Reduce costs and achieve greater cost effectiveness	CE #2: Total time to complete task in staff hours	0 hours saved	291 hours saved
Reduce costs and achieve greater cost effectiveness	CE #2: Total time to complete task in staff hours	0 minutes saved per HCV file and 0 minutes saved per PH file	2.5 minutes saved per HCV file and 5 minutes saved per PH file

## ACTIVITY 2007-6: Develop a Sponsor-Based Housing Program

**Plan Year:** 2007

**Implemented:** 2007

**Challenge:** In a 2012 point-in-time count in King County, 523 homeless persons reported suffering from a mental illness, 588 struggled with chronic substance abuse, and 841 individuals were chronically

<sup>43</sup> This figure was calculated by multiplying the median hourly wage and benefits (\$75) of the staff member who oversees this activity by the number of hours saved. This number represents a hypothetical estimate of the dollar amount that could be saved in staff hours by implementing this activity.

homeless.<sup>44</sup> Despite receiving dependable rent through Section 8, some landlords are still hesitant to sign a lease with these individuals due to their rent, employment, or criminal history. Many of these households require additional support, beyond rental subsidy, to secure and maintain a safe, stable place to live.

**Solution:** In our sponsor-based housing program, KCHA uses MTW block grant proceeds to provide housing funds directly to service provider partners. In turn, these service providers use the funds to secure private market rentals that are then subleased to program participants. Programs currently underway are providing “housing first” to individuals referred from the mental health and criminal justice systems, street outreach teams, and youth providers serving young adults who are homeless or transitioning out of foster care. The program also allows for the transition of stabilized tenants to tenant-based Section 8 subsidies.

**Proposed Changes to Activity:** No major modifications are anticipated and no additional authorizations are needed nor requested at this time.

**Changes to Metrics:** Per HUD’s new reporting standards, KCHA is required to revise its benchmarks, baselines, and metrics for consistency with HUD’s standard metrics. The table provides the revised metrics for this activity. Outcomes will be reported in KCHA’s annual MTW report.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark
Increase housing choices	HC #1: Number of new units made available for households at or below 80% AMI	0 units	137 sponsor-based units
Increase housing choices	HC #5: Number of households able to move to a better unit and/or neighborhood	TBD	TBD
Increase self-sufficiency	SS #5: Number of households receiving services aimed to increase self-sufficiency	TBD	TBD
Increase self-sufficiency <sup>45</sup>	SS #8: Number of households transitioned to self-sufficiency	TBD	TBD

## ACTIVITY 2007-14: Enhanced Transfer Policy

**Plan Year:** 2007

**Implemented:** 2009

<sup>44</sup> CoC Dashboard Report (WA-500). 2012 Point in Time Count Summarized by Sub-Population. [https://www.onecpd.info/reports/CoC\\_Dash\\_CoC\\_WA-500-2012\\_WA\\_2012.pdf](https://www.onecpd.info/reports/CoC_Dash_CoC_WA-500-2012_WA_2012.pdf)

<sup>45</sup> Self-sufficiency is defined as moving into and maintaining safe and stable housing.

**Challenge:** KCHA estimates that 19 percent of our households are either over- or under-housed, creating an inefficient allocation of finite housing resources and often an inability to meet the needs or preferences of our residents.<sup>46</sup>

**Solution:** This policy aims to increase the housing choices available to our residents by allowing them to transfer among KCHA's various subsidized programs. In 2009, KCHA modified its transfer policy to encourage over- or under-housed residents to transfer when an appropriately sized unit became available. In 2010, we allowed expedited access to Uniform Federal Accessibility Standards (UFAS) rated units for mobility impaired households.

**Proposed Changes to Activity:** No major modifications are anticipated and no additional authorizations are needed nor requested at this time.

**Changes to Metrics:** Per HUD's new reporting standards, KCHA is required to revise its benchmarks, baselines, and metrics for consistency with HUD's standard metrics. The table provides the revised metrics for this activity. Outcomes will be reported in KCHA's annual MTW report.

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

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

**Plan Year:** 2007

**Implemented:** 2009

**Challenge:** For every household receiving housing subsidy, another two are estimated to be in need of assistance.<sup>47</sup> To serve more households with finite resources, households receiving subsidies need to be supported in their efforts to achieve economic self-sufficiency and cycle out of the program. KCHA is concerned that the Family Self-sufficiency Program does not contain the fully range of services needed to achieve self-sufficiency and successfully graduate from assisted housing.

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<sup>46</sup> Analysis of public housing, and tenant-based and project-based voucher households in occupancy on August 1, 2014. Data from KCHA's MST database (tables SECTENM, PHATENM, and PHAUNIT). M:\2015 MTW Plan Documents\Plan Citations\over & under housed

<sup>47</sup> Worst Case Housing Needs 2011: Report to Congress, page ix. [http://www.huduser.org/portal//Publications/pdf/HUD-506\\_WorstCase2011\\_reportv3.pdf](http://www.huduser.org/portal//Publications/pdf/HUD-506_WorstCase2011_reportv3.pdf)

**Solution:** An expanded and locally designed version of the FSS program, KCHA's ROP program began enrolling households in May 2009. The program's goal is to advance families toward self-sufficiency through the provision of case management, supportive services and program incentives, leading to positive transition from Public Housing or Section 8 into private market rental housing or home ownership. The ROP seeks gains in resident education, job skills, employment, and income. The five-year pilot program is being implemented in collaboration with community partners, including Bellevue College and the YWCA. Under the program, participant rent is calculated according to established KCHA policy. In lieu of a standard FSS escrow account, each household receives a monthly deposit into a savings account, which continues throughout program participation. Deposits to the household savings account are made available to residents upon graduation from Public Housing or Section 8 subsidy.

**Proposed Changes to the Activity:** ROP's five-year pilot phase ends in 2015. KCHA is utilizing an outside consulting firm to evaluate the program and measure outcomes and will make decisions as to whether to expand the program and/or incorporate specific ROP program elements into the FSS program. No additional authorizations are needed nor requested at this time.

**Changes to Metrics:** Per HUD's new reporting standards, KCHA is required to revise its benchmarks, baselines, and metrics for consistency with HUD's standard metrics. The table provides the revised metrics for this activity. Outcomes will be reported in KCHA's annual MTW report.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark
Increase self-sufficiency	SS #1: Average earned income of households in dollars	\$20,012	\$21,000
Increase self-sufficiency	SS #2: Average amount of savings/escrow in dollars	\$0	\$5,000
Increase self-sufficiency	SS #3: Employment status for heads of household	(1) Employed Full-Time: 23 (2) Employed Part-Time: 25 (3) Enrolled in an Educational Program: 13 (4) Enrolled in Job Training Program: 2 (5) Unemployed: 5 (6) Other: 1	<i>Point in Time</i> (1) Employed Full-Time: 35 (2) Employed Part-Time: 10 (3) Enrolled in an Educational Program: 35 (4) Enrolled in Job Training Program: 5 (5) Unemployed: 0 (6) Other: 1
Increase self-sufficiency	SS #4: Number of households receiving TANF assistance	TBD	TBD
Increase self-sufficiency	SS #5: Households assisted by services that increase self-sufficiency	0 households	50 households

Increase self-sufficiency	SS #6: Average amount of Section 8 and/or Section 9 subsidy per household	TBD	TBD
Increase self-sufficiency	SS #7: Tenant rent share	TBD	TBD
Increase self-sufficiency <sup>48</sup>	SS #8: Households transitioned to self-sufficiency	0 households	5 households

## ACTIVITY 2005-4: Payment Standard Changes

**Plan Year:** 2005

**Implemented:** 2005

**Challenge:** KCHA has mapped “high opportunity” areas in King County using a set of metrics developed by the Kirwan Institute. Three in four voucher households live outside of low-poverty areas and thus are unable to access the benefits that come with living in one of these neighborhoods: improved educational opportunities, increased access to public transportation, and greater economic opportunities.<sup>49</sup> High opportunity neighborhoods are more expensive to live in. According to the most recent market data, a two-bedroom rental unit at the 40<sup>th</sup> percentile in East King County, typically a high-opportunity area, costs \$515 more than the same unit in South King County.<sup>50</sup> Residents wanting to move to these areas need sufficient resources to do so, which are not available under current payment standards. Conversely, broadly applied payment standards, encompassing multiple housing markets, result in Section 8 rents “leading the market” in lower priced markets, resulting in inefficient allocation of HAP funds.

**Solution:** This initiative develops local criteria for the determination and assignment of payment standards in order to increase affordability in high-opportunity neighborhoods while also ensuring the best use of limited financial resources. In FY 2005, KCHA began applying new payment standards at the time of a resident’s next annual review. In FY 2007, we expanded this initiative to allow approval of payment standards of up to 120 percent of the fair market rent (FMR) without HUD approval. In early FY 2008, we decoupled the payment standards from HUD’s FMR calculations entirely so that we could be responsive to the range of rents in Puget Sound’s submarkets. The approach means that we can provide

<sup>48</sup> Self-sufficiency is defined as successful transition to unsubsidized housing.

<sup>49</sup> Neighborhood opportunity designations are from the Puget Sound Regional Council and Kirwan Institutes’ Opportunity Mapping index (<http://www.psrc.org/growth/growing-transit-communities/regional-equity/opportunity-mapping/>). Neighborhoods are rated based upon a variety of neighborhood quality indicators, including indicators of educational, employment, and transportation opportunities. For all tenant-based vouchers leased-up on July 1, 2014, 76.9% lived outside of “high” or “very high” opportunity neighborhoods. This excludes portability and project-based vouchers. KCHA’s 50058 database Table 2, M:\2015 MTW Plan Documents\Plan Citations\current voucher holders opportunity

<sup>50</sup> Dupree & Scott, 2014 Rental Data to Analyze the Effectiveness of KCHA’s Payment Standard

subsidy levels sufficient for families to afford the rents in low-poverty, high-opportunity areas of the county, without paying market-leading rents in less expensive neighborhoods. We develop our payment standards through an annual analysis of local submarket conditions, trends, and projections. As a result, our residents leasing in low-poverty neighborhoods are not squeezed out by a tighter rental market, and we can increase the number of voucher tenants living in high-opportunity neighborhoods. Due to federal funding cutbacks, KCHA has been forced to suspend the annual recalibration of its payment standards, jeopardizing the long term success of this program.

**Proposed Changes to Activity:** This coming year, we are hopeful that we can implement revised payment standards, reflecting the rapidly rising rents in the region’s submarkets. As part of this initiative, KCHA may transition to more fine grained, zip code based standards. No additional authorizations are needed nor requested at this time.

**Changes to Metrics:** Per HUD’s new reporting standards, KCHA is required to revise its benchmarks, baselines, and metrics for consistency with HUD’s standard metrics. The table provides the revised metrics for this activity. Outcomes will be reported in KCHA’s annual MTW report.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark
Reduce costs and achieve greater cost effectiveness	CE #1: Total cost of task in dollars	TBD	TBD
Reduce costs and achieve greater cost effectiveness	CE #2: Total time to complete the task in staff hours	TBD	TBD
Increase housing choices	HC # 5: Number of households able to move to a better unit and/or opportunity neighborhood	0	30% of tenant-based Section 8 households live in high opportunity neighborhoods

## ACTIVITY 2004-2: Local Project-Based Section 8 Program

**Plan Year:** 2004

**Implemented:** 2004

**Challenge:** Households facing multiple barriers to securing housing oftentimes cannot do so independently. Private market landlords simply won’t rent to some people with imperfect credit or rental history, especially in tight rental markets such as ours. Many suburban jurisdictions in King County have also not enacted source of income discrimination statutes.

In addition, non-profit housing acquisition and development projects require reliable sources of rental subsidies in order to serve extremely low income households. The reliability of these sources is critical for the financial underwriting of these projects and successful engagement with banks and tax credit equity investors.

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

**Solution:** The ability to streamline the process of project-basing Section 8 subsidies provides a unique tool for addressing the distribution of affordable housing in King County and facilitating coordination with local initiatives through three strategies. First, KCHA strategically places project-based Section 8 subsidies in high-opportunity areas of the county in order to increase access to these desirable neighborhoods for low-income households. Second, KCHA partners with nonprofit community service providers to create housing targeted to special needs populations, opening new housing opportunities for chronically homeless, mentally ill or disabled individuals, and homeless families with children who traditionally have not been served through our mainstream Public Housing and Section 8 programs. Finally, we are coordinating with county government and suburban jurisdictions to underwrite a pipeline of new affordable housing developed by local nonprofit housing providers. MTW has enabled our project-based voucher program to:

- Allow project sponsors to manage project waiting lists as determined by KCHA (FY 2004).
- Use KCHA's standard HCV process for determining Rent Reasonableness for units in lieu of requiring third-party appraisals. (FY 2004)
- Prioritize assignment of Project-based Section 8 (PBS8) assistance to units located in high-opportunity census tracts, including those with poverty rates below 20 percent. (FY 2004)
- Allow participants in "wrong-sized" units to remain in place and pay the higher rent, if needed. (FY 2004)
- Assign PBS8 subsidy to a limited number of demonstration projects not qualifying under standard policy in order to serve important public purposes. (FY 2004)
- Waive the 25 percent cap on the number of units that can be project-based on a single site for transitional, supportive or elderly housing and for sites with fewer than 20 units. (FY 2004)
- Allocate PBS8 subsidy non-competitively to KCHA-controlled sites and transitional units, or use an existing local government procurement process for project-basing Section 8 assistance. (FY 2004)

- Allow owners and agents to conduct their own construction and/or rehab inspections and the management entity to complete the initial inspection rather than KCHA, with inspection sampling at annual review. (FY 2004)
- Modify eligible unit and housing types to include shared housing, cooperative housing, transitional housing and high-rise buildings. (FY 2004)
- Assign standard HCV payment standards to PBS8 units, allowing modification with approval of the KCHA executive director where deemed appropriate. (FY 2004)
- Offer moves to Public Housing in lieu of a Section 8 HCV exit voucher. (FY 2004)
- Exception: Tenant- based HCV could be provided for a limited period as determined by KCHA in conjunction with internal PH disposition activity. (FY 2012)
- Allow KCHA to modify the HAP contract to ensure consistency with MTW changes. (FY 2004)
- Allow PBS8 rules to defer to Public Housing rules when used in conjunction with a mixed finance approach to housing preservation or when assigned to a redeveloped former Public Housing property. (FY 2008)
- Use Public Housing preferences for PBS8 units in place of HCV preferences. (FY 2008)
- Modify the definition of “homeless” to include overcrowded households entering transitional housing to align with entry criteria for nonprofit-operated transitional housing. (FY 2004)
- Allow KCHA to inspect units at contract execution rather than contract proposal. (FY 2009)
- Modify the definition of “existing housing” to include housing that could meet HQS within 180 days. (FY 2009)
- Allow direct owner referral to a PBS8 vacancy when the unit has remained vacant for more than 30 days. (FY 2010)
- Waive the 20 percent cap on the amount of HCV budget authority that can be project-based, allowing KCHA to determine the size of our PBS8 program. (FY 2010)

**Proposed Changes to Activity:** No major modifications are anticipated and no additional authorizations are needed nor requested at this time.

**Changes to Metrics:** Per HUD’s new reporting standards, KCHA is required to revise its benchmarks, baselines, and metrics for consistency with HUD’s standard metrics. The table provides the revised metrics for this activity. Outcomes will be reported in KCHA’s annual MTW report.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark
Reduce costs and achieve greater cost effectiveness	CE #1: Total cost of task in dollars	0 dollars saved	\$1,980 saved <sup>51</sup>

<sup>51</sup> This figure was calculated by multiplying the median hourly wage and benefits (\$44) of the staff member who oversees this activity by the number of hours saved. This number represents a hypothetical estimate of the dollar amount that could be saved in staff hours by implementing this activity.

Reduce costs and achieve greater cost effectiveness	CE #2: Total time to complete task in staff hours	0 hours saved per contract for RFP	45 hours saved per contract for RFP
Increase housing choices	HC #3: Average applicant time on wait list in months (decrease)	28.8 months	28.8 months
Increase housing choices	HC #5: Number of households able to move to a better unit and/or neighborhood	TBD	TBD

### ACTIVITY 2004-3: Develop Site-Based Waiting Lists

**Plan Year:** 2004

**Implemented:** 2004

**Challenge:** Under traditional HUD waiting list guidelines, an individual can wait more than two-and-a-half years for a public housing unit.<sup>52</sup> For homeless families, this is too long. For other families, once a unit becomes available, it might not meet the recipient’s needs or preferences, such as proximity to their child’s school or access to local service providers.

**Solution:** This initiative streamlines the Public Housing waiting list system. Regional lists provide quicker access for families where the need for housing outweighs the need to be in a specific locale. Priority access for households graduating from the region’s network of transitional housing programs keeps the “back door” open and supports the coordinated entry system for homeless families. In general, applicants are selected for occupancy using a regular rotation among site-based, regional, and transitional housing applicant pools. Units are not held vacant if a particular waiting list does not have an eligible applicant waiting for assistance. Instead, a qualified applicant is pulled from the next waiting list in the rotation.

**Proposed Changes to the Activity:** Our new software system, to be implemented in 2015, will improve our waitlist processes even more by streamlining our data entry and analysis. No additional authorizations are needed nor requested at this time.

**Changes to Metrics:** Per HUD’s new reporting standards, KCHA is required to revise its benchmarks, baselines, and metrics for consistency with HUD’s standard metrics. The table provides the revised metrics for this activity. Outcomes will be reported in KCHA’s annual MTW report.

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<sup>52</sup> Average wait (2.72 years) of households on the regional waitlist that were listed on or after January 1, 2004 and housed by August 1, 2014. KCHA’s MST APPMAST table, M:\2015 MTW Plan Documents\Plan Citations\average wait

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark
Reduce costs and achieve greater cost effectiveness	CE #1: Total cost of task in dollars	0 dollars saved	\$4,176 saved <sup>53</sup>
Reduce costs and achieve greater cost effectiveness	CE#2: Total time to complete task in staff hours	0 hours saved	144 hours saved
Increase housing choices	HC #3: Average applicant time on wait list in months	27.5 months	27.5 months
Increase housing choices	HC #5: Number of households able to move to a better unit and/or opportunity neighborhood	0% of applicants	33% of applicants housed from site-based waiting lists

## ACTIVITY 2004-5: Modified HQS Inspection Protocols

**Plan Year:** 2004

**Implemented:** 2004

**Challenge:** HUD's HQS inspection protocols often require multiple trips to the same neighborhood, the use of third-party inspectors, and blanket treatment of diverse housing types, adding an estimated \$59,730 in administrative costs (equivalent to 1,810 staff hours) annually. Follow-up inspections for minor fail items impose additional burdens on landlords, who may become resistant to renting to families with Section 8 vouchers.

**Solution:** Through a series of Section 8 program modifications, we continue to streamline the HQS inspection process to simplify program administration, improve stakeholder satisfaction and reduce administrative costs. Specific policy changes include: (1) permitting the release of HAP payments when a unit fails an HQS inspection due to minor deficiencies (initially implemented in 2004 to cover annual HQS inspections and modified in 2007 to include inspections completed at initial move-in); (2) clustering inspections to reduce repeat trips to the same neighborhood or building by allowing annual inspections to be completed from eight to 20 months after initial inspection and aligning inspection timing of multiple units in the same geographic location; and (3) allowing our staff to self-inspect KCHA-owned units rather than require inspection by a third party.

**Proposed Changes to the Activity:** In 2015, we will continue to make advances in our inspection process by piloting a risk-based model. This pilot moves to a biennial inspection schedule for well maintained,

<sup>53</sup> This figure was calculated by multiplying the median hourly wage and benefits (\$29) of the staff member who oversees this activity by the number of hours saved. This number represents a hypothetical estimate of the dollar amount that could be saved in staff hours by implementing this activity.

large apartment complexes with a significant number (40 or more) of Section 8 vouchers. Our analysis shows that these complexes have higher passage rates than other types of developments, enabling our inspectors to instead focus on providing landlord trainings, assisting fraud investigations, and speeding up new move-in inspections. We continue monitoring these properties between scheduled inspections by inspecting 20 units per year to ensure that residents continue to live in high-quality housing and our targeting of inspection resources is appropriate. Additionally, the large number of units at these complexes necessitates frequent initial inspections for new residents.

No additional authorizations are needed nor requested at this time.

**Changes to Metrics:** Per HUD’s new reporting standards, KCHA is required to revise its benchmarks, baselines, and metrics for consistency with HUD’s standard metrics. The table provides the revised metrics for this activity. Outcomes will be reported in KCHA’s annual MTW report.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark
Reduce costs and achieve greater cost effectiveness	CE #1: Total cost of task in dollars	0 dollars saved	\$59,730 saved <sup>54</sup>
Reduce costs and achieve greater cost effectiveness	CE #2: Total time to complete task in staff hours	0 hours saved	1,810 hours saved

## ACTIVITY 2004-7: Streamlining Public Housing and Section 8 Forms and Data Processing

**Plan Year:** 2004

**Implemented:** 2004

**Challenge:** We estimate that 2,000 staff hours (equivalent to \$58,000) are used inefficiently and unnecessarily each year to process the forms and data required by the Public Housing and Section 8 programs. Recertifications, income calculations, and strict timing rules cause unnecessary intrusions into the lives of the people we serve while expending limited resources for little purpose.

**Solution:** In response to this issue, KCHA has analyzed our business processes, forms, and verification requirements, and eliminated or replaced those that provide little or no value. Through the use of lean engineering techniques, KCHA continues to review office workflow and identify ways in which tasks could be accomplished more efficiently, while assuring program integrity and quality control and

<sup>54</sup> This figure was calculated by multiplying the median inspector hourly wage and benefits (\$33) by the number of hours saved. These positions are not eliminated so this is a hypothetical estimate of the dollar amount that could be saved in staff hours by implementing this activity. Inspectors will instead undertake more auditing and monitoring inspections, assist the fraud investigator, provide landlord trainings, and speed up the timeline for new move-in inspections.

intruding less into the lives of program participants. Under this initiative, we have implemented changes in order to:

- Exclude payments made to a landlord by the state Department of Social and Health Services (DSHS) on behalf of a tenant from the income and rent calculation under the Section 8 program. (FY 2004)
- Allow Section 8 residents to self-certify income of \$50 or less received as a pass-through DSHS childcare subsidy. (FY 2004)
- Modify Section 8 policy to require notice to move prior to the 20<sup>th</sup> of the month in order to have paperwork processed during the month. (FY 2004)
- Allow applicant households to self-certify membership in the family at the time of admission. (FY 2004)
- Extend to 180 days the term over which verifications are considered valid. (FY 2008)
- Modify the definition of “income” to exclude income from assets with a value less than \$50,000, and income from Resident Service Stipends that are less than \$500 per month. (FY 2008)
- Modify HQS inspection requirements for units converted to project-based subsidy from another KCHA subsidy and allow the most recent inspection completed within the prior 12 months to substitute for the initial HQS inspection required before entering the HAP contract. (FY 2012)
- Modify standard PBS8 requirements to allow use of the most recent recertification (within last 12 months) to substitute for the full recertification required when tenant’s unit is converted to a PBS8 subsidy. (FY 2012)
- Allow Public Housing applicant households to qualify for a preference when household income is below 30 percent of AMI. (FY 2004)
- Eliminate verification of Social Security numbers for household members under age 18 (action was reversed due to Enterprise Income Verification/Public and Indian Housing reporting requirements). (FY 2004)
- Apply any decrease in Payment Standard at the time of the next annual review or update, rather than using HUD’s two-year phase-in approach. (FY 2004)
- Modify the HQS inspection process to allow streamlined processing of inspection data. (FY 2010)
- Allow Section 8 residents who are at \$0 HAP to self-certify income at the time of review. (FY 2004)
- Streamline procedures for processing interim rent changes resulting from wholesale reductions in state entitlement program. (FY 2011)

**Proposed Changes to Activity:** In 2015, KCHA is considering removing eligibility for public housing for those currently participating in a federal subsidy program. We also will complete a caseload optimization project to equalize the recertification workload among department staff. Additionally, our software conversion to Tenmast WinTen 2+ will allow us to continuously analyze our business processes and implement new strategies to realize additional time savings. No additional authorizations are needed nor requested at this time.

**Changes to Metrics:** Per HUD’s new reporting standards, KCHA is required to revise its benchmarks, baselines, and metrics for consistency with HUD’s standard metrics. The table provides the revised metrics for this activity. Outcomes will be reported in KCHA’s annual MTW report.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark
Reduce costs and achieve greater cost effectiveness	CE #1: Total cost of task in dollars	0 dollars saved	\$58,000 saved <sup>55</sup>
Reduce costs and achieve greater cost effectiveness	CE #2: Total time to complete the task in staff hours	0 hours saved	2,000 hours saved

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

**Plan Year:** 2004

**Implemented:** 2004

**Challenge:** Rent Reasonableness modifications under HUD regulations waste some 1,000 hours of KCHA staff time annually. Typically, if a property owner does not request a rent increase, the rent does not fall outside of federal guidelines, making this annual modification unnecessary.

**Solution:** Under HUD regulations, completion of a Rent Reasonableness review is required annually in conjunction with each recertification completed under the program. Our review of this policy found that if an owner had not requested a rent increase, it was unlikely that current rent fell outside of established guidelines. In those cases, the time expended to complete annual Rent Reasonableness reviews was of little value. In response to this analysis, KCHA now performs Rent Reasonableness determinations only when the landlord requests a rent increase rather than annually. MTW flexibility also allows KCHA to perform Rent Reasonableness inspections at our own properties, rather than contracting with a third party.

**Proposed Changes to Activity:** No major modifications are anticipated and no additional authorizations are needed nor requested at this time.

**Changes to Metrics:** Per HUD’s new reporting standards, KCHA is required to revise its benchmarks, baselines, and metrics for consistency with HUD’s standard metrics. The table provides the revised metrics for this activity. Outcomes will be reported in KCHA’s annual MTW report.

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<sup>55</sup> This figure was calculated by multiplying the median Property Management Specialist hourly wage and benefits (\$29) by the number of hours saved. This position not eliminated so this is a hypothetical estimate of the dollar amount that could be saved in staff hours by implementing this activity.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark
Reduce costs and achieve greater cost effectiveness	CE #1: Total cost of task in dollars	0 dollars saved	\$33,000 saved <sup>56</sup>
Reduce costs and achieve greater cost effectiveness	CE #2: Total time to complete task in staff hours	0 staff hours saved	1,000 staff hours saved

## ACTIVITY 2004-16: Section 8 Occupancy Requirements

**Plan Year:** 2004

**Implemented:** 2004

**Challenge:** More than 28 percent of tenant-based voucher households move two or more times while on subsidy.<sup>57</sup> Moves can be beneficial if they lead to gains in neighborhood or housing quality for the household. But moves can also be burdensome to households. Moves entail costs, both for finding a new unit, through application and credit check fees, and through physical moving expenses.

Additionally, moves have the potential to disrupt a child's educational progress due to the necessity of changing schools. The goal of this activity is to help households avoid burdensome moves triggered solely by the family growing in size by one member.

**Solution:** This initiative allows households to continue occupying their current unit when their family size exceeds standard occupancy requirements by one member. For example, under standard guidelines, a seven-person household living in a three-bedroom unit would be considered overcrowded and required to move to a larger unit. Instead, this MTW-modified policy allows the family to remain voluntarily in the current unit, avoiding the costs and disruption of moving. This initiative reduces the number of processed annual moves, increasing housing choice among these families while also reducing our administrative and HAP expenses.

**Proposed Changes to Activity:** No major modifications are anticipated and no additional authorizations are needed nor requested at this time.

<sup>56</sup> This figure was calculated by multiplying the median inspector hourly wage and benefits (\$33) by the number of hours saved. These positions are not eliminated so this is a hypothetical estimate of the amount that could be saved in staff hours by implementing this activity. Inspectors will instead undertake more auditing and monitoring inspections, assist the fraud investigator, provide landlord trainings, and perform new move-in inspections.

<sup>57</sup> Calculated from tenant-based voucher households that went on subsidy on or after January 1, 2004 and had exited subsidy by August 1, 2014. Excludes portability and project-based vouchers. Used data from KCHA's 50058 Table 2, M:\2015 MTW Plan Documents\Plan Citations\voucher moves

**Changes to Metrics:** Per HUD’s new reporting standards, KCHA is required to revise its benchmarks, baselines, and metrics for consistency with HUD’s standard metrics. The table provides the revised metrics for this activity. Outcomes will be reported in KCHA’s annual MTW report.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark
Reduce costs and achieve greater cost effectiveness	CE #1: Total cost of task in dollars	0 dollars saved	\$8,613 saved <sup>58</sup>
Reduce costs and achieve greater cost effectiveness	CE #2: Total time to complete task in staff hours	0 hours saved per file	87 hours saved
Increase housing choices	HC #4: Number of households at or below 80% AMI that would lose assistance or need to move	TBD	TBD

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<sup>58</sup> This dollar figure was calculated by multiplying the median Property Management Specialist hourly wage and benefits (\$33) by the number of hours saved.

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

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

**Plan Year: 2010**

Develop a demonstration program for up to 20 households in a project-based FUP-like environment. This activity is currently deferred as our program partners opted for a tenant-based model this upcoming fiscal year. However, it might be brought forward in a future program year.

<b>MTW Statutory Objective</b>	<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Increase self-sufficiency	SS #8: Number of households transitioned to self-sufficiency <sup>59</sup>	0 households	75% have maintained housing for one year or longer
Increase housing choices	HC #5: Number of households able to move to a better unit and/or neighborhood	0 households	20 households

### **ACTIVITY 2010-9: Limit Number of Moves for a Section 8 Participant**

**Plan Year: 2010**

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 pilot counseling approach. This activity is currently deferred for consideration in a future year, if the need arises.

<b>MTW Statutory Objective</b>	<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Reduce costs and achieve greater cost effectiveness	CE #1: Total cost of task in dollars	0 dollars saved	TBD
Reduce costs and achieve greater cost effectiveness	CE #2: Total time to complete the task in staff hours	0 hours saved	TBD

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

**Plan Year: 2010**

Limit the value of assets that can be held by a family in order to obtain (or retain) program eligibility. We are deferring for consideration in a future year, if the need arises.

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<sup>59</sup> Self-sufficiency is defined as maintaining housing for a significant period of time.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark
Increase self-sufficiency	SS #8: Number of households transitioned to self-sufficiency	0 households	24 households

**ACTIVITY 2010-11: Incentive Payments to Section 8 Participants to Leave the Program**  
**Plan Year: 2010**

Offer incentive payments to families receiving less than \$100 per month in HAP<sup>60</sup> to voluntarily withdraw from the program. This activity is not currently needed in our program model but may be considered in a future fiscal year.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark
Increase self-sufficiency	SS #8: Number of households transitioned to self-sufficiency <sup>61</sup>	0 households	TBD

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

Facilitate program transfers in limited circumstances, increase landlord participation and reduce the impact on the Public Housing program when tenants transfer. Following the initial review, this activity was placed on hold for future consideration.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark
Increase housing choices	HC #4: Number of households at or below 80% AMI that would lose assistance or need to move	0 households	TBD

**ACTIVITY 2008-3: FSS Program Modifications**  
**Plan Year: 2008**

Explore possible changes to increase incentives for resident participation and income growth, and decrease costs of program management. This activity is temporarily placed on hold but changes to eligibility and escrow rules might be considered in the near term.

<sup>60</sup> At the end of the second quarter in 2014, there were 103 actively leasing voucher households with a HAP payment of \$100 or less. KCHA's MST database SECTENM table, M:\2015 MTW Plan Documents\Plan Citations\voucher hap

<sup>61</sup> Self-sufficiency is defined as successful transition to unsubsidized housing.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark
Reduce costs and achieve greater cost effectiveness	CE #1: Total cost of task in dollars	TBD	TBD

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

**Plan Year: 2008**

Consider a policy that would cap the income that residents may have and still be eligible for KCHA programs. This activity might be considered in future years if the WIN Rent policy does not efficiently address client needs.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark
Increase housing choices	HC #5: Number of households able to move to a better unit and/or neighborhood	0 households	TBD

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

None

## **D. Closed Out Activities**

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

**Plan Year:** 2012

**Closeout Year:** 2012

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

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

**Plan Year:** 2011

**Closeout Year:** 2014

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

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

**Plan Year:** 2011

**Closeout Year:** 2012

Preserved the long-term viability of 509 units of Public Housing with disposition to KCHA-controlled entity, leveraged funds to accelerate capital repairs and increased tenant mobility through the provision of tenant-based voucher options to existing public housing residents. This activity is completed.

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

**Plan Year:** 2010

**Closeout Year:** 2010

Developed an internal Satisfaction Survey in lieu of requirement to comply with Resident Assessment Subsystem portion of HUD's Public Housing Assessment System. *Note: KCHA continues to survey public housing households, Section 8 households and Section 8 landlords on an ongoing basis.*

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

**Plan Year:** 2009

**Closeout Year:** 2014

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

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

**Plan Year:** 2008

**Closeout Year:** 2009

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. *Note: KCHA may further modify our combined program management to streamline administration and increase tenant choice.*

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

**Plan Year:** 2008

**Closeout Year:** 2014

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

#### **ACTIVITY 2007-4: Section 8 Applicant Eligibility**

**Plan Year:** 2007

**Closeout Year:** 2007

Increased program efficiency by removing eligibility for those currently on a federal subsidy program.

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

**Plan Year:** 2007

**Closeout Year:** 2007

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

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

**Plan Year:** 2007

**Closeout Year:** 2014

This initiative allows us to award Section 8 assistance to more households than permissible under the HUD-established baseline. Our savings from a two-tiered payment standard, operational efficiencies, and other policy changes have been critical in helping us respond to the growing housing needs of the extremely low-income households in the region. 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 2006-1: Block Grant Non-Mainstream Vouchers**

**Plan Year:** 2006

**Closeout Year:** 2006

Expanded KCHA's MTW Block Grant to include all non-mainstream program vouchers. This activity is completed.

#### **ACTIVITY 2005-18: Modified Rent Cap for Section 8 Participants**

**Plan Year:** 2005

**Closeout Year:** 2005

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

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

**Plan Year:** 2004

**Closeout Year:** 2006

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.

#### **ACTIVITY 2004-12: Energy Service Companies (ESCO) Development**

**Plan Year:** 2004

**Closeout Year:** 2004

Used MTW program and single fund flexibility to develop and operate our own ESCo. This activity is completed. KCHA will be looking to extend its existing ESCo agreement in 2015.

## SECTION V: SOURCES AND USES OF MTW FUNDS

### A. Sources and Uses of MTW Funds

#### Estimated Sources of MTW Funding for the Fiscal Year

Sources		
FDS Line Item	FDS Line Item Name	Dollar Amount
70500 (70300+70400)	Total Tenant Revenue	\$4,040,000
70600	HUD PHA Operating Grants	\$106,928,000
70610	Capital Grants	\$8,505,000
70700 (70710+70720+70730+70740+70750)	Total Fee Revenue	\$0
71100+72000	Interest Income	\$90,000
71600	Gain or Loss on Sale of Capital Assets	\$0
71200+71300+71310+71400+71500	Other Income	\$2,070,000
70000	<b>Total Revenue</b>	<b>\$121,633,000</b>

#### Estimated Uses of MTW Funding for the Fiscal Year

Uses		
FDS Line Item	FDS Line Item Name	Dollar Amount
91000 (91100+91200+91400+91500+91600+91700 +91800+91900)	Total Operating - Administrative	(\$13,129,000)
91300+91310+92000	Management Fee Expense	(\$5,055,000)
91810	Allocated Overhead	\$0
92500 (92100+92200+92300+92400)	Total Tenant Services	(\$5,521,000)
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	(\$1,643,000)
93500+93700	Labor	\$0
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	(\$2,600,000)
95000 (95100+95200+95300+95500)	Total Protective Services	(\$130,000)
96100 (96110+96120+96130+96140)	Total Insurance Premiums	(\$202,000)

96000 (96200+96210+96300+96400+96500+96600 +96800)	Total Other General Expenses	(\$49,000)
96700 (96710+96720+96730)	Total Interest Expense and Amortization Cost	(\$36,000)
97100+97200	Total Extraordinary Maintenance	(\$2,361,000)
97300+97350	Housing Assistance Payments + HAP Portability-In*	(\$82,019,000)
97400	Depreciation Expense	(\$2,500,000)
97500+97600+97700+97800	All Other Expenses	(\$10,873,000)
90000	<b>Total Expenses</b>	<b>(\$126,118,000)</b>

\*HAP will be increased by an estimate for the effect of 2014 payment standard changes.

### **Describe the Activities that Will Use Only MTW Single Fund Flexibility**

A key aspect of the MTW demonstration program is the freedom to strategically budget and financially plan beyond just one fiscal year. Our ability to blend funding sources and mechanisms allows us to achieve long-term growth and operational goals that would not be possible under HUD's traditional funding and program constraints. This flexibility enables us to respond to the varied and complex housing needs of low-income people living in the Puget Sound region and, as a result, serve more of the most vulnerable and poorest households. KCHA's initiatives demonstrate the value and effectiveness of single fund flexibility:

- Block Grant Project-Based Assistance.** This program revises the administration of a portion of our project-based assistance to better meet the needs of extremely low-income homeless individuals. This population is highly mobile and often faces additional barriers to securing and maintaining housing. By simplifying the administration of rental subsidy funds to our supportive housing partners, we can reduce costs while maintaining our commitment to support our community's most vulnerable households.
- Remove Cap on Voucher Utilization:** This initiative allows us to award Section 8 assistance to more households than permissible under the HUD-established baseline. Our savings from a two-tiered payment standard, operational efficiencies, and other policy changes have been critical in helping us respond to the growing housing needs of the extremely low-income households in the region. 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.

- **KCHA's Sponsor-Based Program.** Formerly known as Provider-based, this program was implemented in 2007 and gives the county's most vulnerable households access to safe, secure housing with wraparound supportive services – much of it under a "housing first" model. This population includes people with chronic mental illness, people with criminal justice involvement, and homeless young adults. These households likely would not find success under traditional subsidized program structures and rules, or, in all likelihood, landlord acceptance.
- **Resident Opportunity Plan (ROP).** Approved for implementation by the KCHA Board of Commissioners in 2009, ROP helps residents gain the tools to move up and out of subsidized housing. KCHA is conducting side-by-side evaluations of participant outcomes under the ROP and FSS programs to determine next steps in the development of effective self-sufficiency programs.
- **Client Assistance Fund.** This fund provides emergency financial assistance to qualified residents to cover unexpected costs, such as medical or educational needs, utility or car repairs, costs that can cause non-payment of rent and utility bills and lead to eviction. An overarching objective of all of our programs is to stabilize families and assist them on their paths to self-sufficiency. Eviction leaves households homeless, unable to access additional housing due to landlord history, or relegated to substandard housing. It undermines significant public investment in the long term success of these households. Small amounts of assistance can prevent this and also reduce costs involved when the eviction is from publicly owned housing. KCHA partners with local service providers to disburse limited funding in qualified circumstances to program participants.
- **Redevelopment of Distressed Public Housing.** With MTW's single-fund flexibility, KCHA continues to undertake the repairs necessary to preserve more than 1,580 units of Public Housing over the long-term.<sup>62</sup> This flexibility enables effective use of the initial and second five-year increments of Replacement Housing Factor (RHF) funds from the former Springwood and Park Lake I and II developments, and the disposition of 509 scattered site public housing units for the redevelopment of Birch Creek and Green River. Following HUD disposition approval in 2012, KCHA is successfully addressing the substantial deferred maintenance needs of 509

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<sup>62</sup> Sites with significant revitalization activity: Park Lake I and II, Springwood, the Egis senior developments, 509 scattered sites, and Green River.

former public housing units in 22 different communities. Utilizing MTW flexibility, we have transitioned these properties to the Project-Based Section 8 program and utilize cash flow to leverage \$18 million from the Federal Home Loan Bank (FHLB) on extremely favorable terms for property repairs. As the FHLB requires that such loans be fully collateralized by cash, investments and/or the underlying mortgage on the properties, we continue to use a portion of our MTW working capital as collateral for this loan.

- **Acquisition and Preservation of Affordable Housing.** We use MTW resources to preserve affordable housing that is at risk of loss to for-profit redevelopment and to acquire additional housing in proximity to existing KCHA properties in opportunity neighborhoods where banked public housing subsidies can be utilized.
- **Support of Family Unification Program (FUP) and Veterans Affairs Supportive Housing (VASH) Vouchers.** KCHA has 139 FUP vouchers. Due to inadequate federal funding, the program continues to operate at a loss. KCHA plans to budget \$24,960 in MTW funds to support the anticipated shortfall. The VASH vouchers may also face a funding shortfall and if so, we will use MTW funding to meet our commitment of supporting 310 vouchers. KCHA also anticipates using approximately \$50,000 in MTW funds to provide down payment assistance to veterans entering the program. This assistance is critical to ensure that veterans are able to successfully secure housing.
- **Development of Vantage Point.** In 2015, KCHA will leverage \$18 million to aid in the construction of Vantage Point, a new 77-unit public housing complex in Renton for seniors and people living with disabilities.
- **Short-Term Rental Assistance Program.** We continue to implement a Rapid Rehousing program in collaboration with the Highline School District to reduce the number of homeless students in our public school classrooms. We plan to assist up to 40 additional families in 2015 and release an assessment of this two year pilot at the end of the year.
- **Ensuring the Long-Term Viability of Our Portfolio.** KCHA uses our single fund flexibility to reduce outstanding financial liabilities and protect the long-term viability of our inventory. A short-term line of credit remains for the redevelopment of the Greenbridge HOPE VI site and is scheduled to be retired with the proceeds from land sales to private homebuilders. This loan has been outstanding for longer than originally planned due to the slow rebound in the local market for new homes. MTW working capital provides an essential backstop for these liabilities, addressing risk concerns of lenders, and enabling KCHA continued access to private capital

markets. The Seola Gardens HOPE VI site had all of its outstanding lines of credit retired through sales proceeds in 2014.

- **Flexible Rental Assistance Program.** KCHA uses our single fund flexibility to provide time limited housing assistance to young adults who currently live in transitional housing. We match rental subsidies with wraparound services provided by the YMCA to help these young adults maintain housing. We are exploring the expansion of this model to support victims of domestic violence in partnership with locally based providers.

## **B. Local Asset Management Plan**

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

No

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

Yes

Has the PHA provided a LAMP in the appendix?

Yes

In FY 2008, as detailed in the MTW Annual Plan for that year and adopted by our Board of Commissioners under Resolution No. 5116, KCHA developed and implemented our own local funding model for Public Housing and Section 8 using our MTW block grant authority. Under our current agreement, KCHA's Public Housing Operating, Capital, and Section 8 Housing Choice Voucher 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. In 2015, KCHA will create a fund that centralizes all Resident Services costs. Previously, these costs were rolled up into each site's operating budget. By establishing this separate fund, we anticipate clearer reporting of the costs of distinct housing operation and resident support services.

## SECTION VI: ADMINISTRATIVE

### A. Board of Commissioners Resolution

Attached as Appendix B.

### B. Public Review Process

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

**August 22, 2014 to September 23, 2014**

- Meetings and Hearings
  - September 9: Service Provider Outreach Meeting, Seola Gardens Community Center, 13 partners in attendance.
  - September 10: Resident Advisory Committee Meeting, Main Office, 17 RAC members in attendance.
  - September 22: Public Hearing, Seola Gardens Community Center, no attendants.
- Mailing
  - Sharing draft plan via email with stakeholders, partners, and the Resident Advisory Committee, accompanied by a request for participation in the various hearings.
- Publishing and Posting
  - August 22: Seattle Times
  - August 22 Daily Journal of Commerce
  - August 22: NW Asian Weekly
  - August 22: available on KCHA's website (<http://kcha.org>)
  - August 25: available in KCHA's public housing and project-based developments

#### **Comments Received**

##### **Neighborhood House**

At the September 9 service provider outreach meeting, Neighborhood House expressed support for the flexibility that the proposed block granting of project-based assistance activity would allow service providers. The representative communicated that this type of funding structure would allow them the opportunity to meet the particular needs of their clients while realizing administrative savings.

## **Solid Ground**

Solid Ground expressed concern at the September 9 meeting about the extensive and difficult to administer verification process that a homeless client must go through before securing housing. This process is not directly related to KCHA's MTW Plan, however KCHA staff is reaching out to this provider to learn more about the barriers to entry and to explore potential solutions.

Solid Ground representatives also communicated support for the graduated rental subsidy designed specifically for young adults transitioning out of homelessness. It was suggested that this subsidy model should be considered for young parents who might also benefit from this type of program.

## **Refugee Women's Alliance**

The Refugee Women's Alliance expressed concern that some current tenants are not reporting income or that they are making an income sufficient to support non-subsidized housing. They suggested re-evaluating KCHA's rent policies. KCHA staff encouraged the reporting of fraud and explained that the elimination of flat rents will assist in moving higher income households from the program.

## **Resident Advisory Committee**

In response to the 2015 MTW Plan, some Resident Advisory Committee members suggested:

- that the Wells Wood community space be considered for an upgrade;
- unit upgrades to assist in energy cost savings;
- developing population-specific definitions of self-sufficiency when proposing new self-sufficiency activities;
- a stronger focus on providing supportive services for seniors;
- reviewing or revising current HQS inspection protocols for repeatedly failing units; and
- that the Veteran's Affairs should do more to serve homeless veterans.

KCHA's Capital Construction department explained its process for selecting capital improvement projects and took note of upgrade requests for future plan years while KCHA's Resident Services staff is following up to learn more about specific complaints.

## **TerryLynn Stewart**

KCHA received a letter from RAC Representative and Board Commissioner, TerryLynn Stewart, emphasizing feedback received in the meeting on September 10<sup>th</sup>. Specifically, she encouraged KCHA to consider:

- On-site services designed specifically for seniors at KCHA's properties;
- A re-evaluation of KCHA's HQS inspection protocol;
- That the VA should provide more support to homeless veterans;
- Ensuring housing managers spend as much time as needed to fully review rent policies, especially seniors; and
- Appropriate use of the word "Self-sufficiency" when referencing those who receive government assistance.

## **C. KCHA-Directed Evaluations**

N/A

## **D. Annual Statement/Performance and Evaluation Report**

Attached as Appendix C.

## **APPENDIX A. KCHA's LOCAL ASSET MANAGEMENT PLAN**

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

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

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

**THE HOUSING AUTHORITY OF THE COUNTY OF KING**  
**RESOLUTION NO. 5484**  
**APPROVAL OF THE KING COUNTY HOUSING AUTHORITY'S MOVING TO**  
**WORK ANNUAL PLAN**  
**FOR FISCAL YEAR 2015**

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

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

**WHEREAS**, in 2009 KCHA and HUD executed a Restated and Amended MTW Agreement (Restated Agreement), extending KCHA's participation in the MTW Demonstration through 2018, while preserving program flexibility to develop and manage housing programs and services in a manner that responds to the unique needs and circumstances of the Puget Sound region; and

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

**WHEREAS**, staff has developed the required MTW Annual Plan covering Fiscal Year 2015 (January 1, 2015 through December 31, 2015) in a manner that is responsive to and complies with the Restated MTW Agreement requirements; and

**WHEREAS**, in developing the FY 2015 MTW Annual Plan, KCHA provided opportunity for public and resident input regarding the Plan components, including coordination with the KCHA Resident Advisory Council and community stakeholders and including a Public Hearing held on September 22, 2014; and

A handwritten signature in black ink, located in the bottom right corner of the page. The signature is stylized and appears to be a set of initials or a name written quickly.

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

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

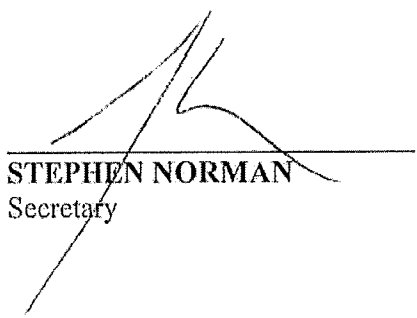
**NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE COUNTY OF KING, THAT:**

1. The Board of Commissioners hereby approves the MTW Annual Plan for Fiscal Year 2015 attached to this resolution; and
2. The Board of Commissioners certifies that the Public Hearing requirements have been met; and
3. Authorizes the Chair of the Board to execute the attached Certifications of Compliance with Regulations.

**ADOPTED AT A MEETING OF THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE COUNTY OF KING THIS 13<sup>th</sup> DAY OF OCTOBER 2014.**

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

  
**DOUG BARNES**, Chair  
Board of Commissioners

  
**STEPHEN NORMAN**  
Secretary

Form 50900: Elements for the Annual MTW Plan and Annual MTW Report

Attachment B

Certifications of Compliance

Annual Moving to Work Plan  
Certifications of Compliance

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing

Certifications of Compliance with Regulations:  
Board Resolution to Accompany the Annual Moving to Work Plan\*

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

1. The PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the PHA conducted a public hearing to discuss the Plan and invited public comment.
2. The PHA took into consideration public and resident comments (including those of its Resident Advisory Board or Boards) before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan.
3. The PHA certifies that the Board of Directors has reviewed and approved the budget for the Capital Fund Program grants contained in the Capital Fund Program Annual Statement/Performance and Evaluation Report, form HUD-50075.1.
4. The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.
5. The Plan is consistent with the applicable comprehensive housing affordability strategy (or any plan incorporating such strategy) for the jurisdiction in which the PHA is located.
6. The Plan contains a certification by the appropriate State or local officials that the Plan is consistent with the applicable Consolidated Plan, which includes a certification that requires the preparation of an Analysis of Impediments to Fair Housing Choice, for the PHA's jurisdiction and a description of the manner in which the PHA Plan is consistent with the applicable Consolidated Plan.
7. The PHA will affirmatively further fair housing by examining its programs or proposed programs, identify any impediments to fair housing choice within those programs, address those impediments in a reasonable fashion in view of the resources available and work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and maintain records reflecting these analyses and actions.
8. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
9. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
10. The PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.
11. The PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.
12. The PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to Influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.



13. The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.
14. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105( a).
15. The PHA will provide HUD or the responsible entity any documentation needed to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58. Regardless of who acts as the responsible entity, the PHA will maintain documentation that verifies compliance with environmental requirements pursuant to 24 Part 58 and 24 CFR Part 50 and will make this documentation available to HUD upon its request.
16. With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
17. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
18. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
19. The PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments).
20. The PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the Moving to Work Agreement and Statement of Authorizations and included in its Plan.
21. All attachments to the Plan have been and will continue to be available at all times and all locations that the Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the PHA in its Plan and will continue to be made available at least at the primary business office of the PHA.

Housing Authority of the County of King, Washington

PHA Name

PHA Number/HA Code

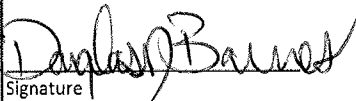
I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729,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

Douglas J. Barnes

Chair, Board of Commissioners

Name of Authorized Official

Title

  
Signature

October 13, 2014

Date

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

## **APPENDIX C. ANNUAL STATEMENT/PERFORMANCE AND EVALUATION REPORT**

The report begins on the following page.

Annual Statement/Performance and Evaluation Report  
Capital Fund Program, Capital Fund Program Replacement Housing Factor and  
Capital Fund Financing Program

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing  
OMB No. 2577-0226  
Expires 06/30/2017

Part I: Summary		FFY of Grant: 2010	
PHA Name: HA County of King		FFY of Grant Approval:	
Grant Type and Number Capital Fund Program Grant No: WA19P002501-10 Replacement Housing Factor Grant No: Date of CFFP:			
Type of Grant <input type="checkbox"/> Original Annual Statement <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 12/31/2013	<input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Final Performance and Evaluation Report		
Line	Summary by Development Account	Original	Total Estimated Cost
1	Total non-CFP Funds		
2	1406 Operations (may not exceed 20% of line 21) <sup>3</sup>		
3	1408 Management Improvements		
4	1410 Administration (may not exceed 10% of line 21)		
5	1411 Audit		
6	1415 Liquidated Damages		
7	1430 Fees and Costs		
8	1440 Site Acquisition		
9	1450 Site Improvement		
10	1460 Dwelling Structures		
11	1465.1 Dwelling Equipment—None expendable		
12	1470 Non-dwelling Structures		
13	1475 Non-dwelling Equipment		
14	1485 Demolition		
15	1492 Moving to Work Demonstration	4,376,681.00	4,376,681.00
16	1495.1 Relocation Costs		
17	1499 Development Activities <sup>4</sup>		

<sup>1</sup> To be completed for the Performance and Evaluation Report.  
<sup>2</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.  
<sup>3</sup> PHAs with under 250 units in management may use 100% of CFP Grants for operations.  
<sup>4</sup> RHF funds shall be included here.



Annual Statement/Performance and Evaluation Report  
Capital Fund Program, Capital Fund Program Replacement Housing Factor and  
Capital Fund Financing Program

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing  
OMB No. 2577-0226  
Expires 06/30/2017

<b>Part I: Summary</b>				FFY of Grant: 2010 FFY of Grant Approval:	
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Type of Grant <input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 12/31/2013 <input type="checkbox"/> Revised Annual Statement (revision no: ) <input type="checkbox"/> Final Performance and Evaluation Report					
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost <sup>1</sup>	
		Original	Revised <sup>2</sup>	Obligated	Expended
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment	642,905.00	642,905.00	642,905.00	642,905.00
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant: (sum of lines 2 - 19)	5,019,586.00	5,019,586.00	5,019,586.00	4,466,630.35
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities				
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures				
Signature of Executive Director (Stephen J. Norman)		Date 9/3/2014	Signature of Public Housing Director Date		

<sup>1</sup> To be completed for the Performance and Evaluation Report.  
<sup>2</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.  
<sup>3</sup> PHAs with under 250 units in management may use 100% of CFFP Grants for operations.  
<sup>4</sup> RHF funds shall be included here.

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing  
OMB No. 2577-0226  
Expires 06/30/2017

<sup>1</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing  
OMB No. 2577-0226  
**Expires 06/30/2017**

<sup>1</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing  
OMB No. 2577-0226  
**Expires 06/30/2017**

PHA Name: HA County of King

### Reasons for Revised Target Dates <sup>1</sup>

[illegible]

<sup>1</sup> Obligation and expenditure end dated can only be revised with HUD approval pursuant to Section 9j of the U.S. Housing Act of 1937, as amended.



U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing  
OMB No. 2577-0226  
**Expires 06/30/2017**

PHA Name: HA County of King

OMB No. 2577-0226  
Expires 06/30/2017

<sup>1</sup> Obligation and expenditure end dated can only be revised with HUD approval pursuant to Section 9j of the U.S. Housing Act of 1937, as amended.

Annual Statement/Performance and Evaluation Report  
Capital Fund Program, Capital Fund Program Replacement Housing Factor and  
Capital Fund Financing Program

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing  
OMB No. 2577-0226  
Expires 06/30/2017

<b>Part I: Summary</b>		<b>PHA Name: HA County of King</b>		<b>Grant Type and Number</b> Capital Fund Program Grant No: WA19P002501-11 Replacement Housing Factor Grant No: Date of CFFP:		<b>FFY of Grant: 2011</b> <b>FFY of Grant Approval:</b>	
<b>Type of Grant</b> <input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 12/31/2013				<input type="checkbox"/> Revised Annual Statement (revision no: ) <input type="checkbox"/> Final Performance and Evaluation Report			
<b>Line</b>	<b>Summary by Development Account</b>	<b>Original</b>	<b>Total Estimated Cost</b>	<b>Revised<sup>2</sup></b>	<b>Obligated</b>	<b>Total Actual Cost<sup>1</sup></b>	<b>Expended</b>
1	Total non-CFP Funds						
2	1406 Operations (may not exceed 20% of line 21) <sup>3</sup>						
3	1408 Management Improvements						
4	1410 Administration (may not exceed 10% of line 21)						
5	1411 Audit						
6	1415 Liquidated Damages						
7	1430 Fees and Costs						
8	1440 Site Acquisition						
9	1450 Site Improvement						
10	1460 Dwelling Structures						
11	1465.1 Dwelling Equipment—Nonexpendable						
12	1470 Non-dwelling Structures						
13	1475 Non-dwelling Equipment						
14	1485 Demolition						
15	1492 Moving to Work Demonstration		3,736,161.00	3,736,161.00	3,736,161.00	920,198.47	
16	1495.1 Relocation Costs						
17	1499 Development Activities <sup>4</sup>						

<sup>1</sup> To be completed for the Performance and Evaluation Report.

<sup>2</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

<sup>3</sup> PHAs with under 250 units in management may use 100% of CFP Grants for operations.

<sup>4</sup> RHF funds shall be included here.



Annual Statement/Performance and Evaluation Report  
Capital Fund Program, Capital Fund Program Replacement Housing Factor and  
Capital Fund Financing Program

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing  
OMB No. 2577-0226  
Expires 06/30/2017

**Part I: Summary**

PHA Name: HA County of King	Grant Type and Number Capital Fund Program Grant No: WA19P002501-11 Replacement Housing Factor Grant No: Date of CFFP.	FFY of Grant: 2011 FFY of Grant Approval:
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Type of Grant  
☐ Original Annual Statement ☐ Reserve for Disasters/Emergencies

☒ Performance and Evaluation Report for Period Ending: 12/31/2013 ☐ Revised Annual Statement (revision no: )  
☐ Final Performance and Evaluation Report

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost <sup>1</sup>	
		Original	Revised <sup>2</sup>	Obligated	Expended
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment	642,380.00	642,380.00	642,380.00	642,380.00
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant: (sum of lines 2 - 19)	4,378,541.00	4,378,541.00	4,378,541.00	1,562,578.47
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities				
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures				
Signature of Executive Director (Stephen J. Norman)		Date 9/3/2014	Signature of Public Housing Director		Date

<sup>1</sup> To be completed for the Performance and Evaluation Report.  
<sup>2</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.  
<sup>3</sup> PHAs with under 250 units in management may use 100% of CFP Grants for operations.  
<sup>4</sup> RHF funds shall be included here.

U.S. Department of Housing and Urban Development  
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OMB No. 2577-0226  
Expires 06/30/2017

<sup>1</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing  
OMB No. 2577-0226  
**Expires 06/30/2017**

<sup>1</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing  
OMB No. 2577-0226  
**Expires 06/30/2017**

[illegible]

<sup>1</sup> Obligation and expenditure end dated can only be revised with HUD approval pursuant to Section 9j of the U.S. Housing Act of 1937, as amended.



U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing  
OMB No. 2577-0226  
**Expires 06/30/2017**

## Federal FY of Grant: 2011

[illegible]

<sup>1</sup> Obligation and expenditure end dated can only be revised with HUD approval pursuant to Section 9j of the U.S. Housing Act of 1937, as amended.

Annual Statement/Performance and Evaluation Report  
Capital Fund Program, Capital Fund Program Replacement Housing Factor and  
Capital Fund Financing Program

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing  
OMB No. 2577-0226  
Expires 06/30/2017

<b>Part I: Summary</b>		<b>PHA Name: HA County of King</b>		<b>Grant Type and Number</b> Capital Fund Program Grant No: WA19P002501-12 Replacement Housing Factor Grant No: Date of CFP:		<b>FFY of Grant: 2012</b> <b>FFY of Grant Approval:</b>	
<input type="checkbox"/> Original Annual Statement <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 12/31/2013		<input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Final Performance and Evaluation Report		Type of Grant <input type="checkbox"/> Original Annual Statement <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 12/31/2013			
Line	Summary by Development Account	Original	Total Estimated Cost	Revised <sup>2</sup>	Obligated	Total Actual Cost <sup>1</sup>	Expended
1	Total non-CFP Funds						
2	1406 Operations (may not exceed 20% of line 21) <sup>3</sup>						
3	1408 Management Improvements						
4	1410 Administration (may not exceed 10% of line 21)						
5	1411 Audit						
6	1415 Liquidated Damages						
7	1430 Fees and Costs						
8	1440 Site Acquisition						
9	1450 Site Improvement						
10	1460 Dwelling Structures						
11	1465.1 Dwelling Equipment—Nonexpendable						
12	1470 Non-dwelling Structures						
13	1475 Non-dwelling Equipment						
14	1485 Demolition						
15	1492 Moving to Work Demonstration	4,050,127.00	4,050,127.00		405,012.70	405,012.70	
16	1495.1 Relocation Costs						
17	1499 Development Activities <sup>4</sup>						

<sup>1</sup> To be completed for the Performance and Evaluation Report.  
<sup>2</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.  
<sup>3</sup> PHAs with under 250 units in management may use 100% of CFP Grants for operations.  
<sup>4</sup> RHF funds shall be included here.



Annual Statement/Performance and Evaluation Report  
Capital Fund Program, Capital Fund Program Replacement Housing Factor and  
Capital Fund Financing Program

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing  
OMB No. 2577-0226  
Expires 06/30/2017

<b>Part I: Summary</b>				FFY of Grant: 2012 FFY of Grant Approval:	
PHA Name: HA County of King		Grant Type and Number Capital Fund Program Grant No: WA19P002501-12 Replacement Housing Factor Grant No: Date of CFFP:			
Type of Grant <input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 12/31/2013 <input type="checkbox"/> Revised Annual Statement (revision no: ) <input type="checkbox"/> Final Performance and Evaluation Report					
Line	Summary by Development Account	Original	Total Estimated Cost Revised <sup>2</sup>	Obligated	Total Actual Cost <sup>1</sup> Expended
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment				
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant: (sum of lines 2 - 19)	4,050,127.00	4,050,127.00	405,012.70	405,012.70
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities				
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures				
Signature of Executive Director (Stephen J. Norman)		Date 9/3/2014	Signature of Public Housing Director		Date

<sup>1</sup> To be completed for the Performance and Evaluation Report.  
<sup>2</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.  
<sup>3</sup> PHAs with under 250 units in management may use 100% of CFP Grants for operations.  
<sup>4</sup> RHF funds shall be included here.

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing  
OMB No. 2577-0226  
**Expires 06/30/2017**

<sup>1</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing  
OMB No. 2577-0226  
**Expires 06/30/2017**

<sup>1</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

<sup>2</sup> To be completed for the Performance and Evaluation Report.

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing  
OMB No. 2577-0226  
Expires 06/30/2017

[illegible]

<sup>1</sup> Obligation and expenditure end dated can only be revised with HUD approval pursuant to Section 9j of the U.S. Housing Act of 1937, as amended.



U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing  
OMB No. 2577-0226  
**Expires 06/30/2017**

[illegible]

<sup>1</sup> Obligation and expenditure end dated can only be revised with HUD approval pursuant to Section 9j of the U.S. Housing Act of 1937, as amended.

Annual Statement/Performance and Evaluation Report  
Capital Fund Program, Capital Fund Program Replacement Housing Factor and  
Capital Fund Financing Program

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing  
OMB No. 2577-0226  
Expires 06/30/2017

**Part I: Summary**

<b>PHA Name: HA County of King</b>		<b>Grant Type and Number</b> Capital Fund Program Grant No: WA19P002501-13 Replacement Housing Factor Grant No: Date of CFP:		<b>FFY of Grant: 2013</b> <b>FFY of Grant Approval:</b>		
Type of Grant <input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies X Performance and Evaluation Report for Period Ending: 12/31/2013 <input type="checkbox"/> Revised Annual Statement (revision no: ) <input type="checkbox"/> Final Performance and Evaluation Report						
<b>Line</b>	<b>Summary by Development Account</b>	<b>Original</b>	<b>Total Estimated Cost</b>	<b>Revised<sup>2</sup></b>	<b>Obligated</b>	<b>Total Actual Cost<sup>1</sup></b>
1	Total non-CFP Funds					
2	1406 Operations (may not exceed 20% of line 21) <sup>3</sup>					
3	1408 Management Improvements					
4	1410 Administration (may not exceed 10% of line 21)					
5	1411 Audit					
6	1415 Liquidated Damages					
7	1430 Fees and Costs					
8	1440 Site Acquisition					
9	1450 Site Improvement					
10	1460 Dwelling Structures					
11	1465.1 Dwelling Equipment—Nonexpendable					
12	1470 Non-dwelling Structures					
13	1475 Non-dwelling Equipment					
14	1485 Demolition					
15	1492 Moving to Work Demonstration	3,162,965.00	3,162,965.00	316,296.50	316,296.50	
16	1495.1 Relocation Costs					
17	1499 Development Activities <sup>4</sup>					

<sup>1</sup> To be completed for the Performance and Evaluation Report.

<sup>2</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

<sup>3</sup> PHAs with under 250 units in management may use 100% of CFP Grants for operations.

<sup>4</sup> RHF funds shall be included here.



Annual Statement/Performance and Evaluation Report  
Capital Fund Program, Capital Fund Program Replacement Housing Factor and  
Capital Fund Financing Program

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing  
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Expires 06/30/2017

**Part I: Summary**

PHA Name: HA County of King	Grant Type and Number Capital Fund Program Grant No: WA19P002501-13 Replacement Housing Factor Grant No: Date of CFFP:	FFY of Grant: 2013 FFY of Grant Approval:
--------------------------------	---	--

Type of Grant  
☒ Original Annual Statement ☐ Reserve for Disasters/Emergencies

☒ Performance and Evaluation Report for Period Ending: 12/31/2013

☐ Revised Annual Statement (revision no: )  
☐ Final Performance and Evaluation Report

Line	Summary by Development Account	Original	Total Estimated Cost Revised <sup>2</sup>	Obligated	Total Actual Cost <sup>1</sup> Expended
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment				
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant: (sum of lines 2 - 19)	3,162,965.00	3,162,965.00	316,296.50	316,296.50
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities				
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures				
Signature of Executive Director (Stephen J. Norman)		Date 9/3/2014		Signature of Public Housing Director	
				Date	

<sup>1</sup> To be completed for the Performance and Evaluation Report.  
<sup>2</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.  
<sup>3</sup> PHAs with under 250 units/in management may use 100% of CFFP Grants for operations.  
<sup>4</sup> RHF funds shall be included here.

U.S. Department of Housing and Urban Development  
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<sup>1</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing  
OMB No. 2577-0226  
**Expires 06/30/2017**

[illegible]

<sup>1</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

<sup>2</sup>To be completed for the Performance and Evaluation Report.

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing  
OMB No. 2577-0226  
**Expires 06/30/2017**

PHA Name: HA County of King

## Reasons for Revised Target Dates <sup>1</sup>

[illegible]

<sup>1</sup> Obligation and expenditure end dated can only be revised with HUD approval pursuant to Section 9j of the U.S. Housing Act of 1937, as amended.



U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing  
OMB No. 2577-0226  
Expires 06/30/2017

PHA Name: HA County of King

## Reasons for Revised Target Dates <sup>1</sup>

[illegible]

<sup>1</sup> Obligation and expenditure end dated can only be revised with HUD approval pursuant to Section 9j of the U.S. Housing Act of 1937, as amended.

Annual Statement/Performance and Evaluation Report  
Capital Fund Program, Capital Fund Program Replacement Housing Factor and  
Capital Fund Financing Program

U.S. Department of Housing and Urban Development  
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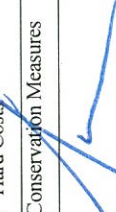
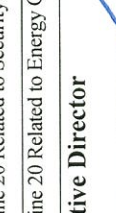
<b>Part I: Summary</b>		<b>Grant Type and Number</b> Capital Fund Program Grant No: WA19P002501-14 Replacement Housing Factor Grant No: Date of CFFP:		<b>FFY of Grant: 2014</b> <b>FFY of Grant Approval:</b>	
<b>Type of Grant</b> <input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Performance and Evaluation Report for Period Ending:		<input type="checkbox"/> Reserve for Disasters/Emergencies		<b>X Revised Annual Statement (revision no: 1 )</b> <input type="checkbox"/> Final Performance and Evaluation Report	
<b>Line</b>	<b>Summary by Development Account</b>	<b>Original</b>	<b>Total Estimated Cost</b> Revised <sup>2</sup>	<b>Obligated</b>	<b>Total Actual Cost <sup>1</sup></b> Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) <sup>3</sup>				
3	1408 Management Improvements				
4	1410 Administration (may not exceed 10% of line 21)				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration	3,257,875.00	3,684,067.00		
16	1495.1 Relocation Costs				
17	1499 Development Activities <sup>4</sup>				

<sup>1</sup> To be completed for the Performance and Evaluation Report.  
<sup>2</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.  
<sup>3</sup> PHAs with under 250 units in management may use 100% of CFP Grants for operations.  
<sup>4</sup> RHF funds shall be included here.



**Annual Statement/Performance and Evaluation Report**  
**Capital Fund Program, Capital Fund Program Replacement Housing Factor and**  
**Capital Fund Financing Program**

U.S. Department of Housing and Urban Development  
 Office of Public and Indian Housing  
 OMB No. 2577-0226  
 Expires 06/30/2017

<b>Part I: Summary</b>				<b>FFY of Grant: 2014</b>	
<b>PHA Name:</b> HA County of King	<b>Grant Type and Number</b> Capital Fund Program Grant No: WA19P00201-14 Replacement Housing Factor Grant No: Date of CFFP:			<b>FFY of Grant Approval:</b>	
<b>Type of Grant</b> <input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Performance and Evaluation Report for Period Ending:		<input type="checkbox"/> Reserve for Disasters/Emergencies <input checked="" type="checkbox"/> Revised Annual Statement (revision no: 1 )			
<b>Summary by Development Account</b>		<b>Total Estimated Cost</b>		<b>Total Actual Cost <sup>1</sup></b>	
<b>Line</b>		<b>Original</b>	<b>Revised <sup>2</sup></b>	<b>Obligated</b>	<b>Expended</b>
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment				
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant: (sum of lines 2 - 19)	3,257,875.00	3,684,067.00		
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities				
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures				
<b>Signature of Executive Director</b> 		<b>Signature of Public Housing Director</b> 		<b>Date</b> 9/19/2014	
				<b>Date</b> 9/24/2014	

<sup>1</sup> To be completed for the Performance and Evaluation Report.  
<sup>2</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.  
<sup>3</sup> PHAs with under 250 units in management may use 100% of CFP Grants for operations.  
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U.S. Department of Housing and Urban Development  
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<sup>1</sup> Obligation and expenditure end dated can only be revised with HUD approval pursuant to Section 9j of the U.S. Housing Act of 1937, as amended.



PHA Name: HA County of King

Development Number	Name/PHA-Wide Activities

Original Expenditure	End Date
1000000	12/31/2000
2000000	12/31/2001
3000000	12/31/2002
4000000	12/31/2003
5000000	12/31/2004
6000000	12/31/2005
7000000	12/31/2006
8000000	12/31/2007
9000000	12/31/2008
10000000	12/31/2009
11000000	12/31/2010
12000000	12/31/2011
13000000	12/31/2012
14000000	12/31/2013
15000000	12/31/2014
16000000	12/31/2015
17000000	12/31/2016
18000000	12/31/2017
19000000	12/31/2018
20000000	12/31/2019
21000000	12/31/2020
22000000	12/31/2021
23000000	12/31/2022
24000000	12/31/2023
25000000	12/31/2024
26000000	12/31/2025
27000000	12/31/2026
28000000	12/31/2027
29000000	12/31/2028
30000000	12/31/2029
31000000	12/31/2030
32000000	12/31/2031
33000000	12/31/2032
34000000	12/31/2033
35000000	12/31/2034
36000000	12/31/2035
37000000	12/31/2036
38000000	12/31/2037
39000000	12/31/2038
40000000	12/31/2039
41000000	12/31/2040
42000000	12/31/2041
43000000	12/31/2042
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45000000	12/31/2044
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77000000	12/31/2076
78000000	12/31/2077
79000000	12/31/2078
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89000000	12/31/2088
90000000	12/31/2089
91000000	12/31/2090
92000000	12/31/2091
93000000	12/31/2092
94000000	12/31/2093
95000000	12/31/2094
96000000	12/31/2095
97000000	12/31/2096
98000000	12/31/2097
99000000	12/31/2098
100000000	12/31/2099

Actual Expenditure End  
Date

## Reasons for Revised Target Dates

[illegible]

form HUD-50075.1 (07/2014)