



Moving to Work

FY 2017 ANNUAL PLAN

KING COUNTY HOUSING AUTHORITY

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King County Housing Authority

Moving to Work Annual Plan FY 2017

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

Executive Director
Stephen J. Norman

Dear Friends and Partners,

As we approach 2017, our region faces a growing homeless population, evaporating housing affordability, and sharpening geographic disparities of race, income, and opportunity. The King County Housing Authority's 2017 Moving to Work Plan outlines our ongoing commitment to address these urgent regional issues in innovative, efficient, and effective ways. In the coming year, we will build on our progress of previous years by ramping up our efforts to eliminate homelessness, improving and refining our existing programs and policies that advance access to opportunity, and expanding support services that promote strong resident outcomes.

Across the Puget Sound, population growth has increased pressure on local rental markets. Vacancy rates have plummeted to 3.4 percent. Average rents grew 9 percent between 2015 and 2016, with rent increases in typically low-cost markets outpacing the county average. Rent burdens continue to be problematic for low-income families. For renting families that earn less than \$50,000 a year, 41 percent spend more than 40 percent of their income on rent. Most sobering of all, a recent one-night count of the King County homeless population found 4,505 people lacking any shelter at all – a 19 percent increase over the previous year. This count does not include an additional 6,000 homeless people living in our county's emergency shelters or temporary housing.

Market forces are driving a rapid growth in demand for KCHA's programs while at the same time raising significant leasing barriers, even for households receiving subsidies. The 10-year renewal of our MTW contract, approved by HUD in 2015, is critical to our efforts to expand and evolve our programs in response to these changing market conditions.

Addressing Homelessness and Serving More Families

Over the course of the next year-and-a-half, KCHA plans to add 485 families to our federally subsidized programs. With nearly 50 percent of incoming participants homeless at entry, our increased over-leasing is an effective way to immediately address homelessness. Our ability to expand our programs is directly related to the flexibility afforded by our MTW status, which enables us to develop and leverage program efficiencies.

As part of this commitment, we continue to work with local partners to reach households that often go underserved by traditional homeless programs, such as unstably housed families and unaccompanied

youth. In 2017, we will explore the expansion of the Student Family Stability Initiative (SFSI), a Rapid Re-housing partnership between KCHA, Highline School District, and Neighborhood House that provides housing and stabilization services to homeless school children and their families.

We are also combating homelessness by acquiring, developing, and preserving affordable housing across King County. In 2016, King County government agreed to provide KCHA with flexible access to the county's triple-A credit rating to assist us in developing or acquiring as many as 2,200 additional units over the next six years. This financing tool facilitates access to lines of credit from lenders and enables KCHA to act quickly when an opportunity arises to acquire a strategically located property. By securing additional hard units, KCHA is able to preserve long-term affordability and provide housing for Section 8 voucher holders in high-opportunity neighborhoods, which are characterized by high-performing schools, mass transit, and good jobs.

Expanding Housing Choice

In an increasingly competitive rental market, KCHA is committed to removing barriers to voucher holders' success by implementing policies that increase housing options. To expand geographic choice and access to high-opportunity areas, we recently implemented a five-tiered, ZIP code-based payment standard that is fine-tuned to submarket cost variations, yet simple enough for residents, landlords and staff to understand. We continue to monitor tenant lease-up rates and local market conditions, and are committed to keeping up with market changes. A new Renewal Funding Inflation Factor (RFIF) methodology implemented by HUD in 2016 has proven critical in enabling us to continue to promote geographic choice. Continued accurate reflection of actual market costs in the HCV subsidy renewal formula will be critical to our continued efforts.

As 2017 begins, we are exploring a number of new approaches to help residents access the neighborhood of their choice, including:

- **Strengthening Landlord Relationships:** On the market side, we are creating an Owner Liaison staff position dedicated to recruitment, retention and relationship-building with landlords. This necessary investment ensures the strong landlord partnerships critical to the success of the HCV program.
- **Providing Lease-Up Supports:** On the client side, we are dedicating additional resources to assist the many vulnerable households we serve that may be exiting homelessness and struggling with finding a place to live – including our Veterans Affairs Supportive Housing (VASH) recipients. Potential supports include a rent readiness program and discretionary funds for deposits, application fees, and moving costs. For households with children interested in moving to high-opportunity neighborhoods, we will be exploring new approaches to mobility in partnership with a research team headed by Raj Chetty.

Supporting Successful Educational Outcomes

KCHA's federally subsidized programs house close to 14,000 children every night. The academic success of those children is key to preventing or interrupting multi-generational cycles of poverty. To this

end, we have: built a network of 15 youth centers and three Head Start facilities; facilitated coordination between teachers, parents, and after school providers; fostered partnerships with three local school districts where significant numbers of KCHA's resident students live; and funded and partnered with local community-based providers to deliver out-of-school time educational programming supported by nationally emerging best practices research. In 2017, we are deepening our commitment to these programs by developing action plans with our school district partners and further connecting housing and education data to monitor our initiatives' impact on student outcomes.

Increasing Efficiency and Measuring Our Effectiveness

MTW challenges us to pilot and evaluate new, more efficient ways of delivering housing assistance. At KCHA, we pursue this through internal innovation and external collaboration with the broader community. An example of this in our HCV program was the use this year of lean process mapping to identify unnecessary "waste" during the interim review process. As a result, we are changing the process to limit full income recertifications to households' biennial or triennial review rather than every time a resident requests to move units. This is saving staff time and simplifying the move process for residents. A long list of additional processes and policies are now under review.

Externally, KCHA continues to be invested in the broader affordable housing sector by sharing what we are learning through evaluation and research. We continue to strengthen our partnerships with external research partners, including the University of Washington, Stanford University, Harvard University and the Urban Institute, in order to advance our evaluation and research agendas. By building internal and external capacity, we are working to innovate, evaluate, and advance effective housing policy that benefits not only our residents but also families that live in affordable housing across the country.

Connecting MTW to Our Success

KCHA's 2017 Moving to Work Plan represents a continued commitment, made possible by the extension of our MTW contract, to providing quality affordable housing and effective services to our region's most vulnerable residents. Our MTW status allows us to design locally tailored programs, serve additional and more vulnerable households, and provide support services that help advance opportunity for our residents. We look forward to using our experience as an MTW agency to inform the program's expansion to 100 additional housing authorities in the coming years.

Sincerely,

Stephen Norman
Executive Director

SECTION I

INTRODUCTION

A. OVERVIEW OF SHORT-TERM MTW GOALS AND OBJECTIVES

In 2017, we will continue to focus on ensuring that our housing assistance reaches those with the greatest need while also dedicating significant resources toward improving educational and economic opportunities for our residents and program participants. This coming year, KCHA intends to:

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

KCHA employs multiple strategies to expand our reach: property acquisitions; new housing construction; use of banked Annual Contributions Contract (ACC) authority; the lease-up of new incremental vouchers; over-leasing beyond HUD's Section 8 baseline; expansion of flexible, rapid and stepped subsidy programs for special-needs populations; and the designation of some Public Housing units as MTW Neighborhood Services Units dedicated to meeting unique local needs. In 2017, KCHA will increase its capacity to reach an additional 485 families through our federally subsidized programs over a period of 12 to 18 months. A number of approaches mentioned above are enabling this expansion: increased over-leasing; new Veterans Affairs Supportive Housing (VASH) voucher allocations; and the re-issuance of formerly project-based Section 8 vouchers that are being replaced by ACC subsidies in KCHA-owned properties.

- **EXPAND OUR PORTFOLIO OF HOUSING DEDICATED TO LOW-INCOME HOUSEHOLDS.**

KCHA continues to actively seek out property acquisitions in strategic areas of King County, including current and emerging high-opportunity neighborhoods and transit-oriented development (TOD) sites. Over the past two years, KCHA has acquired or developed more than 600 units of affordable housing, the first steps in a new partnership with King County government that is enabling the acquisition or development of up to 2,000 units of affordable housing over a six-year period.

- **FOSTER PARTNERSHIPS THAT ADDRESS THE MULTI-FACETED NEEDS OF THE MOST VULNERABLE POPULATIONS IN OUR REGION.**

More than 40 percent of the households entering our federally assisted programs are homeless or living in temporary or emergency housing prior to receiving KCHA assistance. This reflects a diverse population with varying needs: disabled veterans; chronically homeless individuals; youth who are homeless or transitioning out of foster care; and high-need homeless families with children. In 2017,

KCHA will continue to partner with service providers, the U.S. Department of Veterans Affairs, and the behavioral health care system to meet our community's supportive housing needs and advance regional goals for making homelessness rare, brief and one-time.

- **EXPAND ASSISTANCE TO HOMELESS AND AT-RISK HOUSEHOLDS THROUGH FLEXIBLE RENTAL ASSISTANCE PROGRAMS.**

In addition to expanding our service partnerships, KCHA is experimenting with new ways to effectively use housing assistance dollars to successfully address the needs of our region's growing homeless population. We continue to partner with the Highline School District and its McKinney-Vento liaisons to implement a short-term rental assistance program that addresses the growing number of homeless students in our public schools. A multi-year evaluation by the Urban Institute is underway. Preliminary results have been promising and KCHA is exploring the expansion of this program to other school districts in south King County facing significant and growing homeless student populations.

- **INCREASE HOUSING CHOICES IN HIGH-OPPORTUNITY NEIGHBORHOODS.**

This multi-pronged initiative includes the use of multi-tiered ZIP code-based payment standards and mobility counseling as well as continued property acquisitions and project-based Section 8 vouchers to increase housing choice in high-opportunity neighborhoods.¹ Currently, 24 percent of KCHA's HUD-subsidized households with children live in high- or very high-opportunity neighborhoods. We are committed to increasing this number to 30 percent by the end of 2020. KCHA has begun a collaboration with the Stanford Center on Poverty and Inequality and a research team headed by Raj Chetty to test new approaches to expand household mobility in the Puget Sound region.

- **DEEPEN PARTNERSHIPS WITH PARENTS AND LOCAL SCHOOL DISTRICTS TO IMPROVE EDUCATIONAL OUTCOMES.**

Close to 14,000 children are living in KCHA's federally subsidized housing at any given time. Their academic success is the cornerstone of our efforts to prevent multi-generational cycles of poverty and promote social mobility. KCHA continues to make successful educational outcomes an integral element of our core mission by actively partnering with local education stakeholders around shared outcomes. These include improved attendance, better academic performance and higher graduation rates. We continue to focus on helping children start school ready to learn, achieve grade-level competency and develop career paths. This is achieved through early learning, after-

¹ 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/>).

school programs, parental engagement and mentoring.

- **STRENGTHEN OUR RESEARCH AND EVALUATION CAPACITY.**

KCHA continues to increase our internal capacity as well as our external partnerships in order to enhance data management practices, conduct rigorous program evaluation, advance a long-term research agenda, and partner in regional and national studies. These actions support the intent of the MTW program to implement and learn from innovative approaches that effectively and efficiently address the housing needs and life outcomes of our communities' low-income residents.

- **SUPPORT FAMILIES IN GAINING GREATER ECONOMIC SELF-SUFFICIENCY.**

In 2017, KCHA anticipates assisting more than 300 Public Housing and Section 8 households through the Family Self-Sufficiency Program. This program supports families' economic self-sufficiency through individualized case management, supportive services and program incentives. We continue to work with our local service partners to develop new approaches to support improved economic outcomes for residents.

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

In 2017, KCHA will invest close to \$15 million in public financing toward our five-year capital plan. This investment improves housing quality, reduces maintenance costs and energy consumption, and extends the life expectancy of our federally assisted housing stock. Inventory recapitalization and repairs by journeyman level in-house crews – initiatives made possible by our MTW flexibility – continue to support exemplary property conditions throughout our inventory. KCHA currently averages a 97.5 percent score on property inspections performed by HUD's Real Estate Assessment Center (REAC), one of the highest in the nation.

- **CREATE MORE COST-EFFECTIVE PROGRAMS BY STREAMLINING BUSINESS PROCESSES, DIGITIZING CLIENT FILES AND LEVERAGING TECHNOLOGY IN CORE BUSINESS FUNCTIONS.**

KCHA will continue to analyze its core business functions using a continuous improvement framework that engages staff and leverages the functionality of our integrated software system. A number of efficiencies identified through process mapping, including changes to the interim process and other HCV program streamlining measures, will save staff time and reduce intrusion into residents' lives.

- **REDUCE THE ENVIRONMENTAL IMPACT OF KCHA'S PROGRAMS AND FACILITIES.**

In 2017, KCHA will initiate our new Five-Year Resource Management Plan. The plan includes goals

for reduced energy and water consumption in the approximately 9,400 units of housing that we own, diversion of materials from the waste stream, safe handling and reductions in hazardous waste, and the promotion of conservation awareness among our residents. Increased data sharing with our local utilities will help us identify problem properties and evaluate the efficacy of individual measures. In addition, KCHA will continue to serve as one of the region's primary weatherization program managers, utilizing federal, state and utility funding to install approximately \$3.8 million in weatherization measures in government, nonprofit, and private housing.

B. OVERVIEW OF LONG-TERM MTW GOALS AND OBJECTIVES

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

- **STRATEGY 1:** Continue to strengthen the physical, operational, financial and environmental sustainability of our portfolio of approximately 9,400 affordable housing units.
- **STRATEGY 2:** Increase the supply of housing in the region that is affordable to extremely low-income households – those earning below 30 percent of Area Median Income (AMI) – through the development of new housing and the preservation of existing housing, as well as through expansion in the size and reach of our rental subsidy programs.
- **STRATEGY 3:** Provide greater geographic choice for low-income households, including disabled residents, elderly residents with mobility impairments, and families with young children, 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 health and other social services systems to increase the supply of supportive housing for people who have been chronically homeless and/or have special needs, with the goal of making homelessness rare, brief and one-time in King County.
- **STRATEGY 5:** Engage in the revitalization of King County's low-income neighborhoods, with a focus on housing and other services, amenities, institutions and partnerships that create strong, healthy communities.
- **STRATEGY 6:** Work with King County government, regional transit agencies and suburban cities to

support sustainable and equitable regional development by integrating new affordable housing into regional growth corridors aligned with current and planned mass transit investments.

- **STRATEGY 7:** Expand and deepen partnerships with local school districts, Head Start programs, after-school program providers, public health departments, community colleges, the philanthropic community and our residents, with the goal to improve educational and life outcomes for the low-income children and families we serve.
- **STRATEGY 8:** Promote greater economic independence for families and individuals living in subsidized housing by addressing barriers to employment and facilitating access to training and education programs, with the goal of enabling moves to market-rate housing at the appropriate time.
- **STRATEGY 9:** Continue to develop institutional capacity and efficiencies at KCHA to make the most effective use of federal resources.
- **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.
- **STRATEGY 11:** Develop our capacity as a learning organization that incorporates research and evaluation in decision-making and policy formulation.

SECTION II

GENERAL HOUSING AUTHORITY OPERATING INFORMATION

A. HOUSING STOCK INFORMATION

In 2017, KCHA will use banked Annual Contributions Contract (ACC) subsidies to migrate as many as three previously purchased developments into our Public Housing inventory. The transition of these properties to the Public Housing program will ensure that these units will be available to extremely low-income households over the long term.

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+				
Brookside 180	0	14	2	0	0	0	0	16	Elderly/Disabled	16	0
Northwood Square 467	0	0	18	6	0	0	0	24	Family	0	0
Total Public Housing Units to be Added ²								40			

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
Total Number of Units to be Removed		0

New Housing Choice Vouchers to be Project-based During the Fiscal Year

Property Name	Anticipated Number of New Vouchers to be Project-based	Description of Project
LIHI Renton Commons	26	KCHA is committing 26 project-based vouchers to a new construction

² These, and other properties yet to be identified, may convert to Public Housing in 2017. Additionally, some Public Housing units might be designated MTW Neighborhood Services units in 2017 upon approval from the HUD field office.

		project being developed in Renton by the Low Income Housing Institute (LIHI). Twelve units will serve homeless veterans and 14 will serve homeless families. Construction begins in 2017 with occupancy anticipated in 2018.	
Imagine Housing 30Bellevue	28	KCHA is dedicating 28 project-based vouchers to a new construction project being developed in Bellevue by Imagine Housing. All 28 units will serve high-need homeless families. Construction is anticipated to begin in 2017 with occupancy in late 2018 or early 2019.	
Imagine Housing Velocity	8	KCHA is the recent recipient of a competitive PB VASH allocation through the HUD NOFA, PIH 2016-11. This allocation allows KCHA to enter into a HAP contract with Imagine Housing to serve homeless veterans in these 8 units.	
KCHA Villages at South Station	16	KCHA is the recent recipient of a competitive PB VASH allocation through the HUD NOFA, PIH 2016-11. These vouchers allow KCHA to dedicate 16 units to housing formerly homeless veterans.	
KCHA Cove East	16	KCHA is the recent recipient of a competitive PB VASH allocation through the HUD NOFA, PIH 2016-11. This allocation allows KCHA to project-base 16 vouchers at its Cove East property and serve homeless Veterans in these units.	
KCHA Carriage House	21	KCHA is the recent recipient of a competitive PB VASH allocation through the HUD NOFA, PIH 2016-11. This allocation allows KCHA to enter into a HAP contract at the Carriage House property in order to serve homeless Veterans in these units.	
KCHA Timberwood	14	KCHA is the recent recipient of a competitive PB VASH allocation through the HUD NOFA, PIH 2016-11. This allocation allows KCHA to project-base 14 vouchers at the Timberwood property and serve homeless Veterans in these units.	
TBD	75	KCHA is the recent recipient of a competitive PB VASH allocation through the HUD NOFA, PIH 2016-11. In 2017, KCHA will select additional projects to house up to 75 formerly homeless veterans	
Anticipated Total New Vouchers to be Project- based	204	Anticipated Total Number of Project-based Vouchers Committed at the End of the Fiscal Year ³	2,655
		Anticipated Total Number of Project-based Vouchers Leased-up or Issued to a Potential Tenant at the End of the Fiscal Year ⁴	2,211

³ AHAP and HAP.

⁴ HAP only. This projection takes into consideration the slow and unpredictable nature of leasing up at properties with enhanced vouchers. Units turn over to project-based assistance only when current residents decide to move with their tenant protection voucher. Additionally, the projection also accounts for the competitive VASH allocation and the likelihood that many of these units may take a year to two years to become funded, come under contract, and fully lease-up.

Other Changes to the Housing Stock Anticipated During the Fiscal Year

KCHA continues to add to its stock of MTW Neighborhood Services Units from both new acquisitions and reclassification of existing Public Housing units. These units are intended to address the specific needs of vulnerable populations by providing targeted, on-site services and supports.

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

In 2017, KCHA plans to spend close to \$15 million to complete capital improvements critical to maintaining our 81 federally subsidized properties. Expenditures include:

- **UNIT UPGRADES (\$4.2 MILLION).** KCHA's ongoing efforts to significantly upgrade the interiors of our affordable housing inventory as units turn over will continue in 2017. KCHA's in-house, skilled workforce will perform the renovations, which include installation of new flooring, cabinets and fixtures that will extend by 20 years the useful life of 150 additional units.
- **SITE IMPROVEMENTS (\$2 MILLION).** Forest Glen (Redmond) will receive new site lighting, walkways, handrails, and pedestrian bridge; the parking lots will be repaved; and storm water drainage system will be improved. A second phase of site improvement work at Lake House (Shoreline) will include new site lighting, walkways, retaining walls, site drainage improvements, and repairs to the existing brick patio and planter. At Valli Kee (Kent), second phase site improvement work will include repaving the parking lot and replacing the sidewalks and gutters. The Burien Park Vets House (Burien) drainage system will receive improvements that eliminate the excessive ponding of water near the front entrance.
- **BUILDING ENVELOPE AND RELATED COMPONENTS UPGRADES (\$3.4 MILLION).** In 2017, the roofs will be replaced at Burien Parks Vets Housing (Burien) and Kirkland Place (Kirkland) while a full envelope project including new siding and windows will be completed at Firwood Circle (Auburn) and Northridge I and II (Shoreline). Planning for the replacement of siding and roofing at College Place (Bellevue) and a new roof at Casa Juanita (Kirkland) will begin in 2017 with the improvements to be constructed in 2018.
- **DOMESTIC WASTE AND WATER LINE WORK (\$2.2 MILLION).** Approximately half of Ballinger Homes (Shoreline) waste and water lines, located in the foundation slabs, are leaking and will be replaced in 2017. New water lines will also be installed at Cascade Homes (Kent).
- **"509" INITIATIVE IMPROVEMENTS (\$2.2 MILLION).** In 2017, significant capital improvements will be completed at the properties included in the 2013 conversion of 509 scattered-

site Public Housing units to Section 8 subsidies. New windows, doors and siding will be installed at Juanita Trace (Kirkland) and Kings Court (Federal Way) while new walkways, curbs, paving and ADA upgrades will be completed at Juanita Court (Kirkland). Design work for site improvements at Wells Wood (Woodinville) and a new roof at Eastridge House (Issaquah) will begin in 2017 with construction anticipated for completion in 2018.

- **OTHER IMPROVEMENTS (\$712,000).** A number of properties in the Public Housing portfolio have dated electrical panels with breakers that frequently fail and for which replacement parts are no longer available. These panels will be replaced at Boulevard Manor (Burien) and Yardley Arms (Burien).

B. LEASING INFORMATION

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

MTW Households to be Served through:	Planned Number of Households to be Served	Planned Number of Unit Months Occupied / Leased
Federal MTW Public Housing Units to be Leased	2,400	28,800
Federal MTW Voucher (HCV) Units to be Utilized	9,849	118,188
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 ⁵	227	2,724
Total Households Projected to be Served	12,476	149,712

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

Housing Program	Description of Anticipated Leasing Issues and Possible Solutions
Federal MTW Public Housing	No leasing issues are anticipated for this program in 2017.
Federal MTW Voucher (HCV)	King County is experiencing unprecedented growth, decreasing the affordability of available housing stock and increasing competition among renters. We continue to closely monitor our shopping success rate while establishing more fine-grained payment standards that

⁵ Sponsor-based Supportive Housing (113), Next Step (9), Coming Up (22), SFSI (50), and Flat Subsidy Households (33).

	better match area submarkets. In 2017, we will be exploring additional ways to support our voucher holders in securing a home. Potential interventions include: unit holding fees; expedited lease-up processes for preferred landlords; geographic organization of caseloads to improve customer service to landlords; re-evaluation of payment standards; creation of a new landlord liaison position within KCHA; and flexible funding to assist participants with back rent and utilities, application fees and deposits.
Local, Non-traditional, MTW Funded Tenant-based Assistance	Successfully leasing an apartment and maintaining housing stability in a tightening rental market is a challenge even with a Section 8 voucher. Short-term rental assistance programs that envision housing self-sufficiency after a limited subsidy period may not be realistic approaches for all households in a time of sharply rising rental costs. For populations that face multiple barriers, even sponsor-based housing approaches may not successfully secure housing as landlords' screening criteria tighten. In response, KCHA's non-traditional programs are providing employment navigators, housing search assistance and housing stability support.

C. WAIT LIST INFORMATION

No changes to the organizational structure or policies regarding the wait lists are anticipated in 2017.

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 2017?
Section 8 Housing Choice Voucher	Community-wide	1,375	Partially open (<i>accepting targeted voucher referrals only</i>)	Yes
Public Housing	Other: Regional	7,500	Open	N/A
Public Housing	Site-based	7,185	Open	N/A
Project-based	Other: Regional	2,545	Open	N/A
Public Housing – Conditional Housing	Program-specific	35	Open	N/A
Local Non-traditional	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 its own wait list. The applicant is able to choose two of the three regions. KCHA uses a rotation system

between this applicant pool and households entering through specialized program referrals, such as our transitional housing program, when assigning a household to 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 then pre-screens 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 (HCV) PROGRAM.** When the general Section 8 HCV program wait list last opened to the general public in February 2015, more than 22,000 applications for priority placement were received in a two-week period. Of those, 2,500 applicants were selected by lottery and placed on the wait list. KCHA anticipates exhausting this list in the third quarter of 2017 and will re-open one to two months before that happens. When the list is not open, we continue to serve priority populations, such as survivors of domestic violence and those who are facing a terminal illness or homelessness through referrals for vouchers available under targeted programs including Veteran Affairs Supportive Housing (VASH), the Family Unification Program (FUP), and the Housing Access and Services Program (HASP).

SECTION III

PROPOSED MTW ACTIVITIES

KCHA is not proposing any new activities in 2017.

SECTION IV

APPROVED MTW ACTIVITIES

A. IMPLEMENTED ACTIVITIES

The following table provides an overview of KCHA's approved activities, the statutory objectives they aim to meet, and the page number in which more detail can be found.

Year- Activity #	MTW Activity	Statutory Objective	Page
2016-1	Budget-based Rent Model	Cost Effectiveness	14
2016-2	Conversion of Former Opt-out Developments to Public Housing	Cost Effectiveness	15
2015-1	Flat Subsidy for Local, Non-traditional Housing Programs	Cost Effectiveness	16
2015-2	Reporting on the Use of Net Proceeds from Disposition Activities	Cost Effectiveness	17
2014-1	Stepped-down Assistance for Homeless Youth	Self-sufficiency	18
2014-2	Revised Definition of "Family"	Housing Choice	19
2013-1	Passage Point Prisoner Re-entry Housing Program	Housing Choice	20
2013-2	Flexible Rental Assistance	Housing Choice	20
2012-2	Community Choice Program	Housing Choice	22
2009-1	Project-based Section 8 Local Program Contract Term	Housing Choice	22
2008-1	Acquire New Public Housing	Housing Choice	23
2008-3	FSS Program Modifications	Self-sufficiency	24
2008-10 & 2008-11	EASY and WIN Rent Policies	Cost Effectiveness Self-sufficiency	25
2008-21	Public Housing and Section 8 Utility Allowances	Cost Effectiveness	26
2007-6	Develop a Sponsor-based Housing Program	Housing Choice	27
2007-14	Enhanced Transfer Policy	Cost Effectiveness	28
2005-4	Payment Standard Changes	Housing Choice	29
2004-2	Local Project-based Section 8 Program	Cost Effectiveness Housing Choice	30
2004-3	Develop Site-based Waiting Lists	Cost Effectiveness Housing Choice	33
2004-5	Modified Housing Quality Standards (HQS) Inspection Protocols	Cost Effectiveness	34
2004-7	Streamlining Public Housing and Section 8 Forms and Data Processing	Cost Effectiveness	35
2004-9	Rent Reasonableness Modifications	Cost Effectiveness	36
2004-12	Energy Services Company (ESCO) Development	Cost Effectiveness	37
2004-16	Section 8 Occupancy Requirements	Cost Effectiveness	38

ACTIVITY 2016-1: Budget-based Rent Model

MTW STATUTORY OBJECTIVE: Increase Cost Effectiveness

APPROVAL: 2016

IMPLEMENTED: 2016

CHALLENGE: HUD's Project-based Section 8 rent-setting regulations do not take into account the varying and changing costs of maintaining a property over the long-term. With affordable housing stock decreasing across the county, KCHA wants to ensure that these properties are properly funded in order to remain livable and available to tenants for the long term.

SOLUTION: This activity allows KCHA to adopt a budget-based approach to calculating the contract rent at its Project-based Section 8 developments. Traditionally, HUD requires that housing authorities set rent in accordance with Rent Reasonableness statutes. These statutes require that a property's costs reflect the average costs of a comparable building in the same geographic region at a particular point in time. However, a property's needs and purpose can change over time. This set of rules does not take into consideration variations in costs, which might include added operational expenses, necessary upgrades and increased debt service to pay for renovations. Consider an aging former Public Housing development utilizing Project-based Section 8 rental subsidies that is nearing the end of its useful life and in need of capital upgrades. Under current rules, this property could not achieve a rent structure high enough to support the capital improvements and debt service necessary to extend its life as a Project-based Section 8 development.

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

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

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

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

MTW STATUTORY OBJECTIVE: Increase Cost Effectiveness

APPROVAL: 2016

IMPLEMENTED: 2016

CHALLENGE: The process to convert a property's subsidy model from project-based Section 8 to Public Housing is slow, burdensome, and administratively complex.

SOLUTION: This policy allows KCHA to convert entire Project-based Section 8 opt-out properties to Public Housing at once. Under current federal guidelines, units convert only when the original resident moves out with a voucher. This transition is gradual, and at properties housing seniors or disabled residents, turnover of units tends to be especially slow. In the meantime, two sets of rules – project-based Section 8 and Public Housing – simultaneously govern the management of the development, adding to the administrative complexity of providing housing assistance.

This activity builds upon KCHA's previously approved initiative (2008-1) to expand housing through use of banked Public Housing ACC units. KCHA can convert former project-based "opt-out" sites to Public Housing through the development process outlined in 24 CFR 905, rather than through the typical gradual transition. As a result, this policy greatly streamlines operations and increases administrative efficiency. With transition to Public Housing subsidy, current enhanced voucher participants retain protections against future rent increases in much the same manner previously provided. As a Public Housing resident, these households pay an affordable rent (based on policies outlined in KCHA's Public Housing ACOP) and thus remain protected from a private owner's decision to increase the contract rent. At the same time, KCHA's MTW-enhanced Transfer Policy ensures that former enhanced voucher recipients retain the same (if not greater) opportunity for mobility by providing access to transfer to other subsidized units within KCHA's portfolio or use of a general Housing Choice Voucher should future need arise.

KCHA works with affected residents of selected former opt-out properties⁶ - providing ample notification and information (including the right to move using a general voucher for current enhanced voucher participants) in order to ensure the development's seamless transition to the Public Housing program.

⁶ Burien Park, Northwood, and Northlake House. Additionally, the Chaussee portfolio may be converted to Public Housing in the future.

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

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

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

MTW STATUTORY OBJECTIVE: Increase Cost Effectiveness

APPROVAL: 2015

IMPLEMENTED: 2017

CHALLENGE: KCHA's service provider partners estimate that they spend more than 400 additional hours each year in the administration of federal housing rules. These are 400 hours that could be dedicated to case management and client support but instead are spent calculating tenant rent for homeless individuals whose income is very small or non-existent.

SOLUTION: This local, non-traditional housing program revises the administration of a portion of our project-based assistance, allowing our partners to better meet the needs of extremely low-income homeless individuals and families. Under existing policies, the subsidy may be applied to the unit only 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 and often duplicative of the service provider's eligibility determination. Additionally, individuals transitioning out of homelessness typically have extremely low incomes and are highly mobile, adding to the challenges of tracking and managing frequent moves.

Instead, KCHA is providing a flat, per-unit subsidy in lieu of monthly Housing Assistance Payments (HAP) and allowing the service provider to dictate the terms of the tenancy (such as length of stay and the tenant portion of rent). The funding is block-granted based on the number of units authorized under contract and occupied in each program. This flexibility allows KCHA to better support a "Housing First" approach that places high-risk homeless populations in supportive housing programs tailored to meet an individual's needs.

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

CHANGES TO METRICS: KCHA is piloting this approach with a smaller population and will assess the interim outcomes before expanding the model to other populations and projects. The metrics are reduced to reflect this change.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark
Reduce costs and achieve greater cost effectiveness	CE #1: Total cost of task in dollars	\$0 saved	\$6,534 saved ⁷
Reduce costs and achieve greater cost effectiveness	CE #2: Total time to complete task in staff hours	0 hours saved	198 hours saved ⁸
Increase housing choice	HC #7: Number of households receiving services aimed to increase housing choice	0 households	33 households ⁹

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

MTW STATUTORY OBJECTIVE: Increase Cost Effectiveness

APPROVAL: 2015

IMPLEMENTED: 2016

CHALLENGE: The reporting process for the use of net proceeds from KCHA's disposition activities is duplicative and burdensome, taking up to 160 hours to complete each year. The reporting protocol for the MTW program aligns with the Section 18 disposition code reporting requirements, allowing for an opportunity to simplify this process.

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

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

1. Repair or rehabilitation of existing ACC units.
2. Development and/or acquisition of new ACC units.
3. Provision of social services for residents.

⁷ 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.

⁸ 6 hours saved per every move-in.

⁹ Friends of Youth (10 subsidies) and Hopelink (23 subsidies).

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.
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 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.

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

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

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

MTW STATUTORY OBJECTIVE: Increase Self-sufficiency

APPROVAL: 2014

IMPLEMENTED: 2014

CHALLENGE: During the January 2016 point-in-time homeless count in King County, 824 youth and young adults were identified as homeless or unstably housed, a 6 percent increase from 2014.¹⁰ Local service providers have identified the need for a short-term, gradually diminishing rental subsidy structure to meet the unique needs of these youth.

SOLUTION: KCHA has implemented a flexible, "stepped-down" rental assistance model in partnership with local youth service providers. Our service provider partners find that a short-term rental subsidy, paired with supportive services, is the most effective way to serve homeless youth as a majority of them do not require extended tenure in a supportive housing environment. By providing limited-term rental assistance and promoting graduation to independent living, more youth can be served effectively through this program model. As part of this initiative, KCHA currently partners with the YMCA to administer Next Step, and Valley Cities Counseling and Consultation to operate the Coming Up program. These programs offer independent housing opportunities to young adults (ages 18 to 25) who are either exiting homelessness or currently living in service-rich transitional housing. Participants secure their apartment, sign a lease and work with a resource specialist to assure longer-term housing stability.

¹⁰ Count Us In 2016: King County's Point-in-Time Count of Homeless & Unstably Housed Young People.
<http://allhomekc.org/wp-content/uploads/2016/03/Count-Us-In-2016-Report-final-1.pdf>

PROPOSED CHANGES TO ACTIVITY: In 2017, KCHA will engage in a strategic planning process to create a framework for the agency's investments in homeless youth housing services. Following the creation of this framework, we may change aspects of our programming. We cannot anticipate specific changes at this time.

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

ACTIVITY 2014-2: Revised Definition of "Family"

MTW STATUTORY OBJECTIVE: Increase Housing Choice

APPROVAL: 2014

IMPLEMENTED: 2014

CHALLENGE: According to a January 2015 point-in-time count, 3,069 families with children were living unsheltered or in temporary housing in King County.¹¹ Thousands more elderly and disabled people, many with severe rent burdens, are on our waiting lists with no new federal resources anticipated.

SOLUTION: This policy directs KCHA's limited resources to populations facing the greatest need: elderly, near-elderly and disabled households; and families with minor children. We modified the eligibility standards outlined in the Public Housing Admissions and Continued Occupancy Policy (ACOP) and Section 8 Administrative Plans to limit eligible households to those that include at least one elderly or disabled individual or a minor/dependent child. The current policy affects only admissions and does not affect the eligibility of households currently receiving assistance. Exceptions will be made for participants in programs that target specialized populations such as domestic violence victims or individuals who have been chronically homeless.

PROPOSED CHANGES TO ACTIVITY: Currently, no modifications are anticipated in 2017 and no additional authorizations are needed at this time.

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

¹¹ HUD's 2015 Continuum of Care Homeless Assistance Programs Homeless Populations and Subpopulations (WA-500). https://www.hudexchange.info/resource/reportmanagement/published/CoC_PopSub_CoC_WA-500-2015_WA_2015.pdf.

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

MTW STATUTORY OBJECTIVE: Increase Housing Choice

APPROVAL: 2013

IMPLEMENTED: 2013

CHALLENGE: In 2015, 1,416 individuals in King County returned to the community after a period of incarceration.¹² Nationally, more than half of all inmates are parents who will face barriers to securing housing and employment upon release due to their criminal record or lack of job skills.¹³ Without a home or employment, many of these parents are unable to reunite with their children.

SOLUTION: Passage Point is a unique supportive housing program that serves parents trying to reunify with their children following a period of incarceration. KCHA provides 46 project-based Section 8 vouchers while the YWCA provides property management and supportive services. YWCA identifies eligible individuals through outreach to prisons and correctional facilities. In contrast to typical transitional housing programs that have strict 24-month occupancy limits, Passage Point participants may remain in place until they have completed the reunification process, are stabilized in employment and can demonstrate their ability to succeed in a less service-intensive environment. Passage Point participants who complete the program and regain custody of their children may apply to KCHA's Public Housing program and receive priority placement on the wait list.

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

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

ACTIVITY 2013-2: Flexible Rental Assistance

MTW STATUTORY OBJECTIVE: Increase Housing Choice

APPROVAL: 2013

IMPLEMENTED: 2013

CHALLENGE: The one-size-fits-all approach of traditional housing programs does not provide the flexibility needed to quickly and effectively meet the needs of low-income individuals facing distinct housing crises, such as homelessness and domestic violence. In many of these cases, a short-term rental

¹² Washington State Department of Corrections. Number of Prison Releases by County of Release. <http://www.doc.wa.gov/aboutdoc/docs/msAdmissionsandReleasesbyCounty.pdf>

¹³ Glaze, L E and Maruschak, M M (2008). Parents in Prison and Their Minor Children. <http://www.bjs.gov/index.cfm?ty=pbdetail&iid=823>

subsidy paired with responsive, individualized case management can help a family out of a crisis situation and into safe, stable housing.

SOLUTION: This activity, developed with local service providers, offers flexible housing assistance to families in crisis. KCHA provides flexible financial assistance, including time-limited rental subsidy, security deposits, rent arrears and funds to cover move-in costs, while our partners provide individualized services. Participants work with a caseworker during and after the program to secure and maintain housing. Two housing programs make up this initiative. The first is the Student and Family Stability Initiative (SFSI) that pairs short-term rental assistance with housing stability and employment navigation services for families experiencing or on the verge of homelessness. School-based McKinney-Vento liaisons identify and connect these families with community-based service providers while caseworkers have the flexibility to determine the most effective approach to quickly stabilize participants in housing. The second program, Domestic Violence Housing First, quickly identifies and secures housing for survivors of domestic violence. Like SFSI, a case manager works with families to determine and administer support that addresses their most immediate needs.

PROPOSED CHANGES TO ACTIVITY: KCHA is considering developing a term-limited rental subsidy aimed specifically at homeless young adults seeking postsecondary education. We also continue to consider the application of the Rapid Re-housing approach to other populations or jurisdictions as we learn more about the effectiveness of this model.

CHANGES TO METRICS: In 2017, we will continue to expand the SFSI program and aim to serve more homeless families in the Highline School District. The annual benchmarks are adjusted upwards to account for this change.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark
Increase housing choices	HC #5: Number of households able to move to a better unit	0 households	50 households
Increase housing choices	HC #7: Number of households receiving services aimed to increase housing choice	0 households	100 households

ACTIVITY 2012-2: Community Choice Program

MTW STATUTORY OBJECTIVE: Increase Housing Choice

APPROVAL: 2012

IMPLEMENTED: 2013

CHALLENGE: Research increasingly demonstrates that a person's health, employment status and educational success are influenced enormously by where they grow up. Currently, 24 percent of KCHA's families with children live in the high-opportunity neighborhoods of King County that can help promote positive life outcomes. High-opportunity neighborhoods are characterized by lower poverty rates, better educational and employment opportunities, and proximity to major transportation hubs. These neighborhoods also have higher rents. For a wide variety of reasons, low-income families are more likely to live in communities with higher overall poverty and less access to these benefits.

SOLUTION: This initiative aims to encourage and enable Housing Choice Voucher households with young children to relocate to areas of the county with higher achieving school districts. In addition to formidable barriers accessing these neighborhoods, many households are not aware of the link between location and educational and employment opportunities. Through collaboration with local nonprofits and landlords, the Community Choice Program offers one-on-one counseling to households deciding where to live, along with ongoing support once a family moves to a new neighborhood.

PROPOSED CHANGES TO ACTIVITY: KCHA is considering expanding the move-in jurisdiction to include moderately high areas of opportunity. This change would increase the housing options available to families enrolled in the program as well as reflect broader measures of opportunity. Additional authorizations are not needed to implement this change.

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

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

MTW STATUTORY OBJECTIVE: Increase Housing Choice

APPROVAL: 2009

IMPLEMENTED: 2009

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

SOLUTION: This activity extends the length of the allowable term for Section 8 project-based contracts to as high as 15 years. This change in term assists our partners in underwriting and leveraging private financing for development and acquisition projects. The longer-term commitment from KCHA signals to lenders and underwriters that these partner agencies have sufficient resources to take on the debt acquired through the new development of affordable housing units.

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

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

ACTIVITY 2008-1: Acquire New Public Housing

MTW STATUTORY OBJECTIVE: Increase Housing Choice

APPROVAL: 2008

IMPLEMENTED: 2008

CHALLENGE: In King County, about half of all renter households spend more than 30 percent of their income on rent.¹⁴ Countywide, fewer than 15 percent of all apartments are considered affordable to households earning less than 30 percent of AMI.¹⁵ In context of these challenges, KCHA's Public Housing wait lists continue to grow. Given the gap between available affordable housing and the number of low-income renters, KCHA must continue to increase the inventory of units affordable to extremely low-income households.

SOLUTION: KCHA's Public Housing ACC is currently below the Faircloth limit in the number of allowable units. These "banked" Public Housing subsidies allow us to add to the affordable housing supply in the region by acquiring new units. This approach is challenging, however, because Public Housing units cannot support debt. We continue our innovative use of MTW working capital, with a particular focus on the creation or preservation of units in high-opportunity neighborhoods.¹⁶

¹⁴ US Census Bureau, ACS 2014 5-year estimates: 47.9% of King County renter households pay 30% or more of household income on gross rent. http://factfinder.census.gov/bkmk/table/1.0/en/ACS/14_5YR/DP04/0500000US53033.

¹⁵ US Census Bureau, ACS 2014 5-year estimates: 14.4% of King County rental units have gross rents under \$750. http://factfinder.census.gov/bkmk/table/1.0/en/ACS/14_5YR/DP04/0500000US53033. HUD FY2014 Income Limits Documentation System: 30% AMI for a household of four is \$26,450. For a household making \$26,450 per year, spending no more than 30% of income on rent translates to \$661.25 or less in asking rent.

¹⁶ 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/>).

We continue to further simplify the acquisition and addition of units to our Public Housing inventory by partnering with the local HUD field office to streamline the information needed to add these units to the PIC system and obtain operating and capital subsidies. For example, we self-certify neighborhood suitability standards and Faircloth limits, by leveraging the flexibility granted in Attachment D, Section D of our MTW Agreement.¹⁷

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

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

ACTIVITY 2008-3: FSS Program Modifications

MTW STATUTORY OBJECTIVE: Increase Self-sufficiency

APPROVAL: 2008

IMPLEMENTED: 2016

CHALLENGE: For every household receiving housing subsidy, two others may need assistance.¹⁸ To serve more households with limited resources, subsidized households need to be supported in their efforts to achieve economic self-sufficiency and cycle out of the program. HUD's standard Family Self-Sufficiency (FSS) program may not provide the full range of services and incentives needed to support greater self-sufficiency among participants.

SOLUTION: KCHA is exploring possible modifications to the FSS program that could increase incentives for resident participation and income growth. These outcomes could pave the way for residents to realize a higher degree of economic independence. The program currently includes elements that unintentionally act as disincentives by punishing higher income earners, the very residents who could benefit most from additional incentives to exit subsidized housing programs. To address these issues, KCHA is considering modifying the escrow calculation so as to not unintentionally punish higher earning households.

¹⁷ Some Public Housing units might be designated MTW Neighborhood Services units over this next year upon approval from the HUD field office.

¹⁸ Worst Case Housing Needs 2015: Report to Congress, page viii.
http://www.huduser.org/portal/Publications/pdf/WorstCaseNeeds_2015.pdf

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

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

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

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

MTW STATUTORY OBJECTIVE: Increase Cost Effectiveness and Self-sufficiency

APPROVAL: 2008

IMPLEMENTED: 2008

CHALLENGE: The administration of rental subsidies under existing HUD rules can be complex and confusing to the households we serve. Significant staff time was being spent complying with federal requirements that do not promote better outcomes for residents, safeguard program integrity or save taxpayer money. The rules regarding deductions, annual reviews and recertifications, and income calculations were 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 superfluous. For working households, HUD's rent rules include complicated earned-income disregards that can manifest as disincentives to income progression and employment advancement.

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

The second policy, WIN Rent, was implemented in FY 2010 to encourage increased economic self-sufficiency among households where individuals are able to work. WIN Rent is calculated on a series of income bands and the tenant's share of the rent is calculated at 28.3 percent of the lower end of each

income band. This tiered system – in contrast to existing rent protocols – does not punish increases in earnings, as the tenant’s rent does not change until household income increases to the next band level. Additionally, recertifications are conducted biennially instead of annually, allowing households to retain all increases in earnings during that time period without an accompanying increase to the tenant’s share of rent. The WIN Rent structure also eliminates flat rents, income disregards and deductions (other than childcare for eligible households), and excludes the employment income of household members under age 21. Households with little or no income are given a six-month reprieve during which they are able to pay a lower rent or, in some cases, receive a credit payment. Following this period, a WIN Rent household pays a minimum rent of \$25 regardless of income calculation.

In addition to changes to the recertification cycle, we also have streamlined processing and reviews. For example, we limit the number of tenant-requested reviews to reduce rent to two occurrences in a two-year period in the WIN Rent program. We estimate that these policy and operational modifications have reduced the relevant administrative workloads in the Section 8 and Public Housing programs by 20 percent.

PROPOSED CHANGES TO ACTIVITY: KCHA is considering increasing the amount of wage income a senior or disabled household can earn and remain eligible for the EASY Rent program.

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

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

MTW STATUTORY OBJECTIVE: Increase Cost Effectiveness

APPROVAL: 2008

IMPLEMENTED: 2010

CHALLENGE: KCHA would spend almost \$22,000 annually in additional staff time to administer utility allowances under HUD’s one-size-fits-all national guidelines. HUD’s national approach fails to capture average consumption levels in the Puget Sound area.

SOLUTION: This activity simplifies the HUD rules on Public Housing and Section 8 Utility Allowances by applying a universal methodology that reflects local consumption patterns and costs. Before this policy change, allowances were calculated for each individual unit and household type with varied rules under the Section 8 and Public Housing programs. Additionally, HUD required an immediate update of the allowances with each cumulative 10 percent rate increase made by utility companies. Now, KCHA provides allowance adjustments annually when the Consumer Price Index produces a change (decrease

or increase) of more than 10 percent rather than each time an adjustment is made to the utility equation. We worked with data from a Seattle City Light study completed in late 2009, allowing us to identify key factors in household energy use and therefore project average consumption levels for various types of units in the Puget Sound region. We used this information to set a new utility schedule that considers various factors: type of unit (single vs. multi-family), size of unit, high-rise vs. low-rise units, and the utility provider. We also modified allowances for units where the resident pays water and/or sewer charges. 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.

PROPOSED CHANGES TO ACTIVITY: Upon implementation of the new energy performance contract's efficiency measures, KCHA may revisit the utility schedule and set allowances according to a property's energy usage and upgrade needs. The methodology used to calculate the allowance remains the same as outlined in this activity.

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

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

MTW STATUTORY OBJECTIVE: Increase Housing Choice

APPROVAL: 2007

IMPLEMENTED: 2007

CHALLENGE: According to a January 2015 point-in-time count, 823 individuals in King County were chronically homeless.¹⁹ Many landlords are hesitant to sign a lease with an individual who has been chronically homeless, usually due to that person's poor or non-existent rental history, lack of consistent employment or criminal background. Most people who have been chronically homeless require additional support, beyond rental subsidy, to secure and maintain a safe, stable place to live.

SOLUTION: In the sponsor-based housing program, KCHA provides housing funds directly to service provider partners, including Sound Mental Health, Navos Mental Health Solutions, and Valley Cities Counseling and Consultation. These providers use the funds to secure private market rentals that are then subleased to program participants. The programs operate under the "Housing First" model of supportive housing, which couples quick placement in permanent, scattered-site housing with intensive,

¹⁹ CoC Dashboard Report (WA-500). 2015 Continuum of Care Homeless Assistance Programs Homeless Populations and Subpopulations. https://www.hudexchange.info/resource/reportmanagement/published/CoC_PopSub_CoC_WA-500-2015_WA_2015.pdf

individualized services that help residents maintain long-term housing stability. Recipients of this type of support are referred from the mental health and criminal justice systems, street outreach teams, and providers serving homeless youth and young adults referred through King County’s Coordinated Entry and Assessment system. Once a resident is stabilized and ready for a more independent living environment, KCHA may offer transition to a tenant-based Section 8 subsidy.

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

CHANGES TO METRICS: In 2016, Valley Cities Counseling and Consultation’s Coming Up program (22 units) transitioned to a stepped-rent model. The program is now reported solely under MTW Activity 2014-1: Stepped-down Assistance for Homeless Youth and the metrics reflect this change.

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	113 units
Increase housing choices	HC #5: Number of households able to move to a better unit	0 households	113 households
Increase self-sufficiency	SS #5: Number of households receiving services aimed to increase self-sufficiency	0 households	113 households

ACTIVITY 2007-14: Enhanced Transfer Policy

MTW STATUTORY OBJECTIVE: Increase Cost Effectiveness

APPROVAL: 2007

IMPLEMENTED: 2007

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

SOLUTION: Under existing HUD guidelines, a resident cannot transfer between the Section 8 and Public Housing programs, regardless of whether a more appropriate unit for the resident is available in the

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

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

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

ACTIVITY 2005-4: Payment Standard Changes

MTW STATUTORY OBJECTIVE: Increase Housing Choice

APPROVAL: 2005

IMPLEMENTED: 2005

CHALLENGE: Currently, 30 percent of KCHA's tenant-based voucher households live in high-opportunity neighborhoods of King County, which means 70 percent are unable to reap the benefits that come with residing in such an area. These benefits include improved educational opportunities, increased access to public transportation and greater economic opportunities.²⁰ Not surprisingly, high-opportunity neighborhoods have more expensive rents. According to recent market data, a two-bedroom rental unit at the 40th percentile in East King County – typically a high-opportunity area – costs \$506 more than the same unit in South King County, which includes several high-poverty neighborhoods.²¹ To move to high-opportunity areas, voucher holders need sufficient resources, which are not available under traditional payment standards. Conversely, broadly applied payment standards that encompass multiple housing markets – low and high – result in Section 8 rents “leading the market” in lower priced areas.

SOLUTION: This initiative develops local criteria for the determination and assignment of payment standards to better match the local rental market, with the goals of increasing affordability in high-opportunity neighborhoods and ensuring the best use of limited financial resources. We develop our

²⁰ 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/>).

²¹ Dupree & Scott, 2016 King County Rental Data

payment standards through an annual analysis of local submarket conditions, trends and projections. This approach means that we can provide subsidy levels sufficient for families to afford the rents in high-opportunity areas of the county and not have to pay market-leading rents in less expensive neighborhoods. As a result, our residents are not squeezed out by tighter rental markets and we can increase the number of voucher tenants living in high-opportunity neighborhoods. In 2005, KCHA began applying new payment standards at the time of a resident's next annual review. In 2007, we expanded this initiative and allowed approval of payment standards of up to 120 percent of Fair Market Rent (FMR) without HUD approval. In early 2008, we decoupled the payment standards from HUD's FMR calculations entirely so that we could be responsive to the range of rents in Puget Sound's submarkets. In 2016, KCHA implemented a multi-tiered payment standard system based on ZIP codes. We arrived at a five-tiered payment standard system after analyzing recent tenant lease-up records, consulting local real estate data, holding forums with residents and staff, reviewing other small area FMR payment standard systems implemented by other housing authorities, and conducting financial analyses. In designing the new system, we sought to have enough tiers to account for submarket variations but not so many tiers that the new system becomes burdensome to staff and residents.

PROPOSED CHANGES TO ACTIVITY: We are continuing to explore additional policy changes that may increase access to high-opportunity areas, such as increasing the 40 percent limit on the proportion of household income that could be spent on housing costs to 45 percent of gross income.

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

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

MTW STATUTORY OBJECTIVE: Increase Cost Effectiveness and Housing Choice

APPROVAL: 2004

IMPLEMENTED: 2004

CHALLENGE: Current project-basing regulations are cumbersome and present multiple obstacles to serving high-need households, partnering effectively and efficiently with nonprofit developers, and promoting housing options in high-opportunity areas. Some private-market landlords refuse to rent to tenants with imperfect credit or rental history, especially in tight rental markets such as ours. In many suburban jurisdictions in King County, it is legal to refuse to rent to Section 8 voucher holders, as these jurisdictions have not enacted legislation prohibiting discrimination based on source of income.

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

SOLUTION: The ability to streamline the process of project-basing Section 8 subsidies is an important tool for addressing the distribution of affordable housing in King County and coordinating effectively with local initiatives. KCHA places project-based Section 8 subsidies in high-opportunity areas of the county in order to increase access to these desirable neighborhoods for low-income households.²² We also partner 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 young adults and families traditionally not served through our mainstream Public Housing and Section 8 programs. We also are coordinating with county government and suburban jurisdictions to underwrite a pipeline of new affordable housing developed by local nonprofit housing providers. MTW flexibility granted by this activity has helped us implement the following policies.

CREATE HOUSING TARGETED TO SPECIAL-NEEDS POPULATIONS BY:

- Assigning Project-based Section 8 (PBS8) subsidy to a limited number of demonstration projects not qualifying under standard policy in order to serve important public purposes. (FY 2004)
- Modifying the definition of “homeless” to include overcrowded households entering transitional housing to align with entry criteria for nonprofit-operated transitional housing. (FY 2004)

SUPPORT A PIPELINE OF NEW AFFORDABLE HOUSING BY:

- Prioritizing assignment of PBS8 assistance to units located in high-opportunity census tracts, including those with poverty rates lower than 20 percent. (FY 2004)
- Waiving 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)
- Allocating PBS8 subsidy non-competitively to KCHA-controlled sites and transitional units, or using an existing local government procurement process for project-basing Section 8 assistance. (FY 2004)

²² 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/>).

- Allowing owners and agents to conduct their own construction and/or rehab inspections, and having the management entity complete the initial inspection rather than KCHA, with inspection sampling at annual review. (FY 2004)
- Modifying eligible unit and housing types to include shared housing, cooperative housing, transitional housing and high-rise buildings. (FY 2004)
- Allowing PBS8 rules to defer to Public Housing rules when used in conjunction with a mixed finance approach to housing preservation or when assigned to a redeveloped former Public Housing property. (FY 2008)
- Partnering with Bellevue, Redmond and other East King County municipalities to develop a local competitive process that pairs PBS8 subsidy, aimed at households earning 30 percent of AMI or less, with local zoning incentives. This process will help ensure that a portion of affordable units set aside through incentive programs are available to extremely low-income households. (FY 2016)

IMPROVE PROGRAM ADMINISTRATION BY:

- Allowing project sponsors to manage project wait lists as determined by KCHA. (FY 2004).
- Using KCHA's standard HCV process for determining Rent Reasonableness for units in lieu of requiring third-party appraisals. (FY 2004)
- Allowing participants in "wrong-sized" units to remain in place and pay the higher rent, if needed. (FY 2004)
- Assigning standard HCV payment standards to PBS8 units, allowing modification with approval of KCHA where deemed appropriate. (FY 2004)
- Offering moves to Public Housing in lieu of 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 Public Housing disposition activity. (FY 2012)
- Allowing KCHA to modify the HAP contract to ensure consistency with MTW changes. (FY 2004)
- Using Public Housing preferences for PBS8 units in place of HCV preferences. (FY 2008)
- Allowing KCHA to inspect units at contract execution rather than contract proposal. (FY 2009)
- Modifying the definition of "existing housing" to include housing that could meet Housing Quality Standards within 180 days. (FY 2009)
- Allowing direct owner referral to a PBS8 vacancy when the unit has remained vacant for more than 30 days. (FY 2010)

- Waiving the 20 percent cap on the amount of HCV budget authority that can be project-based, allowing KCHA to determine the size of our PBS8 program. (FY 2010)

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

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

ACTIVITY 2004-3: Develop Site-based Waiting Lists

MTW STATUTORY OBJECTIVE: Increase Cost Effectiveness and Housing Choice

APPROVAL: 2004

IMPLEMENTED: 2004

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

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

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

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

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

MTW STATUTORY OBJECTIVE: Increase Cost Effectiveness

APPROVAL: 2004

IMPLEMENTED: 2004

CHALLENGE: HUD's HQS inspection protocols often require multiple trips to the same neighborhood, the use of third-party inspectors and blanket treatment of diverse housing types, adding more than \$93,000 to annual administrative costs. Follow-up inspections for minor "fail" items impose additional burdens on landlords, who in turn may resist renting to families with Section 8 vouchers.

SOLUTION: Through a series of Section 8 program modifications, we have streamlined the HQS inspection process to simplify program administration, improve stakeholder satisfaction and reduce administrative costs. Specific policy changes include: (1) allowing the release of HAP payments when a unit fails an HQS inspection due to minor deficiencies (applies to both annual inspections and initial move-in inspections); (2) geographically clustering inspections to reduce repeat trips to the same neighborhood or building by accepting annual inspections completed eight to 20 months after initial inspection, allowing us to align inspection of multiple units in the same geographic location; and (3) self-inspecting KCHA-owned units rather than requiring inspection by a third party. KCHA also has implemented a risk-based inspection model that places well-maintained, multi-family apartment complexes on a biennial inspection schedule. Developments must meet the following criteria in order to qualify for biennial inspections: initial inspection rating is average or higher; no record of building code violations; owner and tenant have no history of non-compliance that resulted in rent abatement or termination; and no record of substantiated complaints regarding the owner's failure to maintain units in compliance with HQS. If a development falls out of compliance with these standards, it will be reverted to an annual inspection cycle.

PROPOSED CHANGES TO ACTIVITY: KCHA is continuing to look into different strategies for streamlining its HQS inspection protocols, including ways to simplify the process for landlords and residents.

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

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

MTW STATUTORY OBJECTIVE: Increase Cost Effectiveness

APPROVAL: 2004

IMPLEMENTED: 2004

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

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

CHANGES TO BUSINESS PROCESSES:

- Modify Section 8 policy to require notice to move prior to the 20th of the month in order to have paperwork processed during the month. (FY 2004)
- Allow applicant households to self-certify membership in the family at the time of admission. (FY 2004)
- Modify HQS inspection requirements for units converted to project-based subsidy from another KCHA subsidy, and allow the most recent inspection completed within the prior 12 months to substitute for the initial HQS inspection required before entering the HAP contract. (FY 2012)
- Modify standard PBS8 requirements to allow the most recent recertification (within last 12 months) to substitute for the full recertification when tenant's unit is converted to a PBS8 subsidy. (FY 2012)
- Allow Public Housing applicant households to qualify for a preference when household income is below 30 percent of AMI. (FY 2004)
- Streamline procedures for processing interim rent changes resulting from wholesale reductions in state entitlement programs. (FY 2011)
- Modify the HQS inspection process to allow streamlined processing of inspection data. (FY 2010)
- Establish a local release form that replaces the HUD form 9986 and is renewed every 40 months. (FY 2014)

CHANGES TO VERIFICATION AND INCOME CALCULATION PROCESSES:

- 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)
- Extend to 180 days the term over which verifications are considered valid. (FY 2008)
- Modify the definition of “income” to exclude income from assets with a value less than \$50,000, and income from Resident Service Stipends less than \$500 per month. (FY 2008)
- Apply any 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)
- Allow Section 8 residents who are at \$0 HAP to self-certify income at the time of review. (FY 2004)

PROPOSED CHANGES TO ACTIVITY: KCHA will aim to further streamline the interim recertification process in the HCV program by eliminating the full recertification of income each time a resident requests to move between his or her recertification date. Instead, income verifications will be limited to the two- or three-year regular certification cycle.

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

ACTIVITY 2004-9: Rent Reasonableness Modifications

MTW STATUTORY OBJECTIVE: Increase Cost Effectiveness

APPROVAL: 2004

IMPLEMENTED: 2004

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

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

intrude in the lives of residents less and can redirect our resources to more pressing needs. Additionally, KCHA performs Rent Reasonableness inspections at our own properties, rather than contracting with a third party, allowing us to save additional resources.

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

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

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

MTW STATUTORY OBJECTIVE: Increase Cost Effectiveness

APPROVAL: 2004

IMPLEMENTED: 2004

CHALLENGE: KCHA could recapture up to \$4 million in energy savings per year if provided the upfront investment necessary to make efficiency upgrades to its aging housing stock.

SOLUTION: KCHA employs energy conservation measures and improvements through the use of Energy Performance Contracts (EPC) – a financing tool that allows PHAs to make needed energy upgrades without having to self-fund the upfront necessary capital expenses. The energy services partner (in this case, Johnson Controls [JCI]) identifies these improvements through an investment-grade energy audit that is then used to underwrite loans to pay for the measures. Project expenses, including debt service, are then paid for out of the energy savings while KCHA and its residents receive the long-term savings and benefits. Upgrades may include: installation of energy-efficient light fixtures, solar panels, and low-flow faucets, toilets and showerheads; upgraded appliances and plumbing; and improved irrigation and HVAC systems. In 2016, we extended the existing EPC for an additional eight years and implemented a new 20-year EPC for incremental Public Housing properties to make needed improvements.

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

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

ACTIVITY 2004-16: Section 8 Occupancy Requirements

MTW STATUTORY OBJECTIVE: Increase Cost Effectiveness

APPROVAL: 2004

IMPLEMENTED: 2004

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

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

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

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

B. NOT YET IMPLEMENTED ACTIVITIES

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

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

APPROVAL: 2010

This activity is a demonstration program for up to 20 households in a project-based Family Unification Program (FUP)-like environment. The demonstration program currently is deferred, as our program partners opted for a tenant-based model this upcoming fiscal year. It might return in a future program year, however.

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

APPROVAL: 2010

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

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

APPROVAL: 2010

This activity limits 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.

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

APPROVAL: 2010

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

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

APPROVAL: 2008

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

ACTIVITY 2008-17: Income Eligibility and Maximum Income Limits

APPROVAL: 2008

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

C. ACTIVITIES ON HOLD

There are no activities on hold.

D. CLOSED-OUT ACTIVITIES

Activities listed in this section are closed out, meaning that we currently do not have plans to implement them in the future or they are completed.

ACTIVITY 2013-3: Short-term Rental Assistance Program

APPROVAL: 2013

CLOSEOUT YEAR: 2015

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

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

APPROVAL: 2012

CLOSEOUT YEAR: 2012

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

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

APPROVAL: 2011

CLOSEOUT YEAR: 2012

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

ACTIVITY 2011-2: Redesign the Sound Families Program

APPROVAL: 2011

CLOSEOUT YEAR: 2014

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

ACTIVITY 2010-2: Resident Satisfaction Survey

APPROVAL: 2010

CLOSEOUT YEAR: 2010

KCHA developed an internal Satisfaction Survey in lieu of a requirement to comply with the 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

APPROVAL: 2009

CLOSEOUT YEAR: 2014

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

ACTIVITY 2008-4: Combined Program Management

APPROVAL: 2008

CLOSEOUT YEAR: 2009

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

ACTIVITY 2008-6: Performance Standards

APPROVAL: 2008

CLOSEOUT YEAR: 2014

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

ACTIVITY 2007-4: Section 8 Applicant Eligibility

APPROVAL: 2007

CLOSEOUT YEAR: 2007

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

ACTIVITY 2007-8: Remove Cap on Voucher Utilization

APPROVAL: 2007

CLOSEOUT YEAR: 2014

This initiative allows us to award Section 8 assistance to more households than permissible under the HUD-established baseline. Our savings from a multi-tiered payment standard system, operational efficiencies and other policy changes have been critical in helping us respond to the growing housing needs of the region's extremely low-income households. Despite ongoing uncertainties around federal funding levels, we intend to continue to use MTW program flexibility to support housing voucher issuance levels above HUD's established baseline. This activity is no longer active as agencies now are permitted to lease above their ACC limit.

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

APPROVAL: 2007

CLOSEOUT YEAR: 2007

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

ACTIVITY 2007-18: Resident Opportunity Plan (ROP)

APPROVAL: 2007

CLOSEOUT YEAR: 2016

An expanded and locally designed version of FSS, ROP's mission was to advance families toward self-sufficiency through the provision of case management, supportive services and program incentives, with the goal of positive transition from Public Housing or Section 8 into private market rental housing or home ownership. KCHA implemented this five-year pilot in collaboration with community partners, including Bellevue College and the YWCA. These partners provided education and employment-focused case management, such as individualized career planning, a focus on wage progression and asset-building assistance. In lieu of a standard FSS escrow account, each household received a monthly deposit into a savings account, which continued throughout program participation. Deposits to the household savings account were made available to residents upon graduation from Public Housing or Section 8 subsidy. The final year of the five-year pilot was 2015. After a multi-year evaluation revealed mixed outcomes, KCHA decided to close out the program and re-evaluate the best ways to assist the families we serve in achieving economic independence.

ACTIVITY 2006-1: Block Grant Non-mainstream Vouchers

APPROVAL: 2006

CLOSEOUT YEAR: 2006

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

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

APPROVAL: 2005

CLOSEOUT YEAR: 2005

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

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

APPROVAL: 2004

CLOSEOUT YEAR: 2006

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

SECTION V

SOURCES AND USES OF MTW FUNDS

A. SOURCES AND USES OF MTW FUNDS

Estimated Sources of MTW Funding for the Fiscal Year

FDS Line Item	FDS Line Item Name	Dollar Amount
70500 (70300+70400)	Total Tenant Revenue	\$5,109,000
70600	HUD PHA Operating Grants	\$122,745,000
70610	Capital Grants	\$3,627,000
70700 (70710+70720+70730+70740+70750)	Total Fee Revenue	\$0
71100+72000	Interest Income	\$318,000
71600	Gain or Loss on Sale of Capital Assets	\$0
71200+71300+71310+71400+71500	Other Income	\$3,880,000
70000	Total Revenue	\$135,679,000

Estimated Uses of MTW Funding for the Fiscal Year

FDS Line Item	FDS Line Item Name	Dollar Amount
91000 (91100+91200+91400+91500+91600+91700+91800+91900)	Total Operating - Administrative	(\$13,764,000)
91300+91310+92000	Management Fee Expense	(\$4,544,000)
91810	Allocated Overhead	\$0
92500 (92100+92200+92300+92400)	Total Tenant Services	(\$7,579,000)
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	(\$2,294,000)
93500+93700	Labor	\$0
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	(\$2,714,000)
95000 (95100+95200+95300+95500)	Total Protective Services	(\$121,000)
96100 (96110+96120+96130+96140)	Total Insurance Premiums	(\$414,000)
96000 (96200+96210+96300+96400+96500+96600+96800)	Total Other General Expenses	(\$204,000)
96700 (96710+96720+96730)	Total Interest Expense and Amortization Cost	(\$8,000)
97100+97200	Total Extraordinary Maintenance	(\$2,521,000)

97300+97350	Housing Assistance Payments + HAP Portability-in	(\$90,833,000)
97400	Depreciation Expense	(\$3,200,000)
97500+97600+97700+97800	All Other Expenses	(\$10,683,000)
90000	Total Expenses	(\$138,879,000)

Description of Activities Using Only MTW Single-fund Flexibility

KCHA strives to make the very best and most creative uses of our single-fund flexibility under MTW, while also adhering to the statutory requirements of the program. Our ability to blend funding sources gives us the freedom to implement new approaches to program delivery in response to the varied and challenging housing needs of low-income people in the Puget Sound region. MTW enables us to become a leaner, more nimble and financially stronger agency. With MTW flexibility, we assist more of our county's households – and, among those, the most vulnerable and poorest households – than would be possible under HUD's traditional funding and program constraints.

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

- **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 young adults who are homeless. These households are unlikely to secure housing successfully on the private market utilizing traditional tenant-based vouchers. As the regional vacancy rate drops and landlords grow increasingly more selective in choosing tenants, this program design becomes even more critical for housing our most at-risk clients.
- **HOUSING STABILITY FUND.** This fund provides emergency financial assistance to qualified residents to cover housing costs, including rental assistance, security deposits and utility support. Under the program design, a designated agency partner disburses funding to qualified program participants, screening for eligibility according to the program's guidelines, which were revised in 2015. We assist up to 100 households through the awarding of emergency grants. As result of this assistance, families are able to maintain their housing, avoiding the far greater safety net costs that could occur if they become homeless.

- **EDUCATION INITIATIVES.** KCHA continues to actively partner with local education stakeholders to improve outcomes for the nearly 14,000 children who live in our federally assisted housing. Educational outcomes, including improved attendance, grade-level performance and graduation are an integral part of our core mission. By investing in the next generation, we are working to close the cycle of poverty that persists among the families we serve.
- **REDEVELOPMENT OF DISTRESSED PUBLIC HOUSING.** With MTW's single-fund flexibility, KCHA continues to undertake the repairs necessary to preserve more than 3,000 units of federally subsidized housing over the long term. For example, 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 to finance the redevelopment of the Birch Creek and Green River complexes. Following HUD disposition approval in 2012, KCHA is using MTW flexibility to successfully address the substantial deferred maintenance needs of 509 former Public Housing units in 22 different communities. Utilizing MTW authorizations, we have transitioned these properties to the project-based Section 8 program and have leveraged \$18 million from the Federal Home Loan Bank (FHLB) on extremely favorable terms for property repairs. As the FHLB requires such loans to be collateralized by cash, investments and/or underlying mortgages on real property, 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 for-profit development and create additional affordable housing opportunities in partnership with state and local jurisdictions. Where possible, we have been acquiring additional housing adjacent to existing KCHA properties in emerging and current high-opportunity neighborhoods where banked Public Housing subsidies can be utilized.
- **RAPID RE-HOUSING.** We continue to partner with the Highline School District and its McKinney-Vento liaisons to provide a Rapid Re-housing program, the Student and Family Stability Initiative, in response to the growing number of homeless students in our public schools. This program provides short-term rental assistance and employment stabilization services to homeless families who do not require long-term rental assistance. The program is the subject of an ongoing evaluation that measures the effectiveness of this approach to ending homelessness for targeted households.

- **LONG-TERM VIABILITY OF OUR GROWING PORTFOLIO.** KCHA uses our single-fund flexibility to reduce outstanding financial liabilities and protect the long-term viability of our inventory. Single-fund flexibility allows us to make loans in conjunction with Low Income Housing Tax Credit (LIHTC) financing to recapitalize properties in our federally subsidized inventory. MTW working capital continues to support the redevelopment of the Greenbridge HOPE VI site through infrastructure financing that will be retired with proceeds from land sales as the build-out of this 100-acre, 900-unit site continues. MTW funds also support energy conservation measures as part of our EPC project, with energy savings over the life of the contract repaying the loan. MTW working capital also provides an essential backstop for outside debt, addressing risk concerns of lenders, enhancing our credit worthiness and enabling our continued access to private capital markets.
- **ENSURING A VOUCHER HOLDER’S SUCCESS IN LEASING UP.** We are committed to our voucher holders’ continued success securing housing in an increasingly competitive and constrained private housing market. To sustain our positive shopping success rate, KCHA is dedicating staff time and MTW resources to recruit and retain landlords and build mutually beneficial relationships with them. Some retention and recruitment strategies may include incentive payments, damage-claim funds, a preferred-owners program, and/or priority placement in advertising materials. We also will consider interventions that could assist a resident in leasing up, including security deposit and application fee assistance, allowing double subsidy during a move, providing the assistance of a leasing broker, and implementing a rent readiness program for new voucher holders.
- **REMOVAL OF THE 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 multi-tiered payment standard, revised occupancy standards, operational efficiencies and other policy changes have been critical in helping us respond to the growing housing needs of extremely low-income households in our 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 for as long as feasible.
- **HOMEOWNERSHIP STABILITY FUND FOR SENIORS.** This fund provides housing assistance to qualified, extremely low-income residents living in KCHA’s senior manufactured housing developments. Under the program design, KCHA staff disburse funding to residents, screening

for eligibility according to the program’s guidelines. As a result of this assistance, these senior residents are able to maintain their housing stability.

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.

No changes will be made to the LAMP in 2017.

SECTION VI

ADMINISTRATIVE

A. BOARD OF COMMISSIONERS RESOLUTION

Attached as Appendix B.

B. PUBLIC REVIEW PROCESS

MTW Plan Public Review Period

August 17, 2016, to September 16, 2016

- **MEETINGS AND HEARINGS**
 - August 31: Public Hearing
 - September 6 and 7: Resident Advisory Committee Meetings
 - September 12: Listening Session with Service Provider Partners
- **MAILING**
 - Shared draft plan via email with stakeholders, partners and the Resident Advisory Committee, accompanied by a request for participation in the hearings.
- **PUBLISHING AND POSTING**
 - August 17: Notice published in the Seattle Times.
 - August 17: Notice published in the Daily Journal of Commerce.
 - August 17: Notice published in the NW Asian Weekly.
 - August 17: Notice and Draft 2017 MTW Plan posted on KCHA's website (www.kcha.org).
 - August 17: Notice posted in KCHA's Public Housing and Project-based Section 8 developments. Plan was made available in the main office and the public hearing site, Seola Gardens.

Comments Received

Public Hearing

The Public Hearing did not have any attendants so no comments were received at this meeting.

Resident Advisory Committee Meetings

The following comments were received at the September 6 and 7 Resident Advisory Committee meetings:

- Residents would like for KCHA to auto-withdraw the rent payment each month.
- A resident would like for KCHA to revisit the capital needs at her property of residence, Northlake House.

- A number of residents expressed further interest in the Energy Performance Contract (EPC) project and shared additional ideas for energy conservation measures at KCHA's properties. Some concern about the air circulation measures was raised.
- Concern for the region's growing homeless population was expressed by a number of residents and asked to learn more about KCHA's efforts to address this issue.
- Support was communicated for the employment of additional services to help voucher holders lease up including the help of a leasing broker and assisting residents through a rent readiness curriculum.
- A question was raised about the "All Other Expenses" line item in KCHA's sources and uses table.
- Residents expressed the need for youth and young adult employment services and had questions about KCHA's programming for this particular demographic group.

KCHA staff shared that an auto-withdraw function is in the works, made note of the interest and questions about the EPC and scheduled it as a future topic at a RAC meeting, gave an overview of KCHA's efforts to address homelessness in King County, provided a further breakdown of "All Other Expenses," and shared how capital projects are selected and prioritized for the next year. This information was provided at the meeting and in follow-up with individual residents.

Service Provider Partner Listening Session

A listening session was held for KCHA's service provide and community partners to share their reactions to the agency's direction and priorities in 2017. The meeting centered around two questions: 1. What resonates with you and the communities you serve or represent? 2. How else can MTW help KCHA address local challenges?

Partners emphasized the following focus areas and initiatives:

- Conducting landlord outreach and engagement.
- Continuing to serve diverse populations with targeted housing services.
- Leveraging resources across systems such as the education, workforce, and social service systems.
- Increasing access to high opportunity areas.
- Streamlining the move process to make it less burdensome for residents.
- Employing a rent readiness program for new voucher holders.

They also brought up these additional ideas:

- Further streamlining the move process and shortening the time it takes to process a move request.
- Exploring shared housing as an approach to housing those experiencing homelessness and potentially targeting Veterans with this model.
- Dedicating resources to landlord incentives and protections such as a damage fund.

- Providing security deposit assistance to voucher holders.
- Making the move-in process seamless and predictable, especially for landlords.
- Exploring additional housing support for those facing the most barriers and ensuring their stability in housing.

Staff will continue to consult these partners throughout the planning and implementation process.

Written Comment

The following comment was received via email from KCHA resident Cindy Ference.

“PUBLIC COMMENT – MTW PLAN 2017

Submitted by Cindy Ference

9/26/16

My comments are based on the MTW Plan provided to the Resident Advisory Committee earlier this month.

Activity 2008-21 Public Housing and Section 8 Allowances

Proposed Changes:

KCHA may visit the utility schedule and set allowances according to a property’s energy usage and upgrade needs.

The EPC project includes installing an Energy Recovery Ventilation system in apartments. These systems run 24 hours a day, 7 days a week, with no on/off switch. The utility cost becomes the burden to the resident. KCHA purports that this will be offset by a savings in heating costs. However, some of our apartments are already so well insulated, our heating costs are minimal. With no ability to control the energy usage, I propose a change to the utility allowance to ease the burden of additional energy costs for residents.

Regarding the Capital budget and ongoing EPC:

Several projects in the 2017 MTW plan entail replacing sliding doors and windows. This includes the Northridge property where I reside. In the 16 years I have lived here, this will be the third sliding door and window and the third toilet. We are being weatherized so tightly, which then creates an unhealthy air quality to the extent that energy recovery systems need to be installed.

Furthermore, proposed changes to Activity 2004 – 12 Energy Service Companies Development is KCHA to benchmark and report its savings every five years as opposed to every year, because these efforts often take place over a number of years with savings being realized later in the life of the project.

This is a Housing Authority. With so many seniors, veterans, families and children living on the street and in shelters, this agency should not be allocating so many resources to energy conservation and weatherization.

With the extended contract of MTW comes a responsibility to Commissioners of King County Housing Authority to ensure the flexibility of the plan does not wander so far astray from getting people off the street and out of shelters.”

Senior level staff from Capital Construction and Weatherization are meeting with this resident to discuss her comments related to capital projects and their corresponding budget. The EPC project manager has also shared with her more information about how the project is financed and the amount KCHA anticipates saving each year (around \$500,000) as a result of installing these energy saving measures.

C. RESULTS OF LATEST 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.

APPENDIX B

BOARD OF COMMISSIONERS RESOLUTION AND CERTIFICATIONS OF COMPLIANCE

The signed resolution and certifications begin on the following page.

THE HOUSING AUTHORITY OF THE COUNTY OF KING
RESOLUTION NO. 5551
APPROVING KCHA'S MOVING TO WORK ANNUAL PLAN
FOR FISCAL YEAR 2017

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

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

WHEREAS, in 2016 HUD presented KCHA with an amendment to extend the Agency's MTW participation through fiscal year 2028. KCHA Board of Commissioners adopted the amendment, extending the conditions and requirements of participation as outlined in the current Amended and Restated Agreement (Restated Agreement) between HUD and KCHA; and

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

WHEREAS, staff has developed the required MTW Annual Plan covering Fiscal Year 2017 (January 1, 2017 through December 31, 2017) in a manner that is responsive to and complies with the Restated Agreement requirements; and

WHEREAS, in developing the FY 2017 MTW Annual Plan, KCHA provided opportunity for public and resident input regarding the Plan components, including two meetings with the KCHA Resident Advisory Council, a listening session with community stakeholders, and a Public Hearing on August 31, 2016; and

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.

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

1. The Board of Commissioners hereby approves the MTW Plan for Fiscal Year 2017 attached to this resolution and the accompanying memorandum for implementation and submission to HUD.
2. The Board of Commissioners certifies that the Public Hearing requirements have been met and authorizes the Chair of the Board to execute the attached HUD Certification of Compliance with MTW Plan Requirements and Related Regulations.

ADOPTED AT A MEETING OF THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE COUNTY OF KING THIS 10th DAY OF OCTOBER 2016.

**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 Jan 1, 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.

King County Housing Authority
PHA Name

WA/002
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
Name of Authorized Official

Chairman
Title

Douglas J. Barnes
Signature

October 13, 2016
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					
PHA Name: HA County of King		Grant Type and Number Capital Fund Program Grant No: WA19P002501-10 Replacement Housing Factor Grant No: Date of CFFP:			FFY of Grant: 2010 FFY of Grant Approval:
Type of Grant <input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no:) <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 06/30/2016 <input type="checkbox"/> Final Performance and Evaluation Report					
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost ¹	
		Original	Revised ²	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) ³				
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.I Dwelling Equipment—Nonexpendable				
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	4,376,681.00	4,376,681.00
16	1495.I Relocation Costs				
17	1499 Development Activities ⁴				

¹ To be completed for the Performance and Evaluation Report.

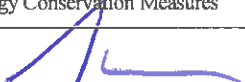
² To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

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

⁴ 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

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Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost ¹	
		Original	Revised ²	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	5,019,586.00
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				
Signature of Executive Director 		Date 7/25/2016		Signature of Public Housing Director _____	
				Date _____	

¹ To be completed for the Performance and Evaluation Report.

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

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

⁴ 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

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

Page4

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

[illegible]

² 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

¹ 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
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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:
Type of Grant <input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no:) <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 06/30/2016 <input type="checkbox"/> Final Performance and Evaluation Report					
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost ¹	
		Original	Revised ²	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) ³				
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	3,736,161.00
16	1495.1 Relocation Costs				
17	1499 Development Activities ⁴				

¹ To be completed for the Performance and Evaluation Report.

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

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

⁴ RHP 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
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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:	
Type of Grant <input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no:) <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 06/30/2016 <input type="checkbox"/> Final Performance and Evaluation Report					
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost ¹	
		Original	Revised ²	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	4,378,541.00
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				
Signature of Executive Director		Date <u>7/25/2016</u>		Signature of Public Housing Director	
				Date	

¹ To be completed for the Performance and Evaluation Report.

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

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

⁴ RHF funds shall be included here.

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² To be completed for the Performance and Evaluation Report.

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 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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Part I: Summary					
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:			FFY of Grant: 2012 FFY of Grant Approval:
Type of Grant <input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no:) <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 06/30/2016 <input type="checkbox"/> Final Performance and Evaluation Report					
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost ¹	
		Original	Revised ²	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) ³				
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	4,050,127.00	4,050,127.00
16	1495.1 Relocation Costs				
17	1499 Development Activities ⁴				

¹ To be completed for the Performance and Evaluation Report.

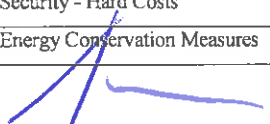
² To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

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

⁴ 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

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Part I: Summary					
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:		FFY of Grant: 2012 FFY of Grant Approval:	
Type of Grant <input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no:) <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 06/30/2016 <input type="checkbox"/> Final Performance and Evaluation Report					
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost ¹	
		Original	Revised ²	Obligated	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	4,050,127.00	4,050,127.00
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				
Signature of Executive Director 		Date 7/25/2016		Signature of Public Housing Director	
				Date	

¹ To be completed for the Performance and Evaluation Report.

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

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

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Part II: Supporting Pages								
PHA Name: HA County of King		Grant Type and Number Capital Fund Program Grant No: WA19P002501-12 CFFP (Yes/ No): Replacement Housing Factor Grant No:			Federal FFY of Grant: 2012			
Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised ¹	Funds Obligated ²	Funds Expended ²	

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² To be completed for the Performance and Evaluation Report.

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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 <input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no:) <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 06/30/2016 <input type="checkbox"/> Final Performance and Evaluation Report					
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost ¹	
		Original	Revised ²	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) ³				
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	3,162,965	520,213.66
16	1495.1 Relocation Costs				
17	1499 Development Activities ⁴				

¹ To be completed for the Performance and Evaluation Report.

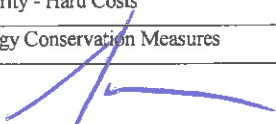
² To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

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⁴ RHF funds shall be included here.

Annual Statement/Performance and Evaluation Report
 Capital Fund Program, Capital Fund Program Replacement Housing Factor and
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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 <input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no:) <input type="checkbox"/> Performance and Evaluation Report for Period Ending: 06/31/2016 <input type="checkbox"/> Final Performance and Evaluation Report					
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost ¹	
		Original	Revised ²	Obligated	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	3,162,965.00	520,213.66
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 		Date <u>7/25/2016</u>		Signature of Public Housing Director _____	
				Date _____	

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[illegible]

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 Capital Fund Program, Capital Fund Program Replacement Housing Factor and
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Part I: Summary					
PHA Name: HA County of King		Grant Type and Number Capital Fund Program Grant No: WA19P002501-14 Replacement Housing Factor Grant No: Date of CFFP:			FFY of Grant: 2014 FFY of Grant Approval:
Type of Grant <input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no:) <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 06/30/2016 <input type="checkbox"/> Final Performance and Evaluation Report					
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost ¹	
		Original	Revised ²	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) ³				
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	3,684,067.00	3,684,067.00	3,684,067	368,406.70
16	1495.1 Relocation Costs				
17	1499 Development Activities ⁴				

¹ To be completed for the Performance and Evaluation Report.

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

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

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Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
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Part I: Summary					
PHA Name: HA County of King		Grant Type and Number Capital Fund Program Grant No: WA19P002501-14 Replacement Housing Factor Grant No: Date of CFFP:		FFY of Grant: 2014 FFY of Grant Approval:	
Type of Grant <input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no:) <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 06/30/2016 <input type="checkbox"/> Final Performance and Evaluation Report					
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost ¹	
		Original	Revised ²	Obligated	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)	3,684,067.00	3,684,067.00	3,684,067	368,406.70
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		Date		Signature of Public Housing Director	
				Date	

¹ To be completed for the Performance and Evaluation Report.

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

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[illegible]

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Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
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[illegible]

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Capital Fund Program, Capital Fund Program Replacement Housing Factor and
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Part I: Summary					
PHA Name: HA County of King		Grant Type and Number Capital Fund Program Grant No: WA19P002501-15 Replacement Housing Factor Grant No: Date of CFFP:			FFY of Grant: 2015 FFY of Grant Approval:
Type of Grant <input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no:) <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 06/30/2016 <input type="checkbox"/> Final Performance and Evaluation Report					
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost ¹	
		Original	Revised ²	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) ³				
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	3,795,767.00	3,795,767.00	379,576.70	379,576.70
16	1495.1 Relocation Costs				
17	1499 Development Activities ⁴				

¹ To be completed for the Performance and Evaluation Report.

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

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

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Part I: Summary					
PHA Name: HA County of King		Grant Type and Number Capital Fund Program Grant No: WA19P002501-15 Replacement Housing Factor Grant No: Date of CFFP:		FFY of Grant: 2015 FFY of Grant Approval:	
Type of Grant <input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no:) <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 06/30/2016 <input type="checkbox"/> Final Performance and Evaluation Report					
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost ¹	
		Original	Revised ²	Obligated	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)	3,795,767.00	3,795,767.00	379,576.70	379,576.70
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		Date <u>7/25/2016</u>		Signature of Public Housing Director	
				Date	

¹ To be completed for the Performance and Evaluation Report.

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

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Part I: Summary					
PHA Name:	Grant Type and Number Capital Fund Program Grant No: WA19P002501-16 Replacement Housing Factor Grant No: Date of CFFP:			FFY of Grant: 2016 FFY of Grant Approval:	
HA County of King					
Type of Grant <input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no:) <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 06/30/2016 <input type="checkbox"/> Final Performance and Evaluation Report					
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost ¹	
		Original	Revised ²	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) ³				
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	3,900,241.00	3,900,241.00	390,024.10	0.00
16	1495.1 Relocation Costs				
17	1499 Development Activities ⁴				

¹ To be completed for the Performance and Evaluation Report.


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

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

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Part I: Summary					
PHA Name: HA County of King		Grant Type and Number Capital Fund Program Grant No: WA19P002501-16 Replacement Housing Factor Grant No: Date of CFFP:		FFY of Grant: 2016 FFY of Grant Approval:	
Type of Grant <input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no:) <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 06/30/2016 <input type="checkbox"/> Final Performance and Evaluation Report					
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost ¹	
		Original	Revised ²	Obligated	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)	3,900,241.00	3,900,241.00	390,024.10	0.00
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				
Signature of Executive Director 		Date 7/25/2016		Signature of Public Housing Director	
				Date	

¹ To be completed for the Performance and Evaluation Report.

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

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

⁴ 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

[illegible]

² To be completed for the Performance and Evaluation Report.

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¹ 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.

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