

# MOVING TO WORK

FY 2017 ANNUAL REPORT







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Susan Palmer  
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John Welch

*Executive Director*  
Stephen J. Norman

## LETTER FROM THE EXECUTIVE DIRECTOR

In 2017, 70,000 extremely low-income households in King County rented the home they lived in. Many of these households included family members who are elderly or disabled. Many included young children. Two-thirds of these households were severely rent-burdened – meaning they spent over 50% of their limited household incomes on rent and utilities. The one-third who spent less than half their income on rent were most likely assisted through the region’s Public Housing or Housing Choice Voucher programs. What these numbers tell us is that just about every unassisted extremely low-income family that rents a home in King County – over 44,000 households – is one paycheck or one rent increase away from homelessness. This is our challenge.

As rents continue to rise, this reality is visible on our streets and in our open spaces – Seattle is now reporting the third-largest homeless population in the country. And our county’s school districts reported 9,119 homeless school children in their classrooms during the 2016/2017 school year.

In the face of this overwhelming crisis, the King County Housing Authority’s mission is clear: to increase the number of households we serve and to preserve housing affordability in a continuously escalating rental market.

In 2017 we did just that. We provided homes to 2,300 new households, and we increased our federal program capacity by nearly 500 subsidies. One half of new households served this year came directly out of homelessness. Many were disabled veterans or families with homeless children. This expansion was critical, but not sufficient in the face of the region’s urgent housing needs, and it comes against a backdrop of draconian cuts to the federal housing budget being proposed in Washington, D.C.

KCHA also intervened in 2017 to preserve two affordable communities at risk from increasing market pressures. In Redmond we purchased Friendly Village, a mobile-home park that is home to 224 senior households. This acquisition prevented the almost certain closure and redevelopment of this 40-acre community. And in Shoreline, KCHA purchased Ballinger Commons, a 485-unit complex close to the planned light-rail station on 185<sup>th</sup> Street. The sales prospectus identified this sale as a “value add” opportunity to raise rents on every unit by \$150-\$300 almost immediately. KCHA instead made it possible for these families to remain in their homes without major rent increases. With these purchases, KCHA’s inventory crossed the 10,000-unit mark this year, supporting 4,000 Public Housing and over 6,000 workforce housing units spread across the metropolitan region outside of Seattle.

In addition to expanding our housing subsidy programs and preserving the affordability of the region's existing stock, KCHA remains focused on the need for regional growth that supports healthy and inclusive communities. This includes combating the region's increasing income segregation through broadened geographic choices – choices that enable low-income households to live in neighborhoods near job opportunities and where strong schools and communities support economic mobility. I am very pleased that 28% of KCHA's deeply subsidized households with children now live in high-opportunity neighborhoods. Our progress continued this year with a new initiative, funded by the Gates Foundation, to build on these efforts. *Creating Moves to Opportunity*, a three-year pilot program, will empower households with Housing Choice Vouchers to make informed decisions about which neighborhoods best support their family's needs and aspirations.

It is equally important, however, that the region's existing low-income neighborhoods become communities of opportunity. To this end KCHA is doubling down – investing in education, health, and self-sufficiency partnerships that support the needs and aspirations not only of KCHA's residents, but of the broader community. Nowhere is that more evident than in White Center, where we continue to invest in the expansion of early learning, pre-school, and after-school programs and access to health care, and in the regional network of 15 community centers we've built and fund in support of neighborhood youth.

None of this year's accomplishments would have been possible without the extraordinary commitment of the staff here at KCHA. This report is accordingly dedicated to them and the tremendous job and hard work they do every day in supporting our residents and King County's communities.

Sincerely,

A handwritten signature in black ink, appearing to read "SN", is positioned below the word "Sincerely,".

Stephen Norman

# KING COUNTY HOUSING AUTHORITY

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KING COUNTY HOUSING AUTHORITY

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# SECTION I

## INTRODUCTION

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

In 2017, we focused on ensuring that our housing assistance reached those with the greatest need while also dedicating significant resources toward supporting economic mobility for our residents and program participants. During the year KCHA:

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

KCHA employed multiple strategies to expand our reach: property acquisitions; use of banked Annual Contributions Contract (ACC) authority; the lease-up of new incremental vouchers; issuing vouchers beyond HUD's Housing Choice Voucher (HCV) baseline; and the continuation of flexible and stepped subsidy programs for special-needs populations. In 2017, KCHA grew the HCV program by an additional 422 vouchers. KCHA's 2017 occupancy rate for our "on-line" federally subsidized owned units was 98.65%. Our HCV Program block grant utilization rate never dropped below 100% and was at 103% of HUD baseline at the close of the year. Client shopping success rates, particularly for formerly homeless and disabled individuals, such as Veterans Affairs Supportive Housing (VASH) program participants, remains a growing challenge in the Puget Sound's rapidly accelerating rental market.

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

KCHA continued to actively seek out property acquisitions in strategic areas of King County, including current and emerging high-opportunity neighborhoods and transit-oriented development sites. This year, we purchased two properties, Ballinger Commons in Shoreline and Friendly Village in Redmond, preserving 709 affordable units in high-opportunity areas of the county. By year's end, KCHA's portfolio had grown to 10,200 units.

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

50 percent of the households that entered our federally assisted programs in 2017 were homeless or living in temporary or emergency housing prior to receiving KCHA assistance. This figure includes a diverse population with varying needs: disabled veterans; individuals living with chronic mental illness; those with involvement with the criminal justice system; youth who are homeless or transitioning out of foster care; and high-need homeless families with children engaged with the child welfare system. In late 2016, we received the maximum number of VASH project-based

vouchers available to a single housing authority – 150 vouchers – through HUD’s national competitive process. With this new allocation, we were able to welcome home 150 veterans experiencing homelessness and grow our VASH program to nearly 700 supportive voucher subsidies. Additionally, we began to provide housing resources for formerly chronically homeless individuals who had stabilized in supportive housing and felt they no longer needed the services associated with these communities. 80 individuals were referred into this program in 2017, opening up additional housing for new residents.

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

Working with our service provider partners, KCHA continued to expand and evaluate new ways to effectively use housing assistance dollars to address the needs of our region’s growing homeless population. We continued to refine our initiative with the Highline School District and its McKinney-Vento liaisons to provide short-term rent subsidies to the growing number of homeless students in our public schools. As the year ended KCHA was in the process of expanding this program to the Tukwila School District, which has the largest proportion of homeless students in the county.

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

This multi-pronged initiative included the use of a six-tiered, ZIP code-based payment standard system, landlord liaisons, expedited inspections, client assistance funds, new property acquisitions, and the placement of project-based rental subsidies in targeted high-opportunity neighborhoods within King County. Currently, more than 28 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. In 2017, KCHA, in partnership with Seattle Housing Authority and a national research team headed by Stanford economist Raj Chetty, began implementation of a three-year mobility pilot, Creating Moves to Opportunity (CMTO). This randomized study, funded by the Gates Foundation, will test various approaches to educating incoming voucher holders with young children about their neighborhood choices and assisting them in leasing up in competitive submarkets.

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

More than 14,800 children lived in KCHA’s federally subsidized housing during 2017. Our support of their academic success is the cornerstone of our efforts to prevent multi-generational cycles of poverty and promote social mobility. In 2017, we focused in particular on early learning

interventions to ensure the kids who live in our housing enter kindergarten ready to learn. This approach includes fostering connections between early education providers, elementary schools, and families with young children and a variety of programs, including “baby academies,” play and learning groups, Head Start, and Educare. KCHA continued to partner with families, school districts, and local education stakeholders across the county around shared outcomes. These approaches included housing and school stability, increased parental engagement, quality afterschool programs, and mentoring opportunities. Key metrics include improved attendance, entering kindergarten ready to learn, achieving grade-level reading competency by third grade and math by fourth grade, overall academic performance, and graduation rates. One particularly encouraging result was the reduction in chronic absenteeism in one targeted elementary school from 18% to 9% over a two-year period.

- **STRENGTHENED OUR MEASUREMENT, LEARNING, AND RESEARCH CAPACITIES.**

KCHA continues to increase its internal capacities regarding program design, data management and analytics, and assessment/evaluation as well as external partnerships that advance our long-term research agenda. In 2017, we partnered with Highline Public Schools to match and analyze the behavioral and educational outcomes of KCHA students; undertook planning for the CMTO mobility study in collaboration with our university research partners from Harvard and Stanford; continued a housing and health data collaboration with Public Health Seattle-King County; and engaged research partners to conduct third-party evaluations of our programs. These efforts support the MTW program’s mission to pilot and assess new approaches that more effectively and efficiently address the housing needs and improve life outcomes for our communities’ low-income residents.

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

During 2017, KCHA assisted over 300 Public Housing and HCV households in the Family Self-Sufficiency program and graduated 27 of these families from the program and in many cases, off of subsidy. This program advances families toward economic self-sufficiency through individualized case management, supportive services, and program incentives. We continued to explore new strategies for promoting improved economic outcomes among residents by assessing needs, identifying gaps in service programs, and engaging local education, workforce development, and employment sector partners.

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

In 2017, KCHA invested over \$14 million in the upkeep of our federally subsidized housing stock,



ensuring these units are available to the community for years to come. This investment improved housing quality, reduced maintenance costs and energy consumption, and extended the life expectancy of our federally assisted housing stock. The average Real Estate Assessment Center (REAC) score for KCHA's Public Housing inventory in 2017 was 97.4 percent.

- **CREATED MORE COST-EFFECTIVE PROGRAMS BY STANDARDIZING LEADERSHIP PRACTICES, STREAMLINING BUSINESS PROCESSES, AND LEVERAGING TECHNOLOGY IN CORE BUSINESS FUNCTIONS.** KCHA continued to foster a leadership culture of continuous improvement that supports and encourages employees to improve the performance of our programs. One key element in 2017 was continued refinements to our new software platform for core business processes. New elements included an on-line landlord portal, the ability for Public Housing tenants to pay their rent on-line using a mobile device, handheld devices for maintenance staff to use in processing work orders and improved intake, re-certification, interim review, and "mover" assistance workflow in the HCV program.
- **REDUCED THE ENVIRONMENTAL IMPACT OF KCHA'S PROGRAMS AND FACILITIES.** In 2017, KCHA initiated a new Five-Year Resource Management Plan. The plan includes goals for reduced energy and water consumption in the 10,200 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. Through our Energy Performance Contract, we installed \$13.9 million in conservation measures in 2017 and will continue to see improvements in our consumption performance. Increased data sharing with local utilities is helping us identify problem properties and evaluate the efficacy of individual measures. In addition, KCHA continued to serve as the region's primary weatherization program manager, utilizing federal, state and utility funding to install \$4.2 million in additional weatherization measures in government, nonprofit, and privately owned affordable 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 10,200 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

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#### A. HOUSING STOCK INFORMATION

##### *New Housing Choice Vouchers that were Project-based During the Fiscal Year*

Property Name	Anticipated Number of New Vouchers to be Project-based	Actual Number of New Vouchers that were Project-based	Description of Project
LIHI Renton Commons	26	12	Housing for Homeless Veterans and Families
Imagine Housing 30Bellevue	28	28	Housing for Homeless Families (20 units) Housing for Low-Income Families (8 units)
Imagine Housing Velocity	8	8	VASH Units Dedicated to Homeless Veterans
KCHA Villages at South Station	16	16	VASH Units Dedicated to Homeless Veterans
KCHA Cove East	16	16	VASH Units Dedicated to Homeless Veterans
KCHA Carriage House	21	21	VASH Units Dedicated to Homeless Veterans
KCHA Timberwood <sup>1</sup>	14	0	VASH Units Dedicated to Homeless Veterans
Southwood Square	0	104	Housing for Low-income Families

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<sup>1</sup> Timberwood came under contract ahead of schedule, in 2016, and was reported on in the 2016 MTW Report.

TBD <sup>2</sup>	75	39	VASH Units Dedicated to Homeless Veterans
	204	244	
Anticipated Total Number of Project-based Vouchers Committed at the End of the Fiscal Year <sup>3</sup>		Actual Total Number of Project-based Vouchers Committed at the End of the Fiscal Year	
2,655		2,571	
Anticipated Total Number of Project-based Vouchers Leased-up or Issued to a Potential Tenant at the End of the Fiscal Year <sup>4</sup>		Actual Total Number of Project-based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year <sup>5</sup>	
2,211		2,139	

### ***Other Changes to the Housing Stock that Occurred During the Fiscal Year***

At the close of 2016, KCHA was awarded the maximum number of VASH vouchers any single housing authority can receive – 150 subsidies – through HUD’s national competitive process. In order to expediently meet the need of homeless veterans, KCHA is utilizing every tool available to provide a path to housing, including our stock of asset-managed properties. By project-basing at our own sites, we are able to quickly make units available and, in some cases, deliver them ahead of schedule. For example, Timberwood’s 14 units, slated for 2017, were able to come on in 2016 thanks to this new allocation. The remaining 36 VASH vouchers will come under contract in 2018.

In addition, the Southwood Square project was originally anticipated to transition from a HUD project-based rental assistance contract to a KCHA project-based voucher contract in 2016. Due to an unanticipated delay in receiving the enhanced vouchers, this transition did not take place until 2017.

<sup>2</sup> Houser Terrace (25 units), LIHI Renton Commons (14 units), and Catholic Housing Services (36 units that will go under contract in 2018).

<sup>3</sup> AHAP and HAP.

<sup>4</sup> HAP only. This projection takes into consideration the slow and unpredictable nature of leasing up at opt-out 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 be funded, come under contract, and fully lease-up.

<sup>5</sup> KCHA’s former opt-out developments are only able to lease-up when a current resident with a tenant protection voucher moves out, resulting in a lower leasing rate.

### ***General Description of Actual Capital Fund Expenditures During the Plan Year<sup>6</sup>***

KCHA continued to improve the quality and long-term viability of our aging affordable housing inventory by investing over \$14 million in capital repairs, unit upgrades, capital construction, and non-routine maintenance. These investments ensure that our housing stock is available and livable for years to come.

- **UNIT UPGRADES (\$4.1 MILLION).** KCHA's ongoing efforts to significantly upgrade the interiors of our affordable housing inventory as units turn over continued in 2017. KCHA's in-house, skilled workforce performed the renovations, which include installation of new flooring, cabinets, and fixtures that extended the useful life of 150 additional units by 20 years.
- **SITE IMPROVEMENTS (\$1.2 MILLION).** The design for site improvements at Forest Glen (Redmond), Lake House (Shoreline), and Burien Vets House (Burien) was finalized and construction was rescheduled to 2018. Second phase site improvement work, including new sidewalks, gutters, parking, and improved drainage, was completed at Valli Kee (Kent).
- **BUILDING ENVELOPE AND RELATED COMPONENTS UPGRADES (\$5.8 MILLION).** Burndale Homes (Auburn), Firwood Circle (Auburn), and Hidden Village (Bellevue) received new siding, doors, and windows in 2017. Building envelope improvement work began at Northridge I and II (Shoreline) and will be completed in early 2018. In mid-2017, KCHA identified that the decks were failing at Northwood Apartments (Kenmore) and made temporary, emergency repairs. Permanent repairs will be made in 2018.
- **DOMESTIC WASTE AND WATER LINE WORK (\$1.5 MILLION).** New water lines were installed at Ballinger Homes (Shoreline) and Cascade Homes (Kent).
- **"509" INITIATIVE IMPROVEMENTS (\$1.4 MILLION).** In 2017, significant capital improvements were completed at the properties included in the 2013 conversion of 509 scattered-site Public Housing units to project-based Section 8 subsidies. New windows, doors, and siding were installed at Kings Court (Federal Way). The design for site improvements at Juanita Court (Kirkland) and envelope upgrades at Juanita Trace (Kirkland) was completed and construction was scheduled for 2018.
- **OTHER IMPROVEMENTS (\$185,000).** Work began on the replacement of outdated electrical panels at Boulevard Manor (Burien) and Yardley Arms (Burien) and will be completed in early 2018.

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<sup>6</sup> As part of our Energy Performance Contract, we installed \$13.9 million in conservation measures across our portfolio of federally subsidized housing.



***Overview of Other Housing Owned and/or Managed by the PHA at Fiscal Year-end***

<b>Housing Program</b>	<b>Total Units</b>	<b>Overview of the Program</b>
Preservation Program <sup>7</sup>	41	This program maintains a federally subsidized (LIPHRA) community in a high-opportunity King County neighborhood.
Home Ownership Program <sup>8</sup>	654	KCHA's home ownership program offers qualified low-income individuals, families, and seniors the opportunity to own a manufactured home located on a leased lot in one of five housing communities.
Bond-Financed Program <sup>9</sup>	4,726	The bond-finance program is composed of workforce housing (for households earning 80% of AMI or below) that does not receive operating subsidy from the federal government. This program is a key strategy for preserving affordable housing in high-opportunity areas and coordinates closely with the tenant- and project-based HCV programs.
Low-Income Housing Tax Credit Program (LIHTC) <sup>10</sup>	604	Owned by separate limited partnerships, these units typically are available to households earning 60% of AMI or below. KCHA remains a general partner in the ownership of these units. Like bond-financed properties, LIHTC acquisitions are targeted to low-poverty markets.
Mixed Finance Housing <sup>11</sup>	602	Properties in this portfolio contain multiple funding sources including LIHTC, project-based Section 8, and Public Housing. This mixed-finance approach allows KCHA to support a property's debt while allowing our lowest-income residents access to these units.
Local Programs <sup>12</sup>	111	This inventory is made up of emergency and transitional housing units. Some of the programs offer supportive services to homeless families, veterans, victims of domestic violence, and people with special needs.
<b>Total Other Housing Owned and/or Managed</b>	<b>6,738</b>	

<sup>7</sup> Parkway.

<sup>8</sup> Friendly Village, Rainier View Mobile Homes, Tall Cedars, Vantage Glen, Wonderland Estates.

<sup>9</sup> Abbey Ridge, Alpine Ridge, Aspen Ridge, Auburn Square, Ballinger Commons, Bellepark East, Carriage House, Cascadian, Colonial Gardens, Cottonwood, Cove East, Fairwood Apartments, Gilman Square, Heritage Park, Highland Village, Landmark, Laurelwood, Meadowbrook Apartments, Meadows at Lea Hill, Newporter, Parkwood, Rainier View I, Rainier View II, Si View, Somerset Gardens East, Somerset Gardens West, Timberwood, Vashon Terrace, Villages at South Station, Walnut Park, Windsor Heights, Woodland North, Woodridge Park, Woodside East.

<sup>10</sup> Arbor Heights, Corinthian Apartments, Overlake, Southwood Square.

<sup>11</sup> Eastbridge, Harrison House, Nia, Salmon Creek, Seola Crossing I, Valley Park.

<sup>12</sup> 520 SW 102<sup>nd</sup> St., Anita Vista, Burien Vets House, Campus Green, Echo Cove, Federal Way Duplexes, Harbour Villa, Holt Property, Nike, Slater Park, Shadrach, Sunnydale.

***Federally Subsidized Housing Owned and/or Managed by the PHA at Fiscal Year-end***

<b>Housing Program</b>	<b>Total Units</b>	<b>Overview of the Program</b>
Public Housing <sup>13</sup>	2,252	KCHA's Public Housing program serves those with the most limited incomes, including seniors, people with disabilities, and families. Many of our Public Housing properties offer on-site services to meet the residents' unique and varied needs.
Project-based Section 8 <sup>14</sup>	1,210	Similar to Public Housing, project-based Section 8 housing targets the county's lowest-income households and, in some cases, includes site-specific supportive services.
<b>Total Subsidized Housing Owned and/or Managed</b>	<b>3,462</b>	

<sup>13</sup> Ballinger Homes, Boulevard Manor, Briarwood, Brittany Park, Brookside, Burien Park, Burndale, Casa Juanita, Casa Madrona, Cascade Apartments, College Place, Eastside Terrace, Fairwind, Firwood Circle, Forest Glen, Gustaves Manor, Island Crest Apartments, Kirkland Place Apartments, Lake House, Mardi Gras, Munro Manor, Northlake House, Northridge, Northwood, Pacific Court, Paramount, Park Royal, Pepper Tree, Plaza Seventeen, Riverton Terrace-Senior, Shelcor, Sixth Place Apartments, Southridge, Valli Kee, Vantage Point, Wayland Arms, Westminster, Yardley Arms, Zephyr.

<sup>14</sup> Avondale, Bellevue 8, Bellevue Manor, Birch Creek, Campus Court, Campus Court II, Cedarwood, Eastridge House, Evergreen Court, Federal Way 3, Forest Grove, Glenview Heights, Green River II, Greenleaf, Hidden Village, Juanita Court, Juanita Trace, Kings Court, Kirkwood Terrace, Newport Apartments, Northwood Square, Patricia Harris Manor, Pickering Court, Riverton Terrace-Family, Shoreham, Spiritwood, Victorian Woods, Vista Heights, Wellswood, Woodcreek Lane Apartments, Young's Lake.

## B. LEASING INFORMATION

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

KCHA served close to 200 households through locally designed, non-traditional programs, including the sponsor-based housing program for chronically homeless individuals, a stepped rent program for young adults exiting homelessness, and flexible rent subsidy for homeless students and their families and survivors of domestic violence. The flat subsidy program was not implemented in 2017, which accounts for the additional 30 households we had projected serving in the 2017 MTW Plan.

Housing Program	Planned Number of Households Served	Actual Number of Households Served
Number of Units to be Occupied/Leased through Local, Non-traditional, MTW Funded, Property-based Assistance Programs	0	0
Number of Units to be Occupied/Leased through Local, Non-traditional, MTW Funded, Tenant-based Assistance Programs <sup>15</sup>	227	197
Port-in Vouchers (not absorbed)	N/A	3,091
<b>Total Projected and Actual Households Served</b>	<b>227</b>	<b>3,288</b>

Housing Program	Planned Unit Months Occupied/Leased	Actual Unit Months Occupied/Leased
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	2,724	2,364
Port-in Vouchers (not absorbed)	N/A	37,092
<b>Total Projected and Annual Unit Months Occupied/Leased</b>	<b>2,724</b>	<b>39,456</b>

	Average Number of Households Served Per Month	Total Number of Households Served During the Year
<b>Households Served through Local Non-traditional Services Only</b>	<b>0</b>	<b>0</b>

<sup>15</sup> Sponsor-based Supportive Housing (87), Next Step (1), Coming Up (31), SFSI (48), and DV Housing First (30).

***Reporting Compliance with Statutory MTW Requirements: 75% of Families Assisted Are Very Low-income***

<b>Fiscal Year:</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Total Number of Local, Non-traditional MTW Households Assisted	247	214	242	196
Number of Local, Non-traditional MTW Households with Incomes Below 50% of AMI <sup>16</sup>	247	214	242	196
Percentage of Local, Non-traditional MTW Households with Incomes Below 50% of AMI	100%	100%	100%	100%

***Reporting Compliance with Statutory MTW Requirements: Maintain Comparable Mix Baseline for the Mix of Family Sizes Served***

<b>Family Size</b>	<b>Occupied Number of Public Housing Units by Household Size When PHA Entered MTW</b>	<b>Utilized Number of Housing Choice Vouchers by Household Size When PHA Entered MTW</b>	<b>Non-MTW Adjustments to the Distribution of Household Sizes</b>	<b>Baseline Number of Household Sizes to be Maintained</b>	<b>Baseline Percentages of Family Sizes to be Maintained</b>
<b>1 Person</b>	1,201	1,929	2,003	5,133	45.85%
<b>2 Person</b>	674	1,497	X	2,171	19.39%
<b>3 Person</b>	476	1,064	X	1,540	13.76%
<b>4 Person</b>	360	772	X	1,132	10.11%
<b>5 Person</b>	250	379	X	629	5.62%
<b>6+ Person</b>	246	344	X	590	5.27%
<b>Total</b>	3,207	5,985	2,003	11,195	100%

<sup>16</sup> All local, non-traditional programs serve those experiencing homelessness so program admissions are assumed at or below 50% of AMI.

**Explanation for  
Baseline  
Adjustments to  
the Distribution of  
Household Sizes  
Utilized**

Between 2003 and 2014, King County experienced a 64 percent increase of unsheltered individuals. To account for this, we adjusted the baseline for the one-person household to reflect the growth in street homelessness  $[(1,201 + 1,929) \times 64\% = 2,003]$ .<sup>17</sup>

***Mix of Family Sizes Served***

	1 Person	2 Person	3 Person	4 Person	5 Person	6+ Person	Totals
<b>Baseline Percentages of Household Sizes to be Maintained</b>	45.85%	19.39%	13.76%	10.11%	5.62%	5.27%	<b>100%</b>
<b>Number of Households Served by Family Size This Fiscal Year</b>	6,041	3,149	1,738	1,280	747	787	<b>13,742</b>
<b>Percentages of Households Served by Household Size This Fiscal Year</b>	43.96%	22.92%	12.65%	9.31%	5.44%	5.73%	<b>100%</b>
<b>Percentage Change</b>	1.89%	-3.53%	1.11%	0.80%	0.18%	-0.46%	<b>0%</b>

<sup>17</sup> 2003 One Night Count (1,899 persons): [http://homelessinfo.org/resources/one\\_night\\_count/2004\\_ONC\\_Report.pdf](http://homelessinfo.org/resources/one_night_count/2004_ONC_Report.pdf); 2015 One Night Count (3,123 persons): [http://www.homelessinfo.org/resources/one\\_night\\_count/2014\\_ONC\\_Street\\_Count\\_Summary.pdf](http://www.homelessinfo.org/resources/one_night_count/2014_ONC_Street_Count_Summary.pdf).

**Justification and  
Explanation for Family Size  
Variations of Over 5% from  
the Baseline Percentages**

KCHA has maintained its mix of family sizes served.

***Description of Any Issues Related to Leasing of Public Housing, Housing Choice Vouchers or Local, Non-traditional Units and Solutions at Fiscal Year-end***

Housing Program	Description of Leasing Issues and Solutions
<b>Public Housing</b>	The program did not encounter leasing issues in 2017.
<b>Housing Choice Vouchers</b>	<p>King County continued to have one of the most competitive rental markets and lowest vacancy rates in the nation, making it difficult for our voucher holders to compete with nonsubsidized renters. Special purpose voucher holders, those individuals and families facing even greater barriers to securing housing, were even more impacted by the market. Source of Income Discrimination statutes are in place in only seven of 39 suburban jurisdictions in King County.</p> <p>We continue to use a tiered ZIP code-based payment standard system that more closely matches area submarket costs to reduce barriers to housing. Additionally, we organized caseloads by zip codes and hired a Landlord Liaison to improve customer service to owners. We are also exploring additional measures to support voucher holders in securing a home, including: unit holding fees; expedited lease-up processes for preferred landlords; ongoing re-evaluation of payment standards; and flexible funding to assist participants with back rent and utilities, application fees, and deposits. Voucher shopping success rates at the end of the year stood at 66 percent.</p>
<b>Local, Non-traditional</b>	<p>Successfully leasing an apartment and maintaining housing stability in a tight rental market with a population that already faces multiple barriers remained a challenge for our local, non-traditional programs in 2017. The sponsor-based supportive housing program remained a key strategy to housing individuals who are otherwise unsuccessful finding and securing a place to live on the private market. Our locally designed project-based Section 8 program is another tool that allows us to successfully house this population by having the ability to more nimbly partner with local nonprofits and determine the size of our program. Alongside our partners, we also continued to explore the use of additional resources, such as landlord engagement, housing search navigation services, and housing stability support to encourage lease-up on the private market.</p>

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

<b>Activity Name/#</b>	<b>Number of Households Transitioned</b>	<b>Agency Definition of Self-sufficiency</b>
<b>Stepped-down Assistance for Homeless Youth (2014-1)</b>	32	Maintain housing
<b>Passage Point Re-entry Housing Program (2013-1)</b>	10	Positive move to Public Housing or other independent housing
<b>EASY &amp; WIN Rent (2008-10, 2008-11)</b>	118	Positive move from KCHA to unsubsidized housing
<b>Develop a Sponsor-based Housing Program (2007-6)</b>	75	Maintain housing
<b>Households Duplicated Across Activities/Definitions</b>	0	
<b>ANNUAL TOTAL NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF-SUFFICIENCY</b>	<b>235</b>	

In 2017, 235 households in KCHA's federally subsidized housing programs achieved self-sufficiency milestones. Of those, 118 achieved self-sufficiency by moving to non-subsidized housing and 117 maintained stable housing after experiencing homelessness or incarceration.

## C. WAIT LIST INFORMATION

### *Wait List Information at Fiscal Year-end*

Housing Program	Wait List Type	Number of Households on Wait List	Wait List Open, Partially Open or Closed	Was the Wait List Opened During the Fiscal Year?
Housing Choice Voucher	Community-wide	3,200	Closed	Yes
Public Housing	Other: Regional	6,679	Open	Yes
Public Housing	Site-based	6,396	Open	Yes
Project-based	Other: Regional	2,516	Open	Yes
Public Housing - Conditional Housing	Program-specific	22	Open	Yes

### *Description of Other Wait Lists*

*Public Housing, Other:* Applicants are given the choice of two out of three regions or two specific sites, each with its own wait list. Households 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.



*Project-based, Other:* This wait list mirrors the process for the Public Housing regional wait list described above. Applicants are given the opportunity to apply for the region of their choice. KCHA may pre-screen a cluster of applicants prior to receiving notice of available units from an owner in order to ensure eligibility and facilitate rapid referral.

## **SECTION III**

### **PROPOSED MTW ACTIVITIES**

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New activities are proposed in the annual MTW Plan.

## SECTION IV

### APPROVED MTW ACTIVITIES

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#### A. IMPLEMENTED ACTIVITIES

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

<b>Year- Activity #</b>	<b>MTW Activity</b>	<b>Statutory Objective</b>	<b>Page Number</b>
2016-2	Conversion of Former Opt-out Developments to Public Housing	Cost-effectiveness	21
2015-2	Reporting on the Use of Net Proceeds from Disposition Activities	Cost-effectiveness	22
2014-1	Stepped-down Assistance for Homeless Youth	Self-sufficiency	23
2014-2	Revised Definition of "Family"	Housing Choice	25
2013-1	Passage Point Re-entry Housing Program	Housing Choice	26
2013-2	Flexible Rental Assistance	Housing Choice	27
2009-1	Project-based Section 8 Local Program Contract Term	Housing Choice	28
2008-1	Acquire New Public Housing	Housing Choice	29
2008-10 & 2008-11	EASY and WIN Rent Policies	Cost-effectiveness	30
2008-21	Public Housing and Housing Choice Voucher Utility Allowances	Cost-effectiveness	32
2007-6	Develop a Sponsor-based Housing Program	Housing Choice	33
2007-14	Enhanced Transfer Policy	Cost-effectiveness	35
2005-4	Payment Standard Changes	Housing Choice	36
2004-2	Local Project-based Section 8 Program	Cost-effectiveness	37
2004-3	Develop Site-based Waiting Lists	Housing Choice	40
2004-5	Modified Housing Quality Standards (HQS) Inspection Protocols	Cost-effectiveness	41
2004-7	Streamlining Public Housing and Housing Choice Voucher Forms and Data Processing	Cost-effectiveness	42
2004-9	Rent Reasonableness Modifications	Cost-effectiveness	44
2004-12	Energy Performance Contracting	Cost-effectiveness	45
2004-16	Housing Choice Voucher Occupancy Requirements	Cost-effectiveness	46

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

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

**APPROVAL:** 2016

**IMPLEMENTED:** 2016

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

**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 as previously provided. As a Public Housing resident, these households pay an affordable rent (based on policies outlined in KCHA's Public Housing Admissions and Continued Occupancy Policy [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 HCV should future need arise.

KCHA works with affected residents of selected former opt-out properties,<sup>18</sup> 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.

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<sup>18</sup> The Chaussee portfolio may be converted to Public Housing in the future.

**PROGRESS AND OUTCOMES:** KCHA did not convert any opt-out developments to Public Housing in 2017.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce costs and achieve greater cost-effectiveness	CE #1: Total cost of task in dollars	\$0 saved	\$1,320 <sup>19</sup> saved	N/A	N/A
Reduce costs and achieve greater cost-effectiveness	CE #2: Total time to complete task in staff hours	0 hours saved	40 hours saved	N/A	N/A

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

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

**APPROVAL:** 2015

**IMPLEMENTED:** 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.
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.

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<sup>19</sup> This figure was calculated by multiplying the median hourly wage and benefits (\$33) of staff who oversee this activity by the number of hours saved. The number is a monetization of the hours saved through the implementation of this program.

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.

**PROGRESS AND OUTCOMES:** KCHA did not use any net proceeds in 2017.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce costs and achieve greater cost-effectiveness	CE #1: Total cost of task in dollars	\$0 saved	\$11,840 <sup>20</sup> saved	N/A	N/A
Reduce costs and achieve greater cost-effectiveness	CE #2: Total time to complete task in staff hours	0 hours saved	160 hours saved	N/A	N/A

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

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

**APPROVAL:** 2014

**IMPLEMENTED:** 2014

**CHALLENGE:** During the January 2017 point-in-time homeless count in King County, 1,498 youth and young adults were identified as homeless or unstably housed.<sup>21</sup> 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 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. KCHA is partnering with Valley Cities Counseling and Consultation to operate the Coming Up initiative. This program offers independent housing opportunities to young adults (ages 18 to 25) who are either exiting homelessness or currently living in service-rich transitional housing. With support from the provider, participants move into housing in the private rental market, sign a lease, and work with a

<sup>20</sup> This figure was calculated by multiplying the median hourly wage and benefits (\$74) of the staff member who oversees this activity by the number of hours saved. This number represents a hypothetical estimate of the dollar amount that could be saved in staff hours by implementing this activity.

<sup>21</sup> Count Us In 2017: King County's Point-in-Time Count of Homeless & Unstably Housed Young People.

<http://allhomekc.org/wp-content/uploads/2016/11/2017-King-PIT-Count-Comprehensive-Report-FINAL-DRAFT-5.31.17.pdf>

resource specialist who prepares them to take over the lease after a period of being stabilized in housing.

**PROGRESS AND OUTCOMES:** Successful client outcomes demonstrated under the Next Step pilot have enabled King County’s Continuum of Care to secure additional federal and local resources and to scale the stepped rent program concept beyond the pilot. For this reason, KCHA began ramping down the Next Step program in 2016 and closed out the program through participant attrition in August 2017.

As the rental market continues to escalate at unprecedented rates across King County, KCHA and Valley Cities Counseling are closely monitoring the outcomes of young adults exiting the Coming Up program model to ensure it remains an effective tool in setting up young adults to maintain their housing by program completion.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Increase self-sufficiency	SS #1: Average earned income of households affected by this policy	\$0/month	Next Step: \$777/month	Next Step: \$1,650/month	Exceeded
			Coming Up: \$200/month	Coming Up: \$853/month	
Increase self-sufficiency	SS #3: Employment status for heads of household	(1) Employed Full-time			Partially Achieved
		0 participants	5 participants	6 participants	
		(2) Employed Part-time			
		0 participants	10 participants	13 participants	
		(3) Enrolled in an Educational Program			
		0 participants	5 participants	4 participants	
		(4) Enrolled in Job-training Program			
		0 participants	2 participants	2 participants	
		(5) Unemployed			
		0 participants	0 participants	13 participants	
Increase self-sufficiency	SS #5: Number of households receiving services	(6) Other			Partially Achieved
		0 participants	0 participants	0 participants	
Increase self-sufficiency	SS #5: Number of households receiving services	0 households	45 households	32 households	Partially Achieved

Increase self-sufficiency	SS #7: Tenant rent share	0 households	Next Step: 4 households at 30% of contract rent  Coming Up: 10 paying \$50 or more toward contract rent	Next Step: 1 household at 60% of contract rent  Coming Up: 15 paying \$50 or more toward contract rent	Exceeded
Increase self-sufficiency	SS #8: Households transition to self-sufficiency <sup>22</sup>	0 households	45 households	32 households	Partially Achieved

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

**MTW STATUTORY OBJECTIVE:** Increase Housing Choice

**APPROVAL:** 2014

**IMPLEMENTED:** 2014

**CHALLENGE:** According to a January 2017 point-in-time count, over 900 families with children were living unsheltered or in temporary housing in King County.<sup>23</sup> 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 ACOP and HCV 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.

**PROGRESS AND OUTCOMES:** KCHA continued to apply this policy to new applicants, sustaining a reduced wait list time of 25 months.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Increase housing choices	HC #3: Average applicant time on wait list (in months)	29 months	25 months	25 months	Achieved

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

<sup>23</sup> HUD’s 2017 Continuum of Care Homeless Assistance Programs Homeless Populations and Subpopulations (WA-500). [https://www.hudexchange.info/resource/reportmanagement/published/CoC\\_PopSub\\_CoC\\_WA-500-2017\\_WA\\_2017.pdf](https://www.hudexchange.info/resource/reportmanagement/published/CoC_PopSub_CoC_WA-500-2017_WA_2017.pdf).



Increase housing choices	HC #4: Number of households at or below 80% AMI that would lose assistance or need to move	0 households	0 households	0 households	Achieved
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### ***ACTIVITY 2013-1: Passage Point Re-entry Housing Program***

**MTW STATUTORY OBJECTIVE:** Increase Housing Choice

**APPROVAL:** 2013

**IMPLEMENTED:** 2013

**CHALLENGE:** In 2017, 1,441 individuals in King County returned to the community after a period of incarceration.<sup>24</sup> Nationally, more than half of all inmates are parents who will face barriers to securing housing and employment upon release due to their criminal record or lack of job skills.<sup>25</sup> 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.

**PROGRESS AND OUTCOMES:** In 2017, 46 households lived and participated in services at Passage Point. Of these households, 10 were able to graduate to permanent housing.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce costs and achieve greater cost-effectiveness	CE #4: Amount of funds leveraged in dollars	\$0	\$500,000	\$645,000	Exceeded

<sup>24</sup> Washington State Department of Corrections. Number of Prison Releases by County of Release. <http://www.doc.wa.gov/docs/publications/reports/200-RE001.pdf>

<sup>25</sup> 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>

Increase housing choices	HC #5: Number of households able to move to a better unit <sup>26</sup>	0 households	40 households	46 households	Exceeded
Increase housing choices	HC #7: Number of households receiving services aimed to increase housing choice	0 households	40 households	46 households	Exceeded
Increase self-sufficiency	SS #1: Average earned income of households affected by this policy	\$0	\$3,584	\$3,925	Exceeded
Increase self-sufficiency	SS #3: Employment status for heads of household	(1) Employed Full-time			Partially Achieved
		0	15	21	
		(2) Employed Part-time			
		0	15	10	
		(3) Enrolled in an Educational Program			
		0	15	10	
		(4) Enrolled in Job Training Program			
		0	12	5	
Increase self-sufficiency		(5) Unemployed			
		0	0	0	
		(6) Other: engaged in services			
Increase self-sufficiency	SS #8: Number of households transitioned to self-sufficiency <sup>27</sup>	0	0	0	Exceeded
		0 households	5 households	10 households	

### ***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

<sup>26</sup> Better unit is defined as stable housing.

<sup>27</sup> Self-sufficiency in this activity is defined as graduating to Public Housing or other independent housing.

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 tailored flexible housing assistance to families and individuals in crisis. KCHA provides flexible financial assistance, including time-limited rental subsidy, security deposits, rent arrears, and funds to cover move-in costs, while our partners provide individualized support services. For example, the Student and Family Stability Initiative (SFSI) pairs short-term rental assistance with housing stability and employment navigation services for families experiencing or on the verge of homelessness. School-based McKinney-Vento liaisons identify and connect these families with community-based service providers while caseworkers have the flexibility to determine the most effective approach to quickly stabilize participants in housing.

**PROGRESS AND OUTCOMES:** As King County’s rental market continues to escalate at unprecedented rates, our partners are facing significant challenges locating affordable units for families. We are closely monitoring the housing placement and stability rates to evaluate the effectiveness of this model with current rental market conditions.

KCHA provided flexible rental assistance to 78 formerly homeless families in 2017.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Increase housing choices	HC #5: Number of households able to move to a better unit	0 households	50 households	78 households <sup>28</sup>	Exceeded
Increase housing choices	HC #7: Number of households receiving services aimed to increase housing choice	0 households	100 households	126 households <sup>29</sup>	Exceeded

#### ***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

<sup>28</sup> SFSI: 48 families housed; DVHF: 30 families housed.

<sup>29</sup> SFSI: 86 households served; DVHF: 40 households served.

and private equity standards, the Housing Assistance Payments (HAP) contract term set by HUD is too short and hinders underwriting debt on affordable housing projects.

**SOLUTION:** This activity extends the allowable term for project-based Section 8 contracts to 15 years. The longer term assists our partners in underwriting and leveraging private financing for development and acquisition projects. At the same time, the longer-term commitment from KCHA signals to lenders and underwriters that proposed projects have sufficient cash flow to take on the debt necessary to develop or acquire affordable housing units. In 2018, KCHA will increase the contract term to 30 years for both initial contracts and contract extensions.

**PROGRESS AND OUTCOMES:** KCHA continued to save 20 hours of staff time per 15-year contract.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce costs and achieve greater cost-effectiveness	CE #1: Total cost of task in dollars	\$0 saved	\$880 saved	\$880 saved per contract <sup>30</sup>	Achieved
Reduce costs and achieve greater cost-effectiveness	CE #2: Total time to complete task in staff hours	0 hours saved per contract	20 hours saved per 15-year contract	20 hours saved per contract	Achieved

### ***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.<sup>31</sup> Countywide, fewer than 15 percent of all apartments are considered affordable to households earning less than 30 percent of AMI.<sup>32</sup> 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.

<sup>30</sup> This figure was calculated by multiplying the median hourly wage and benefits (\$44) of the staff member who oversees this activity by the number of hours saved. The number is a monetization of the hours saved through the implementation of this program.

<sup>31</sup> US Census Bureau, ACS 2016 5-year estimates: 46.4% of King County renter households pay 30% or more of household income on gross rent.

[https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS\\_16\\_5YR\\_DP04&prodType=table](https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_16_5YR_DP04&prodType=table).

<sup>32</sup> 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](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 \$30,197 per year, spending no more than 30% of income on rent translates to \$754.80 or less in asking rent per month.

**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 continued our innovative use of MTW working capital, with a particular focus on the creation or preservation of units in high-opportunity neighborhoods.<sup>33</sup>

We further simplify the acquisition and addition of units to our Public Housing inventory by partnering with the local HUD field office to streamline the information needed to add these units to the PIH Information Center system and obtain operating and capital subsidies. We also use a process for self-certification of neighborhood suitability standards and Faircloth limits, necessitating the flexibility granted in Attachment D, Section D of our MTW Agreement.<sup>34</sup>

**PROGRESS AND OUTCOMES:** KCHA did not add any new units to the Public Housing program in 2017. We remained over halfway to our goal of turning on subsidy for 700 units by the end of 2018.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Increase housing choices	HC # 1: Number of new housing units made available for households at or below 80% AMI	0 units (2004)	700 units (cumulative through 2018)	443 cumulative units	In Progress
Increase housing choices	HC #2: Number of housing units at or below 80% AMI that would not otherwise be available	0 units	700 units (cumulative through 2018)	443 cumulative units	In Progress
Increase housing choices	HC #5: Number of households able to move to an opportunity neighborhood	0% of new units	50% of new units	N/A	N/A

### ***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

<sup>33</sup> Neighborhood opportunity designations are from the Puget Sound Regional Council and Kirwan Institute’s Opportunity Mapping index (<https://www.psrc.org/opportunity-mapping>).

<sup>34</sup>Some Public Housing units might be designated MTW Neighborhood Services units over this next year upon approval from the HUD field office.

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, HCV 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 HCV and Public Housing programs by 20 percent.

**PROGRESS AND OUTCOMES:** KCHA continues to realize significant savings in staff time and resources through the simplified rent calculation protocol, saving close to 6,000 hours in 2017.

MTW Statutory Objective	Unit of Measurement	Baseline <sup>35</sup>	Benchmark	Outcome	Benchmark Achieved?
Reduce costs and achieve greater cost-effectiveness	CE #1: Total cost of task in dollars	\$0 saved	\$116,787 saved <sup>36</sup>	\$197,439 saved	Exceeded
Reduce costs and achieve greater cost-effectiveness	CE #2: Total time to complete task in staff hours	0 hours saved	3,000 HCV staff hours saved; 450 PH staff hours saved	4,760 HCV staff hours saved; 1,223 PH staff hours saved	Exceeded
Increase self-sufficiency	SS #1: Average income of households (EASY)	HCV: \$10,617 PH: \$10,514	2% increase	HCV: \$11,711 PH: \$11,237	Exceeded
Increase self-sufficiency	SS #1: Average earned income of households (WIN)	HCV: \$7,983 PH: \$14,120	3% increase	HCV: \$19,863 PH: \$20,975	Exceeded
Increase self-sufficiency	SS #8: Households transition to self-sufficiency <sup>37</sup>	0 households	25 households	118 households	Exceeded

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

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

**APPROVAL:** 2008

**IMPLEMENTED:** 2010

**CHALLENGE:** KCHA 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 HCV 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 HCV 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

<sup>35</sup> 2010 earned income baseline from Rent Reform Impact Report, John Seasholtz.

<sup>36</sup> This figure was calculated by multiplying the median hourly wage and benefits (\$33) of the staff members who oversee this activity by the number of hours saved. This number is a monetization of the hours saved through the implementation of this program.

<sup>37</sup> Self-sufficiency is defined as a positive move from subsidized housing.

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.

**PROGRESS AND OUTCOMES:** KCHA continued to set utility allowances to the streamlined regional utility schedule, allowing us to save more than 300 hours of staff time this past year.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce costs and achieve greater cost-effectiveness	CE #1: Total cost of task in dollars	\$0 saved	\$22,116 saved <sup>38</sup>	\$23,256 saved	Achieved
Reduce costs and achieve greater cost-effectiveness	CE #2: Total time to complete task in staff hours	0 hours saved	291 hours saved	306 hours saved	Achieved
Reduce costs and achieve greater cost-effectiveness	CE #2: Total time to complete task in staff hours	0 minutes saved per HCV file and 0 minutes saved per PH file	2.5 minutes saved per HCV file and 5 minutes saved per PH file	2.5 minutes saved per HCV file and 5 minutes saved per PH file	Achieved

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

**MTW STATUTORY OBJECTIVE:** Increase Housing Choice

**APPROVAL:** 2007

**IMPLEMENTED:** 2007

**CHALLENGE:** According to a January 2017 point-in-time count, 2,481 individuals in King County were chronically homeless.<sup>39</sup> 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.

<sup>38</sup> This figure was calculated by multiplying the median hourly wage and benefits (\$76) of the staff member who oversees this activity by the number of hours saved. The number is a monetization of the hours saved through the implementation of this program.

<sup>39</sup> CoC Dashboard Report (WA-500). 2017 Continuum of Care Homeless Assistance Programs Homeless Populations and Subpopulations. [https://www.hudexchange.info/resource/reportmanagement/published/CoC\\_PopSub\\_CoC\\_WA-500-2017\\_WA\\_2017.pdf](https://www.hudexchange.info/resource/reportmanagement/published/CoC_PopSub_CoC_WA-500-2017_WA_2017.pdf)



**SOLUTION:** In the sponsor-based housing program, KCHA provides housing funds directly to our behavioral health care partners, including Sound, Navos Mental Health Solutions, and Valley Cities Counseling and Consultation. These providers use the funds to secure private market rentals that are then sub-leased to program participants. The programs operate under the “Housing First” model of supportive housing, which couples low-barrier placement in permanent, scattered-site housing with intensive, individualized services that help residents maintain long-term housing stability. Recipients of this type of support are referred through the mental health system, street outreach teams, and King County’s Coordinated Entry for All system. Once a resident is stabilized and ready for a more independent living environment, KCHA offers a move-on strategy through a tenant-based non-elderly disability voucher.

**PROGRESS AND OUTCOMES:** We continued to serve the hardest-to-house populations through a Housing First model that coordinates across the housing, mental health, and homeless systems. With the increasingly competitive and expensive rental market, sponsor agencies have found it even more challenging to retain landlords willing to master lease their units. KCHA works closely with our partners to help them retain and recruit landlords in order to ensure housing opportunities remain available for this vulnerable population.

In 2017, the program provided stable, supportive housing to 87 households who previously experienced long periods of homelessness.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark <sup>40</sup>	Outcome	Benchmark Achieved?
Increase housing choices	HC #1: Number of new units made available for households at or below 80% AMI	0 units	95 units	95 units	Achieved
Increase housing choices	HC #5: Number of households able to move to a better unit	0 households	95 households	87 households	Partially Achieved
Increase self-sufficiency	SS #5: Number of households receiving services aimed to increase self-sufficiency	0 households	95 households	87 households	Partially Achieved
Increase self-sufficiency	SS #8: Number of households transitioned to self-sufficiency	0 households	90 households	75 households	Partially Achieved

<sup>40</sup> The benchmark was adjusted down to account for the Coming Up program now being reported under Activity 2014-1 and the transition of the Forensic Assertive Treatment (FACT) program participants to a different program model.

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

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

**APPROVAL:** 2007

**IMPLEMENTED:** 2007

**CHALLENGE:** HUD rules restrict a resident from moving from Public Housing to HCV or from HCV to Public Housing, which hampers our ability to meet the needs of our residents. For example, PBS8 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 HCV 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.

**PROGRESS AND OUTCOMES:** In 2017, 54 households that traditionally would not have been eligible for a change of unit were able to move to a more suitable unit.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Increase housing choices	HC # 5: Number of households able to move to a better unit and/or opportunity neighborhood	0 households	10 households	54 households	Exceeded

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

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**MTW STATUTORY OBJECTIVE:** Increase Housing Choice

**APPROVAL:** 2005

**IMPLEMENTED:** 2005

**CHALLENGE:** Currently, 31 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.<sup>41</sup> Not surprisingly, high-opportunity neighborhoods have more expensive rents. According to recent market data, a two-bedroom rental unit at the 40<sup>th</sup> percentile in East King County – typically a high-opportunity area – costs \$600 more than the same unit in South King County, which includes several high-poverty neighborhoods.<sup>42</sup> 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 HCV rents “leading the market” in lower-priced areas.

**SOLUTION:** This initiative develops local criteria for the determination and assignment of payment standards to better match local rental markets, with the goals of increasing affordability in high-opportunity neighborhoods and ensuring the best use of limited financial resources. We develop our payment standards through an annual analysis of local submarket conditions, trends, and projections. This approach means that we can provide subsidy levels sufficient for families to afford the rents in high-opportunity areas of the county and not have to pay market-leading rents in less expensive neighborhoods. As a result, our residents are less likely to be squeezed out by tighter rental markets and have greater geographic choice. In 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. Current payment standards for two-bedroom apartments range from 84 percent to 132 percent of the regional HUD FMR.

In 2016, KCHA implemented a five-tiered payment standard system based on ZIP codes. We arrived at a five-tiered approach by analyzing recent tenant lease-up records, consulting local real estate data,

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<sup>41</sup> Neighborhood opportunity designations are from the Puget Sound Regional Council and Kirwan Institute’s Opportunity Mapping index (<https://www.psrc.org/opportunity-mapping>).

<sup>42</sup> Dupree & Scott, March 2017 King County Rental Data Report.

holding forums with residents and staff, reviewing small area FMR payment standard systems implemented by other housing authorities, and assessing the financial implications of various approaches. In designing the new system, we sought to have enough tiers to account for submarket variations but not so many that the new system became burdensome and confusing for staff and residents. Early outcomes demonstrate a promising increase in lease-up rates in high-opportunity neighborhoods within the top two tiers.

**PROGRESS AND OUTCOMES:** At the end of 2017, we implemented an additional sixth payment standard tier to more closely account for variations in a local housing market.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce costs and achieve greater cost-effectiveness	CE #1: Total cost of task in dollars	\$0	\$0	\$0	Achieved
Reduce costs and achieve greater cost-effectiveness	CE #2: Total time to complete the task in staff hours	0 hours	0 hours	0 hours <sup>43</sup>	Achieved
Increase housing choices	HC # 5: Number of households able to move to an opportunity neighborhood	21% of HCV households live in high-opportunity neighborhoods	30% of HCV households live in high-opportunity neighborhoods	31% of HCV households live in high-opportunity neighborhoods	Exceeded

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

**MTW STATUTORY OBJECTIVE:** Increase Cost-effectiveness and Housing Choice

**APPROVAL:** 2004

**IMPLEMENTED:** 2004

**CHALLENGE:** Current project-basing regulations are cumbersome and present multiple obstacles to serving high-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 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

<sup>43</sup> This activity is net neutral in terms of hours or dollars saved. Workload remained the same, however the staff changed the timing of when they were applying payment standards.

for the financial underwriting of these projects and successful engagement with banks and tax-credit equity investors.

**SOLUTION:** The ability to streamline the project-based Section 8 program is an important factor in addressing the distribution of affordable housing in King County and coordinating effectively with local initiatives. KCHA places project-based Section 8 subsidies in high-opportunity areas of the county in order to increase access to these desirable neighborhoods for low-income households.<sup>44</sup> 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 HCV programs. Additionally, we coordinate with county government and suburban jurisdictions to underwrite a pipeline of new affordable housing developed by local nonprofit housing providers. MTW flexibility granted by this activity has helped us implement the following policies.

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

- Assigning project-based Section 8 subsidy to a limited number of demonstration projects not qualifying under standard policy in order to serve important public purposes. (FY 2004)
- Modifying eligibility and selection policies as needed to align with entry criteria for nonprofit-operated housing programs. (FY 2004)

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

- Prioritizing assignment of 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. (FY 2004)
- Allocating PBS8 subsidy non-competitively to KCHA-controlled sites or other jurisdictions and using an existing local government procurement process for project-basing Section 8 assistance. (FY 2004)
- Allowing owners and agents to conduct their own construction and/or rehab inspections, and having the management entity complete the initial inspection rather than KCHA, with inspection sampling at annual review. (FY 2004)

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<sup>44</sup> Neighborhood opportunity designations are from the Puget Sound Regional Council and Kirwan Institute's Opportunity Mapping index (<https://www.psrc.org/opportunity-mapping>).

- Modifying eligible unit and housing types to include shared housing, cooperative housing, transitional housing, and high-rise buildings. (FY 2004)
- Allowing PBS8 rules to defer to Public Housing rules when used in conjunction with a mixed finance approach to housing preservation or when assigned to a redeveloped former Public Housing property. (FY 2008)
- Partnering with local municipalities to develop a local competitive process that pairs project-based assistance with local zoning incentives. (FY 2016)

**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 an HCV exit voucher (FY 2004) or allowing offer of a tenant-based voucher for a limited period as determined by KCHA in conjunction with internal Public Housing disposition activity. (FY 2012)
- Allowing KCHA to modify the HAP contract. (FY 2004)
- Eliminating the procedure of temporarily removing units from the HAP contract in cases in which a PBS8 resident is paying full HAP (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 HQS within 180 days. (FY 2009)
- Allowing direct owner or provider referrals to a PBS8 vacancy when the unit has remained vacant for more than 30 days. (FY 2010)
- Waiving the 20 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)

**PROGRESS AND OUTCOMES:** KCHA continued to see efficiencies through streamlined program administration and modified business processes, saving and redirecting an estimated 45 hours per contract for each issued RFP.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce costs and achieve greater cost-effectiveness	CE #1: Total cost of task in dollars	\$0 saved per contract	\$1,980 saved per contract <sup>45</sup>	\$1,980 saved per contract	Achieved
Reduce costs and achieve greater cost-effectiveness	CE #2: Total time to complete task in staff hours	0 hours saved per contract for RFP	45 hours saved per contract for RFP	45 hours saved per contract for RFP	Achieved
Increase housing choices	HC #3: Average applicant time on wait list in months (decrease)	0 months	29 months	38 months	In Progress
Increase housing choices	HC #5: Number of households able to move to a better unit and/or neighborhood of opportunity	0 households	45% of project-based units in high-opportunity neighborhoods	50% of project-based units in high-opportunity neighborhoods	Exceeded

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

**MTW STATUTORY OBJECTIVE:** Increase Cost-effectiveness and Housing Choice

**APPROVAL:** 2004

**IMPLEMENTED:** 2004

**CHALLENGE:** Under traditional HUD wait list guidelines, an individual can wait more than two-and-a-half years for a Public Housing unit. This wait is too long. And once a unit does become 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 wait-list 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.

<sup>45</sup> This figure was calculated by multiplying the median hourly wage and benefits (\$44) of the staff member who oversees this activity by the number of hours saved. The number is a monetization of the hours saved through the implementation of this program.

**PROGRESS AND OUTCOMES:** This streamlined process continued to save an estimated 168 hours of staff time annually.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce costs and achieve greater cost-effectiveness	CE #1: Total cost of task in dollars	\$0 saved	\$4,176 saved <sup>46</sup>	\$4,872 saved	Exceeded
Reduce costs and achieve greater cost-effectiveness	CE#2: Total time to complete task in staff hours	0 hours saved	144 hours saved	168 hours saved	Exceeded
Increase housing choices	HC #3: Average applicant time on wait list in months (decrease)	0 months	28 months	40 months	In Progress
Increase housing choices	HC #5: Number of households able to move to a better unit and/or opportunity neighborhood	0% of applicants	100% of Public Housing and project-based applicants housed from site-based or regional wait lists	100% of Public Housing and project-based applicants housed from site-based or regional wait lists	Achieved

#### ***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 HCVs.

**SOLUTION:** Through a series of HCV program modifications, we have streamlined the HQS inspection process to simplify program administration, improve stakeholder satisfaction and reduce administrative costs. Specific policy changes include: (1) allowing the release of HAP payments when a unit fails an HQS inspection due to minor deficiencies (applies to both annual and initial move-in inspections); (2) geographically clustering inspections to reduce repeat trips to the same neighborhood or building by accepting annual inspections completed eight to 20 months after initial inspection, allowing us to align inspection of multiple units in the same geographic location; and (3) self-inspecting KCHA-owned units

<sup>46</sup> This figure was calculated by multiplying the median hourly wage and benefits (\$29) of the staff member who oversees this activity by the number of hours saved. The number is a monetization of the hours saved through the implementation of this program.



rather than requiring inspection by a third party. KCHA also piloted a risk-based inspection model that places well-maintained, multi-family apartment complexes on a biennial inspection schedule.

After closely monitoring the outcomes from the risk-based inspection pilot, KCHA decided to expand the program and move all units in multi-family apartment complexes to a biennial inspection schedule.

**PROGRESS AND OUTCOMES:** Our streamlined processes included in this activity allow KCHA to save close to 5,000 hours of staff time annually.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce costs and achieve greater cost-effectiveness	CE #1: Total cost of task in dollars	\$0	\$58,000 saved <sup>47</sup>	\$157,839 saved	Exceeded
Reduce costs and achieve greater cost-effectiveness	CE #2: Total time to complete task in staff hours	0 hours saved	1,810 hours saved	4,783 hours saved	Exceeded

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

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

**APPROVAL:** 2004

**IMPLEMENTED:** 2004

**CHALLENGE:** Duplicative recertifications, complex income calculations, and strict timing rules cause unnecessary 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.

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<sup>47</sup> This figure was calculated by multiplying the median inspector hourly wage and benefits (\$33) by the number of hours saved. This figure is a monetization of the hours saved through the implementation of this program. Inspectors will instead undertake more auditing and monitoring inspections, assist the fraud investigator, provide landlord trainings, and speed up the timeline for new move-in inspections. It is a monetization of the hours saved through the implementation of this program.

**CHANGES TO BUSINESS PROCESSES:**

- Modify HCV policy to require notice to move prior to the 20<sup>th</sup> of the month in order to have paperwork processed during the month. (FY 2004)
- Allow applicant households to self-certify membership in the family at the time of admission. (FY 2004)
- 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 HCV program. (FY 2004)
- Allow HCV residents to self-certify income of \$50 or less received as a pass-through DSHS childcare subsidy. (FY 2004)
- Extend to 180 days the term over which verifications are considered valid. (FY 2008)
- Modify the definition of "income" to exclude income from assets with a value less than \$50,000, and income from Resident Service Stipends less than \$500 per month. (FY 2008)
- Apply any 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 HCV residents who are at \$0 HAP to self-certify income at the time of review. (FY 2004)

**PROGRESS AND OUTCOMES:** These streamlined processes saved the agency over 2,000 hours in staff time this year.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce costs and achieve greater cost-effectiveness	CE #1: Total cost of task in dollars	\$0	\$58,000 saved <sup>48</sup>	\$60,204 saved	Exceeded
Reduce costs and achieve greater cost-effectiveness	CE #2: Total time to complete the task in staff hours	0 hours saved	2,000 hours saved	2,076 hours saved	Exceeded

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

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

**APPROVAL:** 2004

**IMPLEMENTED:** 2004

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

**SOLUTION:** KCHA 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.

**PROGRESS AND OUTCOMES:** With the elimination of this non-essential regulation, KCHA has been able to adopt a policy that is less disruptive to residents while saving an estimated 1,000 hours in staff time each year.

<sup>48</sup> This figure was calculated by multiplying the median Property Management Specialist hourly wage and benefits (\$29) by the number of hours saved. It is a monetization of the hours saved through the implementation of this program.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce costs and achieve greater cost-effectiveness	CE #1: Total cost of task in dollars	\$0 saved	\$33,000 saved <sup>49</sup>	\$34,254 saved	Exceeded
Reduce costs and achieve greater cost-effectiveness	CE #2: Total time to complete task in staff hours	0 staff hours saved	1,000 staff hours saved	1,038 staff hours saved	Exceeded

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

**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) 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.

**PROGRESS AND OUTCOMES:** TBD

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

<sup>49</sup> This figure was calculated by multiplying the median Inspector hourly wage and benefits (\$33) by the number of hours saved. These positions are not eliminated so this is a hypothetical estimate of the amount that could be saved in staff hours by implementing this activity. Inspectors will instead undertake more auditing and monitoring inspections, assist the fraud investigator, provide landlord trainings, and perform new move-in inspections. It is a monetization of the hours saved through the implementation of this program.

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

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**MTW STATUTORY OBJECTIVE:** Increase Cost Effectiveness

**APPROVAL:** 2004

**IMPLEMENTED:** 2004

**CHALLENGE:** More than 20 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 can also 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.

**PROGRESS AND OUTCOMES:** By eliminating this rule, KCHA saves an estimated 480 hours in staff time each year while helping families avoid the disruption and costs of a move.

MTW Statutory Objective	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce costs and achieve greater cost-effectiveness	CE #1: Total cost of task in dollars	\$0	\$8,613 saved <sup>50</sup>	\$15,840 saved	Achieved
Reduce costs and achieve greater cost-effectiveness	CE #2: Total time to complete task in staff hours	0 hours saved per file	87 hours saved	480 hours saved <sup>51</sup>	Exceeded
Increase housing choices	HC #4: Number of households at or below 80% AMI that would lose assistance or need to move	0 households	150 households	160 households	Achieved

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<sup>50</sup> This dollar figure was calculated by multiplying the median Property Management Specialist hourly wage and benefits (\$33) by the number of hours saved.

<sup>51</sup> According to current program data, 160 families currently exceed the occupancy standard. At three hours saved per file, we estimate that KCHA continues to save 480 hours annually.

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

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

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

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**APPROVAL:** 2016

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 Public Housing Authorities to set rent in accordance with Rent Reasonableness statutes. These statutes require that a property's costs reflect the average costs of a comparable building in the same geographic region at a particular point in time. However, a property's needs and purpose can change over time. This set of rules does not take into consideration variations in costs, which might include added operational expenses, necessary upgrades, and increased debt service to pay for renovations.

This budget-based rent model allows KCHA to create an appropriate annual budget for each property from which a reasonable, cost-conscious rent level would derive. 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 percent of the payment standard. The calculation of a resident's rent payment does not change as it is still determined by that 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.

We are monitoring the implementation costs of our Energy Performance Contract and will implement this activity if properties need to support more debt to complete the upgrades.

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

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**APPROVAL:** 2015

This activity provides a flat, per-unit subsidy in lieu of a monthly HAP and allows the service provider to dictate the terms of the tenancy (such as length of stay and the tenant portion of rent). The funding would be block-granted based on the number of units authorized under contract and occupied in each program. This flexibility would allow KCHA to better support a "Housing First" approach that places high-risk homeless populations in supportive housing programs tailored to nimbly meet an individual's needs. This activity will be reconsidered for implementation in 2019 when KCHA has more capacity to develop the program.

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

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**APPROVAL:** 2010

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

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***ACTIVITY 2010-9: Limit Number of Moves for a Housing Choice Voucher Participant***

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**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.

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

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**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.

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***ACTIVITY 2010-11: Incentive Payments to Housing Choice Voucher Participants to Leave the Program***

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**APPROVAL:** 2010

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

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

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**APPROVAL:** 2008

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 not to unintentionally punish higher-earning households.

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

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

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**APPROVAL:** 2008

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

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

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**APPROVAL:** 2008

This policy would cap the income that residents may have and 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***

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APPROVAL: 2013

CLOSEOUT YEAR: 2015

In partnership with the Highline School District, KCHA implemented the 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 2012-2: Community Choice Program***

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APPROVAL: 2012

CLOSEOUT YEAR: 2017

This initiative aimed to encourage and enable HCV households with young children to relocate to areas of the county with higher-achieving school districts. In addition to formidable barriers to accessing these neighborhoods, many households are not aware of the link between location and educational and employment opportunities. Through collaboration with local nonprofits and landlords, the Community Choice Program offered one-on-one counseling to households deciding where to live, along with ongoing support once a family moves to a new neighborhood. KCHA transitioned to a structured Housing Voucher Mobility pilot, supported with foundation funding, in 2017. As a consequence, KCHA closed out the Community Choice Program through attrition to support the new approach. The final households graduated from the program in the summer of 2017. An evaluation of the program is appended to this report.

We will continue to test various approaches to promoting geographic mobility among our voucher holders through the CMTO Northwest Mobility Study. This multi-year research project will utilize control groups to better assess the effectiveness of specific interventions in encouraging opportunity moves by voucher holders.

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

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APPROVAL: 2012

**CLOSEOUT YEAR: 2012**

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

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***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.

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***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.

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***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, HCV households and HCV landlords on an ongoing basis.*

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***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.

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

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**APPROVAL:** 2008

**CLOSEOUT YEAR:** 2009

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

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

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**APPROVAL:** 2008

**CLOSEOUT YEAR:** 2014

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

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

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**APPROVAL:** 2007

**CLOSEOUT YEAR:** 2007

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

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

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**APPROVAL:** 2007

**CLOSEOUT YEAR:** 2014

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

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

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**APPROVAL:** 2007

**CLOSEOUT YEAR:** 2007

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

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***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 the HCV program 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 HCV 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.

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***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.

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

**APPROVAL:** 2005

**CLOSEOUT YEAR:** 2005

This modification allowed a tenant's portion of rent to be capped at up to 40 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.*

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***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

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#### A. SOURCES AND USES OF MTW FUNDS

##### *Actual Sources and Uses of MTW Funding for the Fiscal Year*

In accordance with the requirements of this report, KCHA has submitted our unaudited information in the prescribed FDS file format through the Financial Assessment System – PHA. The audited FDS will be submitted in September 2018.

##### *Activities that Used Only MTW Single-fund Flexibility*

KCHA is committed to making the most efficient, effective, and creative use of our single-fund flexibility under MTW while 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. With MTW flexibility, we have assisted more of our county’s households – and, among those, more of the most vulnerable and poorest households – than would have been 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 HOMELESS HOUSING INITIATIVES.** These initiatives address the varied and diverse needs of the county’s homeless and most vulnerable populations – those experiencing chronic mental illness, individuals with criminal justice involvement, homeless young adults and foster youth, homeless students and their families, and people escaping domestic violence. The traditional housing subsidy programs have failed to reach many of these households and lack the supportive services necessary to successfully serve these individuals and families. In 2017, KCHA invested nearly \$40 million in housing-related resources into these programs.
- **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

a 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 continued to actively partner with local education stakeholders to improve outcomes for the over 14,800 children who lived in our federally assisted housing in 2017. 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 five-year increments of Replacement Housing Factor 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 continued to use MTW resources to preserve affordable housing that is at risk of for-profit re-development and to 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.
- **LONG-TERM VIABILITY OF OUR GROWING PORTFOLIO.** KCHA used our single-fund flexibility to reduce outstanding financial liabilities and protect the long-term viability of our inventory. Single-fund flexibility allows us to make loans in conjunction with Low Income Housing Tax Credit (LIHTC) financing to recapitalize properties in our federally subsidized inventory. MTW working capital continued 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 supported 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 provided 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 in securing housing in an increasingly competitive and constrained private housing market. To sustain and improve our shopping success rate, KCHA continued to dedicate staff time and MTW resources to recruit and retain landlords and build mutually beneficial relationships with them. Some retention and recruitment strategies that we started exploring include incentive payments, damage-claim funds, a preferred-owners program, and/or priority placement in advertising materials.
- **REMOVAL OF THE CAP ON VOUCHER UTILIZATION.** This initiative enabled us to utilize savings achieved through MTW initiatives to overlease and provide HCV assistance to more households than permissible under our HUD-established baseline. Our savings from a multi-tiered, ZIP code-based payment standard system, operational efficiencies, and other policy changes have been critical in helping us respond to the growing housing needs of the region's extremely low-income households. Despite ongoing uncertainties around federal funding levels, we continued to use MTW program flexibility to support housing voucher issuance above HUD baseline levels.

## B. LOCAL ASSET MANAGEMENT PLAN

Has the PHA allocated costs within statute during the plan year?	No
Has the PHA implemented a local asset management plan (LAMP)?	Yes
Has the PHA provided a LAMP in the appendix?	Yes

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

## **SECTION VI**

### **ADMINISTRATIVE**

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

The results of HUD’s monitoring visits, physical inspections, and other oversight activities have not identified any deficiencies. The average REAC score for KCHA’s Public Housing inventory in 2017 was 97.4 per cent.

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

We continued to expand and enhance our research and evaluation capacities in 2017. KCHA’s research staff completed an analysis of our multi-tiered payment standards after one year of implementation. We also contracted with the Urban Institute to conduct an assessment of SFSI, our short-term rental assistance program that targets homeless families and children enrolled in the Highline School District. The evaluation provides an assessment of fidelity to program design and three years of program outcomes in enabling families with children to achieve housing and school stability. A final report is forthcoming. Additionally, a final program evaluation of the Community Choice Program was completed at the program’s close in 2017 and a draft of the report is included in the appendix. Finally, we continued to analyze outcomes from KCHA’s educational initiatives by contracting with Berk Consulting to complete a program summary of the GLEA Early Learning program.

Reports for each of these evaluation and research activities can be found attached in Appendix B.



## Certification of Statutory Compliance

On behalf of the King County Housing Authority (KCHA), I certify that the Agency has met the three statutory requirements of the Restated and Amended Moving to Work Agreement entered into between the Department of Housing and Urban Development (HUD) and KCHA on March 13, 2009, and extended on September 19, 2016. Specifically, KCHA has adhered to the following requirements of the MTW demonstration during FY 2017:

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

A handwritten signature in black ink, appearing to read "SJN", is positioned above a horizontal line.

STEPHEN J. NORMAN  
Executive Director

March 30, 2018

DATE

# APPENDIX A

## KCHA'S LOCAL ASSET MANAGEMENT PLAN

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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**

### **EVALUATIONS**

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MULTI-TIERED

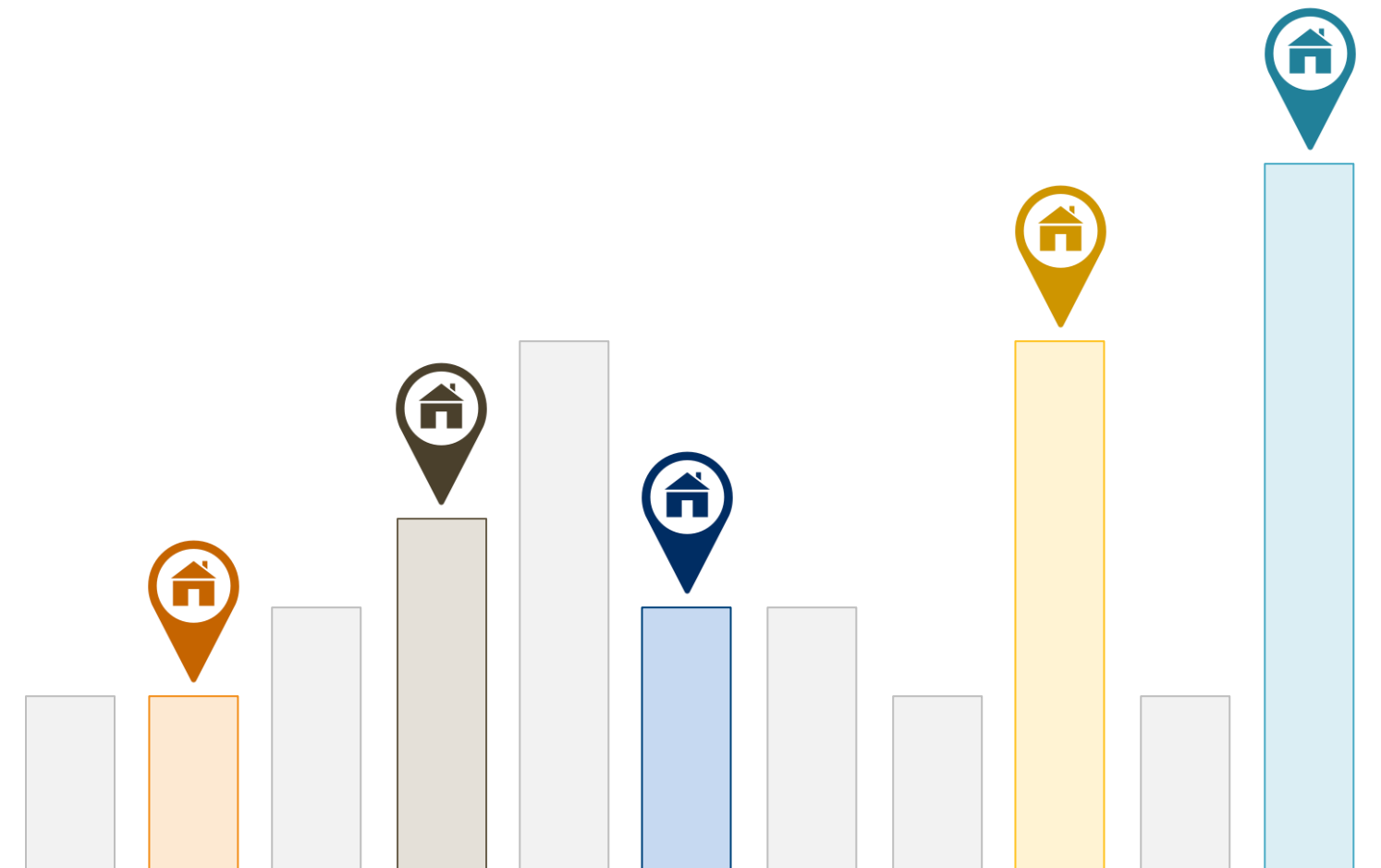
# PAYMENT STANDARDS

## PROCESS & OUTCOMES ASSESSMENT

June 2017

Prepared for: Section 8 Department, King County Housing Authority

Prepared by: Department of Policy and Research, King County Housing Authority





## Introduction: Market Context

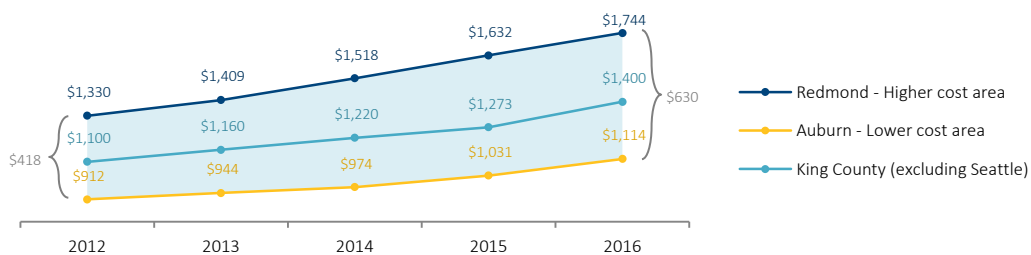
The King County Housing Authority (KCHA) has long-recognized the need for payment standards that reflect local market conditions as a means of maintaining voucher holder shopping success levels, effectively using taxpayer dollars, and promoting geographic choice. While most public housing authorities (PHAs) set a single payment standard for their entire market as mandated by the Department of Housing and Urban Development (HUD), KCHA, through its Moving to Work (MTW) status, instituted a second and higher set of payment standards in 2001 to better account for the rental costs in the County's eastside cities. In 2016, KCHA expanded this policy through the implementation of a zip code-based five-tiered system of payment standards.

KCHA's adoption of a five-tiered system was propelled by a combination of geographic and market pressures. KCHA's jurisdiction covers 38 cities and towns and large swaths of unincorporated areas (see Map in Appendix A), including large suburban cities such as Kent and Auburn, growing urban centers such as Bellevue, and smaller and more rural cities such as Snoqualmie and Sammamish. Nested in the Puget Sound region, King County began to see especially rapid economic and population growth during the recovery from the Great Recession – growing by 52,300 people between 2015 and 2016, much from in-migration.<sup>1</sup>

Between 2012 and 2016, two bedroom 40th percentile rents in King County increased by 27%, with a 10% increase occurring between 2015 and 2016.<sup>2</sup> In the year preceding the adoption of the five-tiered payment standards, countywide vacancy rates fell to 3%.<sup>3</sup> At the close of 2016, Zillow ranked the Seattle-Metro region as having the fastest growing rents in the entire nation. While rents rose in both lower and higher cost markets, varying rates in some submarkets further widened the cost gap, as illustrated in Figure 1.<sup>4</sup> This widening gap and accompanying increases in economic segregation provided an important rationale for sub-market subsidy standards.

Amidst these conditions, new and moving voucher holders were unable to find housing in the traditional amount of allotted search time, with only 42% of those issued a new voucher in 2015 being in a leased unit 120 days later. Additionally, existing program participants were taking on increasingly high shelter burdens, with 30% of tenant-based voucher holders at the end of 2015 spending more than 40% of their income on rent and utilities. The adoption of this new payment standard approach, more granular in its geography and representative of the varying costs of housing in King County, was an opportunity to a) respond to market pressures negatively impacting voucher holders, b) allow KCHA to no longer offer subsidies that led lower cost rental markets, and c) expand geographic choice throughout the County.

Figure 1: 40th percentile 2-bedroom rents



<sup>1</sup> Puget Sound Regional Council.

<sup>2</sup> KCHA Payment Standard Effectiveness reports. Dupre Scott.

<sup>3</sup> All rental data per Dupre Scott.

<sup>4</sup> In some instances, higher cost areas experienced more rapid growth than lower cost areas (e.g. between 2012 and 2016 Redmond and Auburn saw 40<sup>th</sup> percentile rents increase by 31% and 22%, respectively).

## Executive Summary

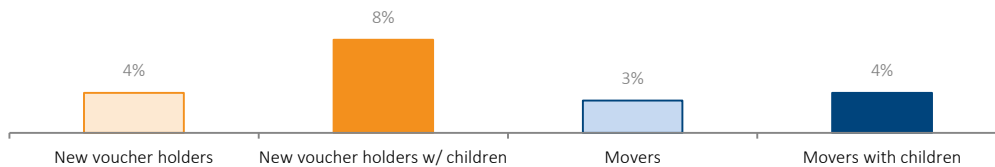
King County has a cost-diverse rental market, is home to some of the best public school districts in the U.S.,<sup>5</sup> and boasts a metropolitan area that is one of the nation's most economically vibrant.<sup>6</sup> At its foundation, KCHA's five-tiered payment standard policy was established to broaden geographic choice to enable all residents' access to high-opportunity neighborhoods.<sup>7</sup> This assessment provides a preliminary analysis of the development and implementation of this five-tier payment standard system. As a proxy for high- and low-opportunity neighborhoods, a framework is used that bisects the County into "higher" (tiers four and five) and "lower" (tiers one through three) cost areas. This segmentation allows for an understanding of resident mobility between payment tiers, while overlaying well with opportunity areas.



### KCHA households, particularly those with children, experienced greater access to higher cost areas.

Between 2015 and 2016, 1) the proportion of new voucher holders, and new voucher holders with children leasing in higher cost areas increased by 3.6% and 8.4%, respectively; 2) movers and movers with children relocating from lower to higher cost areas increased by 3% and 4%, respectively; and 3) nearly all<sup>8</sup> racial groups experienced increased access to higher cost areas.

Figure 2: Proportional shift in leasing relative to higher cost areas | 2015 -2016



### Shopping success<sup>9</sup> rates and median days to lease improved between 2015 and 2016.

While these trends are not solely attributable to the five-tiered payment standard policy, KCHA residents did experience improvements in shopping success and decreases in the amount of time spent searching for housing in 2016. Shopping success rates at the initial 120 benchmark between March and November of 2015 and 2016 increased from 41% to 49%.<sup>10</sup> Median days to lease for households that found housing between these same time periods decreased from 66 to 63 days, with those leasing in higher cost areas experiencing a more dramatic decrease from 78 to 57 days.



### The five-tiered payment standard system enabled cost containment for KCHA.

By aligning payment standards at the zip code level into five tiers, KCHA is able to provide assistance that more accurately reflects the intended subsidy level of 40% of local area rental markets. Through preliminary cost comparisons that hold unit addresses and rental costs constant, the five-tier payment standard system was estimated to have saved KCHA an average of



#### KCHA goal update

In 2015, KCHA set a goal to see 30% of its federally assisted households with children living in opportunity neighborhoods by 2020. If new voucher holder and mover patterns of families with children persist, KCHA could potentially anticipate up to **34%** of its households with children residing in higher cost areas by 2020 (this estimate excludes porting households).



#### Increasing access to opportunity neighborhoods through acquisition and development

KCHA's tenant mobility efforts are complemented by on-going acquisition and development of housing in high opportunity areas. As of March 2017, 48% of KCHA's federally-subsidized households with children living in high opportunity neighborhoods reside in KCHA owned properties.

<sup>5</sup> According to Niche, a website that provides school rankings nationally, in 2017, Bellevue School District ranked first in WA and 192 out of 10,364 nationally (top 2%).

<sup>6</sup> Seattle Times. "Ranking Seattle against America's top city economies."

<sup>7</sup> The Kirwan Institute defines high-opportunity neighborhoods as those that have: low-poverty rates, high rates of college completion, and high-job-density areas.

<sup>8</sup> Asian and American Indian/Alaskan Native saw decreased representation in higher cost areas; however, sample sizes were small (see appendix for data tables).

<sup>9</sup> Defined as the proportion of households that were issued a voucher within a particular time period who have successfully signed a lease and have received a HAP.

<sup>10</sup> Shopping success rates rise to roughly 70% at 240 days post-voucher issuance.

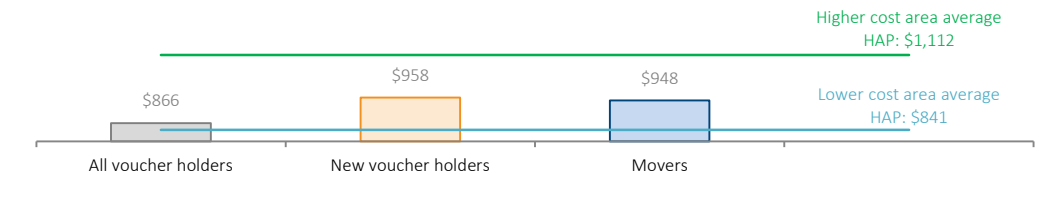
\$10 and \$15 per household per month in housing assistance payments (HAP) as compared to two- and one-tiered systems, respectively. When aggregated, the two- and one-tiered systems estimated to have cost KCHA an additional \$821,160 and \$1,231,740 annually in HAP costs.



**If the multi-tiered payment standard policy significantly increases mobility to lower poverty areas of the County, KCHA's average housing assistance payment (HAP) will increase.**

The average HAP issued by KCHA at the end of 2016 was \$886. However, new voucher holders and movers in 2016 received comparatively higher HAPs of \$958 and \$948, respectively. Average HAPs at the end of 2016 indicate a voucher issued in a higher cost area carries an additional cost of \$271/month as compared to a voucher issued in a lower cost area.<sup>11</sup>

Figure 3: Average HAPs at end of 2016



**Enabling factors uniquely positioned KCHA to implement a multi-tiered payment standard policy.**

KCHA's ability to develop and implement a five-tier payment standard policy was facilitated by several factors, including a) flexibility as an MTW agency, b) a cost-diverse and fast-paced rental market, c) buy-in from agency leadership, d) the analytic capacity to develop market-aligned payment tiers, and e) the necessary technology to administratively implement the new system.



**Staff buy-in, understanding, and ability to communicate the goals of the new policy were mixed.**

At the core of the multi-tiered payment standard policy was the intent to equitably increase geographic choice for residents. However, staff expressed varied perspectives on the policy, particularly as it related to a) how specific payment tiers were determined, b) why funds couldn't be shifted from tier-to-tier, c) how the policy addressed vs. perpetuated inequities, and d) their comfort level in communicating the nuances of the policy to residents.



**Greater understanding of the resident experience with multi-tiered payment standards is needed.**

Interviews with residents provided preliminary insights into their experience, but a more rigorous qualitative approach is needed to fully understand the influence of the multi-tiered payment standards on residents' housing search process and stability. KCHA's participation in the upcoming Creating Moves to Opportunity (CMTO<sup>SKC</sup>) project<sup>12</sup> will provide an opportunity for further learning.

<sup>11</sup> It is likely this increase is due in part to 1) new voucher holders and movers accessing the new five-tier payment standards which were higher than the previous year; and 2) a larger proportion of new voucher holders and movers leasing in higher cost areas.

<sup>12</sup> CMTO<sup>SKC</sup> is a national collaboration between leading academic institutions, research agencies, and Housing Authorities intended to test the relative effects of varying approaches to supporting opportunity moves among Housing Choice Voucher (HCV) families with children under the age of 15.

# Evaluation Overview

## PURPOSE OF THE EVALUATION

The Payment Standards Outcomes Assessment was produced by KCHA's Department of Policy and Research as a resource to document and provide initial insights into the development, implementation, and preliminary outcomes of the five-tier payment standard policy put into effect in March 2016. Findings within this report are intended to inform a) internal process and policy improvements; b) future impact evaluations; c) financial projections and program costs; and d) external audiences hoping to learn from KCHA's experience using a multi-tiered payment standard policy to administer housing choice vouchers.

## EVALUATION QUESTIONS

The following research questions were examined through this assessment:

- How did KCHA develop the multi-tiered policy?
- How did KCHA implement the multi-tiered policy?
- What was the experience of KCHA residents utilizing the new payment tiers?
- What are the housing outcomes of residents – how did the leasing locations change in relation to the policy implementation?
- What are the cost implications of the new policy as compared to other ways of administering housing choice vouchers?

## DATA SOURCES

This assessment incorporates both quantitative and qualitative data sources, to include:

- KCHA administrative data (new voucher holders and movers): Individual-level household data that includes demographic and socio-economic characteristics as well housing location. The comparative evaluation time periods are March – December of 2015 and 2016. The data set used is comprised of new voucher holders – new residents issued their first KCHA voucher during the evaluation time periods – and movers – current residents that experienced a move during the evaluation time periods.
- KCHA administrative data (all KCHA residents in 2016): This data set is comprised of rental cost and location data for tenant based voucher holders during the 2016 calendar year. This data was used in the cost analysis portion of this report.
- Interviews with KCHA staff: Interviews were conducted with 15 KCHA staff from a variety of roles ranging from senior leadership to front-line staff. Interview prompts were focused on staff involvement and perceptions related to a) the policy development process; b) communication and training to staff; and c) communication efforts targeted to voucher holders.
- Interviews with KCHA residents: Interviews were conducted with 16 KCHA program participants, to include both new voucher holders and current voucher holders that experienced a move during the 2016 evaluation time period.

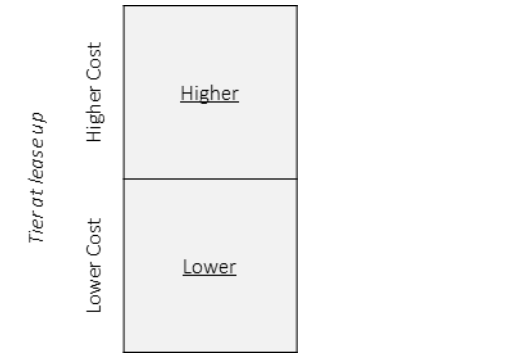
## ANALYSIS FRAMEWORK

To understand the unique experiences of households included in the administrative dataset and qualitative interviews as it pertains to the multi-tiered payment standard policy, households were grouped into categories based on the payment standard tier associated with their address:

- Lower cost: Includes zip codes within tiers one through three.
- Higher cost: Includes zip codes within tiers four or five.

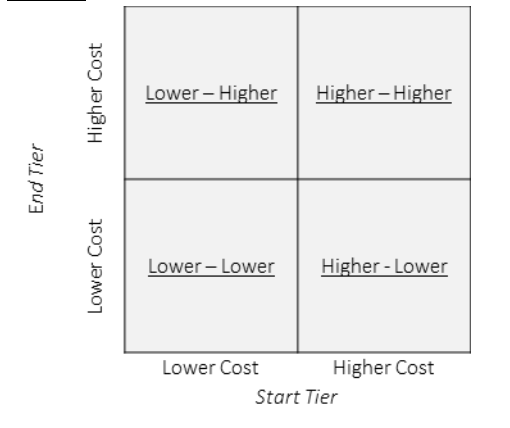
While KCHA has made great improvements in the data quality pertaining to new voucher holders' address prior to voucher issuance, this data was not sufficiently complete to enable comparison of pre and post voucher issuance neighborhood quality. Therefore, the following 2x1 framework was used in analyzing the experience of new voucher holders:

Figure 4: new voucher holder framework



Address data for movers, both prior to and at the conclusion of the move was much more complete, allowing for a more nuanced 2x2 framework:

Figure 5: Mover framework

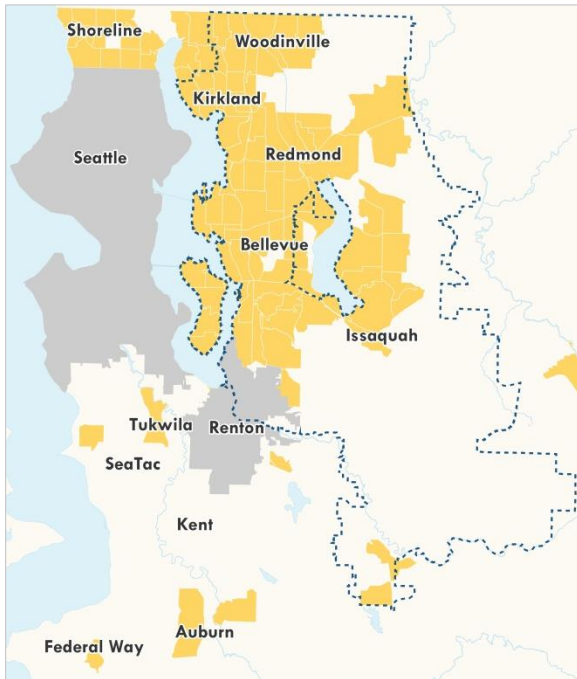


## FRAMEWORK LIMITATIONS

It is important to note that the higher and lower cost framework used in this analysis is not intended to be a complete analog for the opportunity mapping done by the Kirwan Institute. As illustrated in Figure 6, Kirwan-defined high-opportunity areas are almost exclusively within higher cost areas of the County; however, there are some high-opportunity areas that fall within lower cost areas of the County (e.g. Shoreline and some areas in south King County). Therefore, the

relationship between the multi-tiered payment standard mapping and opportunity neighborhoods is not precise, but the higher and lower cost framework serves as a close proxy.<sup>13</sup>

**Figure 6:** Relationship between Kirwan-defined high-opportunity neighborhoods and higher cost areas



**Color Key**

- Kirwan-defined high-opportunity areas
- - Higher cost areas

<sup>13</sup> Nearly all movers in 2016 (98%) relocating to or within a higher cost area are within a Kirwan-defined high-opportunity neighborhood. However, of all movers relocating to or within a Kirwan-defined opportunity neighborhood, 76% were movers ending in a higher cost area.

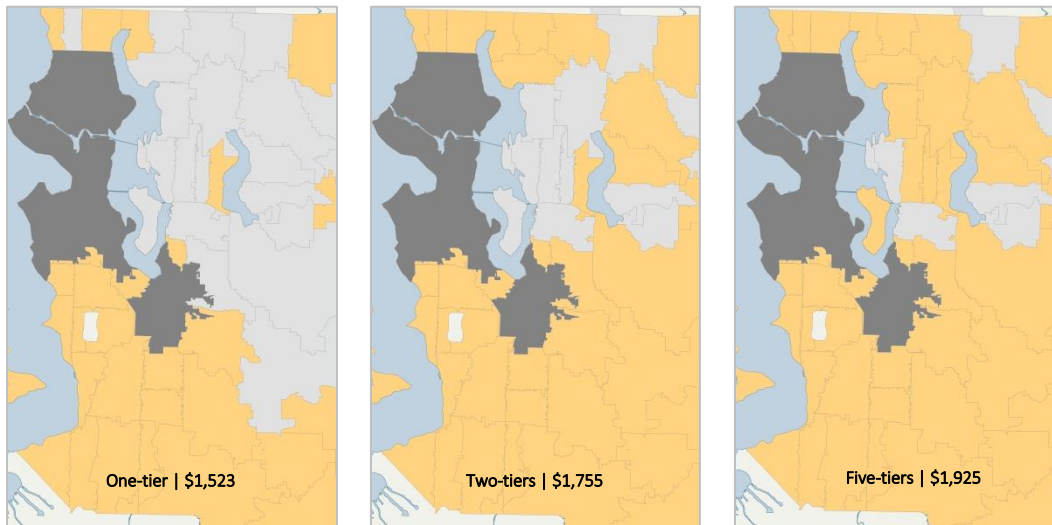
# Process Evaluation

## Policy Timeline and Implementation

### EVOLUTION FROM HUD FAIR MARKET RENTS TO A MULTI-TIERED APPROACH

As noted in the introduction, KCHA had used two payment tiers, with a higher payment standard for the more expensive areas in East King County, since 2001. As mandated by HUD, these tiers were required to fall within the 90<sup>th</sup> and 110<sup>th</sup> percentile of HUD's Fair Market Rent (FMR) calculation for the King County metropolitan region. In 2010, KCHA used its MTW authority to decouple its payment standard from HUD's FMR, gaining the ability set payment standards outside of the 90<sup>th</sup> – 110<sup>th</sup> percentile. From 2010 to 2016 KCHA's payment standards on the Eastside ranged from 103% to 126% of regional FMR, and in other markets from 75% to 98% of the FMR. During this period, KCHA engaged in a five-year process of information gathering, analysis, and planning that resulted in the implementation of a five-tiered payment standard system based on ZIP codes in 2016. By grouping zip codes with similar markets, KCHA set each tier to match the average 40<sup>th</sup> percentile of sub-market rents.<sup>14</sup> By expanding its payment tiers, KCHA aimed to increase 1) efficiency in how KCHA resources were expended, 2) clients' geographic choice, and 3) voucher utilization rates. To illustrate geographic choice, Figure 7 depicts the zip code boundaries that would be accessible to residents based on using the area FMR, a two-tiered system, and a five-tiered system.

Figure 7: Expanding geographic choice for residents



Shaded yellow areas represent rent-accessible zip codes in 2016. Dollar amounts in each image represent the highest 2-bedroom payment standard available given KCHA's use of a one-, two-, or five-tier payment standard system. Accessibility is defined as a zip code area with 40<sup>th</sup> percentile 2-bedroom rental costs falling below the highest 2-bedroom payment standard available.

### STAFF TRAINING

Formal staff training on the policy was limited to discussion and progress updates regarding the development of the policy at department meetings. Staff responsible for entering client data into KCHA's administrative database participated in at least one technical simulation training to become familiar with the new user interface. There were also opportunities for staff to hear from key leaders. For example, KCHA Executive Director, Stephen Norman, and former Deputy

<sup>14</sup> More description on KCHA's methodology for establishing its payment standards can be found in the appendix.

Secretary of the United States Department of HUD and King County Executive, Ron Sims spoke to staff on the topic of geographic choice and opportunity neighborhoods.

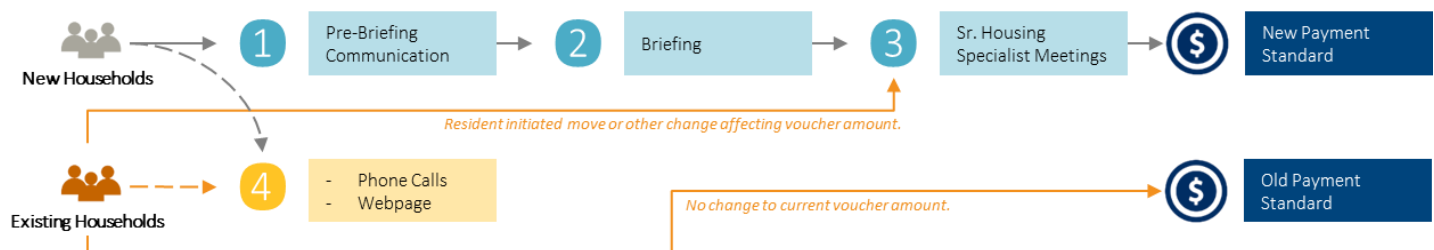
#### RESIDENT ROLL-OUT AND COMMUNICATION

KCHA officially launched the five-tier system in March 2016 through a staggered roll-out where residents would receive a voucher based on the new payment standard if they were a) new clients, b) existing clients requiring a recertification (required every two-three years), and/or c) existing clients initiating a change to their status (e.g. a move, rent increase, etc.). There was no formal communication effort made to all KCHA residents regarding the move to a five-tier system. This was a strategic decision influenced largely by the staff capacity necessary to respond to the anticipated volume of client requests if such a communication effort were executed. However, with the client recertification process, which all current residents will undergo within two-three years (as well as other client-initiated changes and an automatic adjustment for currently rent-burdened households which may occur sooner), KCHA anticipates all current clients benefiting from the five-tier system by March 2019.

There are four main points at which KCHA had opportunities to communicate the intent and practical use of the multi-tiered payment standard policy to clients:

1. Pre-briefing communication: Typically taking the form of a letter, this communication notifies potential residents that they have been selected from the housing choice voucher waitlist.
2. Briefing: A formal presentation delivered to a group of potential residents to introduce them to the process of working with KCHA and the voucher issuance and housing search process. This is the first time residents formally learn about the payment standards from KCHA staff. Residents leave the briefing knowing the amount of subsidy for which they are eligible.
3. Meetings with Senior Housing Specialists: After the briefing, residents meet individually with housing specialists as they narrow their search process and identify a place to live. Existing households that initiate a move or otherwise have any changes to their voucher are also required to meet with a Housing Specialist.
4. Client driven calls and visits to KCHA web content: These modes of communication represent potential methods that residents could access information about the new payment standard policy.

Figure 8: Communication opportunities between KCHA and residents



\*Dashed lines indicate potential resident initiated modes of communicating with KCHA, but may not always occur before receiving housing assistance.

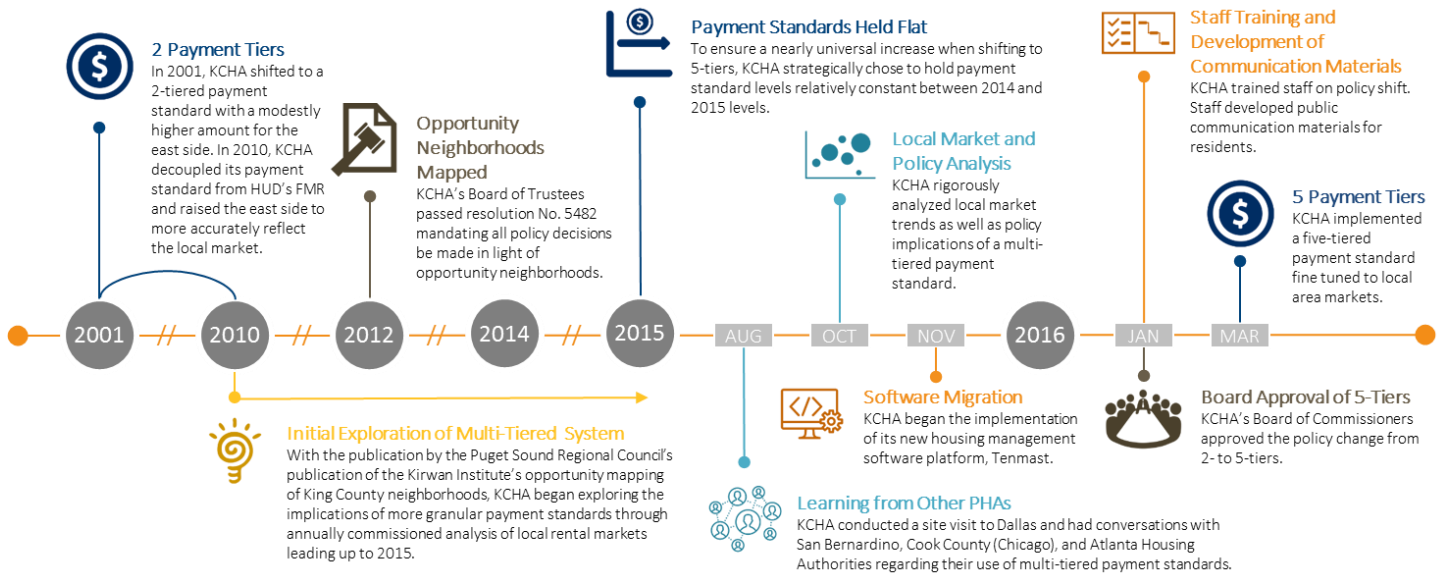
\*\*As of March 2017, 78% of tenant-based voucher holders were receiving a subsidy based on the new payment standard system.



## KEY MILESTONES

Figure 9 depicts the key moments in KCHA's process of developing and implementing a multi-tiered payment standard policy, beginning in 2001 when KCHA administered vouchers based on a two-tiered system.

Figure 9: Key Milestones and Timeline



## Enabling Factors

In considering the multi-tiered payment standard policy development and implementation process, several enabling factors were identified through staff interviews that helped KCHA to move to a multi-tiered system.



### Local flexibility due to MTW authority.

Underlying all of these internal factors was KCHA's status as an MTW agency. The ability and decision to decouple KCHA's payment standards from HUD's FMR in 2010 was a critical step in implementing a multi-tiered system. This flexibility created the space for KCHA to segment its payment standards and be responsive to area rental markets. MTW flexibility also enabled KCHA's property acquisition and project-basing activities which complement tenant-based mobility strategies.



### Positioned to raise payment standards for all.

There were both market and agency-driven conditions that enabled KCHA to provide a nearly universal raise<sup>15</sup> in the payment standard when shifting to a five-tier system – resolving the issue of decreased payment standards in lower tier sub-markets being experienced across the country as part of the shift to small market FMR's.

Perhaps most notably, Seattle/King County was among the nation's highest and fastest growing rental markets in recent years. Between 2012 and 2016, 40<sup>th</sup> percentile rents in King County experienced a 27% increase. With such dramatic growth, regardless of policy changes, KCHA needed to raise all its payment standards to keep pace with area rental markets.

Internally, KCHA had a bifurcated payment standard system that was initiated at a time when area rents were much more homogenous. As area rents grew apart, the two-tier system gradually created a structure to support a more cost-diverse market. Additionally, as KCHA was planning for the shift to a five-tier system, increases to payment standards in 2015 were strategically held below market in order to ensure a County-wide raise in payment standards for nearly all clients.



### Geographic and cost-diverse rental market offered an opportunity for more equitable and cost-efficient policy.

KCHA's physical jurisdiction is vast, spanning nearly 2,200 square miles.<sup>16</sup> Within this jurisdiction, 40<sup>th</sup> percentile rents in 2016 for 2-bedroom apartments ranged from \$916 in Black Diamond, WA to \$2,377 in Bellevue, WA. This diversity created a scenario where KCHA vouchers were leading the market in some areas while falling behind in others. Moving to a locally fine-tuned payment standard corrected this inefficiency.



### Buy-in from agency leadership.

Buy-in for the multi-tiered policy built over time, beginning with KCHA's board of commissioners and senior leadership, and later Section 8 program directors. In 2010, KCHA's board of commissioners passed Resolution No. 5382: Adopting a Policy on Opportunity Neighborhoods which mandated that all future policy decisions be made in consideration of the Puget Sound Regional Council and Kirwan Institute's identification of Opportunity Neighborhoods. In 2015 KCHA established the agency's first quantitative benchmark related to opportunity neighborhoods: to have 30% of its families with children living in opportunity neighborhoods by 2020.



### Analytic capacity to demonstrate a more efficient use of housing choice voucher resources.

In 2014, KCHA began building a new department of Policy and Research with the hire of three research and policy analysts. This enhanced analytic capacity enabled KCHA to develop a data-informed case for shifting to a multi-tiered system.



### Technology to facilitate a smooth implementation.

While KCHA was debating the shift to a multi-tiered payment standard system, the agency was simultaneously managing a database migration from an outdated MST platform to the new Tenmast software. A variety of business reasons led to this software change, including the inability of MST to support a multi-tiered approach. This software change was a major organizational effort, but one that was necessary to administratively implement a multi-tiered system.

<sup>15</sup> In two zip code areas (33 households), some households would have seen decreases to their subsidy amount. To avoid a drop for these households, KCHA created a 'hold harmless' policy which held subsidy levels untouched until their next recertification.

<sup>16</sup> Represents all of King County except the City of Seattle (83.78 mi<sup>2</sup>) and the City of Renton (23.54 mi<sup>2</sup>). As a reference point, Rhode Island and Delaware are 1,045 and 1,954 mi<sup>2</sup>, respectively.

## Key Themes from Staff Interviews

Seven themes emerged from conversations with staff as it pertains to the policy development, staff training, and communication to residents.



### 1. Varying perceptions of policy intent and impact.

Staff descriptions of the policy rationale and impact varied, particularly between front-line and management staff. Common themes included:

#### USING KCHA RESOURCES MORE EFFECTIVELY & IMPROVING LEASE UP RATES

Several staff, including senior leadership and managers spoke to the policy as a means of being more financially responsible with public funds.

Some managers viewed the policy through a more singular lens of improving performance measurement metrics. With payment standards increasing, some felt this was an opportunity for clients to have more success finding housing.

*"It is a more effective way to use public funds to serve more people. By fine tuning the subsidy to the market, we are in a much better place financially despite the direction of the market."*

*"The goal was to help residents to lease up – make them more competitive in the market."*

#### ADDRESSING OR PERPETUATING INEQUALITY

Senior leadership described the policy as one that was intended to shift KCHA away from historical housing policies that unintentionally perpetuated inequity. With a new multi-tiered system, KCHA was offering greater geographic choice to residents by removing economic barriers. Meanwhile, even though staff that work more closely with residents recognized the increased resident choice, they also felt the policy was unequitable in that not all residents receive the same subsidy amount.

Additionally, there was confusion among front-line staff as to why a resident who could be issued a higher voucher amount in a neighborhood they may not be interested in moving to could not also receive that same amount to make their search process easier in a lower priced neighborhood of their choosing.

*"You're giving the people on the lower side a lower amount of money, and the people who choose to live on the East Side more money. It's just not fair...Don't force families to move somewhere they aren't comfortable. Make it better where they live already. Make it equal."*



### 2. Misunderstanding of how payment standard amounts are established.

Historically, fair market rents established by HUD have been set at the area's 40<sup>th</sup> percentile. This system, especially in a diverse market, led to disparities in the value a voucher carried across the region. When shifting to a multi-tiered system, KCHA rigorously analyzed local trends to create groupings of similar market areas while maintaining the 40<sup>th</sup> percentile level within each – a methodology that led to more efficient allocation of resources.

Despite efforts to communicate this methodology and build consensus for the levels assigned to tiers, staff remain largely unconvinced that levels are sufficient in their area markets. There also were misconceptions related to the payment standard amounts. Some believed these values represented actual KCHA expenditures (e.g. housing assistance payments) that perhaps should be redistributed from higher to lower tiers to create greater equity.

*"However many ways we can show [the payment standards rationale] statistically, it doesn't seem to shift staff buy-in."*

*"You should balance it out. Take away from some to give to the others – make it a more even fit."*

This staff sentiment is perhaps a byproduct of 1) a misunderstanding of how and why the levels were established and 2) the fact that the vast majority of residents that staff engage with are from or are searching for housing in lower tiers. While lease up success is not exclusively a function of voucher amount, it is a visible lever for staff. When staff witness clients struggling to find housing where they are searching, yet could be issued a larger subsidy to lease elsewhere, the underlying methodology for how and why payment standards are established becomes vital for staff to support clients during their search process.



### 3. A top-down approach with varying levels of buy-in.

The multi-tiered payment standard policy was brought to KCHA via a top-down approach, led by senior leadership; however, staff buy-in for the policy was acknowledged as paramount from the onset. Initially and still, there exists varying levels of buy-in for the policy among front-line staff. It is clear that the new policy represented not only an operational change in how vouchers were issued, but more notably, a cultural and philosophical shift for the agency that is still evolving.

*"We knew that this policy would not work if we didn't have staff buy-in."*

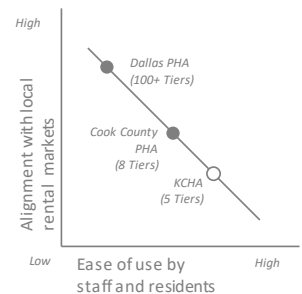
*"It was hard for staff to buy-in when they saw what the payment standards were in tiers 4 and 5. They're incredibly large numbers...it was hard for staff to buy-in that we could provide a subsidy up to that amount."*



### 4. Process for identifying the number of tiers.

During the policy development, KCHA staff conducted site visits and consulted with other public housing authorities that have implemented a multi-tiered payment standard system – some with numerous tiers and others with fewer. In deciding how many tiers to include in KCHA's multi-tiered system, there were two key factors being weighed: 1) ease of use and understandability of the policy by residents and staff and 2) alignment with local rental markets. In considering the number of tiers, KCHA visited and spoke with several PHAs, including Dallas and Chicago to learn about their approach. Figure 10 shows this relationship.

Figure 10: Weighing the #of tiers



### 5. Challenges to simultaneously implementing two significant change projects.

The shift to a five-tier system was accompanied by a database migration project from an outdated MST housing operations management software to a new platform, Tenmast. Both of these projects wielded agency-wide implications, but were most closely felt among Section 8 staff– the staff responsible for implementing the new five-tier payment standards as well as data entry and day-to-day use of the housing operations management software. All staff interviewed recognized these simultaneous transitions as challenging from a time and effort perspective. However, staff also acknowledged that the new Tenmast software was critical to implement the five-tiered payment standards as MST was unable to accommodate such a policy shift.



### 6. Differing perceptions regarding staff ability to communicate the policy to residents.

Front-line staff described the communication of the complexities of the multi-tiered policy to be a challenge (e.g. why would you receive more for living in a different neighborhood?). Some staff also expressed that the forms used to describe payment tiers to clients were at times difficult to understand. Several front-line staff also expressed the desire to have had more training related to the policy change. In contrast, senior management seemed to feel like staff had a good grasp on the policy and how to explain it to residents.

*"The clients were more confused, so you were getting more phone calls."*

*"Give us a little more research on why you feel it will work and how it will benefit all clients... so we can communicate it better to clients."*



### 7. Operationally a breeze to implement.

From a workload perspective, the shift to a multi-tiered system was not administratively burdensome for front-line staff. The change was described as simply a different way of doing business – instead of two there were five. The Tenmast software's ability to structure its interface around zip codes and tiers enabled staff to implement the multi-tiered system with ease.

## Key Themes from Resident Interviews

As sixteen resident interviews were conducted from a pool of more than 1,700 new voucher holders and movers, themes identified from resident interviews are in no way a representative sample of resident experiences; but, these conversations do offer some context for understanding the resident experience and may also suggest further areas for qualitative inquiry. For the analysis that follows, the following rubric was used in categorizing resident knowledge of payment tiers:

Knowledge of tiers	Description
Minimal	<ul style="list-style-type: none"> <li>Reported not receiving paper work, or;</li> <li>Reported receiving paperwork, but understanding of the framework was minimal, or;</li> <li>Made a decision regarding their move without knowledge of tiers.</li> </ul>
Moderate	<ul style="list-style-type: none"> <li>Reported receiving paperwork, but understanding of the framework was mixed.</li> </ul>
Strong	<ul style="list-style-type: none"> <li>Reported receiving paperwork and understanding of the framework was reported.</li> </ul>

### NEW VOUCHER HOLDERS

New voucher holders had the greatest opportunity to learn about the payment tiers as they were engaged in in-person briefings and meetings with housing specialists before pursuing a lease. Understanding of the payment standard framework was mixed among new voucher holders, with some demonstrating a strong and others minimal understanding of the tiered system. At least one new voucher holder from each interview group expressed a desire to live in higher cost areas, with some currently residing in lower cost areas being comfortable remaining in their current neighborhood. At least one new voucher holder from each interview group experienced challenges in finding a unit that wouldn't place them above a 40% rental burden status. This policy often complicated their search and in some cases took them into neighborhoods they did not initially consider. New voucher holders moving into higher cost areas reported their new connections to both the school district and their proximity to work as being key reasons they would like to remain in these areas. Many new voucher holders also expressed challenges in navigating landlord relationships, citing their unwillingness to work with Section 8 vouchers.<sup>17</sup>

Figure 11: Summary of new voucher holder interviews

Households interviewed by leasing cost area	Knowledge of Tiers	Themes (check mark indicates at least one interviewee mentioning the theme)					
		Desired future neighborhood		Reported the 40% rent burden cap as a barrier	Reported schools were reason for moving to or staying	Reported an easier commute was a reason for move	Reported Section 8 discrimination.
		Higher cost area	Lower cost area				
Lower cost n=3	<div></div> Moderate to Strong	✓	✓	✓			
Higher cost n=3	<div></div> Moderate	✓		✓	✓	✓	✓

### NEW VOUCHER HOLDER CASE EXAMPLES

#### DAVIS, A NEW VOUCHER HOLDER THAT LEASED IN S. KING COUNTY | LOWER COST AREA

Davis and his wife resided in Renton prior to receiving their voucher. With a strong understanding of the payment standard amounts, they took a geographically broad approach to their housing search, looking at units from Federal Way to Bellevue. When finding a unit, it was often the case that their voucher amount left them just above a 40% rental burden, sometimes by as little as \$10. Despite this challenge, they were able to lease up in 31 days. In the future, they hope to move to the Eastside because "KCHA is willing to pay more and you can find a better place!"

#### TANIA, A NEW VOUCHER HOLDER THAT LEASED IN REDMOND | HIGHER COST AREA

Tania is a single mother with a 16 year old daughter that moved from Grand Prairie, TX. She managed much of her paperwork and communications with KCHA via fax and phone. She has a brother that lives in Seattle. Initially, she began her search in lower cost areas, and found a unit she was interested in for \$1,300/month. Unfortunately, this put her above the 40% rental burden limit. With limited knowledge of King County, she happened to find a place in Redmond for \$1,900/month where she now resides. Tania is extremely pleased with how things turned out – her daughter is in a fantastic school, and Tania is close to her job. She was confused however, stating "I don't understand why you wouldn't let me move into a lower tier and pay less rent– I'm costing you more money to live in Redmond."

<sup>17</sup> Many communities at this time already had source of income discrimination laws passed, including Bellevue, Kirkland, and Redmond.

## MOVERS

Movers in 2016 received no proactive communication from KCHA related to the new five-tiered payment standards. Their contact with the new policy was dependent upon their initiating a change to their voucher. At that point they were briefed on the new policy. Movers' understanding of the multi-tiered framework varied – those moving within higher cost areas were least familiar, and those moving from lower to higher cost areas were most familiar with the payment tiers. All movers cited their desire to live in higher cost areas. Resident moving from or within lower cost areas also expressed willingness to remain in their neighborhood of origin. Residents moving to or within higher cost areas reported their connection to the area schools as a reason for staying in that neighborhood; some also cited their employment/commute as a move factor. All residents moving from higher to lower cost areas reported increased rent as the reason for their move – a factor that the multi-tiered system aims to alleviate – yet, all wish to move back to higher cost areas in the future. Many movers reported experiencing a period of homelessness as they transitioned between residences. Nearly all reported challenges in navigating landlord relationships, citing their unwillingness to work with Section 8 vouchers.

Figure 12: Summary of mover interviews

		Themes (check mark indicates at least one interviewee mentioning the theme)						
Households interviewed by leasing cost areas	Knowledge of Tiers	Desired future neighborhood		Reported schools were reason for moving to or staying	Reported an easier commute was a reason for move	Reported rising rental costs as reason for move.	Reported homelessness during transition.	Reported the 40% rent burden cap as a barrier
		Higher cost area	Lower cost area					
Lower - Lower n=2	<div><div></div>Moderate</div>	✓	✓					✓
Lower - Higher n=3	<div><div></div>Strong</div>	✓	✓	✓	✓		✓	✓
Higher - Higher n=2	<div><div></div>Minimal</div>	✓		✓				
Higher - Lower n=3	<div><div></div>Moderate</div>	✓				✓	✓	✓

## MOVER CASE EXAMPLES

**MARY, A MOVER FROM AUBURN TO FEDERAL WAY | LOWER – LOWER**

Mary is a single mother with three children ranging from 10 to 19 years of age. The owner of her place in Auburn decided to sell the house, resulting in Mary's search for a new unit. She never fully understood the payment standard tiers, and focused her search exclusively in the Federal Way and Auburn areas. She explained that she didn't think she was qualified to look in other areas, particularly the Eastside. Her kids had to change schools and they are still adjusting to the new environment. In the future she would be interested in higher cost neighborhoods.

**SUSAN, A MOVER FROM SEATAC TO BELLEVUE | LOWER – HIGHER**

Susan is a single mother with two children, ages 3 and 5. She found the Seatac area unsafe, and after completing a culinary program, her job in Redmond drew her to the Bellevue area. During this transition, her family was homeless for a week. She faced steep move-in fees, has an array of expenses from childcare to a car note, and is currently experiencing a more than 50% rental burden. Despite her challenging finances, she is happy with Bellevue – citing the Bellevue School District as a fantastic opportunity for her kids and the neighborhood as gorgeous.

**SOPHIE, A MOVER FROM BELLEVUE TO BELLEVUE | HIGHER – HIGHER**

Sophie is a single mother with two 17 year old children. She has resided in Bellevue since 2005. She had been on a waitlist for an apartment complex she had been eyeing for some time. When a unit became available, she jumped at the opportunity, borrowing money from friends to pay for the fees associated with breaking her lease. She wasn't interested in moving outside of Bellevue and wasn't provided any information about the payment standards prior to planning her move. She wanted her kids to be stable in their final year at Bellevue Public Schools.

**HERBERT, A MOVER FROM BELLEVUE TO RENTON | HIGHER – LOWER**

Herbert is disabled and lives independently. When his rent was due to increase, he decided to move, beginning his search with no knowledge of the new payment standard framework. He chose S. King County because he thought it was an affordable option. He found the move to be stressful and is uncomfortable in his new neighborhood. He would be interested in moving back to Bellevue in the future.

# Outcomes Evaluation

## Overview

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The outcomes evaluation explores potential influences that the multi-tiered payment standard had on new voucher holders and movers between 2015, when there were only two payment tiers, and 2016, when five payment tiers were implemented. To understand the experience of households with children, the following resident subgroups were used in the analysis:

- All new voucher holders
- New voucher holders with children
- All movers
- Movers with children

Within each subgroup, the following characteristics were analyzed:

- Race/ethnicity
- Household area median income
- Household size
- Move distance (when applicable)

A comparison between each subgroup and the overall KCHA voucher population is provided, followed by individual analysis of each subgroup. Additionally, this report explores voucher utilization rates and median days to lease between 2015 and 2016; and finally, the costs associated with implementing a multi-tiered payment standard system are discussed.

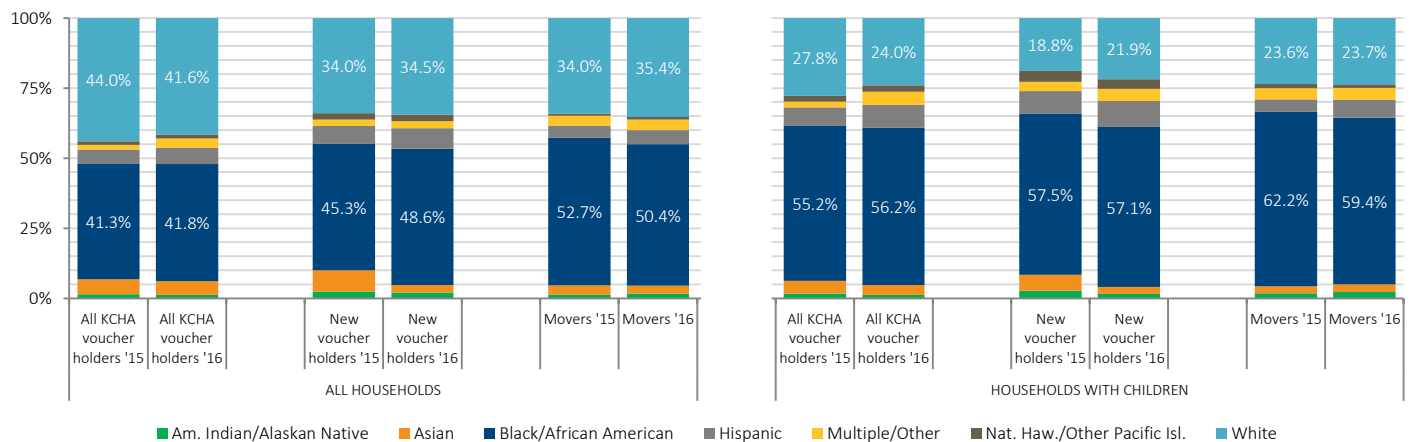
Data tables associated with the outcomes analysis are included as appendices.

## Summary of Demographic Characteristics

### RACE/ETHNICITY

As compared to the total population of KCHA subsidized households, the racial/ethnic composition within the new voucher holder and mover analysis subgroups were comprised of proportionately more Black/African American and less White households. Black/African American households tended to be over-represented among the new voucher and mover subgroups at rates ranging from 1% to 12% as compared to the overall voucher population. The total voucher population comparison group is comprised of year-long and port-in households only.

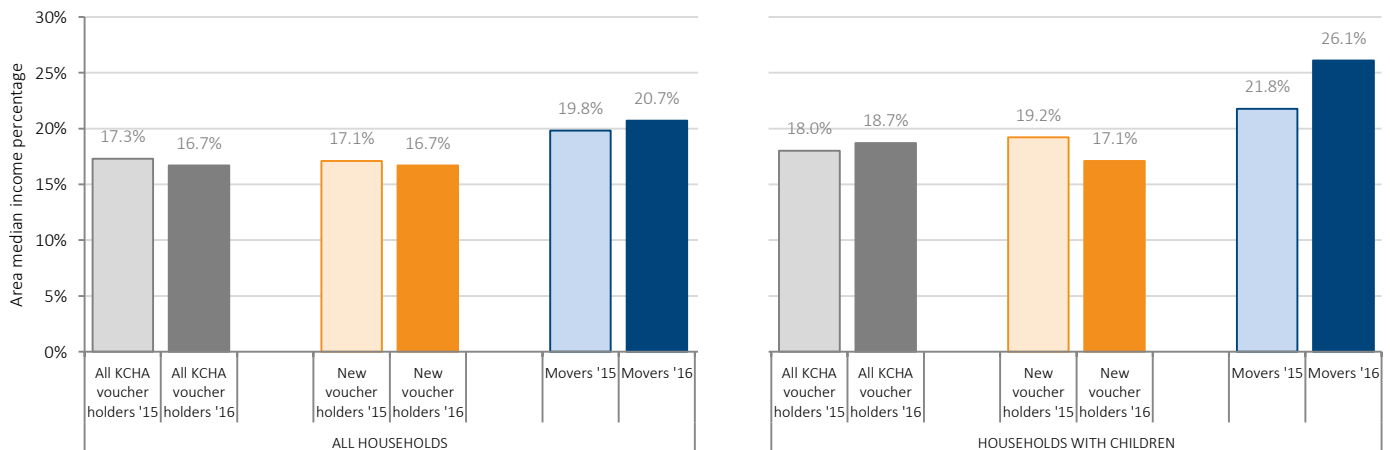
**Figure 13:** Racial/ethnic composition of all KCHA voucher holders, new voucher holders, and movers



### OTHER CHARACTERISTICS: Household size, move distance, and income

The typical KCHA voucher holder had a household size of 2.5 in both 2015 and 2016, with the new voucher holder and mover analysis subgroups ranging from 2.5 to 2.9. The typical mover experienced a move between 3 and 4 miles in distance; however, some moved upwards of 10 to 25 miles. The typical KCHA household is extremely low income, falling below the HUD threshold of 30% AMI. New voucher holders' incomes were similar to that of the typical KCHA household; however, movers, particularly movers with children, had markedly higher incomes.

**Figure 14:** Median incomes for all KCHA voucher holders, new voucher holders, and movers



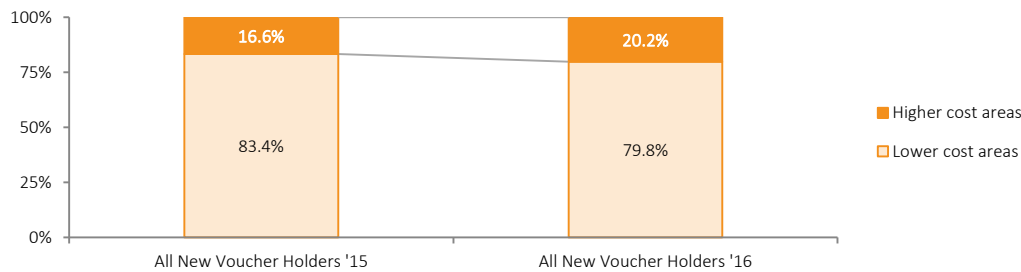


## Leasing Patterns

### ALL NEW VOUCHER HOLDERS

Relative to high cost areas, the distribution of all new voucher holders increased by 4% between 2015 and 2016. Access to higher cost areas increased proportionally among all racial/ethnic subgroups except households identifying as Asian and American Indian/Alaskan Native. New voucher holders' household incomes were 17% of the area median income, with no difference in incomes between households choosing to lease in higher or lower cost areas. Households leasing in lower cost areas tended to have moderately larger household sizes as compared to those leasing in higher cost areas, though this difference narrowed slightly in 2016.

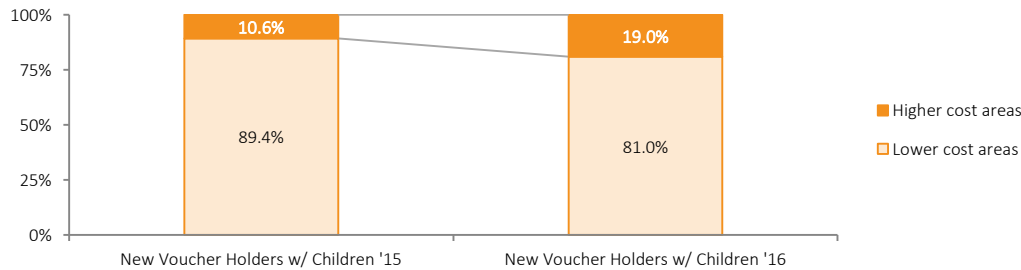
**Figure 15:** Proportional change in leasing location, all new voucher holders, 2015 and 2016



### NEW VOUCHER HOLDERS WITH CHILDREN

Relative to high cost areas, the distribution of all new voucher holders with children increased by 8% between 2015 and 2016. Access to high cost areas increased proportionally among all racial subgroups except households identifying as Multiple/Other. Among families leasing in higher cost areas, household incomes decreased between 2015 and 2016 by 5% relative to AMI, perhaps suggesting the multi-tiered policy removed what were previously financial barriers to accessing higher cost areas. Household sizes remained relatively similar between years, ranging between a household size of three and four.

**Figure 16:** Proportional change in leasing location, new voucher holders with children, 2015 and 2016



Complete data tables for new voucher holders are available in the appendix.

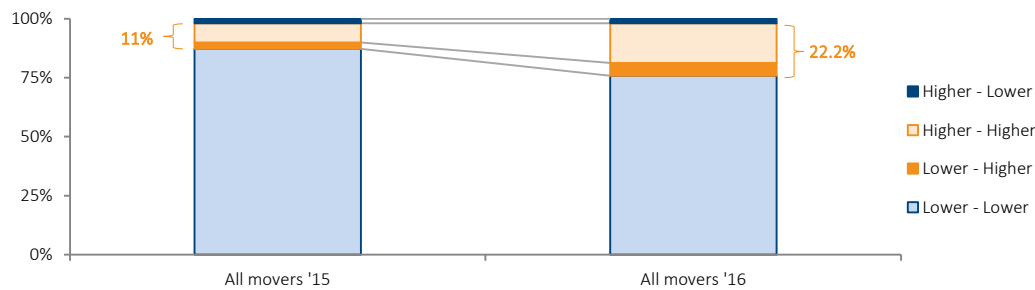
Between 2015 and 2016:

- 1) A greater proportion of NEW VOUCHER HOLDERS leased in higher cost areas (16% vs 20%).
- 2) A greater proportion of NEW VOUCHER HOLDERS WITH CHILDREN leased in higher cost areas (10% vs. 19%) – a relatively larger proportional shift.

## ALL MOVERS

Between 2015 and 2016, the total number of movers increased by 103 households – the largest household increase among all subgroups analyzed. Among movers, 1) moves within lower-cost areas decreased by 11.4%, 2) moves from lower to higher cost areas increased by 2.8%, 3) moves within higher cost areas increased by 8.6%, and 4) there was no change among moves from higher to lower cost areas, holding steady at 2% of all moves. Household incomes among movers were consistent between 2015 and 2016 at 20% of AMI. The typical mover household size remained at roughly 3 members. Median distance moved among the lower to higher cost subgroup increased by 5 miles, while on a whole, median move distance was unchanged at 3.3 miles.

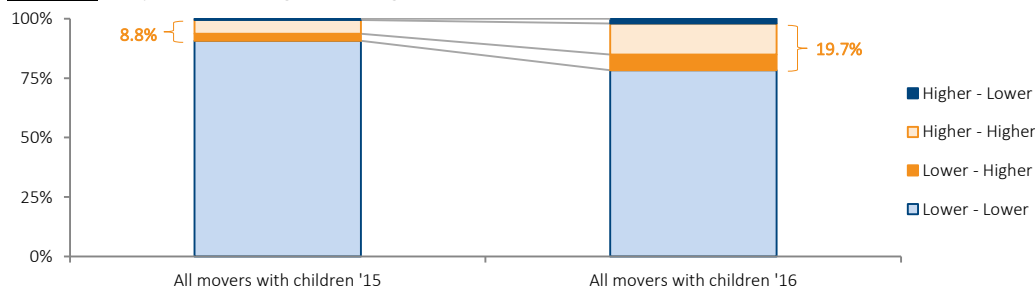
**Figure 17:** Proportional change in leasing location, all movers, 2015 and 2016



## MOVERS WITH CHILDREN

Among movers with children, 1) moves within lower cost areas decreased by 12.4%, 2) moves from lower to higher cost areas increased by 3.3%, 3) moves within higher cost areas increased by 7.6%, and 4) moves from higher to lower cost areas increased by 1.4%. Incomes increased and were also higher as compared to all movers, with the typical mover with children earning 26% of AMI in 2016. The typical household size remained unchanged at 3.8 members. Median distance moved among the lower to higher cost subgroup increased by 8 miles, while on a whole, median move distance was unchanged at 3.5 – 4 miles.

**Figure 18:** Proportional change in leasing location, movers with children, 2015 and 2016



Complete data tables for movers are available in the appendix.

Between 2015 and 2016:

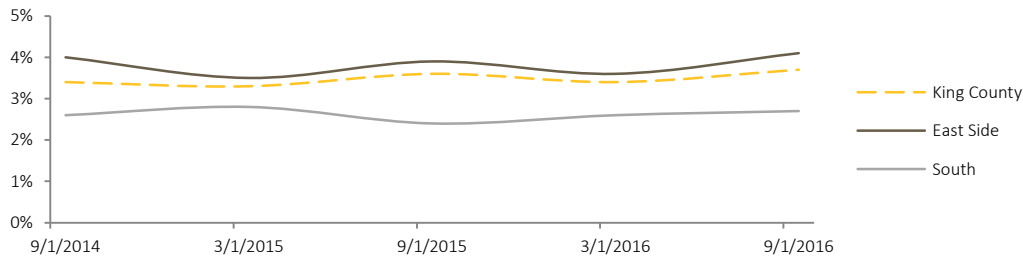
- 1) A greater proportion of **ALL MOVERS** relocated to or within higher cost areas (11% vs. 22%).
- 2) A greater proportion of **MOVERS WITH CHILDREN** relocated to or within higher cost areas (9% vs 20%).
- 3) All racial/ethnic subgroups, except Asian households\*, experienced increased access to higher cost areas.
- 4) Incomes among **MOVERS WITH CHILDREN** were highest of all subgroups analyzed (26% AMI).

*\*Sample size was relatively small (<30 households)*

## Voucher Utilization and Median Days to Lease

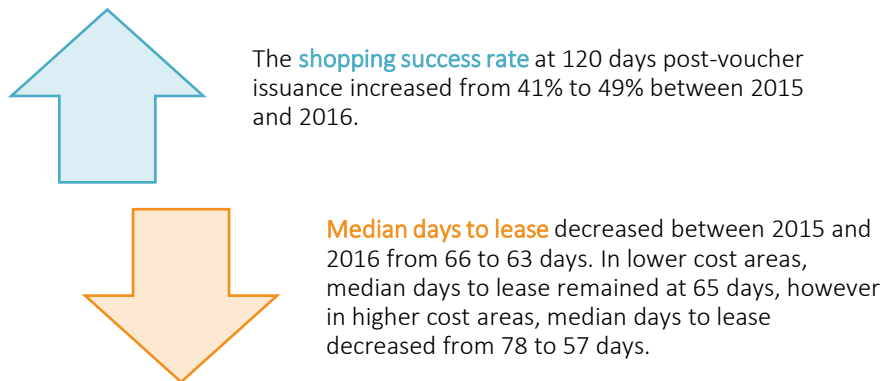
The shopping success rate is defined as the proportion of vouchers issued that have successfully entered a lease at a particular time benchmark (e.g. 120 days since voucher issuance). Many factors may influence a resident's shopping success (e.g. rental market trends, intentional rental search supports, flexible funding to aid in paying arrears etc.). Recent vacancy rates across King County are presented below to put the competitiveness of the local rental market in context.

Figure 19: Recent rental vacancy rates across King County



The payment standard also plays a contributing role in resident's shopping success; though, to isolate the individual influence of the five-tiered payment standard system on resident's shopping success would require a more rigorous analysis and evaluation design. However, shopping success rates, as well median days to lease both showed positive trends between 2015 and 2016.

Figure 20: Shopping success and median days to lease\* trends, 2015 and 2016



\*Because many vouchers issued in 2016 are still searching, median days to lease are comprised of vouchers issued between March and November of 2015 and 2016 that successfully leased within 120 days. Shopping success rates, if compared at 240 days post-voucher issuance, can be compared for a smaller subset of issued vouchers for the time period of March – June of 2015 and 2016. Success rates for 2015 and 2016 at 240 days post-voucher issuance for this smaller subset were 68% and 71%, respectively.

## Cost analysis

### OVERVIEW

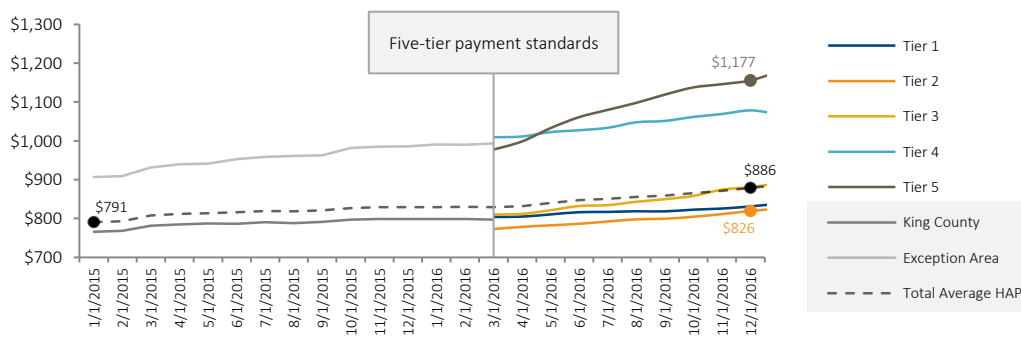
The cost analysis explores the following questions:

1. Recent per household trends: How have KCHA's housing assistance payments (HAP) changed? What are the differences between higher and lower cost areas?
2. Total agency costs: What are the comparative costs associated with serving tenant based voucher holders under a five-tier as compared to a two- or one-tier payment standard system? What are the potential long-term implications of using a multi-tiered system?

### RECENT PER HOUSEHOLD TRENDS

Figure 21 depicts recent HAP trends, showing the disaggregation to a five-tier system in March 2016. Average HAP amounts increased 12% between the January 2015 and December 2016, from \$791 to \$886. The tier five payment standard HAP, depicted in brown, experienced quickest growth at 20% between March and December.

**Figure 21:** Average HAP\* by 2016 multi-tiered payment standard tiers

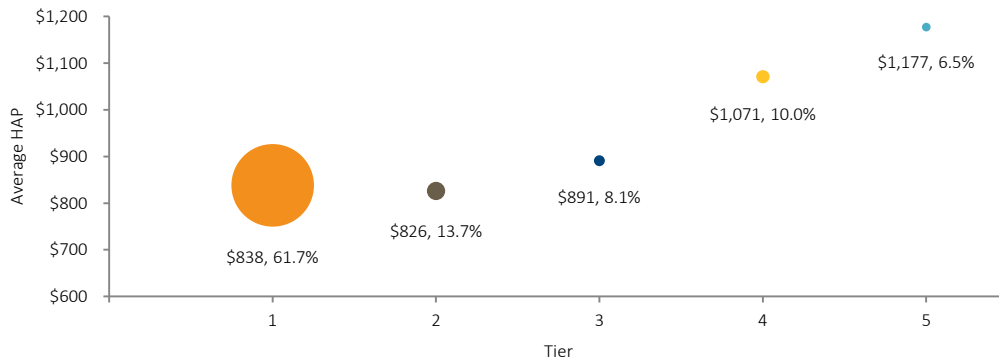


\*HAP values are not standardized by voucher bedroom size (e.g. there may be proportionally a greater number of larger bedroom sizes within tier 1, which could enlarge the average HAP)

Average HAPs at the end of 2016 are depicted in Figure 22. Averages range from just over \$800 to nearly \$1,500; however, the overall average is held at only \$886 due to the large proportion of households residing in lower cost areas (visually depicted in Figure 23). Preliminarily, averages suggest differences between the total voucher population and new voucher holders/movers – specifically, new and moving households, or perhaps households receiving a voucher based on the new five-tier system, are more likely to lease in higher cost areas and generate a higher HAP.

**Figure 22:** Average HAP, December 2016 (point in time)

Cost Areas	All voucher holders n=9,614		New voucher holders n=831		Movers n=908	
	Average HAP	% of households	Average HAP	% of households	Average HAP	% of households
Lower cost areas	\$841	83.5%	\$871	81.2%	\$854	77.6%
Tier 1	\$838	61.7%	\$854	59.4%	\$837	60.1%
Tier 2	\$826	13.7%	\$885	13.5%	\$877	10.2%
Tier 3	\$891	8.1%	\$966	8.3%	\$964	7.3%
Higher cost areas	\$1,113	16.5%	\$1,332	18.8%	\$1,272	22.3%
Tier 4	\$1,071	10.0%	\$1,144	6.6%	\$1,150	12.7%
Tier 5	\$1,177	6.5%	\$1,433	12.2%	\$1,434	9.6%
Total	\$886	100.0%	\$958	100.0%	\$948	100.0%

**Figure 23:** Weighting of average HAP by tier, All voucher holders, end of 2016, n=9,614

\*Circle size corresponds to the proportion of households residing within each respective tier.

#### TOPIC FOR FURTHER INQUIRY: THE EFFECT OF MOBILITY ON HAPs

Currently, as depicted in the 'recent per household trends' cost section above, the majority of KCHA households reside in areas of the County that are relatively less expensive. However, under the new five-tier payment standards, a new array of neighborhood options have become available to KCHA residents, with a potential pattern of mobility to higher cost areas emerging (as noted in the 'leasing patterns' section above). Also, KCHA as an agency is aiming to enable 30% of its households with children to reside in opportunity areas (areas that align strongly with higher cost areas of the County). Future geographic shifts among the resident population are worth further analysis and modeling to better understand the longer-term cost implications of housing greater proportions of households in higher opportunity (i.e. higher cost) areas. To illustrate the potential effect of mobility on HAPs, the figure below uses the 2016 average HAP costs within lower and higher cost areas to demonstrate the hypothetical average HAP KCHA would have incurred in 2016 depending on the proportion of households residing in higher cost areas.

**Figure 24:** Average HAP based on proportion of households residing in higher cost areas (*a hypothetical scenario*)

#### TOTAL AGENCY COSTS

Since it is difficult to know exactly what resident move patterns would be under a different payment standard system, this report makes the following assumptions as a method for thinking about the relative cost implications of implementing a five-tiered payment standard system as compared to the previous two-tiered and HUD's single-tier FMR system:

##### Assumptions

Residents' addresses, rents, and incomes at the end of 2016 are held constant while the payment standards used to administer vouchers are shifted to simulate what the costs would have been under a two- and one-tier payment standard system.

Based on this scenario, Figure 25 depicts estimated average and annual HAP amounts if KCHA were to issue its tenant-based vouchers under a one-, two-, or five-tiered payment standard system. The differences in average HAP translate into significant cost containment when applied to a full year of voucher administration.

Figure 25: Cost comparison of different payment standard systems

Payment Standard System	Avg. HAP*	Annual HAP*
1 Tier System	\$930	\$76,367,880
2 Tier System	\$925	\$75,957,300
5 Tier System	\$915	\$75,136,140
Cost difference relative to 5 Tier System	Avg. per unit per month cost difference	Annual cost difference
1 Tier System	-\$15	-\$1,231,740
2 Tier System	-10	-\$821,160

\*As this portion of the analysis is meant to depict costs to KCHA, HAP values in this table exclude porting households as these HAPs are incurred by the porting housing authority and not KCHA.

KCHA believes these cost estimates to be conservative as a variety of factors are being controlled that could further exaggerate the comparative cost savings, for example:

- Resident mobility as a reaction to a change in the payment standard: If for instance, the payment standards were shifted back to the FMR, many residents in higher cost areas would not be able to afford the rents and would likely be forced to move.
- The rents landlords offer in response to payment standard shifts: Currently, the payment standards in lower cost areas are held below the regional FMR to be better aligned with local area rents; however, if KCHA were to implement a single-tier system based on regional FMR, the payment standard in these areas would be significantly higher, creating a market incentive for landlords to increase their rents.
- The resident contribution towards rent as a proportion of their payment standard: Similar to the landlord scenario above, if residents in lower cost areas have access to a higher payment standard based on the FMR, they too may be incentivized to find more expensive unit that fully utilizes the subsidy amount for which they are eligible.

While these are only three likely factors that could have significant cost implications, these, among others numerous other factors, are held constant in order to simplify the cost analysis above.

**TOPIC FOR FURTHER INQUIRY: THE TIPPING POINT WHEN A FIVE-TIER SYSTEM IS NO LONGER FINANCIALLY SUSTAINABLE**

The five-tier payment standards system appears to be a more cost efficient way of administering vouchers as compared to a one- or two-tier system. However, as noted above, the average HAPs incurred by KCHA could quickly increase if more households choose to reside in higher cost areas of the County. The extent to which KCHA can anticipate mobility trends to and from higher cost areas of the County could have a significant influence on agency budgeting and policy decisions. This hypothetical example explores 1) the cost implications of mobility to higher cost areas, and 2) the rate at which mobility to higher cost areas may occur.

*Cost implications of mobility to higher cost areas*

Based on the assumptions for comparing the costs of administering vouchers under different payment standard systems, implementing a five-tier system as compared to a one-tier system saves an estimated \$1.23M annually. This cost containment is based on the actual distribution at the end of 2016 (19% of all tenant based voucher holders\* living in higher cost areas). To demonstrate how the changes in where KCHA voucher holders live effects overall agency costs, the table below looks at this current household distribution at the end of 2016 and compares that to a hypothetical future distribution that would create an additional \$1.23M in costs (where 24% of all tenant-based voucher holders reside in higher cost areas).

**Figure 26:** Determining the resident distribution (between higher and lower cost areas) at which a five-tier payment standard system is less cost effective than a one-tier system

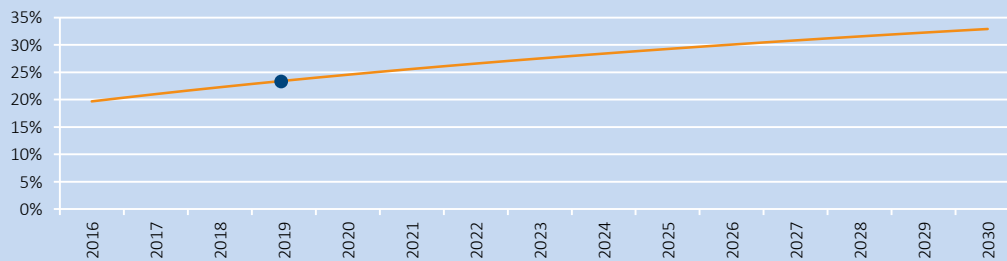
KCHA Househols	2016		Hypothetical future distribution	
	n	%	n	%
Lower cost areas	5,883	81%	5,506	76%
Higher cost areas	1,372	19%	1,749	24%
<i>Total</i>	<i>7,255</i>	<i>100%</i>	<i>7,255</i>	<i>100%</i>
Total costs†	\$77,695,409		\$78,926,785	
Cost saving calculation	\$78,926,785 – \$77,695,409 ≈ <b>\$1.23M</b>			

*†Costs based on an average HAP in higher and lower cost areas of \$841 and \$1,113, respectively.*

*Rate at which mobility to higher cost areas may occur*

To illustrate the rate at which mobility may occur, the household entries and exits from higher cost areas in 2016 were modeled. The figure below, using a single year of resident mobility data from 2016, provides an estimate of the proportion of tenant based households KCHA might expect to reside in higher cost areas in the near future.

**Figure 27:** Projected tenant based households residing in higher cost areas (a hypothetical scenario)



By combining the two hypothetical analyses, a future point in time at which the five-tier payment standard system no longer provides relative cost savings can be estimated. The point at which all households in higher cost areas equals 24%, thereby eliminating the relative cost savings as compared to a one-tier system, may be as early as 2019. This estimate is conservative as it does not consider the additional diminishing annual cost savings as mobility to higher cost areas occurs gradually (i.e. theoretically, a diminishing additional cost savings would accumulate in addition to the year one's \$1.23M). This estimate is based on preliminary data and modeling. To more fully understand mobility trends and their cost implications, a more rigorous cost analysis is recommended.

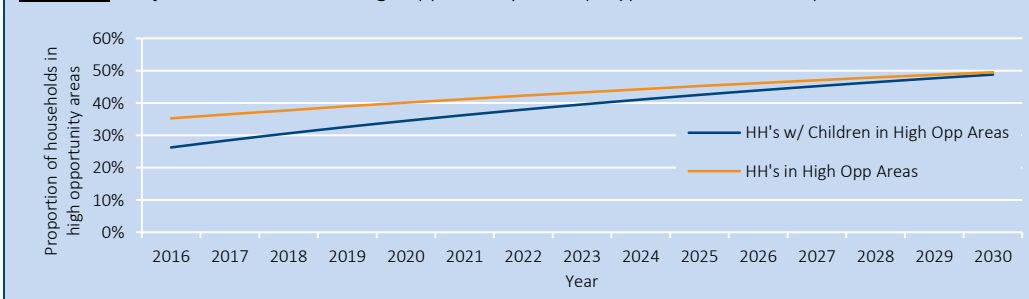
\*As this example is meant to depict costs to KCHA, HAP values in this table exclude porting households as these HAPs are incurred by the porting housing authority and not KCHA.

## Implications

This assessment documents the development and implementation process of KCHA's five-tier payment standard policy, and also offers a preliminary look at residents' experience and leasing outcomes during the first nine months that the five-tier payment standards policy was in place. The findings from this assessment suggest a variety of areas for further consideration, including:

- **Opportunities for enhancing communication to residents:** In the small number of resident interviews conducted among new voucher holders and movers, residents' understanding of the multi-tiered payment standards was varied. As depicted in Figure 8: Communication opportunities between KCHA and residents, KCHA currently has few formal methods of communicating its policies to incoming and existing residents. In light of the varied understanding among residents interviewed and the vast majority of existing residents yet to benefit from the five-tiered policy, these communication points should be scrutinized to ensure KCHA is communicating effectively to its clients.
- **Opportunities to engage staff:** As mentioned, staff buy-in for the multi-tiered policy was mixed. KCHA should explore ways to build broader understanding for the multi-tiered payment standard policy as it is a core agency strategy in promoting geographic choice.
- **Monitoring KCHA's goal of having 30% of families with children residing in high opportunity areas by 2020:** The framework used in this analysis consisted of higher and lower cost areas; however, from a resident outcome perspective, KCHA established its mobility goal using the Kirwan-defined opportunity index as it accounts for a variety of metrics, including health, education, and economic. By geo-coding resident addresses and overlaying them with the opportunity index, similar projections around mobility can be made. Based on the trends of this past year as depicted in the hypothetical projection below, KCHA may expect up to 34% of all residents with children residing in high opportunity areas by 2020.

Figure 28: Projected households in high opportunity areas (a hypothetical scenario)



- **Future evaluation:** This internal assessment suggests several areas where further inquiry would enhance KCHA's understanding of the effects of the five-tier payment standard policy:
  - A more comprehensive understanding of how residents perceive the policy and what challenges or benefits it provides in the leasing process.
  - An understanding of the landlord perspective on the policy, as this was not explored in this internal assessment.
  - A more thorough exploration of the financial implications of the policy, particularly as it relates to financial sustainability while promoting geographic choice across higher and lower cost rental markets.
  - A closer look at the patterns of persistence among families within higher cost areas due to the new payment standard structure.



## Appendix A: King County and payment standard map

Figure 29 depicts KCHA's jurisdiction and categorization of zip codes to the various payment standard tiers. The corresponding payment standard values by bedroom size and tier are represented in Figure 30 below.

Figure 29: Multi-tiered payment standard zip code reference map (as implemented in March 2016)

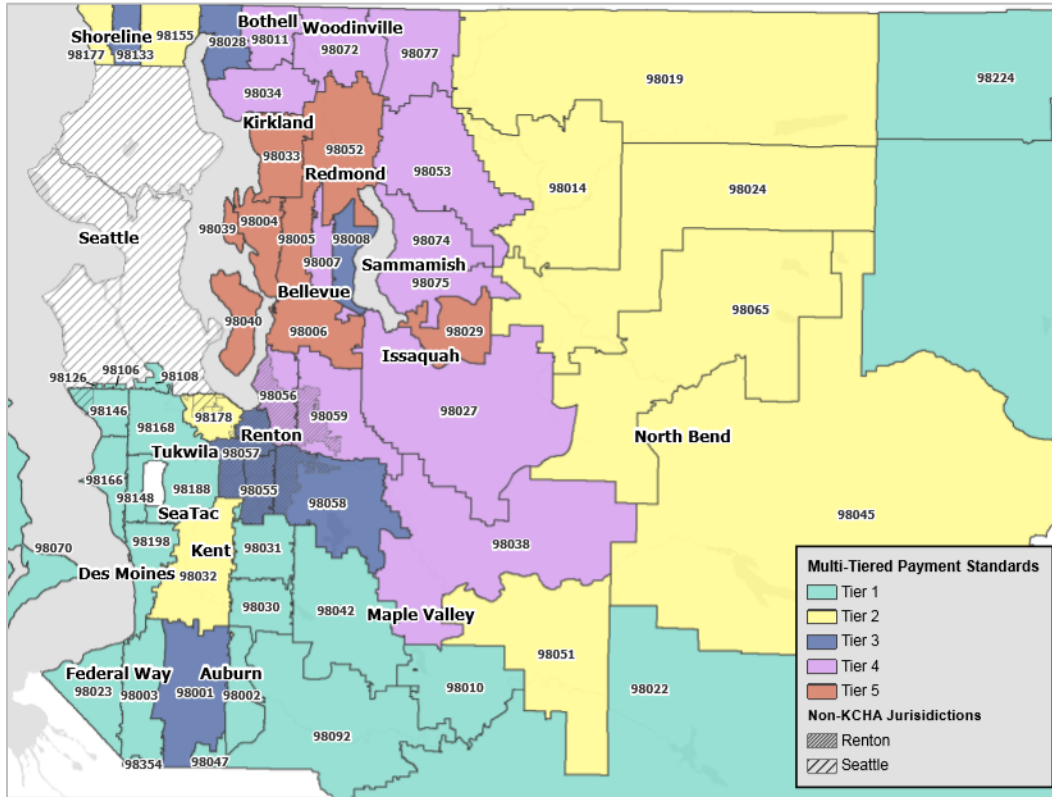


Figure 30: Payment standard amounts by tier (as implemented in March 2016)

Tier	Studios	1 BR	2 BR	3 BR	4 BR	5 BR	6 BR
1	\$795	\$980	\$1,175	\$1,560	\$2,090	\$2,340	\$2,665
2	\$880	\$1,065	\$1,240	\$1,675	\$2,230	\$2,595	\$2,900
3	\$905	\$1,215	\$1,445	\$1,770	\$2,340	\$2,695	\$3,035
4	\$1,225	\$1,430	\$1,655	\$2,005	\$2,605	\$2,995	\$3,385
5	\$1,390	\$1,570	\$1,925	\$2,235	\$2,990	\$3,545	\$3,885

## Appendix B: Tier-to-tier mover patterns

In addition to the low and high cost framework, it can also be helpful to understand moves at a more granular payment tier level. Figure 31 demonstrates moves to and from the five payment tiers.

Figure 31: Tier-to-tier mover patterns

Tier of Origin				Tier of Destination			
Tier 1, moving to...	n	% w/in Tier	% of all movers	Tier 1, coming from...	n	% w/in Tier	% of all movers
1	451	78%	50%	1	451	83%	50%
2	49	9%	5%	2	59	11%	7%
3	39	7%	4%	3	24	4%	3%
4	14	2%	2%	4	7	1%	1%
5	22	4%	2%	5	2	0%	0%
Subtotal	575	100%	64%	Subtotal	543	100%	60%
Tier 2, moving to...				Tier 2, coming from...			
1	59	56%	7%	1	49	53%	5%
2	37	35%	4%	2	37	40%	4%
3	5	5%	1%	3	3	3%	0%
4	2	2%	0%	4	2	2%	0%
5	2	2%	0%	5	1	1%	0%
Subtotal	105	100%	12%	Subtotal	92	100%	10%
Tier 3, moving to...				Tier 3, coming from...			
1	24	45%	3%	1	39	59%	4%
2	3	6%	0%	2	5	8%	1%
3	16	30%	2%	3	16	24%	2%
4	4	8%	0%	4	3	5%	0%
5	6	11%	1%	5	3	5%	0%
Subtotal	53	100%	6%	Subtotal	66	100%	7%
Tier 4, moving to...				Tier 4, coming from...			
1	7	5%	1%	1	14	12%	2%
2	2	2%	0%	2	2	2%	0%
3	3	2%	0%	3	4	3%	0%
4	88	67%	10%	4	88	77%	10%
5	31	24%	3%	5	7	6%	1%
Subtotal	131	100%	15%	Subtotal	115	100%	13%
Tier 5, moving to...				Tier 5, coming from...			
1	2	5%	0%	1	22	25%	2%
2	1	3%	0%	2	2	2%	0%
3	3	8%	0%	3	6	7%	1%
4	7	18%	1%	4	31	36%	3%
5	26	67%	3%	5	26	30%	3%
Subtotal	39	100%	4%	Subtotal	87	100%	10%
<b>Total</b>	<b>903</b>			<b>Total</b>	<b>903</b>		

### MOVE PATTERN SUMMARY

- 81% of moves were initiated from lower cost areas
- 78% of moves ended in lower cost areas
- 76% of moves were within lower cost areas
- 68% of moves were within their respective tier
- 19% of moves were to higher tiers
- 17% of moves were within higher cost areas
- 12% of moves were to lower tiers
- 11% of moves were from a lower cost area to a higher cost area
- 6% of moves were from higher cost to lower cost areas

## Appendix C: Summary of resident demographics

**Figure 32:** Summary of race/ethnicity data for all KCHA voucher holders, new voucher holders, and movers | 2015 and 2016

KCHA Household Type	Am. Indian/Alaskan Native		Asian		Black/African American		Hispanic		Multiple/Other		Nat. Haw./Other Pacific Isl.		White		Total	
	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%
All KCHA voucher holders '15	145	1.5%	531	5.3%	4,116	41.3%	499	5.0%	168	1.7%	122	1.2%	4,380	44.0%	9,961	100%
All KCHA voucher holders '16	119	1.2%	495	4.9%	4,242	41.8%	590	5.8%	339	3.3%	139	1.4%	4,225	41.6%	10,149	100%
All new voucher Holders '15	20	2.3%	65	7.6%	387	45.3%	53	6.2%	20	2.3%	19	2.2%	290	34.0%	854	100%
All new voucher holders '16	17	2.0%	23	2.8%	404	48.6%	60	7.2%	21	2.5%	19	2.3%	287	34.5%	831	100%
All movers '15	11	1.4%	26	3.2%	424	52.7%	35	4.3%	28	3.5%	7	0.9%	274	34.0%	805	100%
All movers '16	15	1.7%	26	2.9%	458	50.4%	46	5.1%	34	3.7%	8	0.9%	321	35.4%	908	100%
KCHA voucher holders with children '15	73	1.7%	194	4.5%	2,367	55.2%	284	6.6%	91	2.1%	84	2.0%	1,192	27.8%	4,285	100%
KCHA voucher holders with children '16	52	1.2%	152	3.5%	2,427	56.2%	351	8.1%	202	4.7%	98	2.3%	1,037	24.0%	4,319	100%
New voucher holders with children '15	11	2.7%	24	5.8%	238	57.5%	33	8.0%	14	3.4%	16	3.9%	78	18.8%	414	100%
New voucher holders with children '16	7	1.6%	11	2.5%	253	57.1%	41	9.3%	19	4.3%	15	3.4%	97	21.9%	443	100%
Movers with Children '15	9	1.8%	12	2.4%	306	62.2%	22	4.5%	20	4.1%	7	1.4%	116	23.6%	492	100%
Movers with Children '16	11	2.2%	14	2.8%	296	59.4%	32	6.4%	21	4.2%	6	1.2%	118	23.7%	498	100%

**Figure 33:** Summary of other household characteristics for all KCHA voucher holders, new voucher holders, and movers | 2015 and 2016

KCHA Household Type	Median AMI	Average HH Size	Median move distance (miles)
All KCHA voucher holders '15	17.3%	2.5	N/A
All KCHA voucher holders '16	16.7%	2.5	N/A
All New Voucher Holders '15	17.1%	2.6	N/A
All New Voucher Holders '16	16.7%	2.5	N/A
All Movers '15	19.8%	2.9	3.31
All Movers '16	20.7%	2.8	3.38
KCHA voucher holders with Children '15	18.0%	4.0	N/A
KCHA voucher holders with Children '16	18.7%	4.0	N/A
New Voucher Holders with Children '15	19.2%	4.1	N/A
New Voucher Holders with Children '16	17.1%	3.7	N/A
Movers with Children '15	21.8%	3.8	3.31
Movers with Children '16	26.1%	3.8	3.38

## Appendix D: Leasing pattern data tables

Figure 34: All new voucher holder leasing patterns

	Lower cost areas		Higher cost areas		Total		Proportional shift relative to higher cost areas	
	n	%	n	%	n	%		
All New Vouchers '15	712	83.4%	142	16.6%	854	100%	↑	3.6%
All New Vouchers '16	663	79.8%	168	20.2%	831	100%		
Am. Indian/Alaskan Native '15	16	80.0%	4	20.0%	20	100%	↓	-2.4%
Am. Indian/Alaskan Native '16	14	82.4%	3	17.6%	17	100%		
Asian '15	38	58.5%	27	41.5%	65	100%	↓	-24.1%
Asian '16	19	82.6%	4	17.4%	23	100%		
Black/African American '15	361	93.3%	26	6.7%	387	100%	↑	4.9%
Black/African American '16	357	88.4%	47	11.6%	404	100%		
Hispanic '15	45	84.9%	8	15.1%	53	100%	↑	13.2%
Hispanic '16	43	71.7%	17	28.3%	60	100%		
Multiple/Other '15	16	80.0%	4	20.0%	20	100%	≈	-1.0 %
Multiple/Other '16	17	81.0%	4	19.0%	21	100%		
Nat. Haw. /Other Pacific Isl. '15	19	100.0%	0	0.0%	19	100%	↑	15.8%
Nat. Haw./Other Pacific Isl. '16	16	84.2%	3	15.8%	19	100%		
White '15	217	74.8%	73	25.2%	290	100%	↑	6.2%
White '16	197	68.6%	90	31.4%	287	100%		
Median AMI '15	17.5%		14.8%		17.1%		≈	-0.2%
Median AMI '16	17.2%		14.6%		16.7%			
Average HH Size '15	2.8		2.0		2.6		≈	0.3
Average HH Size '16	2.6		2.3		2.5			

## Appendix D continued: Leasing pattern data tables

Figure 35: All new voucher holder with children leasing patterns

	Lower cost areas		Higher cost areas		Total		Proportional shift relative to higher cost areas	
	n	%	n	%	n	%		
New Vouchers w/ Children '15	370	89.4%	44	10.6%	414	100%	↑	8.4%
New Vouchers w/ Children '16	359	81.0%	84	19.0%	443	100%		
Am. Indian/Alaskan Native '15	10	90.9%	1	9.1%	11	100%	↑	5.2%
Am. Indian/Alaskan Native '16	6	85.7%	1	14.3%	7	100%		
Asian '15	20	83.3%	4	16.7%	24	100%	↑	1.5%
Asian '16	9	81.8%	2	18.2%	11	100%		
Black/African American '15	224	94.1%	14	5.9%	238	100%	↑	5.6%
Black/African American '16	224	88.5%	29	11.5%	253	100%		
Hispanic '15	28	84.8%	5	15.2%	33	100%	↑	19.0%
Hispanic '16	27	65.9%	14	34.1%	41	100%		
Multiple/Other '15	11	78.6%	3	21.4%	14	100%	↓	-5.6%
Multiple/Other '16	16	84.2%	3	15.8%	19	100%		
Nat. Haw./Other Pacific Isl. '15	16	100.0%	0	0.0%	16	100%	↑	6.7%
Nat. Haw./Other Pacific Isl. '16	14	93.3%	1	6.7%	15	100%		
White '15	61	78.2%	17	21.8%	78	100%	↑	13.3%
White '16	63	64.9%	34	35.1%	97	100%		
Median AMI '15	19.3%		17.5%		19.2%		↓	-5.3%
Median AMI '16	17.8%		12.2%		17.1%			
Average HH Size '15	4.1		3.6		4.1		≈	0.3
Average HH Size '16	3.8		3.3		3.7			

## Appendix D continued: Leasing pattern data tables

Figure 36: All mover leasing patterns

	Lower-Lower Cost		Lower-Higher Cost		Higher-Higher Cost		Higher-Lower Cost		Total		Proportional shift from lower to higher cost areas		Proportional shift to or within higher cost areas	
	n	%	n	%	n	%	n	%	n	%				
All movers '15	702	87.2%	22	2.7%	65	8.1%	16	2.0%	805	100%	↑	2.8%	↑	11.2%
All movers '16	688	75.8%	50	5.5%	152	16.7%	18	2.0%	908	100%				
Am. Indian/Alaskan Native '15	11	100%	0	0.0%	0	0.0%	0	0.0%	11	100%	↑	6.7%	↑	13.1%
Am. Indian/Alaskan Native '16	11	73.3%	1	6.7%	2	13.3%	1	6.7%	15	100%				
Asian '15	18	69.2%	2	7.7%	5	19.2%	1	3.8%	26	100%	↓	-7.7%	↑	23.1%
Asian '16	13	50.0%	0	0.0%	13	50.0%	0	0.0%	26	100%				
Black/African American '15	402	94.8%	7	1.7%	11	2.6%	4	0.9%	424	100%	↑	3.4%	↑	23.1%
Black/African American '16	405	88.4%	23	5.0%	24	5.2%	6	1.3%	458	100%				
Hispanic '15	31	88.6%	1	2.9%	3	8.6%	0	0.0%	35	100%	↑	5.8%	↑	25.5%
Hispanic '16	28	60.9%	4	8.7%	13	28.3%	1	2.2%	46	100%				
Multiple/Other '15	28	100%	0	0.0%	0	0.0%	0	0.0%	28	100%	↑	5.9%	↑	38.2%
Multiple/Other '16	21	61.8%	2	5.9%	11	32.4%	0	0.0%	34	100%				
Nat. Haw. /Other Pacific Isl. '15	7	100%	0	0.0%	0	0.0%	0	0.0%	7	100%	≈	0.0	↑	12.5%
Nat. Haw./Other Pacific Isl. '16	7	87.5%	0	0.0%	1	12.5%	0	0.0%	8	100%				
White '15	205	74.8%	12	4.4%	46	16.8%	11	4.0%	274	100%	↑	1.9%	↑	12.5%
White '16	203	63.2%	20	6.2%	88	27.4%	10	3.1%	321	100%				
Median AMI '15	19.6%		14.9%		24.1%		14.3%		19.7%		↑	5.8%	≈	0.9%
Median AMI '16	21.3%		20.7%		19.7%		25.4%		20.7%					
Average HH Size '15	2.9		2.9		2.3		2.0		2.9		≈	0.04	≈	-0.09
Average HH Size '16	2.8		2.9		2.4		2.6		2.8					
Median move distance (miles) '15	3.27		11.6		1.8		7.33		3.31		↑	4.92	≈	0.5
Median move distance (miles) '16	3.63		16.52		0.09		8.09		3.38					

## Appendix D continued: Leasing pattern data tables

Figure 37: Movers with children leasing patterns

	Lower-Lower Cost		Lower-Higher Cost		Higher-Higher Cost		Higher-Lower Cost		Total		Proportional shift from lower to higher cost areas		Proportional shift to or within higher cost areas	
	n	%	n	%	n	%	n	%	n	%				
All movers '15	446	90.7%	16	3.3%	27	5.5%	3	0.6%	492	100%	↑	3.4%	↑	10.9%
All movers '16	390	78.3%	33	6.6%	65	13.1%	10	2.0%	498	100%				
Am. Indian/Alaskan Native '15	9	100%	0	0.0%	0	0.0%	0	0.0%	9	100%	≈	0.0%	↑	18.2%
Am. Indian/Alaskan Native '16	8	72.7%	0	0.0%	2	18.2%	1	9.1%	11	100%				
Asian '15	10	83.3%	1	8.3%	1	8.3%	0	0.0%	12	100%	↓	-8.3%	↑	19.0%
Asian '16	9	64.3%	0	0.0%	5	35.7%	0	0.0%	14	100%				
Black/African American '15	290	94.8%	7	2.3%	7	2.3%	2	0.7%	306	100%	↑	4.1%	↑	6.6%
Black/African American '16	260	87.8%	19	6.4%	14	4.7%	3	1.0%	296	100%				
Hispanic '15	20	90.9%	0	0.0%	2	9.1%	0	0.0%	22	100%	↑	9.4%	↑	34.7%
Hispanic '16	17	53.1%	3	9.4%	11	34.4%	1	3.1%	32	100%				
Multiple/Other '15	20	100%	0	0.0%	0	0.0%	0	0.0%	20	100%	↑	9.5%	↑	28.6%
Multiple/Other '16	15	71.4%	2	9.5%	4	19.0%	0	0.0%	21	100%				
Nat. Haw. /Other Pacific Isl. '15	7	100%	0	0.0%	0	0.0%	0	0.0%	7	100%	≈	0.0%	≈	0.0%
Nat. Haw./Other Pacific Isl. '16	6	100%	0	0.0%	0	0.0%	0	0.0%	6	100%				
White '15	90	77.6%	8	6.9%	17	14.7%	1	0.9%	116	100%	≈	0.7%	↑	10.7%
White '16	75	63.6%	9	7.6%	29	24.6%	5	4.2%	118	100%				
Median AMI '15	21.2%		11.1%		28.4%		14.1%		21.5%		↑	11.6%	≈	0.9%
Median AMI '16	26.9%		22.6%		23.3%		30.0%		26.5%					
Average HH Size '15	3.8		3.4		3.5		4.7		3.8		≈	0.2	≈	-0.1
Average HH Size '16	3.9		3.6		3.6		3.5		3.8					
Median move distance (miles) '15	3.5		7.9		1.6		18.6		3.5		↑	8.2	↑	2.4
Median move distance (miles) '16	4.0		16.1		1.4		7.1		4.0					

## Appendix E: Methodology for determining tiers & payment standards

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The methodology used to determine the configuration of the KCHA's ZIP code-based payment standards system in 2016 had three main components: 1) determining the 40<sup>th</sup> percentile rent levels in each ZIP code, 2) grouping ZIP codes into tiers, and 3) setting the payment standard levels.

### 1. Determine ZIP code-level 40<sup>th</sup> percentile rents

The payment standard analysis and final payment standard amounts were primarily based on third party data from a local real estate research firm, Dupre Scott. The report from Dupre Scott provides the 40<sup>th</sup> percentile gross rent estimates for each ZIP code in KCHA's jurisdiction – the intention is to create a version of HUD's Small Area Fair Market Rents (SAFMR) using local (rather than American Community Survey) data. ZIP codes were ranked based on the estimated two bedroom 40<sup>th</sup> percentile rent, as the survey of two bedroom units had the largest sample size. The Dupre Scott data was complimented by data from Apartment Insights, HUD's own Small Area Fair Market Rents, and voucher lease-up data. When warranted, 40<sup>th</sup> percentile rent estimates with small sample sizes were adjusted based on the supplemental sources. By using a local rent survey, KCHA had the advantage of allowing for unique bedroom size ratios (i.e. the proportional dollar value difference between bedroom sizes) for each ZIP code and tier, whereas the SAFMR methodology, due to sample size issues, extrapolates from regional data and uses uniform bedroom size ratios for all ZIP codes in a region.

### 2. Determine the Number of Tiers

Staff then analyzed a number of ways to group the ZIP codes, generally limiting the analysis to between four and eight tiers. The groupings balanced the desire to 1) minimize 40<sup>th</sup> percentile rent variance within a tier, and 2) maintain some amount of geographic cohesion. ZIP codes were grouped primarily through the natural breaks (or Jenks) methodology, which minimizes variance. A five-tiered system was determined to have a moderate cost relative to having an option with more tiers, while also being administratively feasible to implement for staff and residents.

### 3. Set Payment Standard Levels

Staff then created a weighted average for each bedroom size based on the 40<sup>th</sup> percentile rent amounts and the survey's sample size. This methodology pulls the final payment standard amount towards the ZIP codes with a larger inventory of units. The payment standard amounts were then compared to recent lease-up trends and historical bedroom size ratios. Ultimately, the amounts were then trended forward to account for increased rents since the time of the survey.



# Community Choice Program

FINAL PROGRAM EVALUATION

BERK CONSULTING prepared for KCHA

# 1.0 Program Overview and Broader Contexts

## 1.1. SUMMARY OF THE CCP PROGRAM

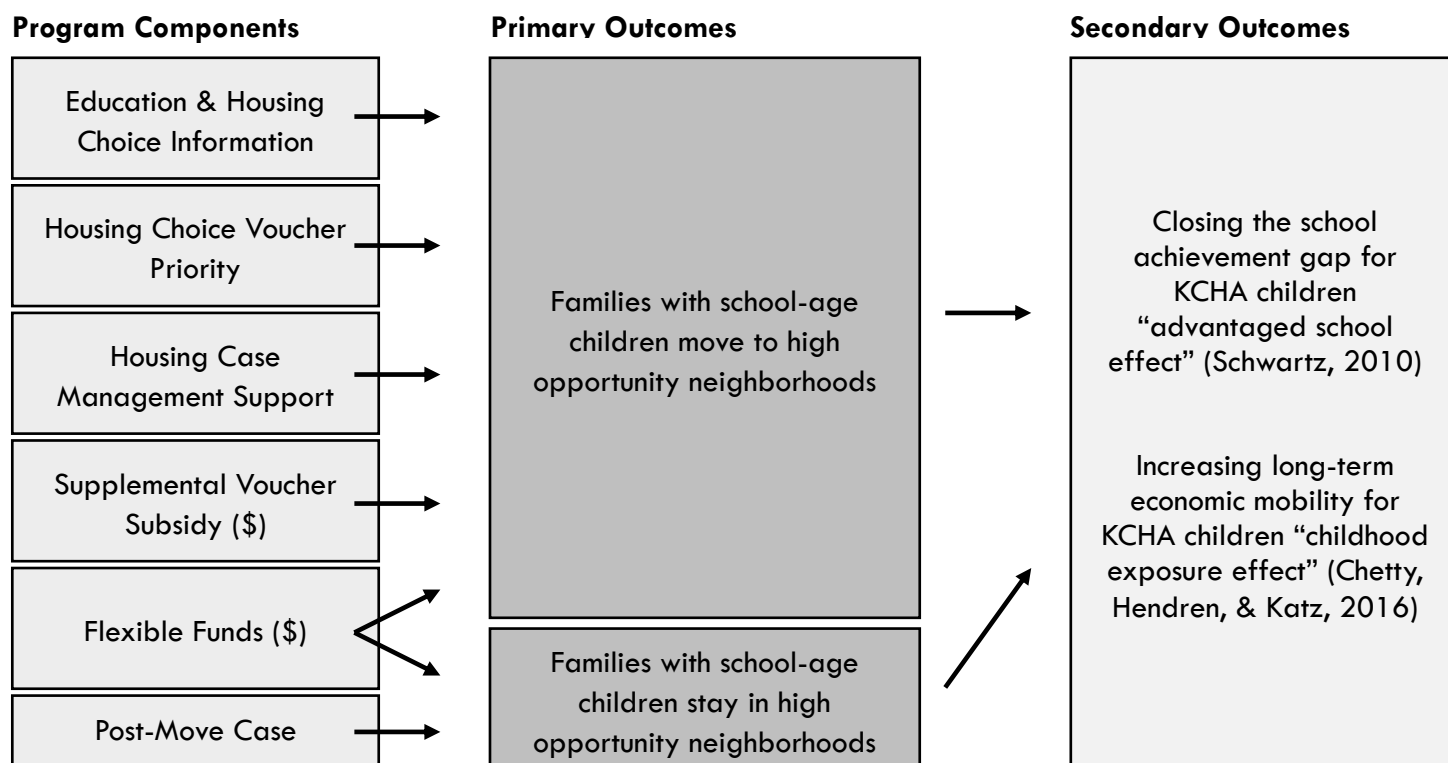
The Community Choice Program (CCP) is a housing mobility program piloted by the King County Housing Authority (KCHA) that provides counseling and support to families with school-age children looking to relocate with a federal Housing Choice Voucher. The program encourages families to consider education opportunity as part of their relocation decision-making, and provides additional subsidies and housing search support that allows these families to afford housing in high educational opportunity areas.

The program began design in 2013 and was implemented from 2014 through 2017.

### *Primary Goals and Secondary Outcomes*

The primary goal of CCP was to facilitate long-lasting moves by public housing client families with school-aged children to high-opportunity neighborhoods and schools. As supported by the existing literature, the program hypothesizes that secondary benefits in academic achievement and economic mobility become available to families the longer they stay in high-opportunity neighborhoods and schools.

### *Theory of Change*



**Exhibit 1 Program Theory of Change**

## 1.2. THE HOUSING MOBILITY CONTEXT

### *Why Housing Mobility?*

The place where a low-income family lives matters for a range of economic, health, and educational reasons. Research to understand more fully how place affects family and individual outcomes has been underway for the last several decades. While the evidence is mixed on adult outcomes, evidence of positive long-term effects for children in families that move has been growing. Given the importance of place for children's outcomes, a major policy choice rests between (1) improving low-opportunity neighborhoods to better serve families with young children, or (2) moving families to higher opportunity neighborhoods; the CCP program pilots and tests the latter.

In a study of low-income children in public housing in Montgomery County (a Washington DC suburb), Heather L. Schwartz (2010) found that children in low-poverty schools were able to close the achievement gap in reading and math over a seven-year period compared to their peers who were assigned to moderate- or high-poverty schools. These gains were attributed in part to the neighborhood, but mostly to the effect of attending a low-poverty school, the “advantaged school effect”. More recently, a new set of results from the five-city Moving to Opportunity (MTO) experiment run by the U.S. Department of Housing and Urban development (1994-1998) demonstrated long-term positive increases in adult earnings for children who moved as a part of this program. This research identified a “childhood exposure effect” on economic mobility that indicated additional adult earnings for every year a child spends in a better environment, a total improvement in lifetime earnings of \$302,000. Not only are adult earnings higher, but the likelihood of college attendance is increased and the probability of a teenage birth is decreased (Chetty, Hendren, & Katz, 2016).

As the evidence continues to confirm that “high-opportunity” places have demonstrable positive impacts for children, inquiry is beginning to shift to what it takes to get low-income families into those areas and to ensure a family's success once there. This question begs close examination of the mobility programs that have attempted to achieve these positive moves, and their strategies and relative successes.

We have abundant qualitative indication from existing mobility programs about what factors may induce or inhibit these moves, and what factors contribute to retention. For example, David Varady highlighted proximity to relatives, friends, and services as critical factors in neighborhood choice (Varady, 2003). Transportation options, proximity to work, quality of home or unit, the competitiveness of the housing market (and the relative value of Housing Choice Vouchers), and landlord resistance to accepting vouchers in opportunity areas are other factors. In addition, the short-term administrative and time-burden of entering a housing search in the absence of push factors (such as an expiring lease) can create an inertia that is difficult to overcome. KCHA's Community Choice Program aims to take this exploration further as documented in this report.

### 1.3. THE KING COUNTY CONTEXT

King County Housing Authority manages over 11,000 Housing Choice Voucher subsidies in King County across a large and diverse geographic area encompassing thirty-seven cities and unincorporated areas.<sup>1</sup>

In a pattern consistent with that found by public housing authorities across the country, KCHA found that its voucher holders tended to concentrate in lower opportunity neighborhoods, where market rents are lower. This is illustrated by KCHA voucher density in Exhibit 2.

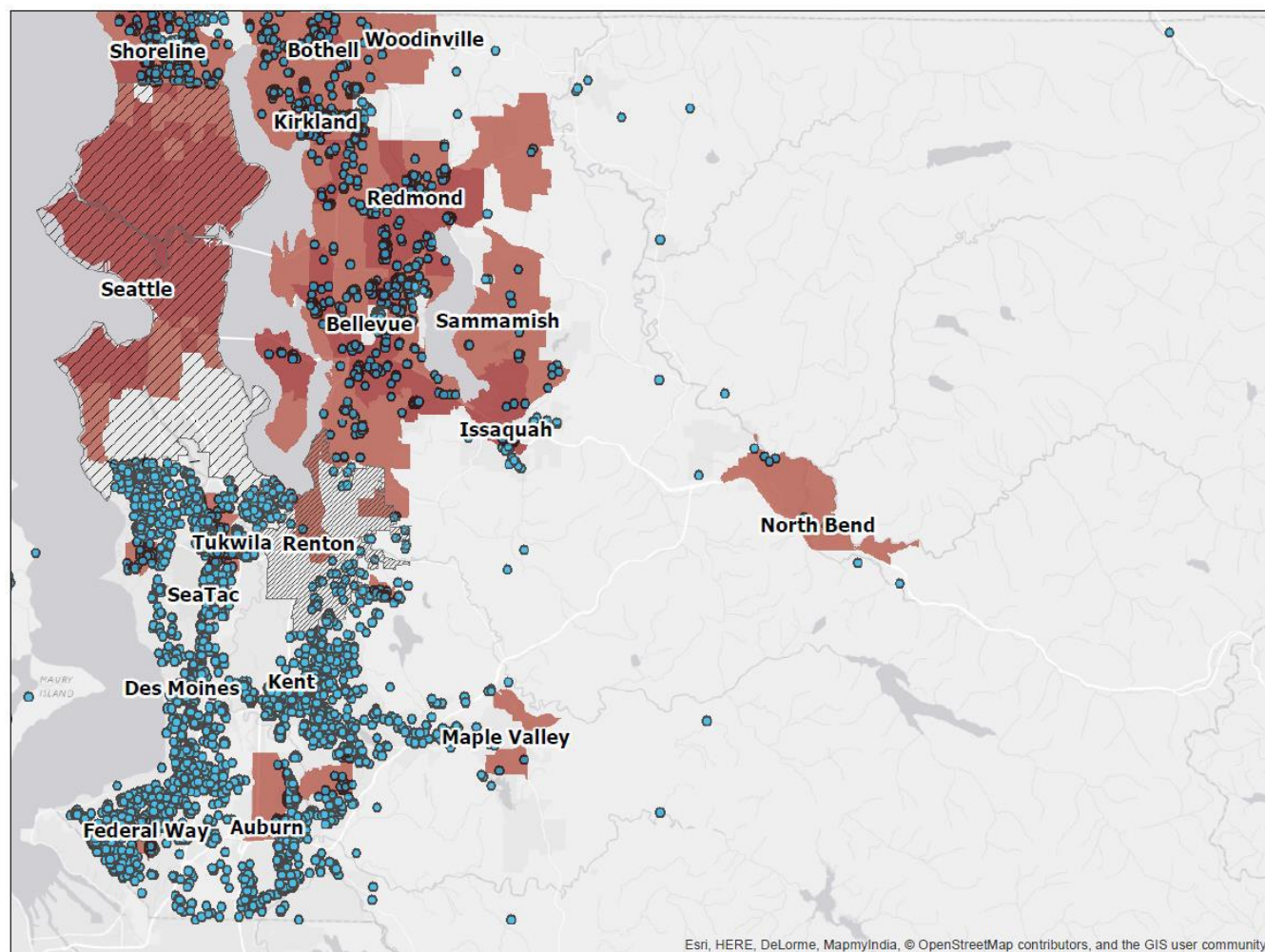
To counter this prevailing pattern, the housing authority has, for the last several years, intentionally developed strategies to increase the geographic choice for the low-income families it serves. These strategies include the direct purchase of multifamily properties in higher opportunity areas, partnerships to encourage developers to build more affordable housing in those areas, and policy actions to allow multi-tiered housing choice voucher payment standards to reflect local variation in market rents.

One of KCHA's strategies to provide more geographic choice was the Community Choice program. Motivated by positive findings in the housing mobility literature and KCHA's increased focus on improving educational outcomes for children and youth in families using their services, this pilot program aims to help Housing Choice Voucher (HCV) holders with school-aged children make informed housing choices that factor in neighborhood and school quality, and access high-opportunity neighborhoods and schools.

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<sup>1</sup> The City of Seattle and the City of Renton in King County are each served by a separate housing authority.

**Exhibit 2 KCHA Voucher Density (blue dots) by Kirwan Institute Opportunity Areas (in red)**



Note: City of Seattle served by Seattle Housing Authority (slashed area).

In March 2016, KCHA's Board of Commissioners passed a 5-tiered payment standard system, replacing the existing 2-tier system. These standards were developed to better align the rent ceilings allowed under the Housing Choice Voucher program to local market conditions by zip code, with Tier 5 representing the most expensive, and typically highest-opportunity areas. An analysis of the distribution of voucher holders at the time of the new payment standards adoption revealed that this concentration of families is even more drastic for Housing Choice Voucher holding families with children. While 20% of all voucher holders are in Tiers 4 and 5, only 17% of those with children are in those areas. Families with children are more likely to be residing in the Tier 1 zip codes.

**Exhibit 3 Distribution of KCHA Housing Choice Voucher Holders by Payment Standard Tier**

HCV Households by Payment Standard Tier	% of all HCV (11,686)	% of all HCV Families with Children (5,394)
Tier 1	59%	63%
Tier 2	13%	12%
Tier 3	8%	7%

Tier 4	13%	11%
Tier 5	7%	6%

(King County Housing Authority, 2016)

Note: KCHA moved from a 2-tier to a 5-tier payment standard in March 2016. Tiers 4 & 5 were adopted as the definition of the Opportunity Area for the purpose of CCP soon after.

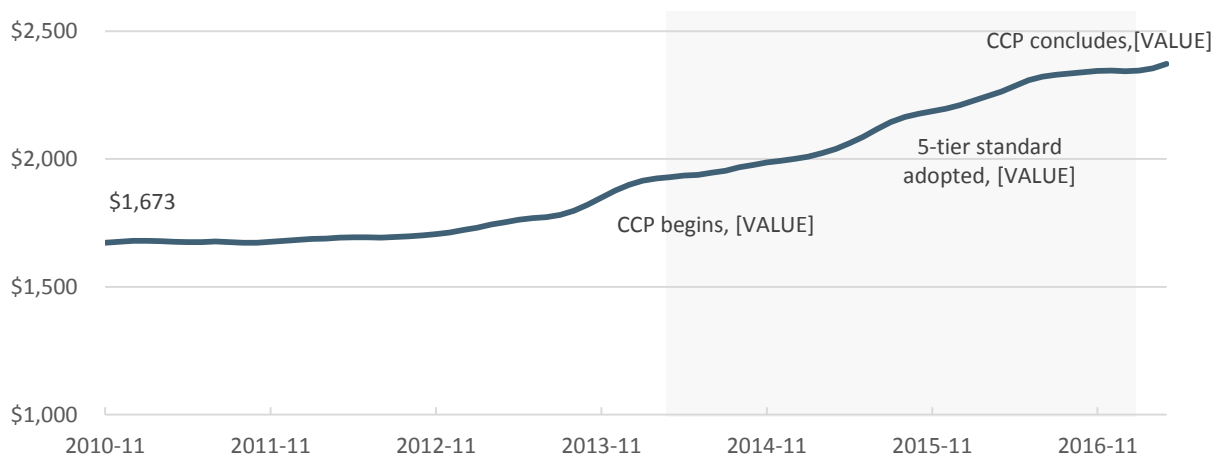
### *The Community Choice Program and Population*

Situated in the landscape of some of the most well-known housing mobility programs, the Community Choice program has some key points of contrast that should be highlighted before the program can be fully understood.

- **Public Housing Authority (PHA) Motivation.** The Community Choice Program is a Public Housing Authority-initiated program in close alignment with a broader, long-term geographic choice strategy. In contrast, some of the most studied mobility programs have been compulsory programs resulting from legal action against PHAs (i.e., *Gautreaux et al. v. Chicago Housing Authority, 1976; Thompson v. HUD, 1996*).
- **Academic Definition of Opportunity Area.** CCP's selection of Opportunity Areas prioritized those with high quality elementary schools as well as an index of opportunity criteria combining 22 indicators across education, economic health, housing and neighborhood quality, mobility and transportation, and health and environmental domains. CCP later de-emphasized the school-based definition and moved to one based on payment standard tiers (in turn based on average rents) as discussed in Opportunity Area Definition on page 13.
  - The Dallas Inclusive Communities Project shares an emphasis with CCP on high performing schools, defining those as places where elementary schools have met Texas Department of Education Standards and where high schools have a 90% or greater four-year graduation rate.
  - Other well-known programs have used demographic determinants, such as percent African American (Gatreux and Baltimore Housing Mobility Program), and poverty levels (Moving to Opportunity, Baltimore Housing Mobility Program, Chicago Housing Choice Partners), and concentration of public housing (Baltimore Housing Mobility Program and Chicago Housing Choice Partners).
- **PHA Service Area.** KCHA's jurisdiction includes 37 suburban cities and towns. In many other housing mobility programs, the relevant housing authority covers one metropolitan area (Baltimore, Chicago, Dallas). The suburban KCHA communities, opportunity or non-opportunity, typically experience lower crime rates than in Baltimore or Chicago. The Gatreux program in particular was focused on high-density urban to suburban moves. The CCP moves are probably best characterized as suburban-to-suburban moves.
- **Population.** In contrast to other mobility programs' service population, KCHA's population has a high proportion of immigrant and refugee families and English-language learners. While this presents unique challenges – such as immigration status, language barriers, and on average larger family sizes – other identified barriers to moves, such as entrenched social networks, may be less present.

- **Participant Selection.** While KCHA advertises the availability of the program broadly to all eligible families, participating families ultimately self-select into enrollment and persistence throughout the program. Some other programs including the much-studied Moving to Opportunity program, have used randomized assignment for the initial offer to participate.
- **Housing Market.** Vacancy rates in the local housing market are associated with increased opportunity moves (Shroder, 2002). The King County rental market was extremely tight at the time of launch, and tightened further over time. Rental vacancy rates in the east county opportunity areas are at 3.6% (Dupre + Scott, 2016). East county rents, where most of the opportunity areas are, on average far exceeded the rents in south King County where many participants originate. These market conditions specific to the time period and location of CCP set the program apart from many other mobility programs. Other well-studied mobility programs were implemented in years and markets with greater vacancy rates. For example, the Chicago Regional Housing Choice Initiative (CRHCI) had 5.2% rental vacancy in their opportunity areas, and 6.3% in the area as a whole (Schwartz, 2010). Rental index data in Exhibit 4 demonstrates nearly 22% increase in rents over the duration of the pilot.

**Exhibit 4 King County Zillow Rent Index (2010-2017)**



Source: Zillow Rent Index (ZRI) including Multifamily Single Family Rental and Condo/Co-Op County Time Series Note: The Zillow Rent Index tracks the monthly median rent adjusted for the mix of homes on the market over time. More information on the methodology is available at <https://www.zillow.com/research/zillow-rent-index-methodology-2393/>

## 1.4. THIS EVALUATION

This evaluation documents the evolution of the Community Choice Program and lessons learned from the pilot years. BERK Consulting was engaged in 2014 to produce a program evaluation focused on questions related to participants' decision-making processes, expectations, experiences, and perceptions of barriers throughout the pilot, and outcomes related to housing and process satisfaction for families who complete moves compared to those who did not. The evaluation also seeks to understand what was required for successful implementation and lessons for future mobility program design.

Data sources compiled in this report include:



- **KCHA CCP tracking & data dashboard.** KCHA tracks participation, eligibility, and recruitment through an Excel workbook. This tracking spreadsheet is compiled from MST/TenMast and intake forms.
- **Parent survey/narrative assessment.** A parent survey administered at intake (in addition to the intake form questions) and at pilot close. A total of 44 enrolled CCP clients completed the pre-survey. The post-survey was completed by 30 families.
- **Hopelink ClientTrack reports.** ClientTrack is Hopelink’s client information database that also tracks service utilization. CCP participants undergo intake to the ClientTrack system. It is used to generate automated quarterly reports about CCP participant socio-demographics and service/resource utilization.
- **Quarterly case managers discussion.** Hopelink case managers convene twice a month. Once a quarter, these meetings were extended for 30 minutes for BERK to conduct a structured discussion with Community Choice case managers. These discussions were intended to capture the nuances of case work and focus on the stories of individual families’ successes and challenges as much as possible. This helped document what the program was learning over time through the case work and provided context for interpreting quantitative data.
- **Public data on schools/neighborhoods.** Publicly available datasets including the Washington Office of the Superintendent of Public Instruction (OSPI), U.S. Census, and Puget Sound Regional Council (PSRC) data were used to characterize neighborhoods, both previous and post-move.
- **Post-pilot interviews.** BERK collected qualitative insights on program implementation from staff at KCHA and Hopelink and program participants. CCP participants were grouped into four categories for interviews:
  - **[Group A]** Those who enrolled and completed an Opportunity Area Move.
  - **[Group B]** Those who enrolled and completed a move to a non-Opportunity Areas.
  - **[Group C]** Those who enrolled and later disenrolled or did not complete a move by the program end.
  - **[Group D]** Those who attended an orientation but chose not to enroll.

These groups are referred to throughout the findings. A separate summary of interview findings by group appears in the Appendix.

## 2.0 Program Narrative

### 2.1. TIMELINE (2013-2017)

The table below provides a summary of major milestones in the program’s development. They provide some context for pivots and mid-course corrections made in program components detailed in the following section.

<b>2013</b>	<ul style="list-style-type: none"> <li>▪ Quadel Consulting is contracted to assist KCHA with the early design and development of the program. As an established housing mobility provider as well</li> </ul>
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	<p>as a consulting firm, Quadel brought significant experience from Baltimore and practical tools to the design.</p>
2014	<ul style="list-style-type: none"> <li>Multi-Service Center (MSC) is contracted to implement the program. MSC is a social services agency with a focus on south King County (Federal Way, Kent, Burien).</li> <li>MSC focuses on the housing search and sub-contracts to Hopelink, a social services agency working in north and east King County, to focus on post-move support.</li> <li>KCHA initiates conversation with BERK Consulting to design a formative evaluation around the pilot.</li> <li>The program serves 58 households and helped nine families make a move to opportunity areas.</li> </ul>
2015	<ul style="list-style-type: none"> <li>Hopelink becomes the primary provider implementing the Community Choice Program.</li> <li>The person filling the housing case manager changes in August.</li> <li>The CCP voucher subsidy is increased in light of the King County housing market.</li> <li>KCHA's Housing Choice Voucher Program opened its waitlist for the first time in nearly four years</li> </ul>
2016	<ul style="list-style-type: none"> <li>The Hopelink team renews their contract with KCHA to continue providing housing search and post-move support to CCP clients.</li> <li>In March, KCHA implements updated payment standards across the organization, establishing 5-tiers of rent reasonableness in King County zip codes. Community Choice Program participants continue to be eligible for a payment standard exception.</li> <li>In August, CCP expands the definition of opportunity area to include all zip codes in Tier 4 and Tier 5 of KCHA's 5-tier payment standard.</li> </ul>
2017	<ul style="list-style-type: none"> <li>KCHA joins a national coalition of major public housing authorities in the Creating Moves to Opportunity (CMTO) project. This collaboration with researchers will develop and evaluate interventions to facilitate long-lasting moves to opportunity through the Housing Choice Voucher Program.</li> <li>Lessons learned from the CCP pilot will be used as an input to CMTO program designs, and given the overlap with the new initiative. The pilot is terminated in</li> </ul>

## 2.2. EVOLUTION OF PROGRAM COMPONENTS

The Community Choice program is layered onto King County Housing Authority's existing Housing Choice Voucher program. KCHA administers 11,000 Housing Choice Vouchers to families in King County (exclusive of Seattle and Renton which have their own programs). As described in the Theory of Change, above, the program components hypothesized to facilitate and sustain moves to opportunity include reliable information about neighborhoods and schools, additional HCV subsidy and prioritized voucher processing, case management in the housing search and post-move, and flexible client assistance funds.

This section details each component as well as key definitions and decisions that shaped the program, how it evolved over the course of the pilot in pivots and mid-course corrections, and a final recommended approach.

Key definitions and design aspects include:

- **Target population.** This includes the policy definition of who was eligible to participate in the Community Choice program, who was targeted for outreach and referral into the program, and informally how the program identified families who would be successful in the program.
- **Opportunity area definition.** The program definition of what is a high-opportunity area. This factored in different variables over time as described in this section.
- **Priority HCV support.** The Community Choice pilot is layered onto the existing Housing Choice Voucher program. Program design had to work with existing staff, policies, and protocols from the large HCV program at KCHA.

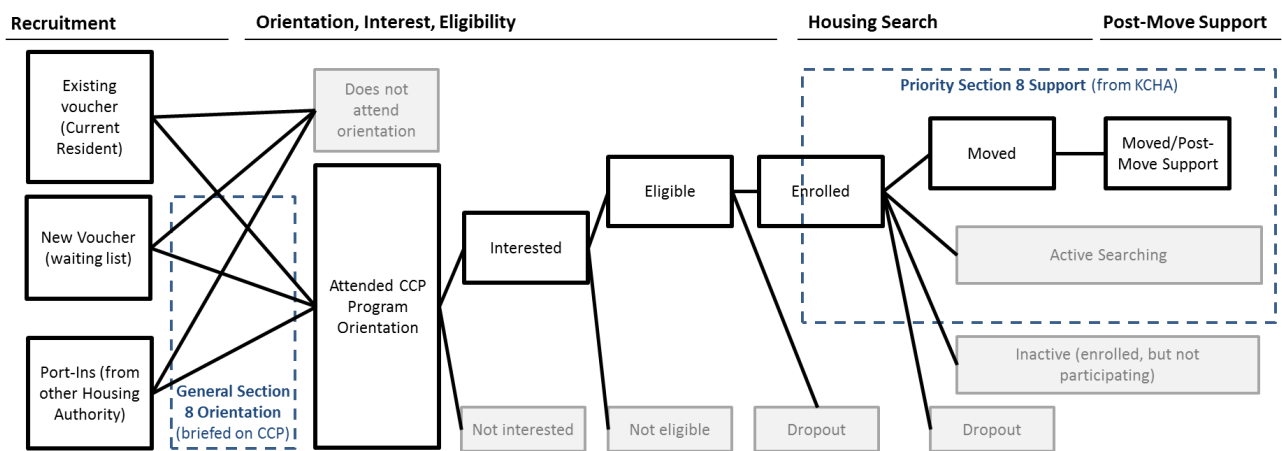
Program components include:

- **Outreach.** KCHA identifies and recruits potential program participants from current residents in non-opportunity areas and those on the KCHA waiting list. The program also accepts port-ins from other public housing authorities. Generally, the program seeks to contact families 90 days prior to lease expiration.
- **Orientation, interest, eligibility.** KCHA conducts orientation sessions detailing the program and potential benefits, with emphasis on education benefits for their children. At orientation, participants elect to complete an interest form with basic information or a not-interested form explaining why they were not interested. KCHA then cross-checks the interest form with their resident information database to confirm eligibility. Eligible, interested families are then referred to the housing case manager for enrollment and commencement of the housing search.
- **Housing search.** The housing counselor holds an initial consultation, collects additional intake data, enrollment agreement and school information release form. The housing counselor works with the family to find new housing, this includes individualized support with their housing search, tours of neighborhoods and units, and assistance with paperwork and security deposits. Once a unit is located, the KCHA Housing Choice Voucher administrators prioritize Community Choice participants in the lease-up process, including scheduling unit inspections. At the time of move, the family is

introduced to a post-move case manager. Community Choice participants moving to Opportunity Areas receive a HCV worth \$300 more than those in non-opportunity areas.

- **Post-move support.** A case manager follow-ups with post-move support, including landlord interventions to maintain HCV standing. They emphasize community integration and will assist with connections to transportation, children’s extracurricular activities, foodbank, child care, and school enrollment. There is a Client Assistance Fund available through the case manager. This flexible source of funds can be used for after-school activity fees and other community integration needs.

Exhibit 5 describes the program logic from the participating family’s standpoint. Aside from working directly with families on their individual process, KCHA and its Community Choice partners also work on barrier removal, such as landlord recruitment and easing barriers in the basic Housing Choice Voucher process to increase the likelihood of an Opportunity Move.

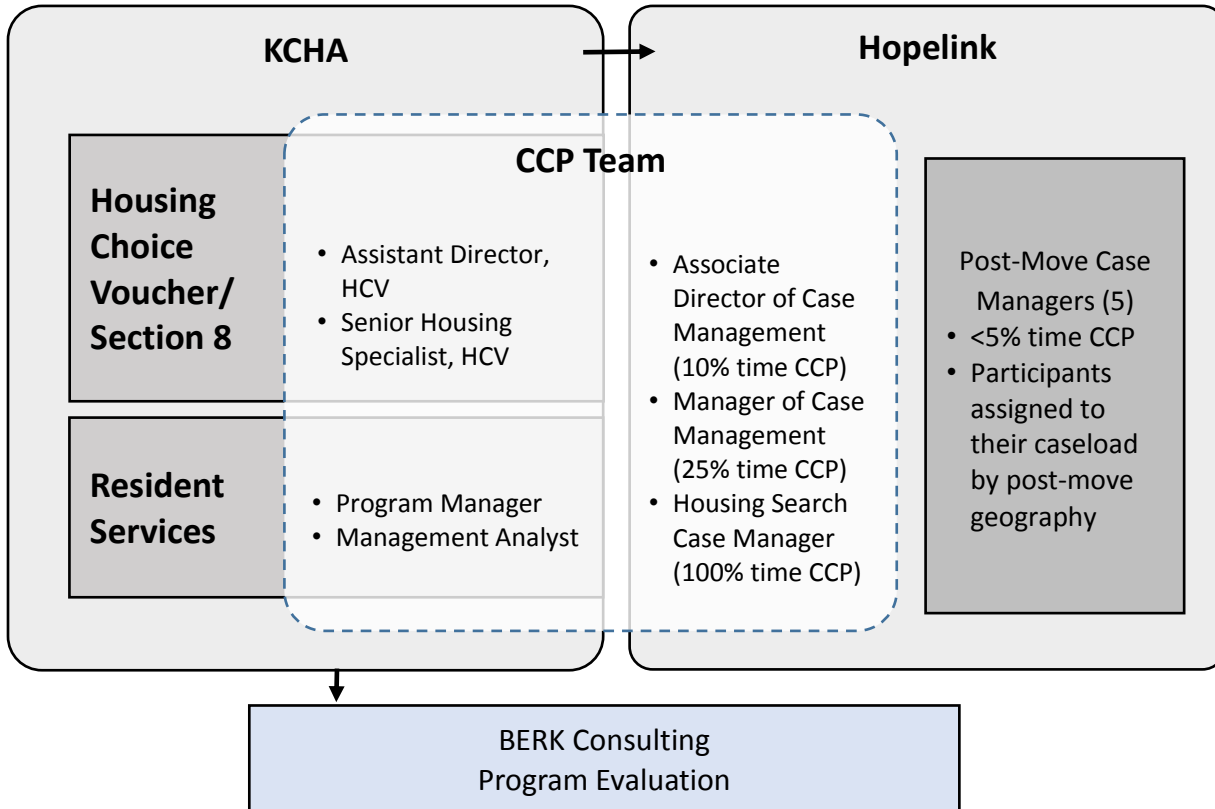


**Exhibit 5 Community Choice Program Participant Flow**

Exhibit 6 summarizes the program staffing model. The core CCP team included members from both the HCV/Section 8 division of KCHA and Resident Services, and leadership at Hopelink. This team led the design and development of the program and would also convene to address cases on a family-by-family basis. Members of this team would conduct the orientation meetings (management analyst, senior housing specialist, and housing case manager). The management analyst then would verify eligibility and interest before referring families to the housing search case manager for full intake.

KCHA contracted with Hopelink to provide housing search and post-move support services. The housing search case manager was one person full-time dedicated to CCP. Post-move case managers were existing Hopelink employees who accepted CCP families into their caseloads as they completed moves into their respective service areas. BERK Consulting was contracted by KCHA to conduct the pilot program evaluation.

**Exhibit 6 Community Choice Summary Program Model**



## 2.2.1. Definitions and Decisions

### Target Population

The Community Choice Program seeks to facilitate moves to high opportunity areas for HCV families with school-age children. The target population was initially narrowly defined by policy; the program was only available to families who were KCHA voucher holders for at least one year in good standing with school-aged children and living in a non-opportunity area.

**PIVOT** The target population was broadened over time to include families on the KCHA waiting list, new voucher holders, port-ins from other housing authorities, and families already in the opportunity area and experiencing challenges to staying. The broadening of this definition was in part due to the lower than expected caseload of families actively engaged in a housing search. As described more in the program outreach, the program struggled to find families motivated to move despite the incentives offered.

**PIVOT** The program also removed the criterion “in good standing” in conjunction with the acceptance of new clients and port-ins. This leveled the bar for all families. It also was a change made in response to the poor quality of data that would have indicated standing.

As of 2016, the basic eligibility criteria is to be an HCV recipient with school-age children. The program at present accepts families from its current, waitlisted, and ported-in HCV clients and encourages active engagement in barrier reduction before embarking on a housing search.

Qualitative feedback from both the housing search partners and participating families indicated that some barriers were nearly impossible to overcome in the Opportunity Area housing markets. These include criminal history, debt exceeding a certain amount, and recent prior evictions. Some interviewees suggested policy screening for these barriers before participating in this program. While not necessarily a policy change, the program did, over time, plan for “smart referrals” so referring case managers had an understanding of which families might be more able to succeed in overcoming their barriers before making the connection with the housing search case manager.

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*“It’s just that to move to the Eastside, you need to have good credit, no criminal background. I don’t think [the program] should have bothered with me. I had the proof of 4 years of good rental history. The debt thing was just too big. ...[The housing case manager] tried the best she could...but I did not see the situation changing. My credit was what it was. So I told [the housing case manager] that I would discontinue the program.”*  
Group B Participant

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### Opportunity Area Definition

The definition of a high-opportunity area is a crucial component of program design. In the initial design, Opportunity Areas were identified through research conducted by the Kirwan Institute for the Study of Race and Ethnicity and the Puget Sound Regional Council, which uses 22 indicators of opportunity assessed in three areas: economic opportunity and mobility, education opportunity, and housing and neighborhood opportunity (Reece, Gambhir, Ratchford, Martin, & Olinger, 2010).

#### Kirwan Institute Indicators (Reece, Gambhir, Ratchford, Martin, & Olinger, 2010)

Education Indicators	Economic Opportunity and Mobility Indicators	Housing and Neighborhoods Indicators
<ul style="list-style-type: none"> <li>Student poverty or economic disadvantage</li> <li>Math proficiency scores</li> <li>Reading proficiency scores</li> <li>Adult educational attainment</li> <li>Teacher to student ratio</li> <li>Teacher qualifications (percentage with Master’s and average years of experience)</li> </ul>	<ul style="list-style-type: none"> <li>Mean commute time</li> <li>Unemployment rate</li> <li>Job change</li> <li>Business creation</li> <li>Proximity to employment</li> </ul>	<ul style="list-style-type: none"> <li>Homeownership rates</li> <li>Percentage of population on public assistance</li> <li>Residential vacancy rate</li> <li>Foreclosures</li> <li>Property appreciation</li> <li>Proximity to toxic waste and Superfund sites</li> <li>Proximity to park and open spaces</li> <li>Crime rates</li> <li>Neighborhood poverty rate</li> </ul>

The following specific criteria were applied in addition to the Kirwan research to add emphasis on quality indicators for specific schools:

- Schools with a three year trend of at least 80% of children reading at standard in 3rd grade

- Schools with a Free and Reduced Meal (FARM) rate of less than 20%
- An overlay of Achievement Gap and Index data to make sure students who are on Free and Reduced lunch, ELL learners and student of color are not performing disproportionately lower than their peers

The resulting CCP opportunity areas shown in

#### **Exhibit 7 Opportunity Area Map (2014-2016)**

included 72 elementary schools and portions of eight school districts.

**PIVOT** In 2016, KCHA expanded the Opportunity Areas to all zip codes within KCHA's Tier 4 and 5 Payment standard areas. The KCHA's payment standard tiers were defined in 2015 and implemented in 2016. They are defined according to average rent prices, but mapping showed they aligned closely with both the Kirwan metrics as well as Raj Chetty et al.'s recent work to model location effects on upward mobility outcomes. This pivot was made for several reasons:

- Chetty's recent work suggested that a beneficial neighborhood effect is possible, and the prior definition of areas may have focused too narrowly on high-quality schools.
- CCP participants were securing housing at lower-than-expected rates, due in part to market forces (limited vacancies, high and escalating rents, and competitive market).
- CCP participants expressed interest in communities near-to, but not in the opportunity areas as defined.

This expansion not only increased the likelihood of a successful move, but from an implementation standpoint, a zip code based definition was far easier for the housing case manager to determine a unit's eligibility for the program. Previously, the definition excluded portions of cities and zip codes according to school boundaries, which make referencing addresses more challenging (see shaded portions in

#### **Exhibit 7 Opportunity Area Map (2014-2016)**

). The expansion did change the school building-centered definition of an opportunity area, but from many participants' perspective, a school not meeting the criteria in an opportunity area school district was still preferable any of the to the non-opportunity area schools they were moving from.

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*I liked how they [CCP] narrowed... down what is... good schools. At that time, during the CCP, I wasn't able to join right away because one of the schools wasn't up to standard. I couldn't sign up right away. She had to go to [redacted], it wasn't up to standard, but I had to move because...I was already committed to move to the Eastside. Even though it wasn't up to standard rating-wise, I still decided to move. It was still Lake Washington School District, so pretty good. Still better than where I was living and then at the same time they changed so her school was included.*

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*Group A participant*

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# Opportunity Areas

 Ineligible area



Exhibit 7 Opportunity Area Map (2014-2016)

## Exhibit 8 Opportunity Area Definition (post-2016)

PROPOSED MARCH 2016 PAYMENT STANDARDS							
	Studios	1 BR	2 BR	3 BR	4 BR	5 BR	6 BR
<b>Tier 1</b>	\$795	\$980	\$1,175	\$1,560	\$2,090	\$2,340	\$2,665
ZIP Codes	98002 98003 98010 98022 98023 98030 98031 98042 98047 98070 98092 98106 98108 98126 98146 98148 98166 98168 98188 98198 98224 98288 98354						
<b>Tier 2</b>	\$880	\$1,065	\$1,240	\$1,675	\$2,230	\$2,595	\$2,900
ZIP Codes	98014 98019 98024 98032 98045 98051 98065 98155 98177 98178						
<b>Tier 3</b>	\$905	\$1,215	\$1,445	\$1,770	\$2,340	\$2,695	\$3,035
ZIP Codes	98001 98008 98028 98055 98057 98058 98133						
<b>Tier 4</b>	\$1,225	\$1,430	\$1,655	\$2,005	\$2,605	\$2,995	\$3,385
ZIP Codes	98007 98011 98027 98034 98038 98053 98056 98059 98072 98074 98075 98077						
<b>Tier 5</b>	\$1,390	\$1,570	\$1,925	\$2,235	\$2,990	\$3,545	\$3,885
ZIP Codes	98004 98005 98006 98029 98033 98039 98040 98052						

### Priority HCV Support

Community Choice is layered on the existing Housing Choice Voucher program. This setup comes with bureaucratic constraints related to inspections, time limits on housing vouchers, and subsidy levels. Community Choice participants were to get priority support from KCHA's Housing Choice Voucher, including timely processing of paperwork and help getting inspections scheduled. An Associate Director of Housing Choice Vouchers, and Housing Choice Voucher program senior housing specialists were involved from the beginning (2013) in the design of the program and structuring how their department would be able to support moves.

Community Choice participants could be working with any of the 100 HCV specialists and inspectors on the team. The successful integration of CCP with the HCV program depended on the housing case manager's relationships with KCHA staff and support from the leadership of the HCV team to advocate for the program's participants. HCV leadership members would join with Resident Services and the Hopelink team as part of the CCP team (see Exhibit 6) monthly, and at times weekly, to address issues in the current caseload on a family-by-family basis. This level of teamwork and relationship was

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*"A major takeaway is just the importance of partnership between Section 8 and service delivery folks and the residents...The relationship with Section 8 is personal – and you need buy-in from the staff. Part of it is having the leadership talk about why it's important and do that work. Then staff getting it and wanting to support it. Frankly a lot of our staff are from Kent or Federal Way, so that's hard to communicate. Need a [Director] or [Senior Specialist] who is going to advocate or push things when needed in that department. Just being creative in how to overcome barriers and challenges. We did a lot of brainstorming."*  
CCP staff

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critical for executing time-sensitive moves in a tight market and with a large potentially involved staff.

The partnership among these entities, Resident Services, Hopelink, and Housing Choice Vouchers/Section 8, was not intuitive as they had slightly different objectives. As program staff describe “Section 8 people feel like the villain all the time,” filing termination notices and enforcing voucher rules. The shift in mindset required to champion the program from the Section 8 side and prioritize CCP families’ paperwork was a large lift. Other barriers included the fact that many of the staff reside in the sending neighborhoods, so alignment with the mission of moving families out of non-opportunity areas was not a natural sell.

Another aspect to making this relationship work was the housing case manager’s familiarity with the HCV process. The housing case manager began with minimal knowledge of the program. The learning curve was steep and, again, she was able to rely on the HCV team members for content knowledge and to get questions answered on a case-by-case basis. On a broader level, this knowledge was extremely important in cultivating landlord relationships. The case manager found in some cases that direct KCHA representation by a HCV specialist at new landlord meetings helped answer questions and provide the personal reassurances that she could not.

### 2.2.2. Program Components

#### *Outreach and Recruitment*

Outreach and recruitment refers to all the strategies to communicate the program to Housing Choice Voucher holders who may be eligible and interested in the program.

The program over time has tried several strategies to cultivate broad interest as well as to ensure that eligible, motivated families are brought to the program ready for successful moves. KCHA holds the primary responsibility for recruitment. Over time, the program continually observed lower-than-expected enrollments and several new tactics and pivots were tried to increase enrollment.

The original design in 2014 recruited potential clients solely from KCHA’s existing clients “in-good standing.” (see also Target Population) In the first year, mailings were sent to all current residents with school-aged children not living in Opportunity Areas.

**PIVOT** In 2015, KCHA added 15-20 minute CCP briefings for all new HCV recipients as part of their standard orientation. The briefing emphasized the education benefits and higher payment standards. Many referrals also came from HCV case managers as staff became more familiar with the program and the target population.

**PIVOT** With its broad range of social services, Hopelink also began to initiate referrals from within their own client base soon after taking over the contract in 2015. All Hopelink case managers were informed about CCP, were asked to refer appropriate families, and had print brochures to distribute to potential CCP clients at meetings. The brochures then referred the family to KCHA for more information and a potential orientation.

- Hopelink referrals became a significant source of clients with 18 referrals made in 2015, and another 17 made in the first quarter of 2016 alone.
- Hopelink maintains a waitlist for family development services separate from CCP. Referrals are also made off of this waitlist if they are HCV holders, helping waiting families access case management services faster than they would have otherwise and freeing up space on the waitlist.

Recruitment messaging over time has developed to increasingly emphasize the education benefits of Opportunity Area moves. Many participants initially express interest in the higher payment standard, but ultimately are unwilling to move to an Opportunity Area. Increased emphasis on the education benefits helps target families who are motivated by the potential benefits for their children. Many interviewed families who completed successful moves expressed this point of view, indicating they made personal sacrifices or accepted smaller units because they prioritized the education and safety benefits. Families who did not complete moves often expressed frustration at the level of voucher subsidy being unable to afford them units comparable to what they could afford in other parts of King County.

These personal goals and motivations were flagged as crucial factors for successful moves by program staff (discussed further in Throughout the pilot, program staff reported struggling to communicate some of the unique features of the program to potential participants. In particular, messaging that the Opportunity Areas were on the East side of the County, and that it was an

education-focused program was challenging. They often would receive inquiries from families in housing crisis looking for one-on-one support finding any support at all. Though these messages are covered in the orientation, the housing case manager indicated that it might take several meetings or phone calls with a particular family before they understood the program not to be a good fit for them.

Pre-Move Services: Housing Search). While the housing case manager offered many types of supports, they had limitation on the things they could do for the participants. Participants with personally aligned goals contributed more to the search than others.

### *Orientation to Enrollment*

The basic format of the CCP orientation has remained the same. A team leads the group through a Powerpoint presentation about the program (included in the appendix), answers questions from the group, and then collects interest or not-interested forms. The team typically includes KCHA Program staff, the housing search case manager (MSC or Hopelink), and a KCHA Section 8 representative.

- In regards to staffing the orientation, the program found it beneficial to have implementing staff who will be the families' actual points of contact conduct the presentation (the housing search case manager, the KCHA resident services staff, and HCV staff). Early versions of the orientation were led by more senior administrators. In those situations families were less open about expressing concerns or asking questions for fear of losing their voucher or appearing in crisis.
- KCHA staff also commented that the orientation being conducted by women of color seemed to make the presentations more approachable for the Housing Choice Voucher participants. The majority of eventual CCP participants were female single parents of color.

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*"I honestly wanted to move because I wanted a house and I needed a bigger voucher to get a house...I still couldn't find anything in the price range.... Moving to eastside was not a goal, I would rather stay in [starting community], but I was willing to move there because I wanted a house."*

Group C participant

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*"We're pretty happy. We found a little niche where there [are] only 2 complexes for miles, it is beautiful. We are living in a tiny apartment, but we love it even though it is way smaller than anything we have ever lived in...I would 100% suggest [the program] to people. Especially people who want to change the education of their children. I will be in my 700 square foot apartment through to High School if I have to."*

Group A participant

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The first orientation in December of 2013 attracted 44 attendees and the program adjusted within the year to cap attendees and work with smaller groups. KCHA staff found it preferable to conduct more orientations than to work with such a large group, and found the ideal group size to be 8 to 12 participants. Over time, the presentation has been modified to incorporate typical questions from the group. Other early adjustments to the orientation were to:

- Make the presentation more visual
- Address attendee concerns regarding knowing exactly which areas are included
- Address attendee concerns about potential discrimination in Opportunity Areas and need to have a race discussion
- Address attendee concern about payment challenges and whether the voucher will be enough

In addition to typical questions asked at the orientation, the responses from not-interested forms provide insight to the families' considerations. Many orientation attendees were not interested in the Opportunity Areas specified for similar reasons:

- *"Too far from work and transportation is a concern."*
- *"Children being comfortable where they are and with their schools."*
- *"In a few cases, the cultural and linguistic community in their current location was too important to move away from."*

Interested families could, at the orientation, schedule an in-person intake meeting for enrollment with the housing case manager or follow-up after orientation to do so. They were expected to bring documentation to the intake meeting, including a driver's license/picture ID for every person over 18, every household member's original birth certificate, social security cards, TANF/SSI documentation, and health insurance/ID cards.

**PIVOT** The program initially assessed eligibility for interested families against KCHA's standard of "in good standing." However, as the program expanded to include new voucher holders and port-ins, it became unfair to hold existing voucher holders to a higher standard. Standing was an issue for at least five interested families in the first year, and the equity issue became especially relevant in Q1 of 2015 when KCHA opened its waiting list to 2,500 new families for the first time since 2011, nearly four years earlier.

When Hopelink assumed the contract, the program also transitioned to performing tenant and employment screenings as a standard across all new enrollees. The program does not screen participation on the basis of the results of this background check (by [Orca information](#), \$44), but rather uses it to determine the existence of barriers. The Orca background check is similar to that used by prospective landlords, so the program can specifically target the barriers that landlords would surface in a housing search early on. The form for this would be filled out at the intake meeting.

**PIVOT** Hopelink also developed a conversational screening tool to supplement the Orca questionnaire during the intake meeting. This probes the same topics in more depth and allows the client to explain their situation in a way that helps the case manager partner with them on a plan for their barrier reduction. The emphasis on barrier reduction before engaging in a housing search is a more efficient use of the program resources allowing the housing search to focus on move-ready families. Barrier reduction can,

however, be a lengthy process of up to a year, increasing resources used per family with some risk that housing crises can arise or families disengage for another reason before they are move-ready.

Throughout the pilot, program staff reported struggling to communicate some of the unique features of the program to potential participants. In particular, messaging that the Opportunity Areas were on the East side of the County, and that it was an education-focused program was challenging. They often would receive inquiries from families in housing crisis looking for one-on-one support finding any support at all. Though these messages are covered in the orientation, the housing case manager indicated that it might take several meetings or phone calls with a particular family before they understood the program not to be a good fit for them.

### *Pre-Move Services: Housing Search*

The road to a successful move is complex effort that requires alignment of a tight real estate market, a family's personal priorities, a willing landlord, and the rigid standards of the HCV program. The housing case manager is the person tasked with making all of those elements align.

The contracted scope of work for the pre-move counseling includes:

- Help participant family in identifying appropriate housing, touring available units, and locating appropriate housing.
- Work with the Section 8 department to help schedule unit inspections and ensure move paperwork is completed.

The housing search is a hands-on supported process taken on by one case manager, so much of the success of this step hinges on the capacity in this role. Shortly after Hopelink assumed responsibility for pre-move counseling, the housing search case manager took another role and they had to rehire. Hopelink took the opportunity to collaborate with the existing case manager and wrote a new job description based on what was learned thus far:

- The role was re-formulated to be more proactive and included time dedicated to general landlord outreach. Previously the role was more reactive, working on each client's housing search as an isolated case.
- Related to landlord outreach, the reworked job description asked for experience in sales. The ability to highlight the benefits of participating in HCV to the landlord and the client and bring those sides together was deemed a crucial skill.
- The role was described to reflect something more akin to a housing specialist position, where the client interaction is a shorter term relationship (more like 3 months versus the years typical for a case manager).

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*"We had a client living in Bellevue and she wanted kids to stay in the same schools. We worked really hard finding housing, but had 2 houses fail inspection. She had to move into an apartment and the apartment was in a different school district. I had to coach her into staying in Lake Washington schools and say maybe they can finish the year in Bellevue, but think about next year what steps you need to take. I know her kids finished this year in Bellevue, but I'm not sure if they will be able to reenroll this year...Since she already had 2 houses fall through, her voucher was going to expire and she wasn't going to be able to use it at all and [Lake Washington] is just on the other side of the district line."*

Housing Case Manager

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Other key capacities for this position are the ability to operate independently as this is a position that is in the field and interacting with clients on their own for large portions of their day. The role also requires ability to balance client work with a large administrative load when working with the HCV program. Familiarity with the HCV program rules and regulations are a crucial advantage in this role.

On the other hand, the housing search case manager's 'distance' from the HCV program can be an advantage in working with clients. They are more open with a non-KCHA affiliate, and the case manager is not a mandated reporter, though she works very closely with KCHA. She can communicate openly about lack of payment and other risks for being terminated and work to address the issue without it affecting their voucher standing.

Another adjustment in the early years of the program included a target caseload for the housing case manager of 20 clients. At the transition from MSC to Hopelink the case manager had a caseload of about 35, though many were not actively engaged in the search. The caseload target was instated both to ensure the housing case manager had a manageable load and that families that were willing to actively engage were benefitting from the program. A three step un-enrollment process (two phone calls and a letter) communicating a clear path to re-enrollment was used to narrow the caseload to motivated families.

Initially the case manager was an employee of MSC and there was a hand-off process when a client moved units to access Hopelink for post-move support. When the primary contract transitioned to Hopelink, the housing search case manager and post-move support case management was coalesced under the one agency. The program benefitted from having the pre-move and post-move support under one organizational roof for several reasons:

- **Reduction in hand-off paper work.** Previously, the housing search case manager had to fill out hand-off paperwork and the client had to be enrolled into the post-move agency's data system at the time of move. Much of this transition work was redundant with the initial intake and could be eliminated after consolidation.
- **Smoother pre-move to post-move transitions among case managers.** The housing search case manager may hand off a client post-move to any of five post-move case managers each of whom covers a geographic region. Relationships among the case managers are tighter, communications infrastructure is stronger, and contacts between pre and post move case managers are more frequent. This means that post-move case managers are more able to see who is 'in the pipeline,' ask questions, and interact post-move about the client's needs and preferences.
- **Reduction in the number of contact points for the client families.** Participating families are already working with KCHA for HCV administrative work. The addition of two agencies and contacts to navigate under CCP was challenging for many families who were unclear about what the relationship among agencies was and where to go for which need.

Though the housing case manager is under the same organizational roof of Hopelink, she holds regular office hours at the KCHA HCV offices in addition to office time at the Hopelink Redmond office. This is in

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*"Our first lease was signed in April 2014 ...she vacated and moved right in, but when signing, I saw the 11 month lease was less expensive than the 12 month, so I coached her to take the 11 month lease, not realizing that Section 8 has a requirement that you need a 12 month lease up front. I was surprised at rules and then worried she would not be able to move. It was a moment of terrible panic but I worked it out with the [KCHA HCV Administrator]."*

Housing Case Manager

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contrast to the previous arrangement – intending to meet the client where they were, the housing case manager previously spent a lot of time in travel and sensitive conversations were being held at McDonald’s and Starbucks type settings. Regular office hours at KCHA have improved the program in efficient use of the housing case manager’s time, and leveraging client’s existing familiarity with and legitimacy of KCHA.

### Post-Move Services

After the move, the housing case manager transitions the client to one of five Hopelink case managers, each responsible for a different geography within the opportunity areas. As of 2016, these case managers have a full caseload of other clients and their CCP clients may only comprise a small fraction of that. A typical client relationships will include check-ins once a month, though several families may only say they are “fine” and not ask for further assistance. Hopelink also offers enrollment in their intensive Family Development Program post-move which is a once a week relationship to build family resources and support networks.

CCP housing support post-move includes contacts with the landlord within the first 60 days post-move and troubleshooting issues with the landlord and HCV status. To date the program has had a 100% retention rate, and moved families are generally satisfied with their new location and not reporting any issues with landlords.

The program also has a particular focus on smoothing academic transitions for the children, including support with re-enrollment, access (including financial support) to tutoring and summer school to catch up in higher performing districts, and referrals to relevant community programs (such as those available in the local library).

### Flexible Funding

The CCP program also includes a flexible Client Assistance Fund available for a wide range of community integration help, academic or non-academic, after the move. This support is entirely unique to CCP and not available to their case managers’ other clients. Case Manager take requests for flexible funding for approval by Hopelink’s Manager of Case Management. Anecdotally, the case managers credit the current 100% retention rate to this flexible fund and the high engagement standards for the pre-move counseling.

While this funding was originally designed for post-move support, such as tutoring and extracurricular activities, the program adapted to offer it to facilitate moves. The funds were used in this regard for move-in assistance, and Orca screening fees. More detail on the use of the funds is available in The CCP program flexible Client Assistance Fund filled a variety of participant needs. The largest amount of funding was spend on child engagement activities which were accessed by the majority of families who make the move. Move-in assistance, while used by far fewer families, comprised the second largest use of the fund by dollar amount. Program staff suggest separating these two uses in future iterations of the program. Hopelink also used the fund for ORCA screenings which would allow them to access the same data that landlords would see on screenings so they could pre-emptively address barriers. The staff

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*“[Hopelink] works with other housing programs, where people have wanted to move back...[but in CCP’s case] the people who actually end up moving are pretty committed in the first place. There is a ton of work the case managers are doing to get them connected with Boys and Girls Club, etc. We get them connected as soon as possible and we don’t have that availability in our other programs. Community involvement makes them want to stay.”*

*“The flexible funds are so important, really enriching. We had someone go to a Model UN conference, gymnastics. I see that little girl and she is so excited. Every time she goes she asks if she will be able to keep doing it, and her mom never would have been able to afford it. A request for driver’s ed? We can pay for it.”*

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Case Manager interviews



found these screenings very helpful to the housing search and suggested they be considered a standard procedure for all clients, rather than a use of flexible funds.

#### Exhibit 16.

For future programs, staff suggest having two separate pots of flexible funding. One dedicated to facilitating moves and another dedicate to the family and child engagement post-move. These are distinct needs at different points in the participant experience and Hopelink's staff found it challenging to prioritize among these needs across families. Having two separate funds would reduce the need to balance move-in support for one family versus child engagement support for another family.

The fund was very flexible for child engagement opportunities, supporting extra-curricular activities, sports, and summer camps. A few Group A families interviewer, however, ultimately accessed tutoring because they found their children struggling with the higher standards of the Opportunity Area school. One of the most common suggestions for program improvement among families who made the move was more structured supports for the academic transition. While the fund was available if they asked for it, they felt this particular need should be 'built-in' to the program.

### Partnerships

Landlords in opportunity areas are typically less familiar with the Housing Choice Voucher program and families that are housed. The housing counselor makes contacts related to individual family searches, but also seeks generally to recruit willing landlords and understand the conditions under which they would be willing to work with Housing Choice Voucher recipients. This broader landlord outreach is a key effort implemented in 2015. Starting from a list of KCHA landlords who are willing to accept HCV, the housing search case managers reaches out to five landlords a week to initiate a relationship and see how they can work together on CCP. The housing search case managers track renewals and ask

questions such as, would you give a first right of refusal to CCP clients, would you be flexible on certain requirements, etc. These established relationships yield when landlords call CCP as soon as something is available, and are familiar with the HCV process. Hopelink especially targeted large apartment complexes to be able to work this angle at scale, such as the Newporter in Bellevue.

After the first call, landlords typically want to review documents. There may be a site visit involved. The program found that later contacts work best if a KCHA representative of the HCV program is also at the meeting to answer specific questions about the program's safeguards, processes, and payments.

Timing the housing search and move with lease expiration and voucher expiration windows has been one of the most significant challenges for moves in a tight housing market. Housing crisis situations make it challenging for families to thoughtfully integrate school choice in their housing decisions. One strategy to alleviate this challenge has been to seek month-to-month arrangements in cases where leases are expiring, with a temporary subsidy from KCHA. Again, maintaining strong relationships with landlords has been crucial. The housing counselor also works closely with Housing Choice Voucher administrators to identify process improvements and expedite lease-up for Community Choice families, sometimes hand delivering paperwork rather than mailing it.

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*"It is harder to find section 8 in those East Side areas that the program was looking at. There needs to be more incentive for the landlords to be open to offering section 8. Maybe let them do an interview in the current home so they can break the stigma that all Section 8 people are dirty and messy and break things. If they see that it is clean in the current place they don't have a reason to discriminate."*

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Group D interviewee

Hopelink is also contracted to maintain a list of community partnerships and organizations for referrals. Over time this list builds and post-move case managers are more able to help clients find supports needed to integrate into the community. One participant interviewee suggested a version of these resources and guides to navigating the new community should be given to families at the move, especially for some families who may not want to continue working with a case manager.

KCHA and Hopelink have also worked together on process tweaks to prioritize CCP clients in the HCV process and ensure that clients are receiving consistent messages from both sides.

## 3.0 Outcomes

### 3.1. PARTICIPATION AND CLIENT DEMOGRAPHICS

Most families participating in the Community Choice Program were female single parent households. The proportion of female single parent households was highest among Group A. They represent 66% of those who ever attended the program orientation but 86% of those who successfully complete a move. Female single parent families may have more incentive to move from their current living situation (roughly a third reported a domestic violence concerns), fewer attachments to their current living situation, and fewer barriers to moving related to a partners' preferences or needs related to employment, for example.

**Exhibit 9 Community Choice Families by Family Type**

	Single Parent / Female	Two Parent Household	Other	Grand Total
<b>A - Enrolled and Moved to Opportunity Area</b>	24 86%	4 14%	0 0%	28 100%
<b>B - Moved to Non-Opportunity Area/Port</b>	11 79%	3 21%	0 0%	14 100%
<b>C - Enrolled and Discontinued/Did not Move by Program End</b>	19 79%	2 8%	3 13%	24 100%
<b>D - Oriented, Did not enroll</b>	48 54%	32 36%	9 10%	89 100%
<b>Grand Total</b>	<b>102 66%</b>	<b>41 26%</b>	<b>12 8%</b>	<b>155 100%</b>

Source: Hopelink ClientTrack; KCHA Master Spreadsheet; BERK, 2017

The race and ethnic distribution of CCP interest largely reflected the demographics of KCHA's Section 8 voucher population, slightly skewed toward black or African American families. KCHA's overall Section 8 demographics reported in October 2015 were: 46 percent white (8 percent are Latino); 41 percent are



black or African-American; 6 percent are Asian; 2 percent are Native American; and 2 percent are Pacific Islander<sup>2</sup>.

**Exhibit 10 Community Choice Families by Race of Household Head**

	Black or African American	White	Other	Client doesn't know or refused	Grand Total
<b>A - Enrolled and Moved to Opportunity Area</b>	15	11	1	1	28
	54%	39%	4%	4%	100%
<b>B - Moved to Non-Opportunity Area/Port</b>	9	5	0	0	14
	64%	36%	0%	0%	100%
<b>C - Enrolled and Discontinued/Did not Move by Program End</b>	12	4	7	1	24
	50%	17%	29%	4%	100%
<b>D - Oriented, Did not enroll</b>	57	15	11	6	89
	64%	17%	12%	7%	100%
<b>Grand Total</b>	<b>93</b>	<b>35</b>	<b>19</b>	<b>8</b>	<b>155</b>
	<b>60%</b>	<b>23%</b>	<b>12%</b>	<b>5%</b>	<b>100%</b>

Source: Hopelink ClientTrack; KCHA Master Spreadsheet; BERK, 2017

One parent interviewed explicitly cited concerns about race relations in Opportunity Areas as a potential barrier. Case managers and KCHA staff interviewed also described participant's comfort levels seeming to be higher working with people of color at the orientation and throughout the housing search.

*"[I was] not very familiar with the communities. I knew the population wasn't very black - it's an issue of how you get treated. I was worried about the way my child might get treated in the education system."*

Group A participant

While the Community Choice Program was designed around elementary school children to maximize length of time in an Opportunity Area, many of the families that made successful moves had older siblings. Families that ultimately did not enroll tended to have on average more children overall, and more children of pre-K ages.

**Exhibit 11 Average Number and Distribution by Age of Children 18 years old in Community Choice Families**

	Average Number of Children Per Family	% Age 0 - 4	% Age 5 - 12	% Age 13 - 18
<b>A - Enrolled and Moved to Opportunity Area</b>	3.0	6.1%	36.4%	57.6%
<b>B - Moved to Non-Opportunity Area/Port</b>	2.4	0.0%	68.2%	31.8%

<sup>2</sup> <https://www.kcha.org/about/facts/>

<b>C - Enrolled and Discontinued/Did not Move by Program End</b>	2.0	0.0%	91.7%	8.3%
<b>D - Oriented, Did not Enroll</b>	3.3	18.5%	55.7%	25.8%

Source: Hopelink ClientTrack; KCHA Master Spreadsheet; BERK, 2017

### 3.2. SUMMARY OF HOUSING SEARCH AND MOVES

Families interested in moving originated from many parts of King County, but tended to be concentrated in South King County school districts. A handful of families who were already living in Opportunity Areas were engaged in the program to help stay in their current school district and a few families who were interested in porting from Seattle Housing Authority were also referred and engaged with the program to a degree.

Most successful Opportunity Area moves could be found in Bellevue School District and Lake Washington School District, with a few in Issaquah School District. Families interviewed about their move described a broad search in the Opportunity Area, not targeting any particular school district, but more focused on a good balance of unit quality, affordability and amenities, assuming that all schools in the Opportunity Area were high quality. The patterns of moves concentrated in these districts likely has more to do with availability of units and large low-income housing complexes with landlords who are amenable to renting to voucher holders than participants' preferences for area.

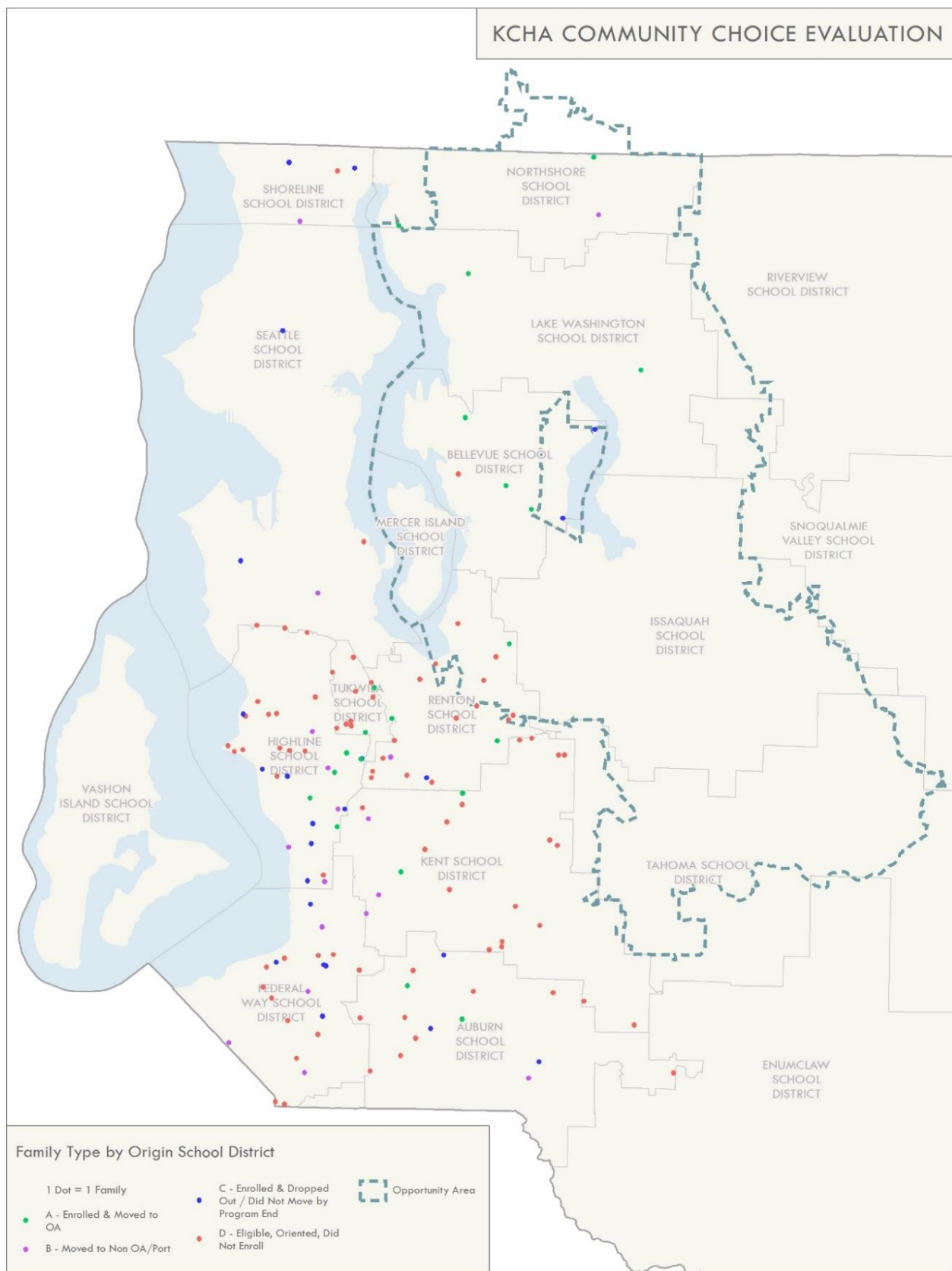
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*"I liked how they [CCP] narrowed it down for you. They narrowed down what is within your grading-wise for good schools...I did consider all of the Eastside. I looked at every place I could afford at that time...Redmond seemed to be the cheapest because of this unit that was specially designated for low-income housing. When I saw it, I was in love with it because it was brand new, everything was close by. Everything was convenient. I have a bus right there. If I need food I can walk. I don't have to worry about driving."*

Group A participant

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## Exhibit 12 Participant Origin Map



Source: KCHA Master Spreadsheet; BERK 2017 | Opportunity Area reflects Tier 4 and 5 zip codes

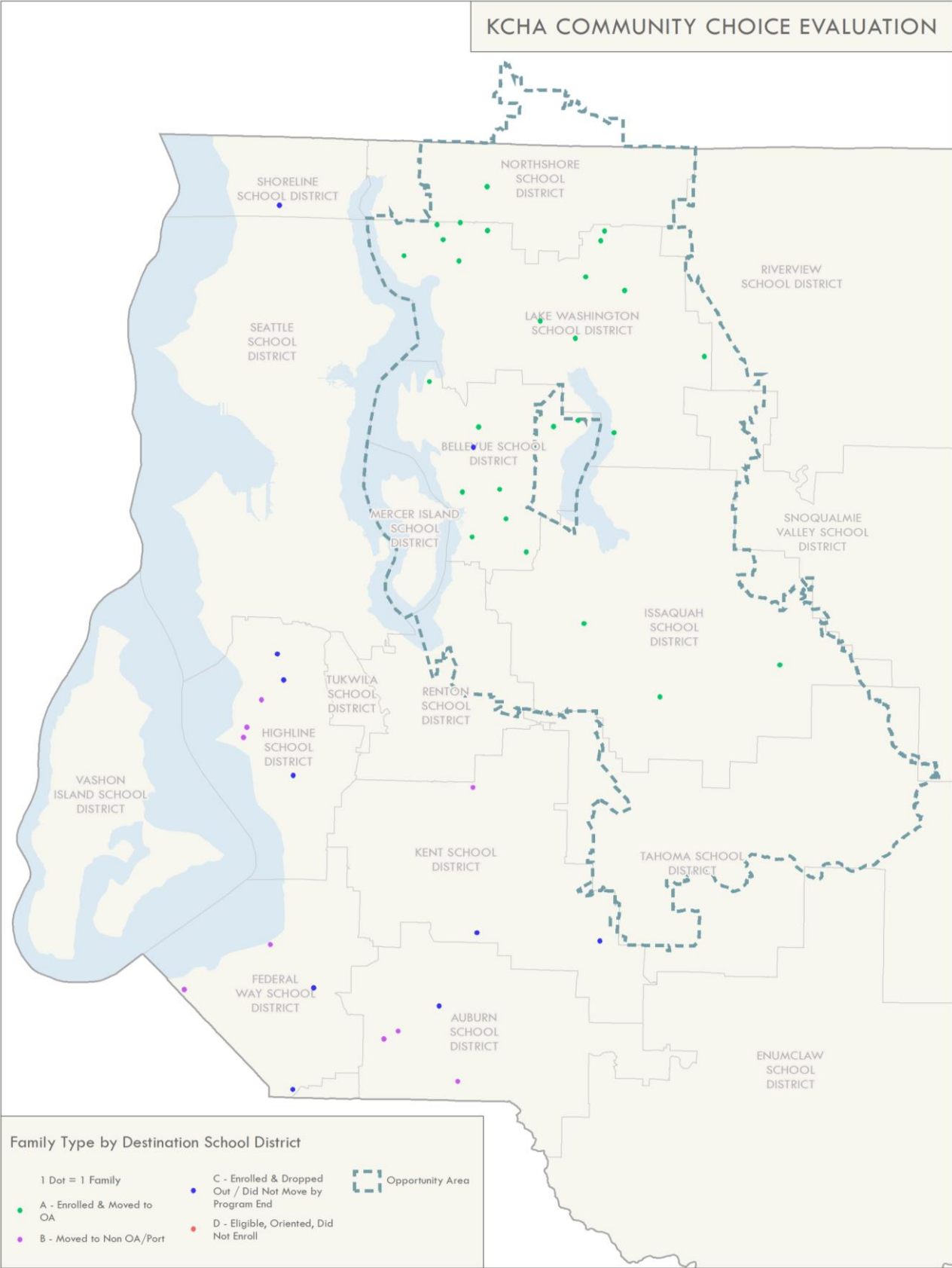
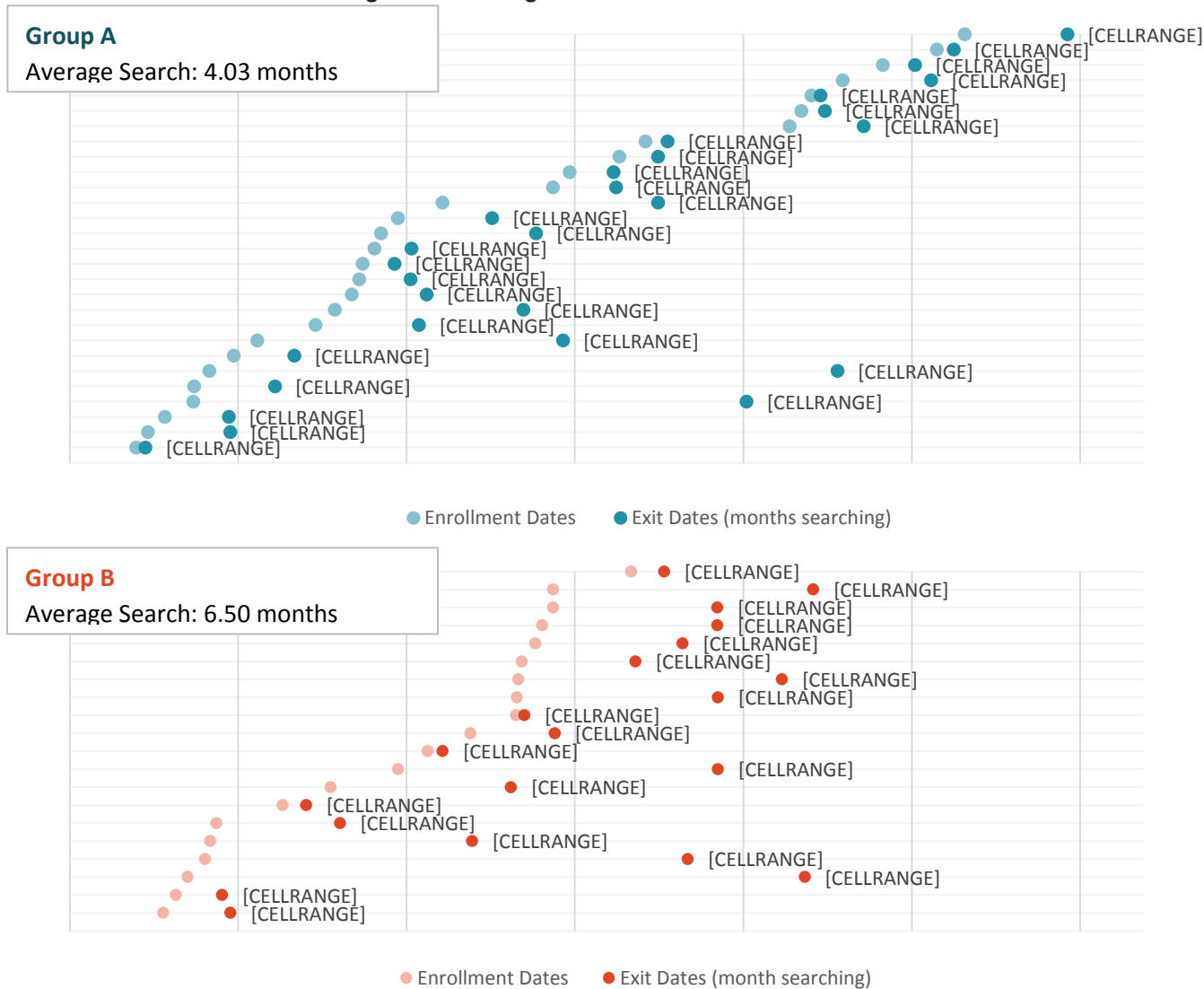
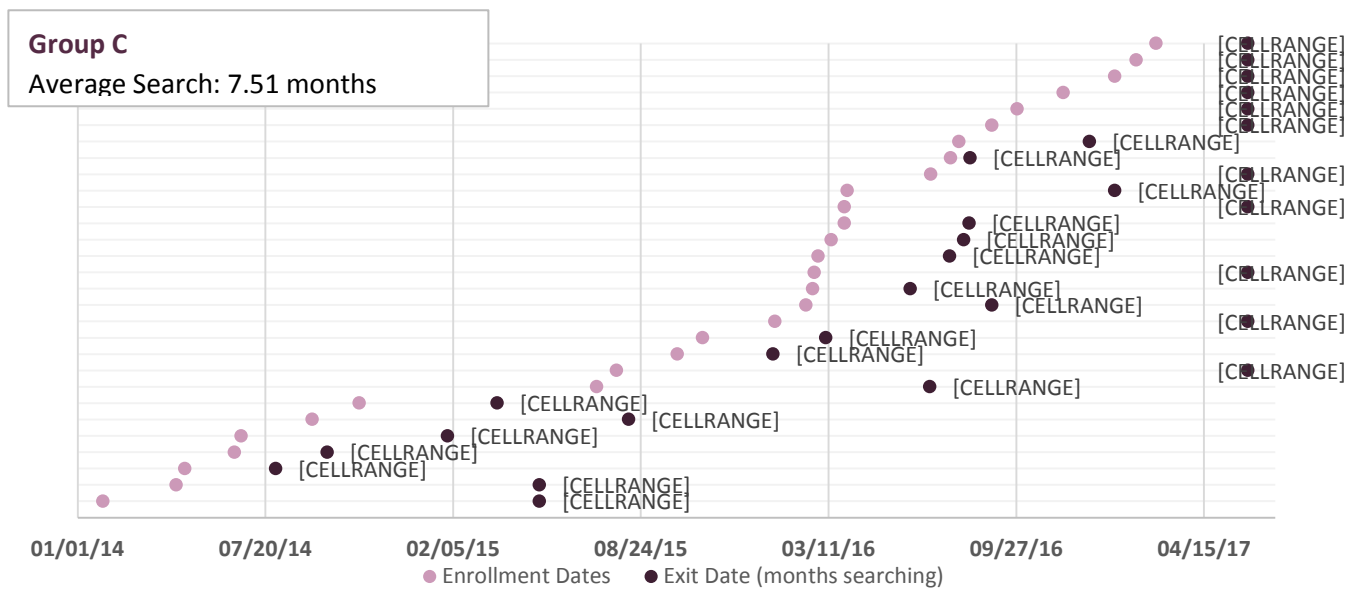


Exhibit 13 Participant Destination Map

## Exhibit 14 Enrolled Families' Lengths of Housing Search





Source: KCHA Master Spreadsheet; BERK 2017

Exhibit 14 displays CCP participants' length of housing search with the program from the date they enrolled to the date they exited. Exits could either be lease up in an Opportunity Area (for Group A), lease ups in a non-Opportunity Area (Group B), or disenrollment (Group C). Group C also includes households that were searching at the time the pilot ended, all shown with a June 2017 Exit date. On average, families in Group A had the shortest housing search, averaging around four months. In interviews, CCP staff and participating families attribute their successful moves, and perhaps shorter search times, to participant's proactive engagement, identifying the housing units, producing paperwork, and reducing personal barriers. Families in Group B searched on average for 6.5 months before leasing up in non-Opportunity Areas. Interviews suggest that this group's housing outcomes can be attributed to two primary factors. First, time limits on the voucher process meant they could not afford to continue the housing search in Opportunity Areas, but they had to find housing at all before it expired. Second, many participants in this group had a better opportunity arise while they were searching. This included employment outside the Opportunity Area, or outside of KCHA's jurisdiction overall, and the opportunity to move close to out-of-state family. Participants in Group C had the longest search times on average. Interviews suggested that their housing outcomes were due to inability to find a suitable unit and location for the voucher subsidy. Several interviewees, in contrast to Group A participants, indicated they were unwilling to sacrifice factors such as the size of the unit, to live in the Opportunity Area. A second common reason for Group C's housing outcomes was individual barriers, such as a past eviction or debt. These interviewees report working on barrier reduction and working with the housing case manager to negotiate with past and potential landlords, but ultimately finding their barriers too high to overcome.

*"[CCP was] very nice. It's just that to move to the Eastside, you need to have good credit, no criminal background. I don't think they should have bothered with me. I had the proof of 4 years of good rental history, but the debt thing was just too big."*

Group C participant

### 3.3. RETENTION/SATISFACTION

A brief survey was administered to families at their Hopelink intake meeting when starting the search process. Families were surveyed again at the close of the program in June 2017 online and over the phone. 44 families completed the survey at intake (pre) and 28 completed the post. The average results according to their moving outcome are presented below.

Families that successfully completed a move to an opportunity area experienced small gains in unit satisfaction, but much larger gains in neighborhood satisfaction. They were much more likely to agree with statements of positive sentiment about their neighborhood after the move, and firmly indicate disinterest in moving. Big gains in feelings of safety among the Group A parents are corroborated by interviews, both from Group A parents' descriptions of their neighborhoods, and from parents in Groups B-D who cited safety concerns as a primary factor for their interest in the program. Families that engaged with the program for a time, but ultimately did not complete a move to an Opportunity Area (Groups B and C) reported gains in unit satisfaction, especially in size and pride having company. This includes families who discontinued the program and remained in the unit they began in, and those who did end up moving, but not to an Opportunity Area. While perhaps surprising at first, this is consistent with qualitative interviews with Group B and C participants who indicated the available and affordable units in the Opportunity Areas would have been too much of a downgrade from their current living situations.

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*"The neighborhood is a lot safer. The apartment is a lot smaller than what I had before, but given the fact that the neighborhood is safer and we have more stuff for the kids to do and they can go outside, it is a good tradeoff for us."*

Group A participant

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School satisfaction was measured by asking parents if they would switch their children's school if they could. Parents in Group A showed the largest decline in interest in changing schools and the largest increase in feeling their children were receiving a quality education. However, parents in Groups B and C also showed a decline in interest in switching their children's school. Qualitatively, parents in these groups express some priority on stability for their children's education, especially parents in Group B who had recently made a move. They also expressed sentiments recognizing that their current school district may not be the best of the best, but that they deliberately chose schools of relatively high quality outside of the Opportunity Area.



## Exhibit 15 Housing & Neighborhood Survey Results

	A - Enrolled and Moved to Opportunity Area	B - Moved to Non Opportunity Area/Port	C - Enrolled and Discontinued/Did not Move by Program End
n (pre)=	14	14	16
n (post)=	10	8	10

### UNIT SATISFACTION

Please rate the following statements about your home according to how well they match what you think (1-not true, 5-very true):

a. My home is the right size for my family	0.57	1.57	1.09
b. I'd be proud to show my home to a friend or family member	0.53	1.63	0.10
c. I have a good, fair landlord	1.21	0.14	(0.49)
d. I'd move to a different home if I could	(1.56)	(1.71)	(0.30)

### NEIGHBORHOOD SATISFACTION

Please rate the following statements about your neighborhood according to how well they match what you think (1-not true, 5-very true):

a. I am happy spending time in my neighborhood	1.73	(0.39)	0.01
b. My neighborhood is safe	1.69	(0.14)	(0.13)
c. I'd move to a different neighborhood if I could	(2.46)	(1.32)	(1.08)
d. People in my neighborhood are helpful	0.49	0.84	(0.60)
e. I know my neighbors and my neighbors know me	(0.13)	0.55	(0.15)

### EMPLOYMENT SATISFACTION

Please rate the following statements about work according to how well they match what you think (if employed) (1-not true, 5-very true):

a. I would change jobs if I could	(1.25)	(1.00)	0.22
b. I am paid the right amount for what I do	1.25	(0.45)	(0.11)
c. I am happy when I am at work	(1.00)	(0.57)	(0.89)
d. I have a good, fair boss	(1.38)	(0.80)	(1.00)
e. My commute to work is easy	(0.25)	(0.10)	(0.78)

### SCHOOL SATISFACTION

Please rate the following statements about your children's school according to how well they match what you think (1-not true, 5-very true):

a. I'd switch my children to another school if I could	(2.13)	(1.48)	(0.65)
b. My children receive a quality education	1.21	0.20	(0.15)
c. The school teachers and administration treat me and my children well	0.14	0.18	(0.11)
d. My children enjoy going to school here	0.01	0.57	(0.25)

### CHILDREN CONCERNS

Please rate the following statement according to how well they match what you think (1-not true, 5-very true):

a. I worry about my children's education	(1.36)	(1.20)	(0.36)
b. I worry about my children's safety	(0.97)	(0.07)	0.25
c. I know how I can best support my child	(0.53)	(0.13)	(0.36)
d. I am doing a good job raising my children given the circumstances	(0.26)	(0.48)	(0.03)

Note: Only participants who were currently employed answered the Employment Satisfaction questions. (19 in the pre-survey; 9 in the post survey)

## 3.4. USE OF PROGRAM RESOURCES

The CCP program flexible Client Assistance Fund filled a variety of participant needs. The largest amount of funding was spend on child engagement activities which were accessed by the majority of families who make the move. Move-in assistance, while used by far fewer families, comprised the second largest use of the fund by dollar amount. Program staff suggest separating these two uses in future iterations of the program. Hopelink also used the fund for ORCA screenings which would allow them to access

"When families are able to go to camp etc. These are things we think of as "extra" - but they are not really extra. They are experiences where kids figure out what they are good at, they build self-confidence. I see a lot of pride from the parent in that they helped facilitate getting their kid into something where they are connecting with other kids, where they are exercising skills."

CCP staff



the same data that landlords would see on screenings so they could pre-emptively address barriers. The staff found these screenings very helpful to the housing search and suggested they be considered a standard procedure for all clients, rather than a use of flexible funds.

#### Exhibit 16 Summary of Client Assistance Fund Usage

	Total amount	Number of families accessing
Child Engagement	\$ 8,265	25
Move-in Assistance	\$ 5,484	5
Report Card Incentive	\$ 2,500	37
ORCA Screening	\$ 2,419	49
Other	\$ 820	5
Adult Education	\$ 768	1
Eviction Prevention	\$ 643	2
Clothing	\$ 350	6
Fee	\$ 250	2
Groceries	\$ 190	3
Gas	\$ 100	1
<b>Grand Total</b>	<b>\$ 21,789</b>	<b>136</b>

A significant share of funds was also used to incentivize families to submit report card data for evaluation purposes. This data, however, was ultimately not used due to incomparability among students and districts' reporting formats.

Exhibit 17 shows the average hours of housing search and post-move case management time accessed by families in each group. Families that completed a successful move had on average the least amount of time with the housing case manager, reflecting of their shorter search times (on average four months) overall, and perhaps less need for support in this stage. On average the housing case manager would spend nearly twice as much time with families who ultimately would not complete a move. This would include time working together on barrier reduction as well as dedicated housing search time.

Families in Group A varied greatly in their use of the post-move case management support, with a maximum of 129 hours and a minimum of 1.5 hours. This is reflected in interviews with case managers who indicated that some families wanted to engage with the Family Development Program, an intense one-on-one case management program through Hopelink, while others were happy to send a check-in text every few months.

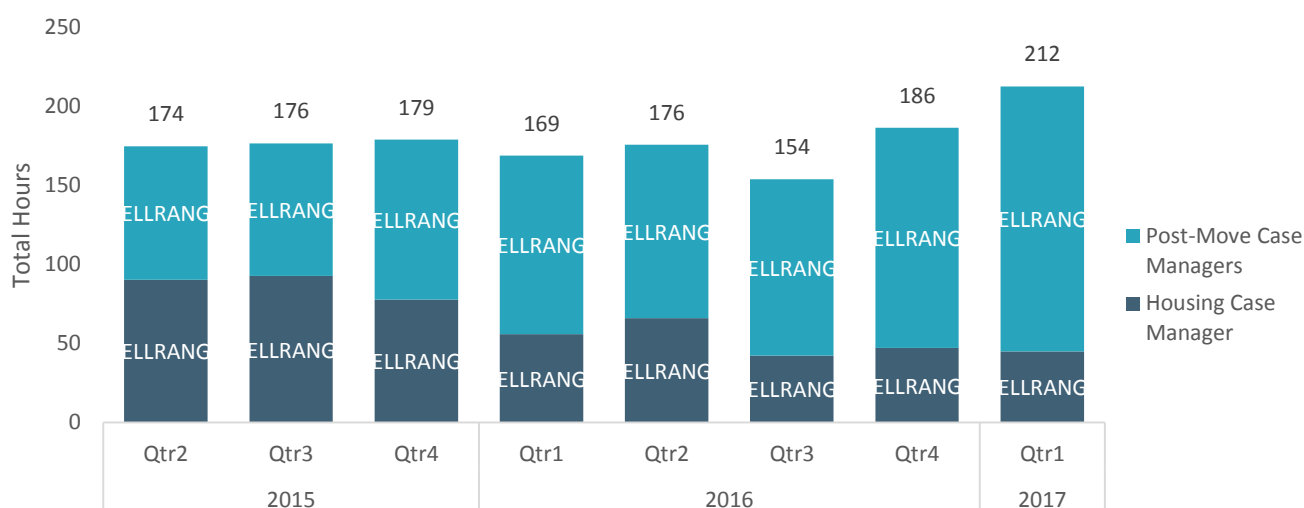
#### Exhibit 17 Use of Housing Search and Case Management Time (Average hours per family)

	Housing Case Manager Hours	Post-Move Case Manager
<b>A - Enrolled and Moved to Opportunity Area</b>	7.52	32.45
<b>B - Moved to Non Opportunity Area/Port</b>	14.30	n.a.
<b>C - Enrolled and Dropped Out/Did not Move by Program End</b>	9.88	11.17 *

\* Reflects some Group C families who were referred through Hopelink and already working with a Hopelink case manager when entering CCP

Exhibit 18 shows the use of the Hopelink team's time in direct service of individual clients over time. As expected, the Post-Move Case Managers' time grew as a share of the Hopelink team's total hours spend on CCP over time. The Post-Move Case Management team was assigned CCP families based on where they moved in the Opportunity Area with a case manager reach for Shoreline, Redmond, Kirkland, and Bellevue. The program originally had a case manager assigned to Sno-Valley area, but there were no Opportunity Moves made to that area. Despite the growing caseload of CCP clients over time for post-move case managers, they still comprise a very small share of each case managers total load (which includes non-CCP clients).

**Exhibit 18 Use of Housing Search and Case Management Team over Time (Total hours for team)**



## 4.0 Conclusions

The Community Choice Program was a unique opportunity for King County Housing Authority's housing Choice Voucher Program recipients to make a life-changing move that otherwise would not have been available to them. Though a relatively small number of families made that transition over the years of the pilot, early signs at the time of this report show that they made a positive long-term move that they believe will benefit their children. However positive the results for those families, questions remain about the cost-benefit of the Community Choice Program, as well as questions about the housing authority's ability to identify families for whom Community Choice is a good fit. The data shows that these questions are interrelated, in that families who ultimately moved were the least resource intensive in terms of housing search length and use of the housing case manager. They appeared to be highly motivated by the educational opportunity, had a strong grasp of the trade-offs involved in such a transition, and may have had fewer personal barriers. With a more targeted marketing approach and ways for families to seriously self-assess their readiness for a move, KCHA and other housing authorities could improve the cost-effectiveness of the program. Other pivots and logistical insights from the pilot have potential to streamline the costs of the program. Such things as While mobility is not for everyone, it can be a important and powerful avenue to keep open for some families.

## 5.0 Appendix

### 5.1.1. Community Choice Marketing Collateral

The 2014 flyers were intentionally vague to attract a broad range of families with school aged children. Later



materials included heavier emphasis on school choice as central to the program.



## 5.1.2. Orientation Materials

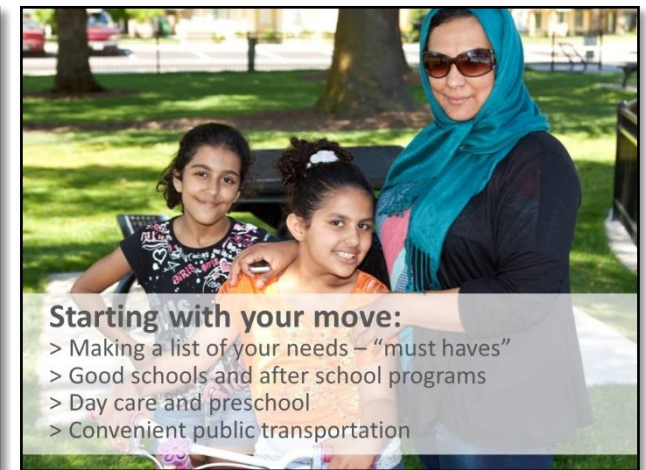
The basic orientation format has remained the same with updates as eligibility requirements have changed. A new slide in 2016 (Slide 9) emphasizes that housing is not guaranteed, though the participant receives ~~a~~ help with their barrier reduction and housing search.



1



2



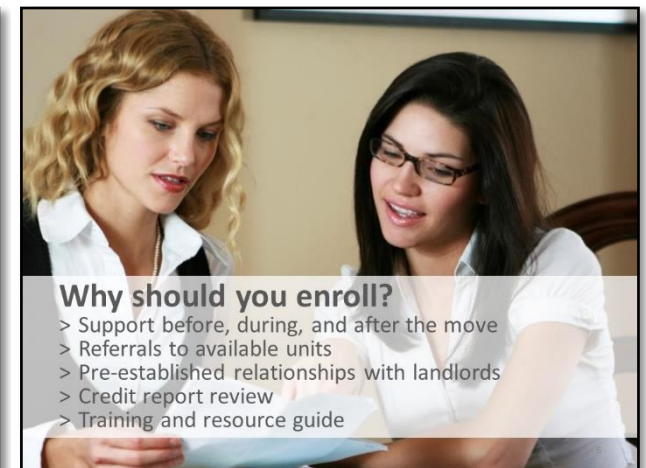
3




4



5



6



**How it works:**

- > **Step 1: Enroll**
  - > Meet with Hopelink staff to complete an intake form and sign an enrollment agreement
- > **Step 2: Pre-Move**
  - > Housing Needs Assessment and Individual Service Plan
  - > Assistance with housing search
  - > Referrals
- > **Step 3: Post-Move**
  - > Identifying community services
  - > Enrollment in new school
  - > Establishing community connections
  - > Assisting with transition
  - > Helping to foster positive landlord/tenant relations

7



**Expectations:**

- > Commit to moving to an Opportunity Area
- > Be flexible
- > Use all available resources
- > Ask questions
- > Help your children be successful in school
- > Turn in report cards at enrollment and at the end of each school year

7



Enrollment does not guarantee finding housing in an Opportunity Area. **Possible barriers to moving to Opportunity Areas include lack of deposit, debt, criminal history, and eviction history.**


9



**Qualifications:**

- > KCHA voucher program participant
- > Have a commitment to move to Opportunity Areas
- > Have at least one child who is in elementary school

10



**Interested?**  
Fill out and return an interest form. Then meet with Hopelink and sign an enrollment agreement!

11



# MEMORANDUM

**DATE:** June 29, 2017

**TO:** Sarah Oppenheimer, KCHA

**CC:** MEF Associates

**FROM:** Vivien Savath, BERK Consulting

**RE:** Community Choice Program participant interviews

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This document is a summary of themes from interviews of Community Choice Program participants. A full program evaluation report incorporating these findings is forthcoming in July 2017.

## 6.0 Interviewee Selection

Interviewees were categorized in four groups

- **A** – interviewee enrolled and completed a successful move to an Opportunity Area.
- **B** – interviewee enrolled and completed a move to a non-Opportunity Area. This includes interviewees who ported their voucher to other Housing Authorities.
- **C** – interviewee enrolled, but later chose to disenroll or did not complete a move before the program ended. These interviewees are likely to live in the same place as when they started the program, but may have moved within the pilot timeframe on their own.
- **D** – interviewee attended an orientation, but did not enroll in the program.

Selection for Groups A, B and C was purposeful and determined in collaboration with the Hopelink housing search case manager and the manager of case management. Interviewees were selected who were likely to be willing informants, who had engaged as expected with the program, and who together represented a range of families' experiences.

Selection for Group D was randomized.

Selected interview participants were contacted a maximum of three times over the interview period June 5 to June 28. If interviewees did not respond after three contacts, they were considered non-participating. Participants completing the interview were compensated with a \$30 Safeway gift card. The table below summarizes the interviews completed at the end of the interview period.

	<i>Participant Group</i>			
	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
<i>Targeted for phone interview</i>	<b>10</b>	<b>8</b>	<b>8</b>	<b>15</b>
<i>Completed</i>	10	7	6	10

Note: Selection lists used KCHA data as of March 2017

## 7.0 Interview Summary

### 1. How did you learn about CCP?

KCHA's broad marketing efforts through flyers and emails were the most common source of interested participants. Referrals through KCHA or Hopelink/MSD also yielded participants. A few participants described being unsure or not ready to make the move at the time of referral or orientation, but got back in touch with the program when the timing felt more suitable. Others described signing up right away.

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
<ul style="list-style-type: none"> <li>Some participants learned of the program through a KCHA mailing (flyer or email).</li> <li>Some participants were referred through Hopelink or MSD, already working with family development services or other case management programs. Of these, two were already living in the Opportunity Area and had</li> </ul>	<ul style="list-style-type: none"> <li>Most participants learned of the program through a KCHA mailing (flyer or email).</li> <li>A few participants were referred through their Section 8 case manager or another KCHA program.</li> </ul>	<ul style="list-style-type: none"> <li>Most participants learned of the program through a KCHA mailing (flyer or email).</li> </ul>	<ul style="list-style-type: none"> <li>Most participants learned of the program through a KCHA mailing (flyer or email).</li> <li>A few mentioned referrals through KCHA case workers, family and friends.</li> </ul>

<p>housing issues that made it difficult to stay in the neighborhood. CCP made exceptions to include 'staying' families.</p> <ul style="list-style-type: none"> <li>▪ A few participants were referred through their Section 8 case manager or another KCHA program.</li> </ul>			
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## 2. What was attractive about the program? What appealed to you (or did not appeal to you) about the neighborhoods?

Better schools, safer environments, better job opportunities were all commonly cited reasons to move to the Opportunity Areas. Perceived drawbacks included transportation concerns, proximity to family, concern about social stigma, concern about uprooting their children from school, and limitations on the size and quality of the units available for the voucher amount. A significant portion of interviewees knew very little about the Opportunity Areas prior to engaging with CCP, though some had previously lived there or had family members in the Opportunity Areas. Families also reported being attracted to the level of support available for the housing search. Many families mentioned timing and an acute need to leave their current housing situation, due to neighborhood safety, lease expiration, being homeless or in transitional housing, and/or poor experiences with their children's school. Families describing this urgency were found in all interview groups.

A	B	C	D
<ul style="list-style-type: none"> <li>▪ The opportunity to move to a better school district was mentioned by the majority of interviewees.</li> </ul> <p><i>"It was definitely something I wanted because of moving into better school district. My daughter's teacher in Kent was having a hard time teaching the kids that wanted to learn. I saw the perfect opportunity to get out of the area we were in. In Bellevue, they talk about college a lot. In Kent, they never mention college to the kids. I wanted to make sure my daughter saw that path for herself."</i></p>	<ul style="list-style-type: none"> <li>▪ Fewer than half of the interviewees mentioned schools as an attractor.</li> <li>▪ Reasons for their interest varied. A portion wanted (or needed) to leave their current housing situation and were already looking to move.</li> <li>▪ Others mentioned being attracted to the one-on-one support and opportunity for case management beyond housing.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Fewer than half of the interviewees mentioned schools as an attractor.</li> <li>▪ Half mentioned that the Eastside is viewed as having better job opportunities for parents as well as schools for children.</li> <li>▪ Reasons for their interest varied. A portion wanted (or needed) to leave their current housing situation and were already looking to move.</li> </ul> <p><i>"Moving to the eastside was not a</i></p>	<ul style="list-style-type: none"> <li>▪ The opportunity to move to a better school district and neighborhood was mentioned by roughly half the interviewees. A few were attracted by the opportunity for one-on-one housing help.</li> <li>▪ Interviewees were also weighing transportation issues, potential for social stigma.</li> </ul>



<ul style="list-style-type: none"> <li>▪ Safety and the opportunity to move to a quieter community was also a common response.</li> <li>▪ A few interviewees mentioned the level of support and one-on-one move assistance to be very attractive.</li> <li>▪ Roughly half the respondents had some familiarity with the Opportunity Area (two were currently living there). The other half had never been, though had heard nice things.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Familiarity with the Opportunity Area varied. One interviewee specifically knew they wanted to move to Bellevue. Most were unfamiliar or new voucher holders.</li> </ul>	<p><i>goal. I would rather stay in Shoreline. I was willing to move there because I want a house. It is nice to know they have high performing schools, but Shoreline is also high performing, it is just not on the list yet."</i></p>	
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### 3. What were the most helpful parts of the program? Was there anything that would have been more helpful?

Many interviewees across groups expressed confidence about their own ability to do the basics of the housing search. They knew generally where to look for listings, how to make inquiry calls, and how to navigate the voucher process. What was most helpful about the program was the support and advocacy lent by the housing case manager. This included upfront barrier reduction, negotiating with potential landlords, and trouble-shooting and expediting the voucher process within KCHA. Interviewees perceived a difference in response from landlords and property managers with the presence of the case manager. Working with a manager in the search also helped clarify and meet their own housing goals.

Financial assistance in terms of the increased voucher subsidy was appreciated and viewed as absolutely necessary, but many felt it was not high enough to afford real housing choice in the Opportunity Areas especially in comparison to more affordable parts of the county that still have decent schools. Financial assistance in terms of flexible funds for security deposit and other move-in assistance were game-changers for participants in Group A. Flexible funds for activities post-move were also an often-cited helpful part of the program. However, regarding some of the most challenging aspects of the transition, the social and academic aspects, Group A interviewees felt were they not as well-supported or well-prepared as they could have been.

A	B	C	D
<ul style="list-style-type: none"> <li>▪ While the housing case manager did introduce participants to new areas and help find listings, that was often not seen as the most valuable part of housing search support. Often interviewees in Group A had found</li> </ul>	<ul style="list-style-type: none"> <li>▪ Interviewees appreciated the housing search facilitation, advocacy (with Section 8 and with landlords), and help making calls and setting up meetings with property</li> </ul>	<ul style="list-style-type: none"> <li>▪ Interviewees appreciated the housing search facilitation, making calls to property managers, and having support for setting goals and budgets related to housing.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Many of the interviewees in Group D felt the program could have been improved with "a wider variety of locations to pick from." For families actively trying to leave high crime</li> </ul>

<p>their own listings and worked collaboratively with the housing search case manager to understand voucher limits, the quality of the schools, negotiate with landlords and Section 8 to facilitate the moving process, and advocate for the families.</p> <p><i>"I did most of the searching. Jordan was great at helping me communicate with landlords. Many landlords didn't speak good English. They had never done Section 8. She explained the process. She made sure it was getting done in a timely manner which was very important because we were homeless living in hotels and couch surfing with friends."</i></p> <ul style="list-style-type: none"> <li>Working with Hopelink also created a timeline and framework for families interested in the move to be accountable to their own goals. This was critical for overcoming barriers that may have discouraged families without support.</li> <li>Many interviewees also appreciated "back-up" with landlords. They felt that with Hopelink's reputation and an advocate's presence, they were taken more seriously as potential tenants.</li> </ul> <p><i>"Jordan was very tenacious, professional, eager and focused on what my goals were and making sure the paperwork was in place. She helped guide me through appointments and getting the paperwork for the property managers and she helped problem solve. For example, when I took my packet in, they [property managers] claimed they lost the whole packet. I had another copy ready, though it made me feel</i></p>	<p>managers.</p> <ul style="list-style-type: none"> <li>Most concluded that their reasons for not making an Opportunity Move were unrelated to the program and did not have suggestions for improvement.</li> <li>Interviewees also appreciated "back-up" with landlords. They felt that with Hopelink's reputation and an advocate's presence, they were taken more seriously as potential tenants.</li> <li>One interviewee felt unsupported by the housing search due to language barriers. <i>"[Jordan] is a good girl, but I didn't see her work hard for me...If she talks fast (on the phone) I say 'Ok thank you', but truly, I am lost...for a person with English as a second language it has to be slowed down. If she calls me when she is driving, we don't have a good productive conversation."</i></li> </ul>	<p><i>"Jordan didn't quit on me at all. I ended up finding a place in Auburn, she still helped me anyway."</i></p> <ul style="list-style-type: none"> <li>Most concluded that their reasons for not making an Opportunity Move were unrelated to the program and did not have suggestions for improvement.</li> <li>One interviewee suggested "incentives to the renter (landlords) - to help them want to accept participants of the program."</li> <li>One participant who enrolled in late 2016 and did not move before program end said "I wasn't happy with it and it didn't help me at all. That's all I have to say."</li> </ul>	<p>areas, they felt that moves to safety and moderately-achieving schools would have been more achievable and still a big improvement for their family.</p> <p><i>"Currently in Skyway, it is a bad neighborhood, nothing good about it. It's just a basic place to live, listening to gunfire all the time, seeing lousy people and cars...[it's] not safe to walk outside, even just to the park."</i></p> <p><i>"Places like Auburn, but Milton or Edgewood would be nice, West Seattle would be great. The Eastside is hard when you don't know anybody and every city has a pocket of bad-ish neighborhoods."</i></p> <ul style="list-style-type: none"> <li>Several participants commented that the financial assistance was helpful, but that the barrier of paying a high deposit amount would still make the move unfeasible.</li> </ul>
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<p><i>unwelcome. You take a packet in with all your personal information and they 'lose it.' It felt like they didn't want blacks at that facility."</i></p> <ul style="list-style-type: none"> <li>▪ Flexible funds for moving costs and post-move support for integration were also often cited. Many felt they could not have made the move without these funds.</li> <li>▪ Participants felt that the program could have done a better job setting expectations for how difficult the search and transition would be. In particular, several families moving for the schools, suggested tutoring support for their children's academic transition. Several families mentioned that the financial and services aspects of the transition were well thought through, but that there was little preparation for the social transition.</li> </ul> <p><i>"I understood that I was moving to an area where people make a lot of money this and that, but I did not prepare mentally to be - it's like you want to move people to a better neighborhood, but if you don't have the same things as the people there - the kids get judged and you get judged and then you are dealing with another type of pressure and that was hard."</i></p>			
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#### 4. How long do you anticipate being in your current home and neighborhood? Are you open to considering a different neighborhood?

Interviewees who completed Opportunity Area moves with CCP were all highly satisfied with the program and their current living situation. They all indicated that they would stay as long as possible in the neighborhoods and school districts they were in. Interviewees who did not complete a move discussed the same housing priorities behind their decisions, such as education, safety, transportation, though many also value stability and would be content to stay in their current situation unless something much better came along. Many interviewees in Group B and C described their current situation as not the very best, but good enough for raising their families. A few interviewees are actively interested in leaving their current home.

A	B	C	D
<ul style="list-style-type: none"> <li>▪ The vast majority of families interviewed plan to stay where they are <i>as long as possible</i>. <i>"I will be in my 700 square foot apartment through High School if I have to!"</i></li> <li>▪ A few families indicated they may be interesting in changing units, but staying within the same school district, or even apartment complex.</li> <li>▪ A few families expressed concern with upcoming lease renewals and being unable to successfully extend without CCP's support.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Interviewees largely felt they <i>gave the program a shot</i> and were content to live in their current situation for the long term. Many viewed where they landed as an improvement over their prior situation, even if not in the Opportunity Areas. <i>"Yes, [an Opportunity Area] would have been a better school district. Having to move down here, I had to let that go. Some of my kids getting their best education is me advocating for them and how much they put into school too. I think Federal Way is one of the better schools down here, excepting the northeast sides."</i></li> <li>▪ A few interviewees mentioned they would still be interested in making a move if the right opportunity came along. The reasons given for areas mentioned related to personal factors and budget as well as Opportunity Areas. Neighborhoods specifically mentioned included Kenmore,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Interviewees were content to continue to live in their current situation. They felt their personal barriers (debt, prior eviction) would not be surmountable, or that their goals (for a house) could not be met by the program. <i>"I like my schools now, I just, I think Issaquah would be better...but my daughter has bounced 5 times over her school career between being homeless and everything..."</i></li> <li>▪ A few interviewees mentioned they would be still be interested in making a move if the right opportunity came along. They were only likely to do so if supported. <i>"It's overwhelming - looking by myself. There's just so many things with credit etc. And the landlords not wanting to work with you."</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ Interviewees were roughly split between those who are actively trying to move from their current neighborhood, those willing to move, but not actively searching, and those planning to stay.</li> <li>▪ Roughly half mentioned they would be willing to move with support.</li> <li>▪ Interviewees actively looking to move are doing so because of safety concerns, needing to find larger or better units, or issues with the landlord. <i>"[I] really want to get the kids out and into a house...We need more space, three bedrooms doesn't fit the growing family."</i></li> </ul>

	Auburn, Bellevue, Renton, Kent, Seattle, Burien.		
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## 5. What were the main reasons you did not want to enroll? Did not move?

The main barriers to moving were largely particular to the individuals' situations such as large debts, prior evictions, and family issues (divorce, child or elder care responsibilities). A handful of interviewees also did not complete moves because better opportunities came along, such as jobs out of the Opportunity Area (often outside of King County) or in one case income increases taking them out of the Section 8 program altogether. Common barriers across interviewees had to do with the number of landlords in the Opportunity Area unfamiliar with or unwilling to work with Section 8 vouchers and the time limits for housing search related to the vouchers.

A	B	C	D
<ul style="list-style-type: none"> <li>▪ N/A</li> </ul>	<ul style="list-style-type: none"> <li>▪ Time pressure related to Section 8 rules was the most commonly cited reason for not making an Opportunity Move.  <i>"The waiting list was long, so long. In Issaquah, 2 years, one year. Even if I put my name there now, then by the time it opens, someone will grab it. It's about the process, as well as the voucher amount...my application was pending, and no one recognized I was porting, then when it came to it, I only had a few days to find a place. If I'm porting, (KCHA) should have known my days were numbered. I called (KCHA) a thousand times, I went there and said my porting voucher when there were only a few days left."</i></li> <li>▪ A few cited personal reasons and inability to find landlords to accept Section 8 for not making the move. Others stated it was just not good timing or they had a better opportunity and took it.</li> </ul>	<ul style="list-style-type: none"> <li>▪ About half cited the inability to find a satisfactory situation. They wanted a bigger unit than they were currently in, or specific neighborhoods that were out of the price range or non-Opportunity Areas.  <i>"I definitely recommend [CCP] for people in need for a chance to raise your kids in a better neighborhood in a better community. I understand why they chose those areas, but it's different if you have no family there. If you are trying to keep you family together (like I was) the area limitations weren't working."</i></li> <li>▪ A few cited personal barriers, debt, and inability to find willing landlords to work with Section 8 in the housing market.</li> <li>▪ Time pressure related to the voucher or the program end ultimately cause some to opt out.</li> </ul>	<ul style="list-style-type: none"> <li>▪ About half the interviewees indicated they lost touch with the program and were still interested in moving to the opportunity area.</li> <li>▪ Interviewees who explicitly declined cited unfamiliarity with the Opportunity Area, concern about social stigma in Opportunity Area, concerns about transportation, proximity to family, personal situations, and distance to work.</li> <li>▪ A few interviewees mentioned that timing related to their voucher precluded participation <i>"needed to take the housing that was available to me at the time."</i></li> </ul>

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# Graduates of Learning and Engagement Academy (GLEA )

2017 GLEA PROGRAM SUMMARY | JULY 17, 2017

BERK CONSULTING as prepared for KCHA

# I. Introduction

The Graduates of Learning and Engagement Academy (GLEA) is a pilot program implemented in partnership between the King County Housing Authority (KCHA) and Highline Public School's White Center Heights Elementary and Mount View Elementary Schools. The pilot, primarily through a combination of home visiting and a nine-week Baby Academy workshop for parents, aims to close the kindergarten readiness gap between KCHA students and the general kindergarten population. While the pilot built on established models such as the Harlem Children's Zone and Parents As Teachers, it also sought to customize a school-based approach to meeting kindergarten readiness needs of families in subsidized housing. This report documents formative learnings from this pilot stage.

This evaluation focuses on key learnings in program implementation, rather than program outcomes. The pilot team made significant progress in the development of a model for a school-based approach to assessing and improving housing authority families' kindergarten readiness. However, the fundamental question of whether the success was due to factors endemic to the housing communities and elementary schools involved remains. In other words, the pilot was met with success, but was it due to difficult-to-replicate factors such as the unique nature of the individuals hired to the Family Advocate role, the proximity of the housing to the elementary school, and/or individual elementary school leadership? With opportunities to scale GLEA, many of these questions can be further explored. Other unanswered questions that can be explored both with scaling opportunities and with more time observing pilot children's outcomes include:

- Does having a certificated teacher or a paraeducator in the Family Advocate role make a difference in outcomes?
- Do the observed improvements in parent practices diminish post-Academy? What does a successful post-Academy experience to maintain these gains look like?
- How can the program cost-effectively provide enrichment for GLEA Babies during Baby Academy?

While it is too early to determine the kindergarten readiness outcomes for participating children, this report also includes interim outcome data that point to a promising trajectory for GLEA families. Improvements in surveyed parent skills and behavior, children meeting age-appropriate developmental milestones, high levels of enrollment in formal early learning opportunities, and qualitative anecdotes about the program's impact are some of these preliminary signs. Fundamentally, though, this evaluation was not designed to determine causality or significance of these outcomes. Due to the self-selected and voluntary nature of the GLEA cohorts, families who chose to engage in GLEA may already have been likely to invest in their children's and their own education.

This report concludes with recommendations focused on further maturing the model and investing in more rigorous measurement and evaluation to gain better understanding of the program's impact. Recommendations include further explicating the program model and activities, further refining program dosage, and developing long-term planning guidelines for entering a community. Model refinements that could be tested with evaluation at scale include approaches to subsidized housing versus Section 8/ Housing Choice Voucher recipient, and staffing variations including the qualifications of the Family Advocate and supporting staff.



## II. Context and Methods

### REPORT OBJECTIVE

This report documents program evolution and lessons over the first four cohorts of implementation of the pilot Graduates of Learning and Engagement Academy (GLEA) program. During the pilot each program iteration made slight adjustments over time on the way to developing a scalable program model. In this section, we describe the context in which the program was developed, the basic program model, and the methods used for the program evaluation. In the second section, we describe the evolution of the program's basic model over time and observations for potential replication of the program. Finally, though this report is focused on program evaluation, we briefly review program outputs and outcomes for participating families over the pilot period.

### THE GLEA PROGRAM

The GLEA program is a pilot program implemented in partnership between the King County Housing Authority (KCHA) and Highline Public Schools White Center Heights Elementary and Mount View Elementary Schools. The pilot, funded by philanthropic support from the Bill & Melinda Gates Foundation, aims to close the kindergarten readiness gap between KCHA students and the general kindergarten population. The program fosters connections between early education supports, elementary schools, and families with young children living in KCHA supported housing on the premise that these connections are critical for young children's later kindergarten readiness and school success. GLEA also aims to increase the number of KCHA children in formal early education and get children diagnosed and connected to supports if there are experiencing developmental delays.

#### Program Goals

The program's primary goal is to **improve kindergarten readiness of children living in KCHA-supported housing**, especially relative to their peers. Washington State's WaKIDS<sup>1</sup> assessment is the indicator of kindergarten readiness.

Since the program targets children ages birth-to-three, and kindergarten readiness is not assessed until age five, the program theory also posits interim goals that contribute to kindergarten readiness. These include **participation in formal early education experiences**, including pre-school and those offered for younger ages, and **achievement of developmental milestones between ages 0 and 5**. The program also seeks to influence **parent and caregiver knowledge, attitudes, skills, and behaviors** thought to contribute to kindergarten readiness. These include knowledge of brain development or application of behaviors based on brain development, the belief that a parent is a child's first and best teacher, parent familiarity with the school district or demonstrated knowledge of how to access school district resources, and parents' lifelong learning mindset. Finally, in recognition that GLEA is a limited intervention, the program also seeks an interim goal of **connecting families to broader networks of peer families and**

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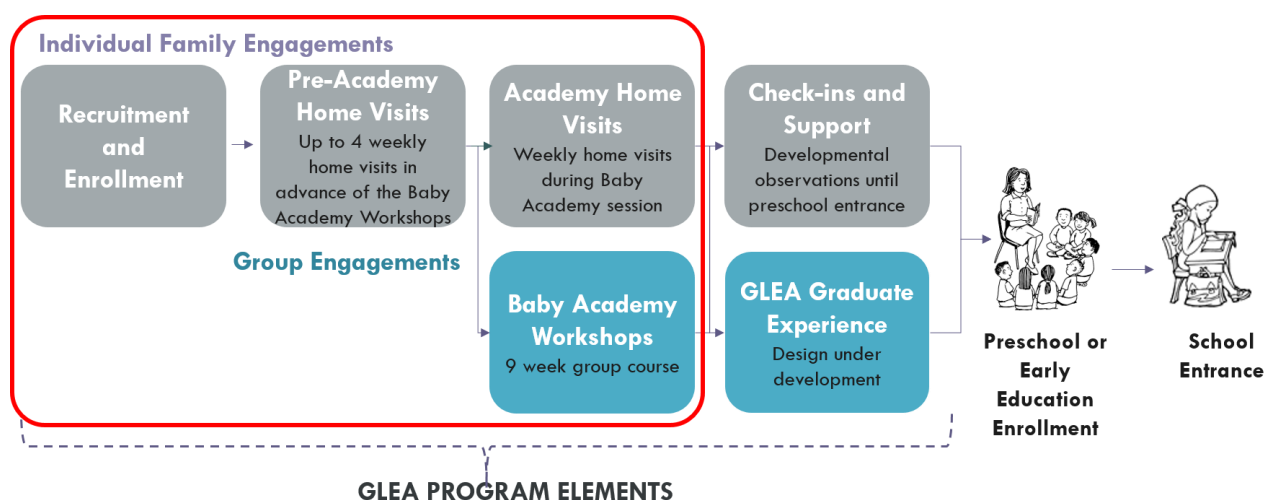
<sup>1</sup> WaKIDS is a Washington State kindergarten transition program that includes developmental assessment of every incoming kindergartener in public schools using an observational assessment based on TS Gold. The WaKIDS version of the assessment emphasizes six domains. As of 20\*\* it has been rolled-out to % of Washington State elementary schools.

**education opportunities**, and advocating for greater focus among community organization on early learning outcomes.

## Program Model Overview

The program model was conceived of in early 2015, after the Grant Team visited the Harlem Children's Zone. Many of the program components adopted in GLEA and described below are location- and population- specific modifications to the Harlem Children's Zone Baby College model<sup>2</sup>. While each of the components of GLEA evolved during the pilot, the basic set of components is illustrated in Exhibit 1. Most program development to date has occurred in the program elements circled in the red box. This section briefly overviews the basic concept, and each is described in more detail in the Program Evolution section beginning on page 9.

**Exhibit 1 Basic Program Elements**



Families are **recruited** from the eligible pool of all KCHA families with children aged birth-to-three. The GLEA Family Advocate, the primary program staff, uses KCHA address data and referrals among residents and from community partners to identify eligible families. Families who choose to **enroll** undergo a first home visit which includes collection of demographic information and a screening for developmental delays. Families, once enrolled with the Family Advocate, begin to receive up to four **home visits** prior to the Baby Academy. Subsequent visits are tailored to the families' needs including modeling and practicing developmentally-appropriate learning activities with the caregiver and child, introducing a new book or other incentive, and time for caregivers to ask questions or raise concerns. The Family Advocate may begin to refer families to community resources if needed. A nine-week group **Baby Academy** is a central feature of the program. It is held for newly enrolled families with structured participation incentives including Highline College course credit for parents and meals to encourage

<sup>2</sup> [Harlem Children's Zone Baby College®](#) (HCZ) aims to teach parents skills and knowledge of child development to raise happy and healthy babies. HCZ offers Baby College as the first part of a place-based approach that includes an entire pipeline of programs that span the educational life from pre-birth to college success. The Baby College model of workshops and reinforcing home visits over the course of a nine-week term was adapted for GLEA.

attendance. The Baby Academy accounts for most of the program dosage, and program completion is defined by Baby Academy attendance. During the nine weeks of Baby Academy, families also receive weekly home visits that include the same activities as before, but also complement the week's curriculum. **Post-Academy**, the GLEA Family Advocate checks in with families and plans quarterly graduate community-based field trips with other GLEA families until their child enters preschool or kindergarten. The children also receive post-graduate observational assessments (TS Gold) that occur at regular intervals via the Family Advocate or Preschool program (if enrolled). While some variation within each component has occurred as the program evolved, this basic program model has remained consistent.

## GLEA CONTEXT: WHAT MAKES GLEA UNIQUE?

There are several other home-visiting and early childhood support programs available in Washington State and the King County area, many targeting low-income families such as those served in KCHA's subsidized communities. However, there is more demand for these programs than capacity currently can serve. For example, Thrive WA<sup>3</sup> estimates there are as many as 30,000 families across Washington who are eligible for home visits but do not receive them. GLEA team hypothesized both that existing programs were not accessible to KCHA residents in White Center due to capacity constraints, and that KCHA resident families had unique needs that would not be well-served by existing programs. Further, none of the programs had an explicit focus on kindergarten readiness with a bridge to school success, the gap the team wanted to address with the pilot grant. Exhibit 18 in the Appendix presents a detailed model comparison of GLEA with the following similar programs with a home-visiting component.

- **Program for Early Parent Support (PEPS)** is a Seattle-based 501c3 non-profit that runs programs to help parents connect and grow as they begin their journey into parenthood. PEPS serves about 3,000 families a year. They conduct sessions of 12 weekly meetings of new parents in neighborhoods to form social supports, provide local resources, and peer education. The groups are facilitated by trained volunteers and participants pay a fee of \$160-\$210 to participate. The program does not have an income- or risk-based target population, though financial assistance (25-100%) is available for low-income participants.
- **Parent Child Home Program (PCHP)** is an early literacy and parenting program that serves families through approximately ten organizational affiliates in Washington State. Home visitors engage families with children between the ages of 16 months and four years, twice a week over a two-year period, with guidance for promoting literacy, books and educational toys and literacy tools and activities. Visitors are trained early literacy specialists, often parents who have completed the program themselves. The City of Seattle and United Way King County funded 1,200 families' participation in PCHP in 2016 and Southwest Youth and Family Services is a White Center-based non-profit that has at times run a Parent Child Home program.
- **Maternal, Infant and Early Childhood Home Visiting (MIECHV)** is a federal program to strengthen and improve outcomes for at-risk communities by giving pregnant women and families resources and skills to parent. The funding supports seventeen home visiting models. Three of these commonly used

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<sup>3</sup> Thrive Washington. "Home Visiting Services Account." Accessed 5/23/2017. <https://thrivewa.org/work/hvsa/>

in Washington State are:

- **Nurse Family Partnership (NFP)**, a community maternal health program, provides ongoing home visits from registered nurses to low-income, first-time mothers. The program serves over 1,200 families in Washington State. From pregnancy to the time the child is age two, the home visitors provide individualized support and guidance.
- **Parents as Teachers (PAT)**, an international non-profit organization, promotes a home-visiting model through a network of affiliates. In addition to home visits, the model includes group meetings, screening, and resource referrals. The home visitor is a parent educator with some college education. The program serves approximately 2,000 families in Washington State, 78% low-income.
- **Early Head Start (EHS)**, a federally-funded program, promotes healthy prenatal outcomes through services to low-income (up to 130% FPL) pregnant women and services for children from birth to three. It serves over 1,700 families in Washington through its home-based model. EHS also runs center-based models or blended home/center-based programs depending on the community need. EHS programs are led by a CDA-credentialed teacher. The home-based EHS is also recognized as a MIECHV program.

GLEA has several unique features relative to the most available early learning and parenting support programs in the King County region described above. None of the programs described above include the following elements as part of their program model:

- **School-centered program.** The role of the local elementary school is a critical feature of the GLEA model. The nine-week Baby Academy takes place in the assigned public elementary school of the families and is led by staff of those schools. The theory behind this choice is to build familiarity with the school building, comfort in an academic setting, and comfort interacting with school staff including the principal and other school administrators. The principal (or other administrators) are expected to meet and build relationships with families prior to their children's entry into school through the GLEA program. The Family Advocate, the primary program staff, is school personnel. This familiarity is hypothesized to help families engage and advocate for their children's education throughout the school career.
- **School-housing partnership.** GLEA was developed in partnership between the housing authority and schools, and all participants are in KCHA-supported housing, whether in subsidized KCHA developments or as Housing Choice Voucher holders/Section 8 residents in the same elementary school catchment. The theory behind this choice is that families who interact with major institutions should receive consistent support and messages. It was also an opportunity to leverage the strength of the housing authority in access to families and ability to reach identify and reach pre-K families.

KCHA, as part of its Education Initiatives<sup>4</sup>, wanted to communicate investment in resident families' educational outcomes early on.

- **Child and sibling-care.** GLEA provides GLEA baby and sibling-care during the Baby Academy sessions. This allows parents to interact with the Baby Academy experts as a learning group without their children. The children are engaged in groups in age-appropriate activities often using the school's resources such as the computer lab, gym, and art supplies. This model component aims to overcome childcare related barriers to participation and provide enriching out-of-school time for children. Child and sibling-care and the incentive framework (below) were features of the Harlem Children's Zone Baby College adapted for GLEA.
- **Incentive framework.** GLEA includes staged incentives to encourage sustained participation in the program. These include educational tablet computers, t-shirts, books, games, catered meals, and recreational limo rides. Though it evolved over time, a detailed framework for Cohort 1 is available in the Appendix: Exhibit 24 as an example. While incentive frameworks can be tailored to be appropriate to the community and time, one crucial and unique incentive has been the ability to earn community college credit for parents who attend the required number of Baby Academy sessions. Child and sibling-care (above) and the incentive framework were features of the Harlem Children's Zone Baby College adapted for GLEA.
- **Community partnership.** The program seeks to deepen commitment and partnerships in White Center for early learning outcomes. Intentional partnership with other community organizations is a hypothesized interim outcome for KCHA children's kindergarten readiness. GLEA recognizes its limits as a small program restricted to KCHA residents and intentionally positions itself as a 'gateway' program for families to become connected to White Center's other opportunities for early learning enrichment. At the same time, GLEA aspires to influence the greater White Center community of programmers to be more responsive to KCHA residents' needs. GLEA facilitated this through a Community Partners Team that helped implement the program.
- **Combination of group and individual time with families.** Early learning programs typically operate through group sessions or a series of individual engagements such as home visits. GLEA's combination of group education with reinforcing home visits is modeled after the Harlem Children's Zone model, but unique for most programs in Washington.

## EVALUATION METHODS AND DATA SOURCES

Formative questions, the focus of this document and the evaluation, are outlined in Exhibit 2.

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<sup>4</sup> KCHA's Educational Initiatives include the housing authority's efforts to provide comprehensive housing, academic, and social service supports to its resident families across the educational lifespan, including family engagement, early learning, attendance, out-of-school time, and college and career success. The goal of the Education Initiatives is to help children and youth overcome the existing educational achievement gap and be better positioned for success in school and later in life through partnerships between KCHA and school districts.

## Exhibit 2 Program Evaluation Questions and Sources

PROGRAM EVALUATION QUESTIONS	SOURCES (detail on sources below)
<b>Recruitment and Enrollment</b>	
<ul style="list-style-type: none"> <li>• What types of recruitment activities are tried? Which are most effective?</li> <li>• What are participation rates?               <ul style="list-style-type: none"> <li>○ Number of families signing up</li> <li>○ Attendance rates</li> </ul> </li> <li>• What participation incentives were tried? Which are most effective?</li> <li>• What are common barriers to participation?</li> </ul>	<ul style="list-style-type: none"> <li>A. Process and program documentation</li> <li>B. Grant Team interviews and debriefs</li> <li>C. Program attendance records</li> </ul>
<b>Home Visits</b>	
<ul style="list-style-type: none"> <li>• How frequent are home visits? How much time does the family advocate spend on home visiting?</li> <li>• What are factors in a successful home visit? What are barriers to successful or efficient home visits?*</li> </ul>	<ul style="list-style-type: none"> <li>A. Process and program documentation</li> <li>B. Grant team interviews and debriefs</li> <li>D. Parent interviews</li> </ul>
<b>Baby Academy</b>	
<ul style="list-style-type: none"> <li>• What are Baby Academy participation patterns?</li> <li>• What are factors in successful and engaging Baby Academy?</li> <li>• What are barriers to participation?</li> </ul>	<ul style="list-style-type: none"> <li>A. Process and program documentation</li> <li>C. Program attendance records</li> <li>B. Grant team interviews and debriefs</li> <li>D. Parent interviews (and feedback forms)</li> </ul>
<b>Graduate Meetings and Field Trips</b>	
<ul style="list-style-type: none"> <li>• What are Graduate Meeting and Field Trip participation patterns?</li> <li>• What are factors in successful Graduate Meetings and Field Trips?</li> <li>• What are barriers to participation?</li> </ul>	<ul style="list-style-type: none"> <li>A. Process and program documentation</li> <li>B. Grant team interviews and debriefs</li> </ul>

\* Quantitative data was not disaggregated according to pre-, during, and post- Baby Academy visits. Qualitative data will reflect pre- and during- Baby Academy visits due to the timing of data collection.

The primary outcome of interest for the program, kindergarten readiness, will be able to be assessed in a few years. By the fall of 2020, approximately 90% of the graduates of GLEA's first four cohorts will have enrolled in kindergarten. Exhibit 5 describes the pipeline of GLEA graduates and the expected availability of their kindergarten readiness assessments. The distribution of GLEA graduates' ages by the dates given in the header indicate how many WaKIDS assessments we would expect to have by then.

### Exhibit 3 Early Education and Kindergarten Outcome Calendar

#### GLEA Graduate Ages by Date (families with <5 absences)

Distribution of ages by:	May 2017	Aug 2017	Aug 2018	Aug 2019	Aug 2020
less than 1	4	2	0	0	0
1 to less than 2	15	6	2	0	0
2 to less than 3	19	25	6	2	0
3 or 4 - eligible for Head Start/ECEAP	32	33	38	31	8
5+ - completed WaKIDS (incoming kindergarteners and older)	5	9	29	42	67
<b>Total</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>

Source: GLEA Program Documentation 2015-2017; BERK 2017

Note: Program completion is defined by having less than 5 Baby Academy absences.

While not the primary focus of this report, some data on Interim Outcomes and Cost Information are presented in Outputs/Outcomes (page 22) to give some preliminary indication of outcomes. These questions are outlined in Exhibit 4.

#### Exhibit 4 Interim Outcomes and Cost Information Question and Sources

OUTCOME AND COST QUESTIONS	SOURCES (detail on sources below)
<b>Child development</b>	
• How are GLEA participants' developing in the kindergarten readiness domains?	E. Child development assessments
<b>Family outcomes</b>	
• How many GLEA families go on to participate in early education opportunities?	C. Program attendance records B. Grant Team interviews and debriefs
• How have parent and caregiver knowledge, attitudes, skills and behaviors changed over the course of participation?	F. Parent survey D. Parent interviews
<b>Program Cost and Time</b>	
• How much does the program cost per family?	G. Family Advocate outlook exports
• How is the family advocate time allocated?	

#### Data sources

- A. Process and Program Documentation.** This includes Grant Team meeting notes and observations of Grant Team meetings. BERK was sent meeting notes and had access to a shared OneNote document of meeting notes and to-do lists. Demographic information collected as part of the program intake process was tracked in an Excel document.
- B. Grant Team Interviews and Debriefs.** BERK conducted interviews with the Grant Team individually and as a group as needed. BERK attended and documented the Grant Team's debrief conversations after each Baby Academy iteration to capture the effectiveness of past changes and planned changes for the next cohort.

- C. Program Attendance Records.** Attendance and data on early childhood program participation was recorded by the Grant Team. These data were available to BERK in a shared Dropbox.
- D. Parent Interviews.** BERK conducted 15-30 minute parent interviews at the end of each Baby Academy, typically on the eighth week. Parents were interviewed in private in an empty classroom using a semi-structured protocol.
- E. Child Development Assessments.** At the first home visit, the results of the Ages and Stages Questionnaire developmental screening are recorded. The Family Advocate also conducts TS Gold<sup>5</sup> child development assessments with each participating GLEA baby at six month intervals. BERK has access to the results of these assessments and the observations in the online TS Gold platform and Dropbox.
- F. Parent Survey.** The Family Advocate conducts an intake questionnaire gathering basic family demographic information. A parent survey, based on the University of Idaho Survey of Parenting Practice<sup>6</sup>, measuring parenting knowledge, confidence, attitudes and practices is administered in conjunction with the intake. A post-survey is administered within three months after the Baby Academy. The home visitor administers the instrument orally with the primary parent.
- G. Family Advocate Outlook Exports.** The Family Advocates record their use of time implementing the program using Microsoft Outlook. Activities are coded to program tasks, such as Administration, Program Development, and Family Work using the Outlook categorization function. This data is exported and send to the evaluation firm quarterly.

### III. Program Evolution

Over the course of four cohorts, the GLEA team made improvements and tested variations on the core model of the GLEA program. The Cohort overview in Exhibit 5 summarizes some of the key differences among cohorts and the following narrative describes the evolution of model components.

**Exhibit 5 Overview of GLEA Cohorts**

	Cohort 1	Cohort 2	Cohort 3	Cohort 4
Dates	9/19/2015-11/14/2015	3/22/2016-5/24/2016	9/24/2016 - 11/19/2016	1/11/2017-3/8/2017
Baby Academy Times	Saturday mornings	Tuesday early evenings	Saturday mornings	Wednesday early evenings

<sup>5</sup> TS Gold is a child development assessment system aligned with WaKIDS. The research-based tool uses a nationally representative norm sample of users (n=18,000; total users over 900,000) to develop scales of normative development by age group in social-emotional, physical, oral language, cognitive, literacy, and mathematics domains.

<sup>6</sup> The University of Idaho Survey of Parenting Practice was developed for the Parents as Teachers (PAT) program. It is a psychometric self-assessment that includes 12 questions measuring parenting practices in the domains of knowledge, confidence, skills, and behavior.



Baby Academy Site	Greenbridge/White Center Heights Elementary School	Greenbridge/White Center Heights Elementary School	Greenbridge/White Center Heights Elementary School	Seola Gardens/Mount View Elementary School
Family Advocate <sup>7</sup>	Certificated Teacher	Certificated Teacher	Certificated Teacher supported by Paraeducator	Paraeducator supported by Certificated Teacher
Target Population	<ul style="list-style-type: none"> <li>Greenbridge subsidized housing residents age 0-3</li> </ul>	<ul style="list-style-type: none"> <li>Greenbridge subsidized housing residents age 0-3</li> </ul>	<ul style="list-style-type: none"> <li>Greenbridge subsidized housing residents age 0-3</li> <li>Housing Choice/Section 8 Voucher Holders in the school catchment age 0-3</li> </ul>	<ul style="list-style-type: none"> <li>Seola Gardens subsidized housing residents age 0-3</li> <li>Housing Choice/Section 8 Voucher Holders in the school catchment age 0-3</li> </ul>
Enrolled Families	20	22	15	13
Enrolled GLEA Babies	30	27	19	16

## RECRUITMENT AND ENROLLMENT

**About this component.** The GLEA Grant Team had the goal of enrolling 20 families in each cohort of GLEA. Recruitment includes all activities by the Family Advocate to generate interested in and get commitment to participation in the GLEA program. This included marketing the program broadly, working with community partners to get the word out, and one-on-one interactions with families with babies. The Family Advocate is the main person responsible for recruitment, though other Grant Team members, such as the elementary principal played an indirect role in advocating for the program on their own time. According to Outlook calendar records, recruiting accounted for 3% of Family Advocate time on average, though it ranged from 0% to 10% by month.

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<sup>7</sup> Certificated teachers in Washington State are school instructional personnel who have met qualifications set by the Professional Educators Standards Board (PESB). Alternative routes to certification are available, but the traditional path includes completing a bachelor's degree at an accredited college, completing a PESB-approved teacher preparation program, and passing the Washington Educator Skills Test – Basic (WEST-B). Paraeducators must have a high school diploma or GED plus two years of study at an institution of higher education or an associate's degree, and a passing score on the ETS ParaPro Assessment.

**Evolution.** The program intentionally hired a Family Advocate who would be a familiar face to the community, a local resident who was already a school employee. In the spring of 2015 she transitioned to part time work at White Center Heights Elementary and part-time with GLEA. By the summer, she was working full-time on GLEA. As an active community member, the Family Advocate was always looking for potential enrollees during personal time as well as when on the clock. The Family Advocate also engaged in more formal recruiting activities like giving talks, contacting community organizations, door-knocking, and posting flyers.

In the first year, recruitment was started several months prior to the Baby Academy to account for the unfamiliarity of the program. Enrollments spanned from April 1 to August 5, 2015 (about four months). With the long lead time on recruitment, many families needed more than four home visits (as described in the program model) to stay engaged before Baby Academy began. The following cohort took less than two months to fill up in the same community. Staff hypothesize the faster enrollment in subsequent cohorts to be due to word-of-mouth and parent referrals, and more exposure in the community. Over time, GLEA recruitment slowed down in Greenbridge as the program exhausted the number of families in Greenbridge who had children in the eligible age range, wanted to participate, and had not participated in earlier cohorts. The initially planned twice-a-year cohorts would eventually exceed the current demand for GLEA.

The GLEA team invested early on in a brand and communication materials as assets for recruitment, including the program vision shown in the Appendix: Exhibit 1 and a [short video of Cohort 1](#). The team worked with a graphic designer, instructing them to convey message that GLEA is “trustworthy, kid-like, multicultural, a partnership, and accessible [sic]” [Program Documentation] in the design. The video featured voices from participating families, illustrating a fun and culturally-supportive atmosphere. These tools were useful for introducing GLEA to families as well as with funders and other schools as they began expansion conversations. In Cohort 4, a Family Advocate created a binder with pictures of the program elements (e.g., home visits) to help with recruitment for non-English speaking families.

Recruitment for the first cohort relied on KCHA’s database of family addresses in Greenbridge. Resident families with children (the program targets zero-to-three year olds) were identified and contacted by the Family Advocate from this initial list of addresses. GLEA also used this list to send mailers from KCHA to families with program information and contact information for the Family Advocate. The program found limited ongoing utility to the KCHA-generated lists after the first round of identified families were reached. Families in KCHA-supported housing are required to notify the Housing Authority of changes in family composition such as a new birth within 30 days of the change. However, with the lag in reporting, processing this data, and it becoming available to the program team, the Family Advocate relied more on word of mouth and personal observation to learn of new babies and potential participant families in the community on a cohort-to-cohort basis.

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*“[How did you learn about GLEA?] It was a coincidence because I walk my son in summer. I used to walk him around every day. One day I met Family Advocate. She asked me, ‘how old is your son’. And I said, ‘three or going to be three’. And she talked about the program, and I said yeah...because I’m always interested in education and how can I support my son to learn more, and I want him to be successful.” – GLEA parent*

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*“I was enrolling [older sibling] into kindergarten. I came in the office and I had the baby with me and Family Advocate was up there and was like ‘oh can I watch the baby’ I’m like who’s this crazy lady who wants to take my baby?’ [laughs] She ended up watching [GLEA baby] the whole time while I got him enrolled for like a half hour and the baby didn’t cry once or anything and she was a month old. She was still really little. And I was surprised and then Family Advocate told me about Baby Academy and I’m like Yes sian me up. I’d*

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## Takeaways for Replication.

**Reliable and timely data on the population in the area is needed to set goals for recruitment**, time the cohorts, and understand whether take-up in terms of enrollment and completion represents the target population. Ideally, program planners could account for the total number of eligible families, an estimate of the community's birth rate, and the fact that not all eligible families will want or be able to participate when designing the spacing of the cohorts. This can be a complex endeavor as the number of eligible families changes constantly as families enter/exit housing and children are born or age-out of the program. The GLEA pilot did not have access to reliable information to this regard.

**Recruitment can take several months and require multiple methods in the first cohort in a new community.** The program design may need more than four home visits or increased time between pre-Academy home visits keep families engaged during this period. Initial outreach involved a lot of door-knocking and distribution of flyers which can be time-intensive. There is evidence that GLEA alumni are excellent (and more cost-effective) sources of referrals and families should be encouraged to refer others to the program. More cost-effective recruitment may be from partnership with community social services, such as the local WIC office, the YMCA, and the library, though GLEA experienced some barriers to working with community partners because their target population was limited to KCHA residents. Each community will have different resources to leverage for recruitment and enrollment, and different willingness from partners to collaborate on working with a KCHA-specific population.

**Families often need to be reached out to several times, sometimes over the course of multiple cohorts.** The program staff learned that there will always be some families who may indicate interest in order not to offend the recruiter. Others will face personal barriers to participating though they are genuinely interested. Common barriers were the scheduling of the cohorts with other commitments such as work, feeling like their child was too young, or simply time. However, several parents re-engaged with later cohorts when they felt more ready or the timing was more convenient for them. Per parent interviews, the opportunity for parent education and general child development content have been messages that have resonated with families in introducing GLEA.

Program staff also recommend **setting high expectations for families up front**. The staff observed in every cohort that there would be a solid core group of families who attend nearly every time, and a second group who tends to participate on the fringes, and others who discontinue the program altogether. "High-expectations" messages emphasizing that this is not a drop-in program, but a commitment to an educational course helped mitigate the number of families who discontinued. Over-recruiting is another way to meet the goal of 20 enrollees in light of this variation in participation, especially as there is relatively small marginal cost to serving additional families within the Baby Academy.

Finally, as recruitment expanded to Housing Choice Voucher/Section 8 recipients in Greenbridge (Cohort 3) the program staff anecdotally observed **greater recruitment success with subsidized housing residents than with Housing Choice Voucher/Section 8 recipients**. A very limited number of Housing Choice Voucher families enrolled,

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*"We've taken a lot of parenting classes and this was different I felt. Because it was...different than some of the other stuff we've been through. The other classes have been parenting with behavior problems, and what not. This, Baby Academy was more about child development and what to expect with your baby and I really liked that."* – GLEA parent

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*"The families living in KCHA housing feel more supported about doing something like this. They also feel like they live in the Housing, they feel a bit of obligation, they know where it is coming from. Used to going to community meetings etc."* – GLEA team member

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and they were all during the latter two cohorts so this observation is not necessarily corroborated by any evaluation data. It is also not clear at this point, what different recruitment and retention strategies, if any, would be more effective with Housing Choice Voucher/Section 8 recipients.

## HOME VISITS

**About this component.** Home visits are one of the most well-studied interventions for child development and school success<sup>8</sup>. While they may take different forms with variations of dosage and frequency, the GLEA Grant Team wanted to include home visiting in recognition of the many evidence-based home visiting models. They also wanted to pair home visiting with a modification of the Harlem Children's Zone Baby College model (discussed in Baby Academy below). The program design includes up to four<sup>9</sup> home visits prior to Baby Academy, once a week home visits during the nine weeks of Baby Academy and post-Academy check-ins with graduate families. The home visits last an hour and in cases where the family has more than one child in the GLEA age range, the visit is combined. Home Visits of all types (pre-, during, and post- Baby Academy) account for 22% of the Family Advocate's effort.


**Evolution.** The first home visit includes an Ages and Stages<sup>10</sup> screening questionnaire (see sample in the Appendix) to assess the child's development and additional enrollment or intake information. A pre-Baby Academy parent survey of knowledge, practices, and behavior is administered at the second visit or otherwise prior to the start of Baby Academy.

Over time, the home visits became more structured as the Family Advocate developed activities and materials to support the visits, such as learning cards which summarize a developmental goal and an age-appropriate activity as something they can do together during the visit and leave behind. Regular home visits might include:

- A discussion of triumphs and concerns
- A discussion of the session's goal in a developmental area
- An adult activity
- A baby activity in alignment with focused and easy to read learning cards left behind for the family (Exhibit 6). These were designed specifically for GLEA by the Family Advocate using resources like Vroom, and the book Zero to Five. They were created in response to a need that Family Advocate saw, in needing to leave something behind with the families that is for the families to work on between sessions or visits.

### Exhibit 6 Example Learning Card

Learning Card	
<b>Topic:</b> My Body	<b>Goal:</b> Communication
<b>Games:</b> Look in the Mirror—sit your child on the counter facing the bathroom mirror. Encourage your child to touch and “talk” to the child on the other side of the mirror. Point to eyes, ears, nose, mouth, etc. Smiling and laughing are fun too!	
<b>Exercising—</b> lay child on his back. Give different commands, like “arms up!” “touch your leg” Ask them to repeat what they are doing.	
<b>Fingerplay/song – Fingers</b>	
Fingers like to wiggle waggle, Wiggle waggle, wiggle waggle, Fingers like to wiggle waggle On your head!	
...your knee, your toe, your nose, <u>ect.</u>	



<sup>8</sup> US Department of Health & human Services Administration for Children & Families. “Child Development and School Readiness.” Accessed 6/4/2017. <https://homvee.acf.hhs.gov/Outcome/2/Child-Development-and-School-Readiness-In-Brief/3#EffectsSumTableHelp>

<sup>9</sup> The number of pre-Academy home visits (up to four) depended on when the family enrolled prior to the Baby Academy start date. (i.e., if they signed up just 2 weeks before, they would only get 2; if they signed up 8 weeks before, they would get 4)

<sup>10</sup> Ages & Stages Questionnaires, Third Edition (ASQ-3) is a developmental screening tool designed for use by early educators and health care professionals that take just 10–15 minutes for parents to complete and 2–3 minutes for professionals to score.

- Family Advocate developmental observations in alignment with TS Gold.

In the first cohort, the program designers anticipated language barriers and offered in-home in-person translation support to facilitate the visits. Most families, however, refused the offer. They would prefer to use their English, however limited, than to have another stranger in their home. The staff also considered a phone interpretation service as an alternative to address language barriers, but found that this option was not cost-effective relative to the demand. The Family Advocate often found that parents' English was stronger than anticipated and sufficient to communicate on the topics of development and learn games and activities with their children.

That said, for a small number of families, language could be a significant barrier to engagement during home visits. For example, when struggling with language, one parent would leave the room and go to prepare food while the Family Advocate worked with their child. Even in these cases, the Family Advocate found it was more effective to persist and gently encourage parents to join in the activity, rather than bring in outside translation services. Number of families who specified English or non-English languages as their primary language appear in Exhibit 9. The proportion of non-English speakers in each cohort ranges from one-third to two-thirds of the participant families.

GLEA staff hypothesize this program direction and the high expectations may have had a positive effect on parents' confidence in their second language, observing GLEA parents and families going on to enroll in ELL classes and more confident interactions with school staff.

In early cohorts, staff observed that the Home Visits were very attractive to families for the convenience of learning in home and the individualized attention from the Family Advocates. Some enrolled with GLEA hoping to benefit from the home visiting, but were unwilling or unable to commit to attending the school-based Baby Academy sessions. After briefly considering exceptions to engage families in home visiting only, the team decided to adhere to the original school-centered model, and insist on Baby Academy attendance in order to receive home visiting. Families that attended less than 5 Baby Academy sessions would be considered not to have completed the program. In Cohort 1, six families (out of 20 enrolled, 30%) did not complete per this definition. In Cohort 2, 2 out of the 22 (9%) families enrolled did not complete per this definition. The Participation Outputs section of this report provides additional data on participation rates. The combination of the school-based academy and home visiting is a distinguishing feature of this program model.

Post-Baby Academy Home Visits are loosely defined and discussed more in the Graduate Meetings and Field Trips Section. While the format and frequency of Family Advocate home visits post-Baby Academy are still being developed, one consistent component has been the TS Gold assessments. The Family Advocate assesses all GLEA babies (or collects equivalent data from their preschool provider) every three months. For children not in preschool, these assessments use data collected through home visits.

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*"The program needs to lead to the school. A lot of Somali moms will talk English to me now. They didn't start that until GLEA, it was a confidence thing." –  
WCHE principal*

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*"Home visits are great [laughs] I love them. Now I'm more focused on him (youngest baby) but I wonder what this program would have done before when my oldest daughters were young...I never paid a lot of attention to a lot of the things that I do now with [son]...I just didn't know the importance of doing that." – Cohort 3 parent*

*"To try to even figure out games - what kind of games could I play with [my son] because of his disability? I couldn't think of anything off the top of my head, ain't nobody played games with me when I was a kid. [The Family Advocates] came up with an actual example and showed me. "Well this is what we could do." Just wadding up paper and throwing it in a wastebasket. Just as a game to teach him to tear, crumple and throw. They're really great people." –  
GLEA parent*

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## Takeaways for Replication

Home visits are one of the strongest evidence-based components of the program. Ensuring that home visits are of appropriate quality can provide some confidence in positive outcomes. They are also an important complement to the content being shared in Baby Academy in that it is an opportunity to reinforce ‘classroom’ learning in the home, through experiential learning, coaching, and repetition. **Home visits benefited from the use of structured incentives, in this case a new book with every visit. Home Visits might also be considered an incentive themselves, in terms of getting families to attend Baby Academy and persist in the program.**

**The Family Advocate’s level of trust with the family is paramount in ensuring quality home visiting.**

The need to establish trust appears to override language and interpretation concerns. According to program staff, a skilled home visitor will be able to work with multiple cultures and languages, and adopt a warm attitude of one-on-one attention that builds trust with families, and persist in re-engaging parents when the language becomes a barrier.

The term home visiting refers primarily to the family advocate’s engagement with the families during time at their homes. However, the **family advocate has additional program duties that require their attention during the home visiting time, such as collecting data.** Data collection was not always completed, for several possible reasons. The parent and child interactions may have required the family advocate’s full attention, there was not adequate buffer time for data collection budgeted during and between home visits, or the data collection tools and systems such as a tablet PC did not integrate well with the visit.

## BABY ACADEMY

**About this component.** Baby Academy is a weekly three-hour opportunity for parents and caregivers to learn about topics related to child development, learning opportunities, discipline, and health. The Academy takes place over nine weeks inside the elementary school building to build participants’ familiarity with the building rooms and resources. The location inside the elementary school is a key component of the design, and finding separate spaces for parent instruction, GLEA Baby and sibling care, and meals were all determined by the programs needs and the school’s available facilities at the Baby Academy time. In White Center Elementary school, for example, the program used kindergarten classrooms for GLEA babies, the computer lab for sibling care, the library for parent instruction, and the gymnasium for large gatherings and meals. Families arrive together with their children and participate in an opening activity together, but the majority of the time is spent with parents engaging in focused learning in an adults-only setting. The total time depended slightly on the day of week and time of day (after school versus weekend Baby Academy), and a sample agenda appears in Exhibit 23. Each adult session during the day has a topic led by an expert speaker. The GLEA babies are in a separate area with early learning educational assistants, while older siblings are engaged in activities with child care providers. Planning Baby Academy requires a large amount of organization and logistics, from contracting individual speakers, coordinating catering and child care, to working with the schools to access facilities during out of school time. It comprised the lion’s share of program development hours over the course of the three years. A participation rate of 5 or more Baby Academy sessions was considered program completion, while 7 or more sessions were required to earn Highline College credit.

**Evolution.** The evolution of the Baby Academy is addressed in three parts: the parent curriculum, GLEA Baby and Sibling-Care, and Logistics.



## Parent Curriculum

The Baby Academy curriculum was influenced by several different sources including the Harlem Children's Zone model, the Zero to Five book by Tracy Cutchlow, and Highline College course syllabi to ensure that parents would be eligible for course credit. The team identified expert speakers aligned with the curriculum they envisioned (see Appendix Exhibit 22).

Most of the speakers over time returned to Baby Academy over multiple cohorts and modified their presentations based on parent feedback. Feedback on each session was solicited from parents. While parents gave almost universally high marks, qualitatively, parents preferred speakers who engaged the participants more, and sessions with the opportunity to hear from the other parents and caregivers and to model and practice activities. While early sessions may have had some lecture-style classes, by the last Cohort, participants reported that almost every session was interactive by design.

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*"I have my favorite speakers and I have my not so favorite speakers. What I told [family advocate], was that...almost all the speakers I loved them. All the discussions were so lively. There was one I didn't like, because it just centers on her talking talking talking... it was like a monotone... The speakers that I like, had fun discussion and everybody feels free to share their experiences."*

– GLEA parent

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The parent curriculum has matured considerably over the four cohorts, drawing on participant feedback and staff observations, and the team has solidified the content of each session. The team feels improvements can still be made especially in prepping speakers on what to expect and what the program's needs are via multiple means (email, phone call) well in advance of the program and before their particular session.

Given the linguistic diversity of the families, the Baby Academy sessions typically included 1-2 interpreters. While parents generally indicated that interpreters during home visits were not necessary, they were useful for the Baby Academy sessions given the content and classroom-like format.

## GLEA Baby and Sibling-Care

Central to the model was separate, age-appropriate learning experiences for parents and caregivers and the GLEA babies. Sibling-care was provided as a means of lowering the barriers for family attendance. In the early cohorts, the design of the programming for the parents' experience in Baby Academy was the priority. The GLEA baby care evolved over the cohorts to have more systematic programming over time, so that it was more of an early learning experience than a child care experience. At the end of the fourth cohort, the team indicated there is still more work to do in shaping that experience, setting the curriculum and learning expectations with the paraeducators running the GLEA baby care, and creating more of a transition from parents to the separate GLEA baby area. For most GLEA babies (and some parents) this is a first experience with a formal early learning setting separating parents and children.

Sibling-care is contracted to a local organization in the preferred model. In the case of Greenbridge and Mount View, the Boys & Girls of King County – Southwest Club was well situated for the task. During the first cohort, the siblings were picked up by Boys & Girls Club staff and walked together to the Club to use their facilities and activities. In

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*"I'm not totally satisfied with the child care [referring to both GLEA Baby and Sibling Care] component of the program yet. We didn't have enough time to train the paraeducators. I would probably like to change the first session to maybe have parents with the kids half of the time, so the kids feel more comfortable and supported while the parents are there and getting to know the staff. Being taken away from mom can be very traumatic, and we have a lot of criers. If we had more time to sit with the paraeducators and learn expectations. I pretty much just emailed them, "One of you is the lead teacher" etc... We need to do a more intentional training on what the program is all about etc."*

– GLEA Family Advocate

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later cohorts, the sibling-care would happen on-site in the school building using the gyms and computer labs, using Boys & Girls Club staff. The development happened for several reasons. Some parents were apprehensive about their children leaving the site where they were, had concerns about their children using the Boys & Girls Club facilities especially in conjunction with other non-GLEA children, and the school offered more opportunity for the time to be spent in academically enriching activities. Sibling-care on-site in the school became the preferred mode.

The program used school paraeducators for both the child and sibling care in Mount View, where there was no readily available community-based organization. While this may have provided more control over the quality of care, and been aligned with school-centered model, it was decided that the importance of building community partnerships was preferred wherever possible.

### *Logistics*

Baby Academy logistics include working with the school to access and reserve the space, arranging for custodial staff to be on hand, purchasing and organizing incentives, planning the schedule and timing of the Academy, and arranging catering. The example agenda shown in the Appendix: Exhibit 23 illustrates the many activities of Baby Academy. When engaging with a new school building these arrangements can take up a large amount of time and will likely require the support of administrative leadership to garner the help of administrative staff.

Over the course of the cohorts, the GLEA team developed several worksheets and tools to manage the many tasks related to logistics. The Appendix contains several examples of formats the team used to organize their work, including agendas and incentive frameworks. There were also program planning forms, tables to crosswalk GLEA curriculum with Highline College course requirements, and budgeting tools. These simple tools helped manage tasks across a team that spans several organizations with multiple duties, and keep the team accountable for tasks in between meetings.

## *Takeaways for Replication*

### *Parent Curriculum Takeaways*

**Parent sessions should be designed for interaction and discussion among parents to the maximum extent possible.** While imparting expert knowledge is a key part of the program, the program also has an objective of strengthening parent social support networks. The Harlem Children's Zone curriculum and Highline College syllabus were well-tested guides for curriculum design in terms of what content to cover.

**Prepare speakers for a diverse parent audience.** It is important, and challenging, to find qualified expert speakers on each topic who are skilled at communicating with and engaging a diverse parent group. Most cohorts had 1-2 language interpreters in the parent sessions to accommodate the various primary languages of the cohort. Expert speakers may need support and coaching on how to modify their lessons to allow for interpretation.

### *GLEA Baby and Sibling-Care Takeaways*

**GLEA baby care should be viewed as a child development and learning opportunity, as well as a change for parents to focus on their own learning without the distraction of children.** Maximize this time by preparing paraeducators and a lead teacher to set intentional learning objectives and activities



for each session.

### *Logistics Takeaways*

**Logistics can take more time than anticipated, especially when there are multiple organizations involved. Building relationships with key administrative staff, potentially with the support of the administrative leadership can help these things go more smoothly.** Some key logistics components and challenges included payment systems for vendors, addressing families' cultural needs, and custodial needs. With payments, multiple vendors will need to be contracted and paid out of the program account including caterers, speakers, contract child care, and ordering incentives. The payment systems through the school district was one of the most time consuming and frustrating part of organizing logistics.

**Cultural needs are an additional layer of consideration for almost every component of the logistics.** For example, finding a caterer for Halal diets, negotiating activities with movement and dance with Muslim participants, and contracting interpretation service for multiple languages. As soon as is feasible during recruitment and enrollment, consider the cultural demographics of the cohort and whether special accommodations will be needed.

**Though not always visible, custodial staff are key to ensuring the Baby Academy runs smoothly.** Some extra attention to make sure they understand what is expected and that they should be on-hand and available during Baby Academy hours rather than working on other projects is worth it.

Finally, recognize that **Baby Academy is not able to meet the needs of all families with the one day-of-week version.** The program alternated Cohorts between a weekday after-school version and a weekend Saturday morning version. With this configuration, if a registered family was having trouble making one of the versions, they could enroll for the next cohort. Between these two versions, the team was able to meet the needs of most families.

## GRADUATE MEETINGS AND FIELD TRIPS

**About this component.** As of this report the GLEA graduate experience of continuing education and field trips is a still-developing part of the model. The objectives of the Post-Academy experience were initially to extend and keep fresh learning from the Baby Academy and to maintain and expand the social support networks of families in the time between Baby Academy and kindergarten. More recently, the objective of this time has shifted to focus more on family goal-setting by child development domains.

**Evolution.** The Grant Team has conducted field trips since the conclusion of the first cohort in the Winter of 2015-16. Trips are to local attractions like the Children's Museum, Woodland Park Zoo, and Pacific Science Center. The main evolution and learnings had to do with accessing free or discounted admission for groups and or non-profit organizations through these institutions and the logistics of advertising and transportation to these trips. GLEA and KCHA have taken advantage of the Children's Museum Passport to Play program. After an application process, KCHA is able to offer free tickets to families including GLEA graduate families.

The graduate experience has been more challenging to design. Parents found the Baby Academy incredibly valuable and often ask for a Baby Academy '2', to be able to repeat the program, or to have a similar program focused on parenting older children. Anecdotally, the team is

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*"I've been doing TS Gold since Cohort 1, they will say 'Oh [the baby] are not doing anything new since Baby Academy" and I go 'No no no they are learning every day' I am concerned that some retraining is needed?"*

*– GLEA Family Advocate*

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concerned that positive benefits observed during and just after Baby Academy wear off without further engagement. The risk, however, is for some parents not to take ownership of their own learning and their own child's development. Designing the graduate experience, the team wanted to support continued learning, while encouraging parents' role as the first teacher and the long-term connection to school success.

The team in the graduate experience is currently focused on communicating messages about the longer-term pathway to kindergarten for GLEA graduates, to Head Start/ECEAP, then kindergarten jumpstart (See Appendix for Communication materials). They hope to equip parents with that roadmap and support them in setting child development goals and making choices to support them.

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*"We tried doing a monthly Play n Learn that was just GLEA families - weren't getting a lot of traction out of that - The first had 6, and the second had 2. Maybe bad timing. But we are seeing a lot more, in just showing up at the regular Play and Learn which is great. At this point, I'd say 75% of the Somali Play n Learn group run by the White Center CDA was GLEA families."*

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*– GLEA Program Team mid-Cohort 3*

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Given this clear demand from the families to continue their learning after Baby Academy and the design challenges mentioned, a successful mature format for this engagement is still developing. Several different forms have been tried.

- Play n Learn-style programming led by the Family Advocate in the Educare space.
- [Private Facebook page for GLEA grads](#) to aid communication about early learning opportunities and allow grads to communicate with each other.
- Graduate event at the new White Center library to join a story time event and help residents get library cards.
- Monthly meetings, rotating from daytime and in the evening. Some will have a speaker and some will be more focused on communication between grads. Similar to Baby Academy, there will be on-site child care. (currently planned for 2017-18)

After four cohorts, there are nearly 100 graduate families to contact for post-Baby Academy experiences. The previous methods of reaching families for graduate experiences and field trips, that is door-to-door or phone calls, are no longer feasible. Facebook and texts are a new format for the participants that the team hopes will gain traction. However, a satisfactory method for maintaining engagement with the growing number of alumni is yet to be found.

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*"Going to door to door, we can only get so many, we think we'll just drop off a flyer, but every time we go they are like 'come in and talk to us,' and 'can you help interpret my daughter's report card?' Which is great, which shows academic engagement, but it takes time... We have tried making a facebook, tried texting for broad communication when there are multiple cohorts. The question we are dealing with now is 'how do you manage a large group?'"*

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*– GLEA Family Advocate*

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## Takeaways for Replication

**The pilot did not produce a mature model for the graduate experience available for replication.** This is being

developed further in the Spring and Summer of 2017 preceding another Greenbridge cohort in the Fall. However,

a few observations are available at this time. For example, transportation is a major issue for field trip planning. Many families are unfamiliar with or uncomfortable with public transportation. Plan for additional time and effort coaching bus route and payment processes and coordinating rides with families who are able to drive.

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*"I kept bashing my head in the planning of field trips... Worried we will have 50 people getting on a bus. You can't put the moms and the babies on school busses and part of it is trying to empower them to use transit themselves. So it is kind of important."*

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*– GLEA team member*

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**There is also a challenging balance to strike between taking advantage of local resources and trying to create a new early learning experience when a gap is perceived.** One objective of GLEA was always to strengthen connections to existing educational resources post-Baby-Academy. Opportunities to introduce families to high-quality programs strengthen the pathway from GLEA to kindergarten, but building those partnerships and getting families engaged in them can be more challenging than anticipated given the multitude of individual family preferences and available programs.

## STAFFING

**About this component.** The primary staff for the GLEA program is the Family Advocate. This position was originally conceived of by a broad group of GLEA community partners. They described critical skills and aptitudes including “knowledge and experience of the K-3 system, early learning and home visitation skills, and ability to identify non-education needs such as mental health needs.” [GLEA Program Documentation]. They also identified teacher certification as a requirement. As a school-centered program, the Grant Team believed the quality of instruction and family interaction that accompanied a certificated teacher’s training would be essential for successful home visits, detecting developmental delays, and connecting any activities to development and academic success. In the case of the pilot, the Family Advocate was a White Center resident who has taught at White Center Heights Elementary for a long time. Though residence in the same community as family participants would be a challenging criterion for scaling this role, the Grant Team believed this lent the Family Advocate the advantage of familiarity among target families. The Family Advocate had to be available and approachable, knowledgeable of the community’s local early education resources, and able to communicate with families from diverse backgrounds. The program began with one full-time advocate, and hired a second Family Advocate when the program expanded to Mount View Elementary School.

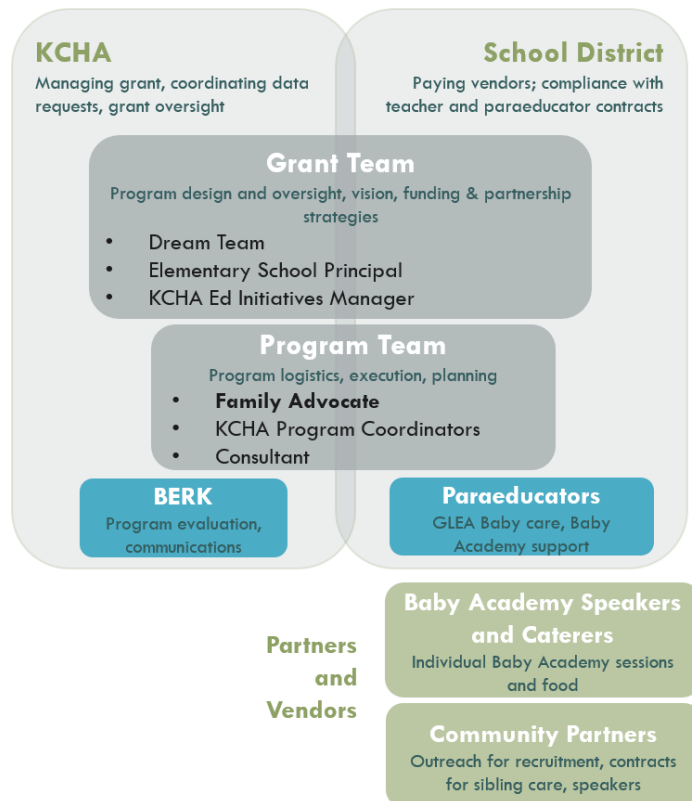
The Family Advocate’s duties included:

- **Recruiting** (described in more detail above). Making house calls from the KCHA database list, distribution of flyers, outreach to community organizations to spread awareness, and appearances at community events to promote the program.
- **Family work.** Conducting one weekly hour-long home visits with each enrolled family (including both pre-Academy visits and visit during Baby Academy), developing and sharing learning tools and activities referring families to resources, conducting developmental screenings (ASQ) and observational assessments post-Baby Academy (TS Gold), and facilitating Baby Academy.
- **Program Development.** Developing Baby Academy curriculum, contracting expert speakers for topics, developing program partnerships (such as that with Highline College), developing and ordering incentives, leading Baby Academy logistics such as space, child and sibling care, and catering.
- **Administration and Planning.** Organizing and attending Grant Team meetings, invoicing, and data collection and entry to support the program evaluation.

The Family Advocate position is the only staff role dedicated to the GLEA program and was fully grant funded during the pilot. The grant also funded the engagement of BERK Consulting to conduct this formative program evaluation. Other individuals in the partnership played key supportive roles and their time represented significant in-kind contributions from the school district and the housing authority. These included:

- **White Center Heights Elementary Principal.** Provided school connections and resources and program design and vision.
- **King County Housing Authority Program Coordinator.** Point person from KCHA for coordinating data requests, contract and budgeting needs, Grant Team liaison to funder requests.

#### Exhibit 8 GLEA team roles



The GLEA team organized early on (by Cohort 1) into a Program Team and a “Grant Team”. The Program Team was a smaller group consisting of the Family Advocate, KCHA Program Coordinating staff and a KCHA consultant. They focused on logistics, planning, and execution at a very practical level. The Grant Team was a larger group including the Program Team, plus administrators at the school and KCHA. The Grant Team focused on the long-term program vision, grant opportunities and design ideas. The Grant Team met roughly monthly. The Program Team met more frequently as needed and communicated much more frequently in between meetings.

The paraeducators used for child care during the baby academy were recruited from the district mailing list of paraeducators.

Depending on the size of the cohort and

numbers of siblings engaged, 4-6 paraeducators were expected to be able to support the child care needs of the Baby Academy. Over the cohorts, the program incorporated time for preparations and training for the paraeducators, though they indicated more work needs to be done to further develop the curriculum and expectations for the paraeducators staffing the child care during Baby Academy.

**Evolution.** With expansion to Mount View, the Grant Team decided to test staffing a paraeducator as the Family Advocate instead of a certificated teacher. This decision would allow lower staff costs for the Family Advocate role. The paraeducator selected for the role was also someone known to the community, an existing staff member at Mount View with a personal focus on early education working on her early education certificate. She was also bilingual which would be an asset to the program. Members of the Program and Grant Teams opined that the Certificated Teacher was best equipped for certain Family Advocate tasks, like identifying developmental delays and developing age and development appropriate curriculum and activities to advance child development. The Certificated Teacher played a major support and mentorship role, even when most program activities were being led by the paraeducator. Whether a Certificated Teacher is associated with different outcomes remains to be seen.

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*“I still believe you got to have a teacher. It’s easy to see that [Family Advocate] gets the big picture of school success more readily. She had a different relationship with staff of the school. A non-certificated teacher can do an outstanding job mentored by a teacher. They’re a good team.”*

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— Program team member

## Takeaways for Replication

**The Family Advocate's time is best spent with families.** In particular, if the ultimate program model demands a certificated teacher and the costs associated with the higher credential, their time should be used with families to maximize value. To the extent possible, administrative duties, logistics and coordination, data entry, and reporting are duties that can be taken on by other staff or partners.

**Interviews with program staff indicate that the preferred Family Advocate is a certificated teacher, though this perspective from the team has not been corroborated with quantitative program evidence on child outcomes or parent feedback.** In the fourth and only cohort run by a paraeducator, many other major variables had changed including the location at Mount View and Seola Gardens. Interviews with the team suggest a very skilled paraeducator can conduct home visits, work with families and run the day-to-day of the Baby Academy, while a Certificated Teacher is needed to see the bigger picture of school success for families and develop rigorous curricula and programming to achieve those goals. Where demand requires more than one Family Advocate team member, the Cohort 4 model of a paraeducator in the Family Advocate role mentored by a Certificated teacher could be successful.

**The model as implemented in the pilot relied heavily on in-kind support from the school district and KCHA.** In particular, the model relies on committed partners at the administrative level. The school principal played a key role in 'opening doors' and gathering resources, other paraeducators and staff, to support the Family Advocate, as well as championing the program with families. Similarly, a KCHA point person at the table can help unlock resources from the housing side. A school leader who advocates for the program outside of program hours, who comes to Baby Academy sessions and engages families, serves coffee and snacks to participants, and otherwise demonstrates interest in the program is very different than an administrative team who allows and supports the program happening in the building. With very busy schools, this level of commitment can be difficult to garner, but it was a key success factor according to GLEA staff and should be a key factor to consider when scaling.

Finally, **the school-centered model prioritized working with existing school staff as much as possible, but this can come with unique challenges.** Using school staff maximizes opportunities for families to get to know people who will eventually work with their children and demonstrates an early commitment from the school. However, using school staff also presents constraints related to teacher union contracts, and when and how many hours can be worked. The also team found that programming Baby Academy on weekends, though perhaps easier for some families to attend, could be challenging to find educational assistants who were willing to work weekends.

## IV. Outputs/Outcomes

### PARTICIPATION OUTPUTS

#### *Families served*

GLEA has served nearly 100 children aged birth-to-three in White Center representing a diverse range of languages and cultures. Many participating parents were born outside the United States, including Ethiopia, Somalia, Cambodia, Vietnam, Colombia, and Iraq. The Somali population was well represented in GLEA. Families who speak Somali as their primary language make up 38% of Greenbridge, and 21% of Seola Gardens residents.

## Exhibit 9 GLEA families served (all enrollees)

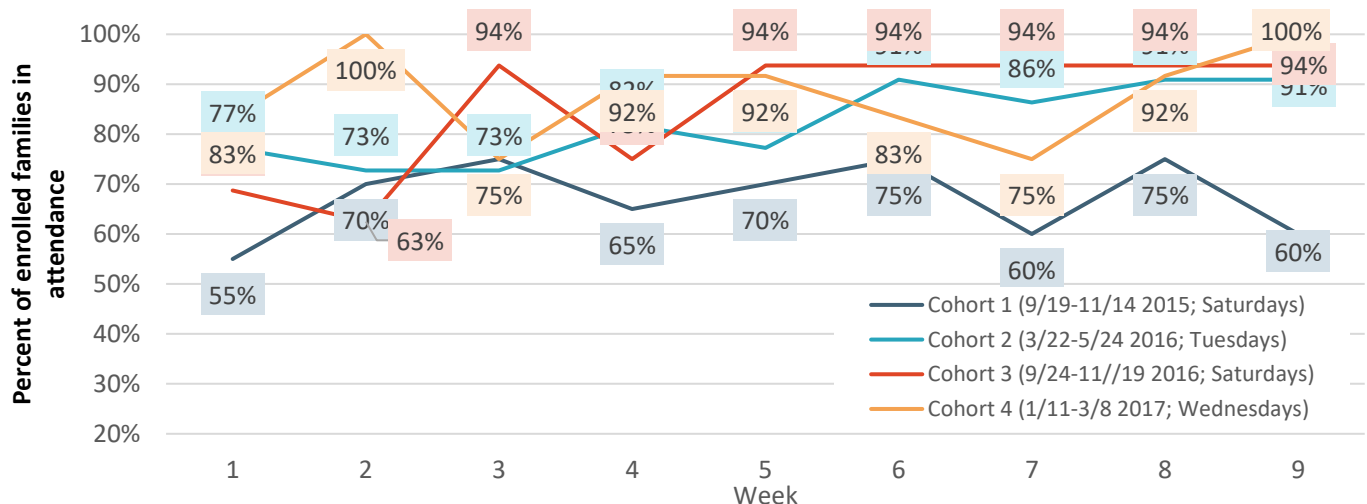
	Cohort 1		Cohort 2		Cohort 3		Cohort 4		Total Served	
<b>Total Families</b>	<b>20</b>		<b>22</b>		<b>15</b>		<b>13</b>		<b>70</b>	
English	3	15%	8	36%	9	60%	6	46%	26	37%
Somali	8	40%	10	45%	3	20%	4	31%	25	36%
Other non-English	4	20%	4	18%	2	13%	2	15%	12	17%
Did not specify	5	25%	0	0%	1	7%	1	8%	7	10%
HCV/Section 8	0	0%	0	0%	7	46%	No data			
<b>Total Children</b>	<b>30</b>		<b>27</b>		<b>19</b>		<b>16</b>		<b>92</b>	
Female	13	43%	19	70%	5	26%	8	53%	45	49%
Male	17	57%	8	30%	14	74%	7	47%	46	51%
Black	22	73%	15	56%	9	47%	9	56%	55	60%
Mixed	0	0%	6	22%	0	0%	0	0%	7	7%
Caucasian	2	7%	5	19%	3	16%	2	13%	12	13%
Asian	6	20%	0	0%	2	11%	2	13%	10	11%
Other	0	0%	1	4%	5	26%	2	13%	8	9%

Source: GLEA Program Documentation; BERK, 2017 Note: One child missing race data in Cohort 4

## Attendance

The GLEA program's first cohort had the lowest attendance rates of the four, perhaps due to weather or unfamiliarity with the program and its expectations. Following the first cohort, the program staff also deliberately communicated much firmer expectations about attendance, included what was required to earn incentives such as the college credit, and requiring attendance at Baby Academy in conjunction with the Home Visit. The program typically saw some of the highest attendance rates toward the end of the Baby Academy which includes the final graduation celebration.

## Exhibit 10 Baby Academy Attendance by Cohort



Source: GLEA Attendance Records 2015-2017; BERK 2017

There was no distinct pattern across cohorts in terms of age of GLEA baby at the beginning of the cohort. Most participants were in the birth-to-three age range, the target for the program. Only one child in cohort 3 began at age four, but pre-kindergarten. Qualitatively, some parents suggested they were not 'ready' for Baby Academy too soon after the birth of the child when they were first contacted. They felt their kids were too young during Cohort 1 but subsequently participated in Cohort 2, which may explain the higher proportion of children under one year old in Cohort 2.

















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*"When they did the first class, I thought, the baby was still really young for that. So when they opened the next class, actually I was really nervous. I was like really nervous, I didn't know who was going to be there, I didn't know - I had no idea about anything. But when I got it I was like 'Oh my god, this is so awesome'. Really. I really really enjoyed it. I saw a lot of familiar faces, the class and the moms and it was such a great experience."*

— GLEA parent

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#### Exhibit 11 GLEA Baby Age at Beginning of Cohort (families with <5 absences only)

Age	Cohort 1	Cohort 2	Cohort 3	Cohort 4
Less than 1	5 	8 	2 	2 
1 to less than 2	3 	5 	7 	7 
2 to less than 3	8 	5 	1 	1 
3 years old or older*	6 	6 	5 	5 
<b>Total</b>	<b>22</b>	<b>24</b>	<b>14</b>	<b>15</b>

Source: GLEA Program Documentation; BERK 2017

Note: One GLEA baby age four was enrolled in Cohort 3, a sibling of another GLEA baby; Program completion is defined by having less than 5 Baby Academy absences.

## FAMILY OUTCOMES

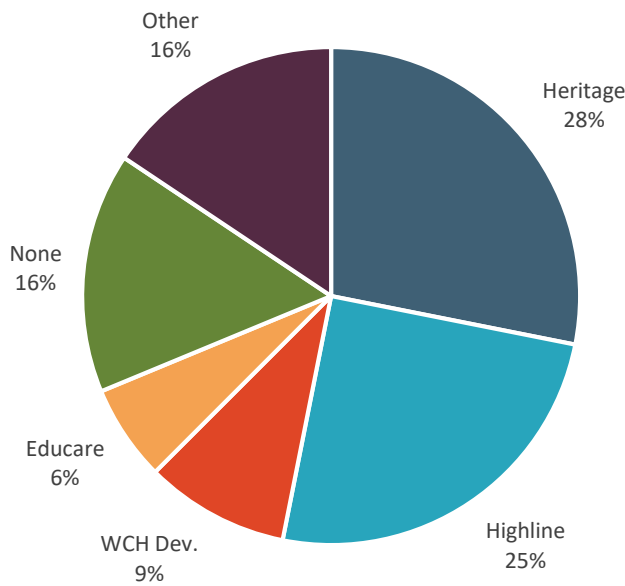
### *Enrollment in formal early learning*

There are high quality formal early education opportunities in the White Center area. The Family Advocate encourages and supports GLEA graduate families to enroll in these opportunities after graduation. In particular, there are several Head Start programs available in the White Center Heights Elementary school area. Two classrooms operate out of the elementary school, and the Highline Learning Center Head Start is operated by the Puget Sound Educational Service District (The Village) at Greenbridge.

The majority of GLEA graduate families with babies of eligible age are participating in a formal early learning opportunity. 32 graduates are three or four years old by May 1, 2017. Of those, only five (16%) were explicitly not attending any early learning opportunity. The majority of children were participating in Heritage programs (nine), Highline Public Schools Head Start (eight), or White Center Heights Developmental Pre-school (three). Other programs included Childhaven, home schooling, Educare and private pre-school.



## Exhibit 12 Early Learning Enrollment of GLEA Three and Four-year olds (as of May 2017)



Source: GLEA Program Documentation

Families have expressed interest in, but difficulty accessing, formal early childhood education at Educare, a high-quality program run by PSESD operating on the Greenbridge site. According to families and the Program team, the primary reason is that income qualification guidelines have prevented them from accessing subsidies to be able to attend this high-quality program. These families have income that exceeds the subsidy threshold, but does not afford them the option to fully private pay.

It is difficult to attribute the impact of GLEA to early education enrollment as the families who selected into GLEA may also be more apt to pursue formal early education as well. Qualitatively, GLEA staff report a new level of interest and engagement around formal early education opportunities, corroborated by the actual levels of enrollment.

### *Changes in parents' attitudes, behaviors, skills and knowledge*

GLEA aims to instill in participants the recognition of parents' role as 'first teacher' and the abilities and knowledge to be effective in that role. This is achieved through modeling and activities in home visits and group discussion and instruction at Baby Academy. Using the framework of knowledge, confidence, skills and behavior in the University of Idaho Survey of Parenting Practices, we observed the strongest gains in knowledge and behavior. In particular, parents reported increased amounts of reading to their children and increased knowledge of child development. On average, no change was observed in ability to respond effectively when their child is upset and ability to keep their children safe and healthy, though parents tended to rate themselves highly in these domains in the pre-survey.



**Exhibit 13 GLEA Survey of Parenting Practices (parents who missed <5 Baby Academy Sessions, who completed both pre- and post-surveys)**

		PRE	POST	DIFFERENCE
<b>1. How would you rate yourself on the following parenting knowledge and practices? (Scale of 0-6)</b>		n=49		
<b>KNOWLEDGE</b>	a. My knowledge of how my child is growing and developing	4.49	5.33	0.84
	b. My knowledge of what behavior is typical at this age	4.52	5.21	0.69
	c. My knowledge of how my child's brain is growing and developing	4.40	5.19	0.79
<b>CONFIDENCE</b>	d. My confidence in myself as a parent	5.44	5.65	0.21
	e. My confidence in setting limits for my child	4.77	5.26	0.49
	f. My confidence that I can help my child learn at this age	5.12	5.55	0.43
<b>SKILLS</b>	g. My ability to identify what my child needs	5.55	5.74	0.20
	h. My ability to respond effectively when my child is upset	5.37	5.37	-
	i. My ability to keep my child safe and healthy	5.79	5.79	-
<b>BEHAVIOR</b>	j. The amount of activities my child and I do together	4.81	5.40	0.59
	k. The amount I read to my child	4.07	5.02	0.95
	l. My connection with other families and children	4.16	5.00	0.84

Source: GLEA Parent Survey

Note: The survey instrument was introduced midway through Cohort 1; Program completion is defined by having less than 5 Baby Academy absences.

Parents reported specific changes in at-home practices based on Baby Academy learnings and coaching. The most significant gains qualitatively are in reading to and interacting with children in recognition of their ability to learn early on, as well as parents' self-regulating behavior to work through times of stress and frustration positively.

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"...There was a lot of stuff I was doing wrong that Baby Academy helped me though. Or I knew, but I didn't know the tool to use. One example is...how to calm them down when you're upset, like how to, calm yourself down and to talk through to your child."

— GLEA parent

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Parents report positive outcomes related to these new behaviors and sharing new knowledge with peers inside and outside the GLEA community, which in some cases has led to enrollees for subsequent GLEA cohorts.

Aside from discrete knowledge, skills, and behaviors, another intentional aspect of the GLEA approach is to increase familiarity with the education system, both to be able to advocate for their children in the K-12 system, and for the parents themselves to value their own knowledge and skills. In follow-up with GLEA families, the Family Advocates have observed several signs of parent's engagement in their own learning and personal advocacy. For example:

- Parents enrolling in ELL classes
- Parents volunteering to be on the Educare preschool Board
- Parent attendance at the White Center summit to advocate for their community
- Parent enrollment in Highline College Early Childhood classes, including classes where the language of instruction is Somali
- Parent comments about furthering their education

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*"Oh my god I hope they have GLEA 2, I will be there every day! Because education has no end. Continue continue, continue. When I was in High School I used to dream about, one day, I'll be a nurse, or I'll be someday, and we but I ended up you know, raising my kids and a very happy family. Yeah, but my husband is doing school now. We can't all go all at the same time. Maybe someday. Yeah that was my dream, but we'll just wait. Time will tell. So...I really liked the program."*

– GLEA parent

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### *Preliminary developmental indicators*

Prevalence studies indicate that nation-wide, 13% of children aged birth-to-three have developmental delays that would make the eligible for federally-subsidized subsidized early intervention services, but less than a quarter of them are detected and connected to those services<sup>11</sup>. The Ages and Stages Questionnaire (ASQ) is a simple (10-15 minute) developmental screening tool used by the GLEA Family Advocate at the first enrollment home visit to detect potential developmental delays.

The results are an indicator of potential delays present in the population, but not a confirmatory diagnosis for any individual child. The Family Advocate may make a recommendation for further assessment or monitor the child's development closely given any Below results from the screening. Every cohort had at least one GLEA baby who screened Below in at least one domain, indicating rates of delay slightly higher than would be expected from the prevalence research.

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<sup>11</sup> Rosenberg, S., Zhang, D. & Robinson, C. (2008). Prevalence of developmental delays and participation in early intervention services for young children. *Pediatrics*, 121(6) e1503-e1509.

**Exhibit 14 GLEA Baby ASQ Results (all enrollees)**

	Cohort 1	Cohort 2	Cohort 3	Cohort 4
<b>Communication</b>				
Above			5	1
Typical	25	22	10	13
Below	5	3		1
<b>Gross Motor</b>				
Above			3	
Typical	26	24	10	14
Below	4	1	2	1
<b>Fine Motor</b>				
Above			5	1
Typical	29	23	10	14
Below	1	2		
<b>Problem Solving</b>				
Above			2	
Typical	26	19	10	14
Below	4	6	3	1
<b>Personal Social</b>				
Above			3	1
Typical	25	23	10	12
Below	5	2	2	2
Missing ASQ data	2	4	1	
<b>Total enrollees</b>	<b>30</b>	<b>27</b>	<b>19</b>	<b>16</b>

Source: GLEA Program Documentation 2015-2017; BERK 2017;

Note: ASQ is a screening tool, not an assessment

TS Gold is a child development assessment system aligned with WaKIDS, Washington State's kindergarten readiness framework that includes a uniform child development assessment at kindergarten entry. The research-based tool uses a nationally representative norm sample of users (n=18,000; total users over 900,000) to develop scales of normative development by age group in social-emotional, physical, oral language, cognitive, literacy, and mathematics domains. The tool is administered by collecting observations in developmental domains over time in an online tool. The Grant Team adopted this tool for its alignment to WaKIDS and the rich evidence base behind it. The Family Advocate uses the TS Gold online platform to enter observations and make assessments at regular checkpoints (6 month intervals per GLEA graduate). Due to this schedule of assessment, more observations are available for earlier cohorts. For GLEA graduates in a formal preschool program that uses TS Gold, the family advocate collects observations from preschool staff and enter them into the tool. Where graduates are not enrolled in preschool or where the preschool does not use TS Gold, the family advocate collects observations and makes the TS Gold assessment on her own.

## Exhibit 15 Percent of GLEA Babies Meeting or Exceeding TS Gold Domain Benchmarks

GLEA Cohorts (all ages)								2016-2017 Kindergarten Readiness (from OSPI)	
Observation:	Cohort 1			Cohort 2		Cohort 3	Cohort 4	White Center Heights Elementary	Mount View Elementary
	1 (Winter 15/16)	2 (Summer 15/16)	3 (Winter 16/17)	1 (Fall 16/17)	2 (Spring 16/17)	1 (Winter 16/17)	1 (Spring 16/17)		
<b>Social Emotional</b>	92%	100%	100%	100%	100%	83%	100%	74%	72%
<b>Physical - Gross Motor</b>	100%	92%	100%	100%	95%	100%	100%	67%*	85%*
<b>Physical - Fine Motor</b>	100%	100%	100%	95%	100%	100%	100%	67%*	85%*
<b>Language</b>	92%	67%	90%	95%	95%	100%	77%	80%	85%
<b>Cognitive</b>	100%	92%	100%	100%	100%	100%	92%	64%	72%
<b>Literacy</b>	92%	92%	95%	89%	90%	Missing	77%	59%	74%
<b>Mathematics</b>	85%	67%	90%	53%	70%	Missing	46%	46%	35%

Source: GLEA TS Gold Snapshot Reports; BERK 2017; OSPI 2017

\* [Kindergarten Readiness indicators from OSPI](#) report a combined Physical score while the underlying TS Gold system used by GLEA differentiates Fine Motor and Gross Motor skills.

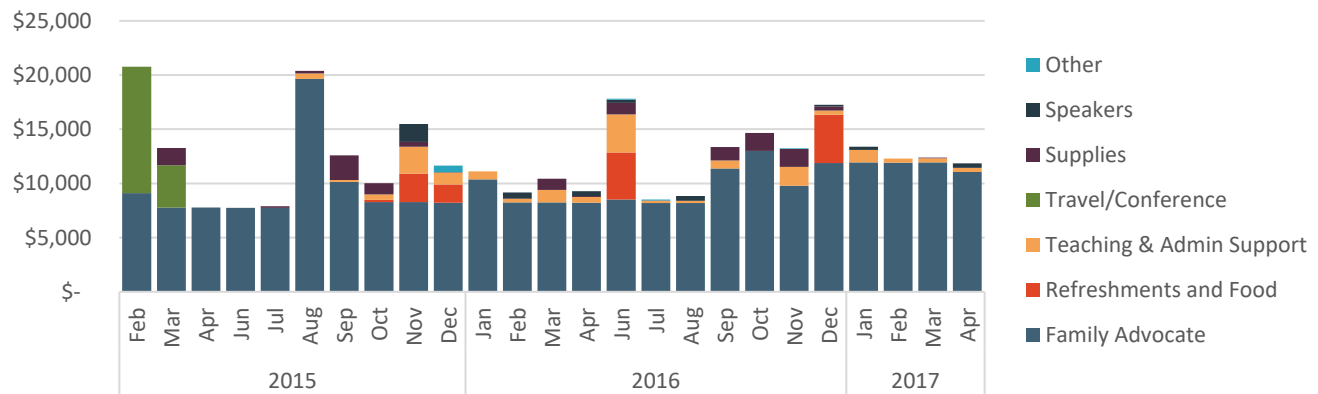
The TS Gold observations indicate that the majority of GLEA graduates are on track to enter kindergarten ready. The proportion of graduates 'kindergarten ready' exceeds the proportion assessed as kindergarten ready in the general White Center Heights and Mount View Elementary Schools. This pattern may be due to several factors, including the success of GLEA program, but also the self-selected nature of the GLEA population (i.e., families that select into GLEA were already likely to prepare their children well for kindergarten) and any remaining subjectivity in the child assessments (though the TS Gold system is designed for and tests the Family Advocate's interrater reliability<sup>12</sup>). The GLEA babies first observations tend to already exceed their peers in terms of proportion on-track in each domain, suggesting that self-selection is a likely factor.

<sup>12</sup> TS Gold uses an online interrater reliability certification process in which the Family Advocate evaluates age-specific portfolios for children, including children with disabilities; preschool, including dual-language learners; or preschool, including dual-language learners and children with disabilities. Each portfolio was reviewed by Teaching Strategies master raters, who agreed on a rating for the child's knowledge, skills, and behaviors in relation to each objective and dimension. To earn the interrater certificate, the Family Advocate's ratings are compared with those of the master rater.

# COST AND TIME

The cost of the program is tracked through school general ledger data for the GLEA grant expenditure account. This does not account for the substantial in-kind time from the elementary school principal and KCHA program coordinators to ensure the developing program’s success. The total spent by this accounting over the grant period was \$311,000 or \$3,380 per participating GLEA baby. As a point of comparison, Harlem Children’s Zone, operating at mature scale, spends approximately \$3,500 per child (inclusive of adult parent/caregiver participation)<sup>13</sup> for participation at any point in their birth-to-college pipeline, and a \$3,000/graduate cost for Baby College<sup>14</sup> alone. Additional cost comparisons to selected Washington programs are available in the Appendix: Exhibit 18

**Exhibit 16 GLEA Program Expenditures**



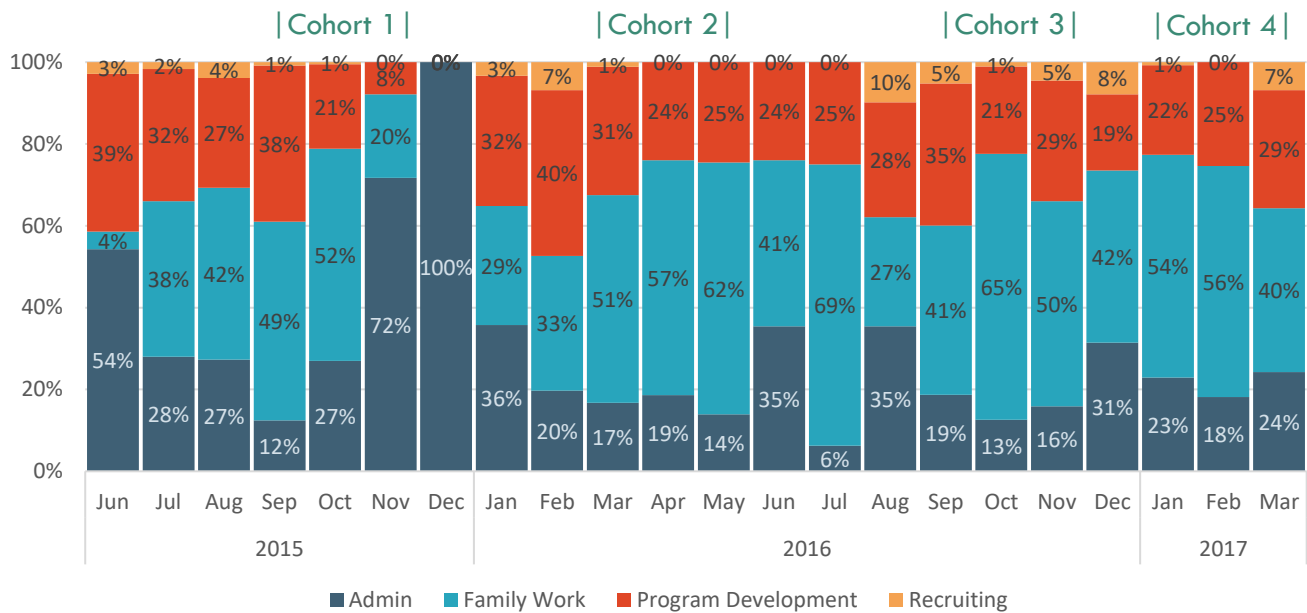
Source: HPS General Ledger Reports; BERK 2017

The Family Advocate’s time was tracked using an Outlook calendar export. The Family Advocate maintained an Outlook calendar with the following categories of activities related to GLEA (Exhibit 21). Time coded to these categories was exported for analysis. While this may not have accounted for every hour spent on the GLEA program, it provides a reasonable understanding of how the Family Advocate’s time allocation fluctuates throughout the year and relative to cohorts.

<sup>13</sup> Harlem Children’s Zone pipeline. (Harlem Children’s Zone. 2009. *Whatever It Takes: A White Paper on the Harlem Children’s Zone.*)

<sup>14</sup> Baby College is a nine-week Saturday program of workshops and weekly home visits for parents and other caregivers of children aged zero to three. Topics include ages and stages of development, brain development, discipline, safety, health. Each workshop theme is mirrored, age appropriately, for children in childcare and is reinforced with parents during weekly home visits. <http://thehill.com/blogs/pundits-blog/education/208178-the-baby-college-investing-in-parents-for-the-future-of-children>

## Exhibit 17 Allocation of Family Advocate Time 2015-2017



Source: GLEA Staff Outlook Exports 2015-2017, BERK 2017

Notes: The Family Advocate took administrative sick leave in November and December of 2015 accounting for the large block of Admin time. A second Family Advocate was hired in the early fall of 2016, after which the chart reflects the distribution of the Family Advocates' combined time.

Program development time as a share of total hours worked declined slightly over the four cohorts, but remained a substantial portion of hours. A significant spike of effort just preceding the start of the cohorts can be observed. This is reflective of the pilot nature of the program with ongoing adjustments, improvements, and development of new tools and materials over the course of time.

Prior to the hiring of the second family advocate, the allocation of time to family work (comprised mostly of home visits and Baby Academy) can be seen to increase as a share of Family Advocate time. With additional cohorts, the Family Advocate's 'case load' of families grows. This data suggests that three cohorts might be a natural step-up point necessitating an additional Family Advocate.

## V. Recommendations and Lessons

### Further explicate the program model and activities.

The program is clear about its goal of kindergarten readiness. It also hypothesizes several interim outcomes that are contributors to kindergarten readiness. Further explication of the specific activities that are known to contribute to those interim outcomes would be a useful way to ensure that the model is replicated with fidelity in other school districts.

### Further define program dosage as the program matures.

Over time, the team adopted some parameters for program dosage. Such as families must attend five or more of the Baby Academy sessions and home visits to be considered completers, and the required

number of attended Baby Academy sessions to earn the Highline College credits. Issues such as tardiness raised questions about dosage, both for the credits and in terms of impact. The team has yet to set a dosage based on hours of home visiting and a length of time for home visits.

### Consider developing longer-term planning guidelines.

The pilot has been focused on cohort-to-cohort plans and improvements over the grant period, with little capacity for long-term planning. As components of the model have matured, and some pieces become consistent over time, there is now an opportunity to draw lessons valuable for long-term planning. For example, the team can develop guidelines such as ‘Of all families eligible to participate in GLEA, count on X% being interested, and of those count of Y% showing up for full program dosage’ and “For a given need how many cohorts should be planned at what frequency?” These guidelines can help new schools get up to speed more quickly and plan resources more efficiently.

### Explore ways to systematize measurement of child development outcomes.

The program specifically chose TS Gold as the tool for measuring child development outcomes in order to ensure alignment with the Washington Kindergarten Inventory of Developing Skills (WaKIDS) the state kindergarten readiness assessment. As the population of GLEA alumni grow, the GLEA Family Advocate spends more time conducting follow-up TS Gold assessments or collecting TS Gold data from early learning centers that also use TS Gold. This can be time consuming. A more systematic approach, perhaps one that could assign children in early learning programs their student identifier before kindergarten could better leverage existing school data systems to manage their child development data.

### With a refined program model, plan to evaluate the model more thoroughly for impact at scale.

This pilot evaluation was limited mainly to formative questions as the pilot developed. The experience has raised interesting hypotheses about the potential difference in effectiveness between a certificated teacher and paraeducator Family Advocate, the difference in program effectiveness for Housing Choice Voucher and subsidized housing participants, and the effect of the proximity of the elementary school to KCHA families’ housing. With an intentional design for impact evaluation during any opportunity to scale and a more solidified program dosage, the program can test these hypotheses with comparison groups within KCHA housing.

### Plan differently in expansion for subsidized housing recipients and Section 8/Housing Choice Voucher recipients and test for differential impacts.

Overall the program staff saw observable differences in the level of participation and engagement from families in subsidized housing (Greenbridge and Seola Gardens) and Section 8 families. Staff hypothesize that families in subsidized housing already had familiarity with each other as neighbors, were used to perceiving KCHA as a provider of community services and not just a landlord, and at least in these two cases, were geographically situated within walking distance to the elementary schools all factors which contributed to a higher level of engagement. For example, parents in subsidized housing would occasionally meet before GLEA to walk or drive together to the program. Section 8 families, being more spread out often met more barriers related to transportation and did not have the same initial social connections with the rest of the group. While the program can still have positive impact for Section 8 families, it can be more challenging to achieve full dosage.

At a larger scale, consider specialized or differentiated Family Advocate roles in a team structure and test for differential impacts.

The Grant Team believed that a Certificated Teacher is necessary in the lead role, as someone trained to detect developmental delays, connect families to resources and develop high-quality programming. As the program scales, however, they also believed that there are tasks that can be done well by paraeducators. One potential model could be a team with differentiated roles. A Certificated Teacher could lead, supervise and mentor non-Certificated staff to conduct the majority of administrative work and family visits.



## VI. Appendix

## Exhibit 18 GLEA Model Comparison to Washington Early Childhood Programs

GLEA	PROGRAM FOR EARLY PARENT SUPPORT (PEPS)	PARENT CHILD HOME PROGRAM (PCHP)	NURSE FAMILY PARTNERSHIP (NFP)	PARENTS AS TEACHERS (PAT)	EARLY HEAD START (EHS)
<b>Program Goals</b>					
Close the KCHA resident children <b>kindergarten readiness</b> gap as measured by WaKIDS	<p>Create communities in which:</p> <ul style="list-style-type: none"> <li>No new parent feels isolated, ill-equipped, or unsupported.</li> <li>All parents develop the <b>confidence</b> to build strong, healthy families.</li> <li>All children grow up in a <b>social environment</b> that allows them to thrive.</li> </ul>	<p>Ensure <b>school readiness</b> in low-income families, and builds protective factors against abuse and neglect, and increases positive parenting.</p>	<ul style="list-style-type: none"> <li>Improve <b>pregnancy outcomes</b> by helping women engage in good preventive health practices,</li> <li>Improve child <b>health</b> and development by helping parents provide responsible and competent care</li> <li>Improve the <b>economic self-sufficiency</b></li> </ul>	<ul style="list-style-type: none"> <li>Increase <b>parent knowledge of early childhood development</b> and improve <b>parent practices</b></li> <li>Provide <b>early detection</b> of developmental delays and health issues</li> <li><b>Prevent child abuse and neglect</b></li> <li>Increase children's <b>school readiness and success</b></li> </ul>	<ul style="list-style-type: none"> <li>Provide <b>safe and developmentally enriching caregiving</b></li> <li>Support parents as primary caregivers and teachers, and in achieving <b>self sufficiency</b></li> <li><b>Mobilize communities</b> to provide integrated array of services and support for families;</li> <li>Ensure high quality responsive services to family through the <b>staff development</b>.</li> </ul>
<b>Dosage: Home Visits</b>					
60 mins 1x/week (9-13 visits over four months)	None	30 mins 2x/week	64 visits over 2.5 years (approx. every other week)	1x/month	1x/week
<b>Dosage: Parent/Peer Groups</b> (program model includes group interactions among participants)					
9 Baby Academy groups (1x/week)	12 group meetings (1x/week)	None	None	12 group connections/year	2x/month socialization

Annual Cost					
~\$3,200/child	\$563/child <sup>15</sup>	\$5,856/child <sup>16</sup>	\$10,170/child <sup>17</sup>	\$2,720/child <sup>18</sup>	\$11,123/child <sup>19</sup>
Local Hiring Focus (program intentionally hires staff from the same locality as participants)					
✓	None	✓	None	None	None
Visitor/Facilitator					
Certificated Teacher or Paraeducator <sup>20</sup>	Trained Volunteer	Trained Specialist	Registered Nurse	Trained Specialist with some college education	CDA-credentialed teacher
Target Population					
Target: KCHA residents age zero to three KCHA resident children pre-kindergarten considered eligible.	None; children aged two weeks to three years.	Children aged two to three years “facing significant obstacles to school and life success”	Low-income children from pregnancy to age two.	None; though affiliates typically identify target populations from pregnancy through kindergarten	Children from birth to age three, at or below FPL
Evidence Base					
Pilot program evaluation	No formal studies. Draws from the 5 Protective Factors from the evidence-based Strengthening Families™ model developed by the Center for the Study of Social Policy; process evaluations are completed per	12 core impact evaluations with significant findings showing: <ul style="list-style-type: none"> <li>44.6% of WA PCHP graduates (v. 29.6% of comparison group) ready for</li> </ul>	Three randomized, controlled trials finding: <ul style="list-style-type: none"> <li>Better academic achievement for NFP children born to mothers with low psychological resources in first six years of elementary</li> </ul>	Forty national evaluations, including four independent randomized controlled trials and seven peer-reviewed published outcome studies finding: <ul style="list-style-type: none"> <li>PAT combined with quality preschool</li> </ul>	EHS Research and Evaluation Project (EHSRE) large-scale, random-assignment evaluation from 1996-2010 showed: <ul style="list-style-type: none"> <li>EHS children scored higher than control groups on</li> </ul>

<sup>15</sup> BERK Consulting.

<sup>16</sup> Washington State Institute for Public Policy, 2017.

<sup>17</sup> Washington State Institute for Public Policy, 2017.

<sup>18</sup> Washington State Institute for Public Policy, 2017.

<sup>19</sup> Washington State Institute for Public Policy, 2017.

implementation, but impact on school readiness not evaluated.

- kindergarten<sup>21</sup>
- Better social emotional and language skills, and increased academic performance on Grade 3 reading and math standardized tests<sup>22</sup>
- Low-income participants graduate from high school national middle class children rate, 20% higher than socio-economic peers, 30% higher than

- school<sup>27</sup>
  - Better language development and ability to control impulses in NFP children born to mothers with low psychological resources<sup>28</sup>
  - Trials showed no school readiness benefits in NFP children born to mothers with relatively high psychological resources<sup>29</sup>
- Three Cost-Effectiveness

- education reduced the achievement gap between low-income and more advantaged children at kindergarten entry.
- More than 75% of the low-income children who participated in PAT and preschool were rated by their teachers as ready for kindergarten<sup>33</sup>
- Higher scores on teacher-rated

- the Bayley Scales of Infant Development<sup>39</sup>
  - Positive effects of EHS for children were sustained for two years, but did not persist by the time children were in fifth grade.<sup>40</sup>
- One benefit-cost analysis showing EHS in WA delivers net costs to society of \$12,617 (in 2016 dollars)<sup>41</sup>.

<sup>21</sup> ORS Impact (2015), Long-Term Academic Outcomes of Participation in the Parent-Child Home Program (PCHP) in King County, WA. Seattle, WA.

<sup>22</sup> Astuto, J. (2014), Playful learning, school readiness, and urban children: Results from two rcts. PCHP Annual Meeting. Uniondale, NY. May 2014. New York University

<sup>27</sup> Kitzman H, Olds DL, Cole R, Hanks C, Anson E, Sidora-Arcoleo K, Luckey DW, Knudtson MD, Henderson CR, Holmberg J. Enduring effects of prenatal and infancy home visiting by nurses on children: Age-12 follow-up of a randomized trial. Arch Pediatr Adolesc Med 2010; 164(5):412-418.

<sup>28</sup> Olds DL, Robinson J, Pettitt L, Luckey DW, Holmberg J, Ng RK, Isacks K, Sheff K. Effects of home visits by paraprofessionals and by nurses: age-four follow-up of a randomized trial. Pediatrics 2004; 114(6):1560-1568.

<sup>29</sup> Olds DL, Robinson J, Pettitt L, Luckey DW, Holmberg J, Ng RK, Isacks K, Sheff K. Effects of home visits by paraprofessionals and by nurses: age-four follow-up of a randomized trial. Pediatrics 2004; 114(6):1560-1568.

<sup>33</sup> Pfannenstiel, J.C. & Zigler, E. (2007). Prekindergarten experiences, school readiness and early elementary achievement. Unpublished report prepared for Parents as Teachers National Center.

<sup>39</sup> Early Head Start Research and Evaluation Project. "Supporting Language and Cognitive Development in Early Head Start." April 2006. Accessed 6/5/2017. [https://www.acf.hhs.gov/sites/default/files/opre/lang\\_literacy.pdf](https://www.acf.hhs.gov/sites/default/files/opre/lang_literacy.pdf).

<sup>40</sup> Early Head Start Research and Evaluation Project. "Early Head Start Children in Grade 5: Long-Term Follow-Up of the EHSREP Study Sample." Office of Planning, Research & Evaluation, December 2010, p 22.

<sup>41</sup> Washington State Institute for Public Policy. "Early Head Start Benefit-Cost Results." May 2017. Accessed 6/5/2017. <http://www.wsipp.wa.gov/BenefitCost/ProgramPdf/97/Early-Head-Start>.

community control <sup>23</sup>	studies show:	school readiness indicators <sup>34</sup>
Two Cost-Effectiveness studies showing:	<ul style="list-style-type: none"> <li>Medicaid-funded NFP, results in reduced Medicaid and Food Stamp enrollment among participants (yields federal savings at 1.54% of costs)<sup>30</sup></li> <li>Net benefits to society of \$34,148 (in 2003 dollars) per high-risk family served<sup>31</sup></li> </ul>	<ul style="list-style-type: none"> <li>Higher standardized scores of reading, math and language in elementary grades<sup>35</sup></li> <li>PAT children required half the rate of remedial and special education placements in third grade<sup>36,37</sup></li> </ul>
One Benefit-Cost analysis showing PEPS in WA yields net cost to society of \$2,763 per child (in	Net benefits of NFP in WA to society of \$8,988 (in 2016 dollars) per child served <sup>32</sup>	One benefit-cost

<sup>23</sup> Levenstein, P., Levenstein, S., Shiminski, J. A., & Stolzberg, J. E. (1998). Long-term impact of a verbal interaction program for at-risk toddlers: An exploratory study of high school outcomes in a replication of the Mother-Child Home Program. *Journal of Applied Developmental Psychology*, 19, 267-285.

<sup>24</sup> Hevesi, Alan G. "Building foundations: Supporting parental involvement in a child's first years." A report from the City of New York Office of the Comptroller. 2001.

<sup>25</sup> Bartik, Timothy J., "The Economic Development Effects of Early Childhood Programs." A report for the Partnership for American's Economic Success. 2008.

<sup>30</sup> Miller, Ted R., Nurse-Family Partnership Home Visitation: Costs, Outcomes, and Return on Investment. Pacific Institute for Research and Evaluation, 2013.

<sup>31</sup> Steve Aos and others, "Benefits and Costs of Prevention and Early Intervention Programs for Youth," Washington State Institute for Public Policy (2004); Lynn A. Karoly, M. Rebecca Kilburn, and Jill S. Cannon, Early Childhood Interventions: Proven Results, Future Promise, report prepared for the PNC Financial Services Group, Inc. (Santa Monica, CA: RAND Corporation, 2005).

<sup>32</sup> Washington State Institute for Public Policy. "Nurse Family Partnership Benefit-Cost Results." May 2017. Accessed on 6/5/2017.

<http://www.wsipp.wa.gov/BenefitCost/ProgramPdf/35/Nurse-Family-Partnership-for-low-income-families>.

<sup>34</sup> O'Brien, T., Garnett, D.M., & Proctor, K. (2002). Impact of the Parents as Teachers program. Cañon City, CO (Fremont County) School Year 1999-2000. Center for Human Investment Policy, Graduate School of Public Affairs, University of Colorado at Denver.

<sup>35</sup> Zigler, E., Pfannenstiel, J., & Seitz, V. (2008). The Parents as Teachers program and school success: A replication and extension. *Journal of Primary Prevention*, 29, 103-120.

<sup>36</sup> Drazen, S., & Haust, M. (1995). The effects of the Parents and Children Together (PACT) program on school achievement. Binghamton, NY: Community Resource Center. Drazen, S. & Haust, M. (1996, August).

<sup>37</sup> Lasting academic gains from an early home visitation program. Paper presented at the annual meeting of the American Psychological Association, Toronto, Ontario, Canada.



2016 dollars)<sup>26</sup>.

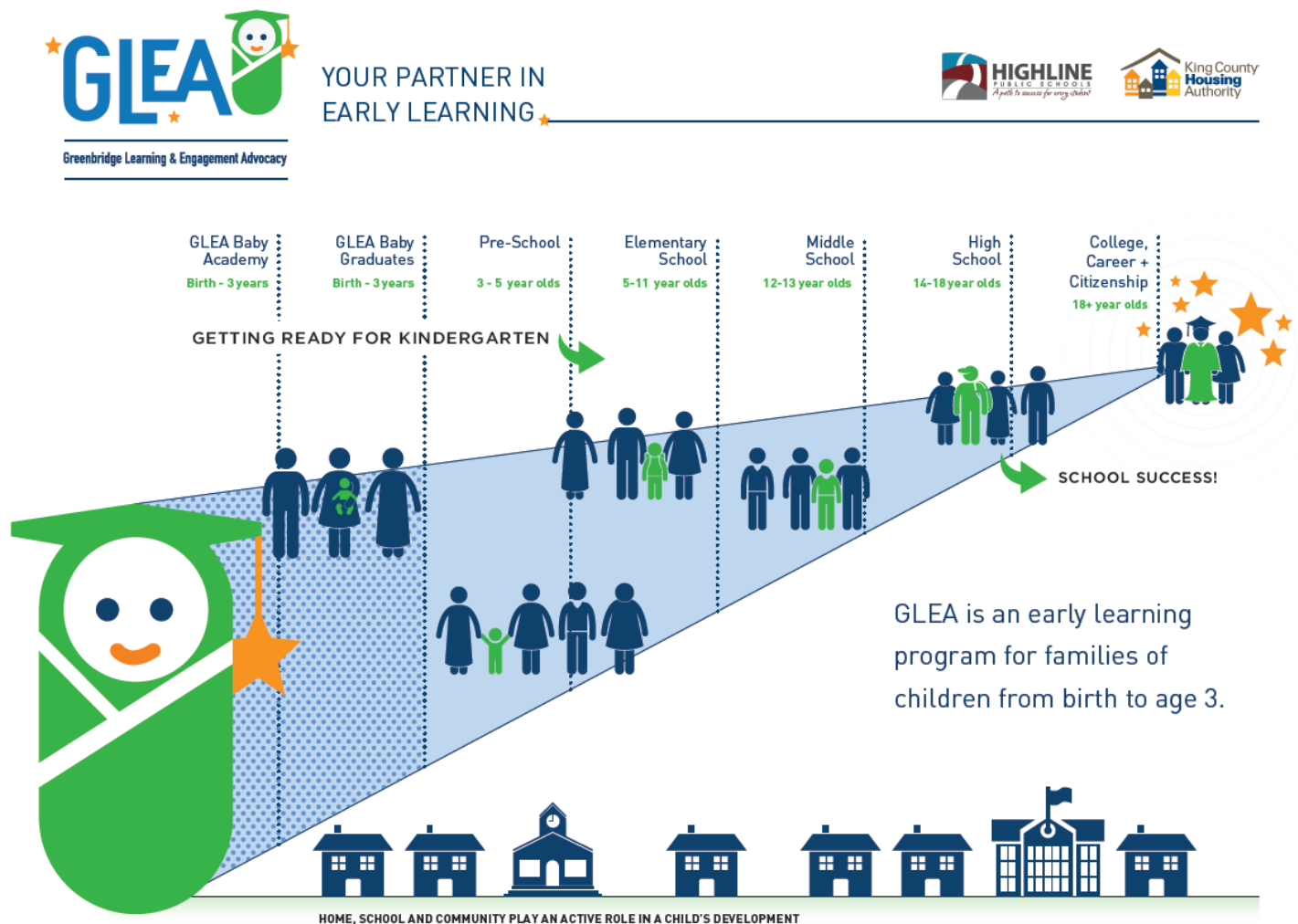
analysis showing PAT in WA delivers net benefits of \$6,638 (in 2016 dollars) to society<sup>38</sup>.

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<sup>26</sup> Washington State Institute for Public Policy. "Parent Child Home Program Benefit-Cost Results." May 2017. Accessed on 6/5/2017. <http://www.wsipp.wa.gov/BenefitCost/ProgramPdf/116/Parent-Child-Home-Program>.

<sup>38</sup> Washington State Institute for Public Policy. "Parents as Teachers Benefit-Cost Results." May 2017. Accessed on 6/5/2017. <http://www.wsipp.wa.gov/BenefitCost/ProgramPdf/118/Parents-as-Teachers>.

## Exhibit 19 GLEA Program Vision (from program marketing materials)



Note: Early communication materials referred to the program as Greenbridge Learning & Engagement Academy because it was the initial pilot site. The name was changed to Graduates of Learning and Engagement Academy with expansion to Mount View Elementary/Seola Gardens in the fall of 2016.

## Exhibit 20 Sample Page from Ages and Stages Questionnaire



### 48 Month Questionnaire

45 months 0 days  
through 50 months 30 days

On the following pages are questions about activities babies may do. Your baby may have already done some of the activities described here, and there may be some your baby has not begun doing yet. For each item, please fill in the circle that indicates whether your baby is doing the activity regularly, sometimes, or not yet.

#### Important Points to Remember:

- ☒ Try each activity with your baby before marking a response.
- ☒ Make completing this questionnaire a game that is fun for you and your child.
- ☒ Make sure your child is rested and fed.
- ☒ Please return this questionnaire by \_\_\_\_\_.

#### Notes:

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### COMMUNICATION

1. Does your child name at least three items from a common category? For example, if you say to your child, "Tell me some things that you can eat," does your child answer with something like "cookies, eggs, and cereal"? Or if you say, "Tell me the names of some animals," does your child answer with something like "cow, dog, and elephant"?

YES ☐ SOMETIMES ☒ NOT YET ☐ 5

2. Does your child answer the following questions? (Mark "sometimes" if your child answers only one question.)

"What do you do when you are hungry?" (Acceptable answers include "get food," "eat," "ask for something to eat," and "have a snack.") Please write your child's response:

☒ ☐ ☐ 10

Eat

"What do you do when you are tired?" (Acceptable answers include "take a nap," "rest," "go to sleep," "go to bed," "lie down," and "sit down.") Please write your child's response:

Go night-night

3. Does your child tell you at least two things about common objects? For example, if you say to your child, "Tell me about your ball," does she say something like, "It's round. I throw it. It's big"?

☐ ☒ ☐ 5

4. Does your child use endings of words, such as "-s," "-ed," and "-ing"? For example, does your child say things like, "I see two cats," "I am playing," or "I kicked the ball"?

☐ ☐ ☒ 0



## Exhibit 21 Categories of Family Advocate Activity and Examples

Program development	Administration Planning	/ Family work	Recruiting
<ul style="list-style-type: none"> <li>▪ Developing incentives</li> <li>▪ Creating curriculum and materials</li> <li>▪ Background research</li> <li>▪ Developing program partnerships</li> <li>▪ Developing Baby Academy partnerships</li> <li>▪ Program Other</li> </ul>	<ul style="list-style-type: none"> <li>▪ Planning meetings (GLEA team)</li> <li>▪ Timesheet/Updating Family Records</li> <li>▪ Partner call/meeting</li> <li>▪ Sick leave/Vacation</li> </ul>	<ul style="list-style-type: none"> <li>▪ First home visit (+ assessment)</li> <li>▪ Regular home visit</li> <li>▪ Family phone calls</li> <li>▪ Baby Academy meeting</li> <li>▪ Post-Academy check-in</li> <li>▪ GLEA Graduate meeting</li> <li>▪ Follow-up assessment</li> <li>▪ Family Other</li> </ul>	<ul style="list-style-type: none"> <li>▪ Recruiting visit</li> <li>▪ Recruiting call</li> <li>▪ Recruiting through partners</li> <li>▪ Recruiting Other</li> </ul>

## Exhibit 22 Cohort 3 Baby Academy Session Description

Session #	Date	Saturdays	Theme	Speakers
1	9/24/2016		Parents As First Teacher	Kellie Morrill
2	10/1/2016		Child Development	UW I-Labs
3	10/8/2016		Brain Development	UW I-Labs
4	10/15/2016		Discipline, Part 1	Sound Discipline
5	10/22/2016		Discipline, Part 2	Sound Discipline
6	10/29/2016		Safety and Immunizations	Pediatrician Contact: Suzinne Pak-G
7	11/5/2016		Home As First Classroom	Zam Zam Mohamed & Ifzin H.
8	11/12/2016		3-year-old Choice	Elba Martin
9	11/19/2016		Graduation	Assorted Dignitaries

Note: Speakers may vary from cohort to cohort though most returned for multiple GLEA cohort. Speakers were paid a stipend for presenting.

### Exhibit 23 Example GLEA Agenda – Cohort 3

		WHO	TIME
Registration	<ul style="list-style-type: none"> <li>▶ Check in participants and children</li> <li>▶ Provide name tags for everyone</li> <li>▶ Distribute GLEA shirts if GLEA staff is not wearing one (to be returned at the end of the session)</li> <li>▶ Incentive bags are on tables</li> <li>▶ Snack</li> </ul>	Annamarie  Magy & Family Advocate prepare	9:30 am
Welcome	<ul style="list-style-type: none"> <li>▶ Welcome and sharing goals and purpose for the Academy</li> <li>▶ Frame the Day Zero to Five Lesson</li> </ul>	Grant Team Member -- Cara Family Advocate	9:40  9:43
Transition	<ul style="list-style-type: none"> <li>▶ Explain Child Care process to parents.</li> <li>▶ Ask parents to take their children and follow the childcare staff to the portable and return right away to the library so session can begin.</li> </ul>	Family Advocate	9:50-10:00
Session	<ul style="list-style-type: none"> <li>▶ Parents are in the library</li> </ul>	Family Advocate and presenter Grant Team Member	10:00-11:20
Transition	<ul style="list-style-type: none"> <li>▶ Boys and Girls Club leave with students</li> </ul>	Boys and Girls Club	9:50
Session	<ul style="list-style-type: none"> <li>▶ Parents are in the library for reflection session</li> <li>▶ Feedback forms completed</li> <li>▶ Lunch is set up in cafeteria abt. 11:15</li> </ul>	Family Advocate and presenter Annamarie	11:20-11:30
Transition	<ul style="list-style-type: none"> <li>▶ Parent get their children in the portable and go to cafeteria</li> <li>▶ Start getting food when they arrive</li> </ul>	Family Advocate Chato Brenda Grant Team	11:30- 11:40
Lunch	<ul style="list-style-type: none"> <li>▶ Parents and children are seated at a table together as a family</li> <li>▶ Drawing for limo is held</li> </ul>	Family Advocate	

**Exhibit 24 GLEA Cohort 1 Incentive Framework (Direct copy of a program document to illustrate the Program Team's incentive planning for the project)**

Timing	Incentive	Cost	Vendor	Date Ordered	Date Delivered
Enrollment	T shirt or onesie with logo for all children 0-3	Onesie \$7.27 ea; toddler sizes t shirts \$5.47 ea; bib (wait for logo to be selected)	Custom Ink	TBD after logo is completed	
Attendance at Academy	1st session: Cutchlow's book 0-5	Free from author			
	3rd session: membership Children's Museum	We can apply to be able give individual tickets that we can print in house. Cara is applying to be a Passport for Play Agency which will allow the tickets to be printed for free for field trips.			
	Raffle for perfect attendance: 1 month rent	Cara will continue to follow up on this with KCHA to find out if this can be done and the process though she thinks we should proceed as if it will not be approved. As an alternated an IPAD or IPAD mini could be given for the perfect attendance raffle. 16 GB Wi-Fi \$399 at Best Buy. Or buy some other type of technology device for less.			
	Other items: Options include diapers, bibs, burb towels, etc.	216 count Pampers from Amazon \$47.19 size 1; 180 count Pampers size 4 \$45.99; 132 count Pampers size 2 \$33.84; size 3 Pampers 162 count \$40.99; Pampers Diapers Size N 128 count \$34.94. Family Advocate will order the diapers and also some other items for the diaper bags for newborns. GLEA bib (wait for logo to be selected) silicone \$5.54	Amazon  US Imprints		
	Credits for completion from HighlineCollege	Family Advocate is following up with Highline about the possibility of credit for completing the Academy classes.			
At BA Graduation	Family Portraits	Family Advocate will check with David Sonsteng costs for 8x10 photo and digital photo			
	Credits HHC	Family Advocate will follow up with college for the cost per student and more specifics			
	Party	TBD			
Post-	Field trips on Metro: Pacific	TBD cost of Metro. Cara called all sites. There are processes for each			

<b>Graduation BA Sessions</b>	Science Center; Children's Museum; and Zoo	site for field trips, but we need to know the dates and numbers attending. We will need to wait until we are nearing the end of the GLEA Baby Academy. These field trips are free.			
<b>Newborns</b>	Diaper bags with logo	\$1.79 each and \$50 set up fee (wait for logo to be selected)	Totally Promotional	Will be ordered with logo is complete	
	Items for diaper bags	Family Advocate will check with West side Baby. She will order diaper bag items: teether, pacifier, CD lullabies, picture frame, other.			
<b>Home Visits</b>	Book	\$4 per book . Family Advocate will order.			
<b>Birthday</b>	Educational Toy	\$8 per toy. Family Advocate will order.			

## **APPENDIX C**

### **COLLATERALIZED FUNDS**

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## APPENDIX RELATED TO MTW FUNDS PLEDGED AS COLLATERAL

### **GREEN RIVER HOMES**

#### **Project Description:**

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

#### **Financing Terms:**

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

**Certification:** See Attachment C

**Bank Statement:** See Attachment D

### **MOVING KING COUNTY RESIDENTS FORWARD**

#### **Project Description:**

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

#### **Financing Terms:**

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

**Certification:** See Attachment G

**Bank Statement:** See Attachment H

# ATTACHMENT A



RBC Capital Markets®

## Project Financial Projections

Green River Homes  
Auburn, WA

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Revised: 11/22/11

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

OPM Version 4-4a, January 28, 2011

V:\data\Common\Properties - combined\Green River Homes - Auburn, WA\PROJECTIONS\OPM v4-4a Green River Homes 11-23-11.xls\TOC

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## Page 1

[illegible]

### OPERATING ENTITY STRUCTURE

OPERATING ENTITY STRUCTURE									
Operating Partnership / LLC		Market Penetration				LHYTE Projected			
OP / Managing Member:	Cross State Health LLC	Market/Geo	LHYTE - Fed	Other Credit	LHYTE - State	Market - State	Cap. Retn.	Residual	20% Ytd
Managing CP	King County Housing Authority	Yes	8.000%	8.000%			8.000%	12.000%	3,499,130
Other CP		No							
LP / Investing Member:									
Owner LP	RBC - Owner Bk of LLC	No	97.9999%	97.9999%			97.9999%	97.9999%	3,499,130
Speed LP	RBC Trust Credit Manager II, Inc.	No	1.001%	0.001%			0.001%	0.001%	
State Credit LP		No							
Owner LP		No	100.000%	100.000%			100.000%	100.000%	

Example: The Creditors

No

### Construction Planning Assumptions

<b>Construction Financing Assumptions</b>					
<b>Financial Variable</b>	<b>Total</b>	<b>Amount Paid</b>	<b>Interest Rate</b>	<b>Term Years</b>	<b>Lump Sum Payment</b>
Seller Construction Loan Pmt 1	4,050 AMT	N/A	8%	48 M	36
Construction Loan 4					
Construction Loan 5					
ABC Loan					

<b>CONSTRUCTION FINANCING SUMMARY</b>			
<b>Item Description</b>	<b>Real</b>	<b>\$/Yr @ 8%</b>	<b>Cash @ 8%</b>
Loan Income Housing Tax Credit	5	3,000.00	91,000
Historic Fed Credit			5
Other Credits			90,000
Loan Income Housing Tax Credit - Share			20,000
Historic Tax Credit - Share			0
Total Loans Tax Equity			111,000
			<u>5,494,578</u>

### Polymers in Freezing / Cold Flow Assesment

[illegible]

**Private Access: Make  
Applicable Products Available**



# Credit Calculation Schedule

Green River Homes

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## Low Income Housing Tax Credit Calculation

Item	Rehabilitation	Acquisition
Eligible Basis	\$ 16,019,460	
Less:		
Acquisition Cost	(1,623,958)	3,623,958
Residential Historic Tax Credits	-	-
Grants	-	-
Other Credits adjustment	-	123,060
Dev. Fee in acquisition	(123,060)	-
Relocation	(42,660)	-
Ineligible Soft Costs	(23,750)	-
DDA/QCT Adjustme	12,206,032	3,747,018
Eligible Basis	100%	100%
Basis Limitation	12,206,032	3,747,018
Total Eligible Basis	100.00%	100.00%
Low Income Percentage	12,206,032	3,747,018
Qualified LIHTC Basis	3.19%	3.19%
Tax Credit Percentage	508,902	119,530
LIHTC Calculated	508,902	119,530
LIHTC Reservation	508,902	119,530
Allowable LIHTC	508,902	119,530

## Historic Tax Credit Calculation

Item	Residential	Commercial	Total
Depreciable Basis	\$ -	\$ -	\$ -
Less:			
Acquisition Cost	-	-	-
Personal Property	-	-	-
Sitework	-	-	-
Blgd. Additions/(Demo)	-	-	-
Ineligible Interest	-	-	-
Other Ineligible Costs	-	-	-
Grants	-	-	-
Historic Tax Credit Basis	-	-	-
Historic Tax Credit %	0%	0%	0%
Total Historic Tax Credit	\$ -	\$ -	\$ -
Tax Credit Delivery	2012	2013	2014
	-	-	-
	-	-	-
	-	-	-
	-	-	-

## State LIHTC

Eligible Basis	No
Adjustments	-
Adjustments	-
Adjustments	-
Total Basis	0%
Credit Percentage	-
Tax Credits	-

## State Historic

Depreciable Basis	No
Adjustments	-
Adjustments	-
Adjustments	-
Total Basis	0%
Credit Percentage	-
Tax Credits	-

## Other Credits

Basis	-
Adjustments	-
Adjustments	-
Adjustments	-
Total Basis	0%
Credit Percentage	-
Tax Credits	-

# Summary of Operating Partnership Benefits Green River Homes

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Year	Contribution	Debit/Contribution	Projected Taxable Income (Loss)	Deduct: Guaranteed Cash Flow 100.00%	Projected Tax Benefits 35.00%	Projected Federal Housing Tax Credits	Projected Historic Rehab Tax Credits	Projected Other Tax Credits	Projected State Tax Credits	Federal Tax Effect on State Credits Yes	Projected Total Tax Benefits	0.00% Projected Cash Flow	Total Investing L.P. Benefits
2011	\$ 500,000	\$ -	\$ (343,326)	\$ -	\$ 190,934	\$ 146,619	\$ -	\$ -	\$ -	\$ -	\$ 337,553	\$ -	\$ 337,553
2012	\$ -	\$ -	\$ (396,481)	\$ -	\$ 138,768	\$ 508,851	\$ -	\$ -	\$ -	\$ -	\$ 647,619	\$ -	\$ 647,619
2013	\$ 4,384,970	\$ -	\$ (370,295)	\$ -	\$ 129,603	\$ 508,851	\$ -	\$ -	\$ -	\$ -	\$ 638,454	\$ -	\$ 638,454
2014	\$ -	\$ -	\$ (353,781)	\$ -	\$ 123,823	\$ 508,851	\$ -	\$ -	\$ -	\$ -	\$ 632,674	\$ -	\$ 632,674
2015	\$ -	\$ -	\$ (342,627)	\$ -	\$ 119,919	\$ 508,851	\$ -	\$ -	\$ -	\$ -	\$ 628,770	\$ -	\$ 628,770
2016	\$ -	\$ -	\$ (331,320)	\$ -	\$ 113,962	\$ 508,851	\$ -	\$ -	\$ -	\$ -	\$ 624,813	\$ -	\$ 624,813
2017	\$ -	\$ -	\$ (329,467)	\$ -	\$ 113,313	\$ 508,851	\$ -	\$ -	\$ -	\$ -	\$ 624,164	\$ -	\$ 624,164
2018	\$ -	\$ -	\$ (335,423)	\$ -	\$ 117,398	\$ 508,851	\$ -	\$ -	\$ -	\$ -	\$ 626,249	\$ -	\$ 626,249
2019	\$ -	\$ -	\$ (319,619)	\$ -	\$ 111,867	\$ 508,851	\$ -	\$ -	\$ -	\$ -	\$ 620,718	\$ -	\$ 620,718
2020	\$ -	\$ -	\$ (308,185)	\$ -	\$ 107,865	\$ 508,851	\$ -	\$ -	\$ -	\$ -	\$ 616,716	\$ -	\$ 616,716
2021	\$ -	\$ -	\$ (303,306)	\$ -	\$ 106,157	\$ 362,232	\$ -	\$ -	\$ -	\$ -	\$ 468,389	\$ -	\$ 468,389
2022	\$ -	\$ -	\$ (360,618)	\$ -	\$ 126,216	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 126,216	\$ -	\$ 126,216
2023	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2024	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2025	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2026	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2027	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2028	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2029	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Totals	\$ 4,884,970	\$ (4,296,646)	\$ -	\$ 1,503,825	\$ 3,088,510	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,592,335	\$ -	\$ 6,592,335
Sale	N/A	\$ (588,322)	N/A	\$ 205,913	N/A	N/A	N/A	N/A	N/A	N/A	\$ 205,913	\$ -	\$ 205,913
Totals	\$ 4,884,970	\$ (4,884,970)	\$ -	\$ 1,709,738	\$ 5,088,510	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,798,248	\$ -	\$ 6,798,248

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

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

# Rental Income

Green River Homes

Base year: 2012

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## Rental Income

Unit Type		PER UNIT													
Building	Code	% of AMI	Average Sq Ft per Unit	# of Units	Town Field	Subsidy	Net Rent	Monthly Income	Annual Rental Income	Utility Allowance	Net RENT	% Discount to Market	Market	% Discount to Market	
Low Income Units															
1	1	Section 8	50.00%	677	4	200	564	764	3,056	36,672	56	738	-0.79%	810	5.68%
2	1	Section 8	50.00%	881	15	200	676	876	13,140	157,680	71	905	3.31%	925	5.30%
3	2	Section 8	50.00%	1,146	8	200	999	1,199	9,592	115,104	88	1,040	-15.29%	1,155	-3.81%
4	2	Section 8	50.00%	1,313	2	200	1,121	1,321	2,642	31,704	112	1,146	-15.27%	1,370	0.68%
5	2	Section 8	50.00%	1,836	1	200	1,343	1,543	1,543	18,516	112	1,277	-20.83%	1,500	3.56%
1	1	Section 8	60.00%	677	4	200	564	764	3,056	36,672	56	921	17.05%	810	5.68%
2	1	Section 8	60.00%	881	15	200	676	876	13,140	157,680	71	1,102	20.51%	925	5.30%
3	2	Section 8	60.00%	1,146	8	200	999	1,199	9,592	115,104	88	1,266	5.29%	1,155	-3.81%
4	2	Section 8	60.00%	1,313	2	200	1,121	1,321	2,642	31,704	112	1,398	5.51%	1,330	0.08%

Total Low Income Units

59

\$8,403

700,136

5.27%

80.86%

2304%

Toward goal only 80.21%

## Market Rate Units

Subtotal - Market Units

1

-

-

N/A

-

N/A

## Market's Unit

Total Units

59

58,403

700,136

Vacancy Rate LIHTC:  
Vacancy Rate Market:  
Rental Income Inflation %

5.0%  
5.0%  
102.00%

Rental Subsidy Inflation  
Last Date of Rental Subsidy  
Rental Subsidy Vacancy

102.00%  
11/1/2023  
5.0%

102.00%

5.0%

5.0%

102.00%

102.00%

5.0%

102.00%

102.00%

102.00%

## Other Income

Charge \ Carpet	Other Income	Per Unit	Per Unit Month
Parking	\$	-	\$
Storage			
Laundry			
Washer \ Dryer Rental			
Pool \ Chlorine			
Other \ Misc			
Total Other Income	\$	-	\$
Average Other Income / Unit/ Month:			
Other Income Vacancy:	5.0%		5.0%
Other Income Inflation %	102.00%		102.00%

# Leaseup and Expenses

Green River Homes

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## LEASEUP

	2012				2013			
	Market	Units	Leased	Percent	Market	Units	Leased	Percent
January	11 Units	59	0.00%		11 Units	59	100.00%	
February	-	59	0.00%		-	59	100.00%	
March	-	59	0.00%		-	59	100.00%	
April	-	59	0.00%		-	59	100.00%	
May	-	59	0.00%		-	59	100.00%	
June	-	59	0.00%		-	59	100.00%	
July	9	59	15.25%		9	59	100.00%	
August	19	59	32.20%		19	59	100.00%	
September	29	59	49.15%		29	59	100.00%	
October	39	59	66.10%		39	59	100.00%	
November	49	59	83.05%		49	59	100.00%	
December	59	59	100.00%		59	59	100.00%	
<b>Total</b>	<b>204</b>	<b>708</b>			<b>708</b>	<b>708</b>		

	2014				2015			
	Market	Units	Leased	Percent	Market	Units	Leased	Percent
January	11 Units	59	100.00%		11 Units	59	100.00%	
February	59	59	100.00%		59	59	100.00%	
March	59	59	100.00%		59	59	100.00%	
April	59	59	100.00%		59	59	100.00%	
May	59	59	100.00%		59	59	100.00%	
June	59	59	100.00%		59	59	100.00%	
July	59	59	100.00%		59	59	100.00%	
August	59	59	100.00%		59	59	100.00%	
September	59	59	100.00%		59	59	100.00%	
October	59	59	100.00%		59	59	100.00%	
November	59	59	100.00%		59	59	100.00%	
December	59	59	100.00%		59	59	100.00%	
<b>Total</b>	<b>708</b>	<b>708</b>			<b>708</b>	<b>708</b>		

## OPERATING EXPENSES

Expenses:	Expense	Per Unit	Per Unit/Month
<b>Variable Expenses</b>			
Administrative	\$ 24,190	\$ 410	\$ 34
Repairs and Maintenance	51,330	870	73
Utilities	25,960	440	37
Water and Sewer	47,200	800	67
Payroll	129,800	2,200	183
Subtotal Variable Expenses	278,480	4,720	393
<b>Fixed Expenses</b>			
Insurance	20,000	339	1,657
Other	2,656	45	221
Real Estate Taxes - Total	301,136	5,104	-
Subtotal Variable & Fixed			
Management Fee	46,606	790	66
Total Operating Expense	347,742	5,894	
Replacement Reserve	17,700	300	1,475
<b>Total Expenses &amp; R.R.</b>	<b>\$ 365,442</b>	<b>\$ 6,194</b>	
Expense Inflation %	103.00%	103.00%	
Real Estate Tax Inflation %	103.00%	103.00%	
Real Estate Tax Abatement	No		
<b>Management Fee</b>			
Percentage of EGI	7.000%	46,606	
Min Monthly Fee	\$		
Fee / unit / month	\$		
Inflation	103.00%	103.00%	
<b>Replacement Reserve</b>			
Start Date	7/1/2013		
RBC	Per Unit	Annual	Inflation
Lender	\$ 300	\$ 17,700	103.00%

**Project Cash Flow**  
**Green River Homes**

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Account	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030																				
<b>Revenue</b>																																								
Gross Unit Fee (Kash) Revenue	\$	40,000	\$	114,333	\$	173,234	\$	158,361	\$	153,272	\$	158,308	\$	159,165	\$	162,654	\$	165,987	\$	169,232	\$	172,410	\$	176,408	\$	180,906	\$	184,735	\$	188,784	\$	193,299	\$	197,240						
Gross Rental Revenue	-	(2,010)	-	(1,233)	-	(7,261)	-	(1,213)	-	(1,667)	-	(2,312)	-	(2,722)	-	(3,133)	-	(3,593)	-	(4,041)	-	(4,532)	-	(5,070)	-	(5,578)	-	(6,075)	-	(6,578)	-	(7,070)	-	(7,542)						
Net Rental Revenue	-	38,990	-	113,100	-	166,000	-	157,148	-	151,605	-	156,000	-	156,443	-	159,521	-	162,394	-	165,946	-	170,428	-	175,330	-	180,328	-	185,630	-	191,127	-	196,659	-	202,242						
Net Rental Revenue (Net)	-	38,990	-	113,100	-	166,000	-	157,148	-	151,605	-	156,000	-	156,443	-	159,521	-	162,394	-	165,946	-	170,428	-	175,330	-	180,328	-	185,630	-	191,127	-	196,659	-	202,242						
Other Income (Net)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-								
Commodity Income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-								
Effective Gross Income	-	38,990	-	113,100	-	166,000	-	157,148	-	151,605	-	156,000	-	156,443	-	159,521	-	162,394	-	165,946	-	170,428	-	175,330	-	180,328	-	185,630	-	191,127	-	196,659	-	202,242						
<b>Operating Expenses</b>																																								
Variable Expenses	-	70,300	-	204,536	-	279,300	-	204,770	-	213,432	-	232,853	-	257,520	-	282,193	-	302,770	-	320,532	-	337,770	-	354,593	-	371,244	-	387,881	-	397,806	-	408,937	-	421,226	-	433,663	-	446,379	-	460,285
Leasehold	-	10,682	-	20,404	-	21,228	-	22,816	-	22,816	-	22,415	-	23,381	-	24,397	-	25,325	-	26,204	-	26,976	-	27,685	-	28,375	-	29,045	-	29,695	-	30,331	-	30,954	-	31,564	-	32,164	-	32,757
Management Fee	-	13,437	-	42,338	-	48,400	-	49,438	-	50,417	-	51,435	-	52,487	-	53,535	-	54,601	-	55,684	-	56,784	-	57,901	-	59,032	-	60,177	-	61,335	-	62,506	-	63,690	-	64,887	-	66,096		
Other	-	1,338	-	2,776	-	2,680	-	2,904	-	2,999	-	3,079	-	3,171	-	3,267	-	3,366	-	3,466	-	3,566	-	3,667	-	3,769	-	3,872	-	3,977	-	4,082	-	4,188	-	4,294	-	4,399		
Net Cash From - Total	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
Absence of Real Estate Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
Project Operating Exp.	-	104,997	-	357,214	-	367,677	-	373,322	-	381,378	-	400,235	-	412,087	-	433,894	-	456,976	-	480,411	-	504,213	-	528,407	-	552,994	-	577,979	-	603,362	-	629,144	-	655,325	-	681,906	-	708,887		
<b>Net Operating Income</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
Plus Other Cash Sources:	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
Income on Reserve Assets:	-	204	-	2,169	-	3,202	-	3,575	-	3,817	-	4,078	-	4,277	-	4,495	-	4,720	-	4,951	-	5,188	-	5,431	-	5,680	-	5,934	-	6,193	-	6,457	-	6,725	-	6,997	-	7,273		
Other	-	264	-	1,109	-	3,202	-	3,575	-	21,312	-	978	-	1,227	-	308	-	425	-	951	-	1,288	-	1,634	-	1,984	-	2,337	-	2,693	-	3,051	-	3,411	-	3,774	-	4,140		
<b>Total Other Cash Sources</b>	-	264	-	1,109	-	3,202	-	3,575	-	21,312	-	978	-	1,227	-	308	-	425	-	951	-	1,288	-	1,634	-	1,984	-	2,337	-	2,693	-	3,051	-	3,411	-	3,774	-	4,140		
<b>Net Cash From Operations</b>	-	264	-	1,109	-	3,202	-	3,575	-	21,312	-	978	-	1,227	-	308	-	425	-	951	-	1,288	-	1,634	-	1,984	-	2,337	-	2,693	-	3,051	-	3,411	-	3,774	-	4,140		
<b>Capital Expenditures</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
Asset Management Fee	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
Cash Flow Prior to Real Estate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
Real Estate Operating Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
Property Tax	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
Deferred Development Fee	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
GP Limit Box (except bonds \$75,000 and variable bonds \$1,000)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
<b>Net Cash From Operations</b>	-	264	-	1,109	-	3,202	-	3,575	-	21,312	-	978	-	1,227	-	308	-	425	-	951	-	1,288	-	1,634	-	1,984	-	2,337	-	2,693	-	3,051	-	3,411	-	3,774	-	4,140		
<b>Capital Expenditures</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
<b>Net Cash From Operations</b>	-	264	-	1,109	-	3,202	-	3,575	-	21,312	-	978	-	1,227	-	308	-	425	-	951	-	1,288	-	1,634	-	1,984	-	2,337	-	2,693	-	3,051	-	3,411	-	3,774	-	4,140		
<b>Capital Expenditures</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
<b>Net Cash From Operations</b>	-	264	-	1,109	-	3,202	-	3,575	-	21,312	-	978	-	1,227	-	308	-	425	-	951	-	1,288	-	1,634	-	1,984	-	2,337	-	2,693	-	3,051	-	3,411	-	3,774	-	4,140		
<b>Capital Expenditures</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
<b>Net Cash From Operations</b>	-	264	-	1,109	-	3,202	-	3,575	-	21,312	-	978	-	1,227	-	308	-	425	-	951	-	1,288	-	1,634	-	1,984	-	2,337	-	2,693	-	3,051	-	3,411	-	3,774	-	4,140		
<b>Capital Expenditures</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
<b>Net Cash From Operations</b>	-	264	-	1,109	-	3,202	-	3,575	-	21,312	-	978	-	1,227	-	308	-	425	-	951	-	1,288	-	1,634	-	1,984	-	2,337	-	2,693	-	3,051	-	3,411	-	3,774	-	4,140		
<b>Capital Expenditures</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
<b>Net Cash From Operations</b>	-	264	-	1,109	-	3,202	-	3,575	-	21,312	-	978	-	1,227	-	308	-	425	-	951	-	1,288	-	1,634	-	1,984	-	2,337	-	2,693	-	3,051	-	3,411	-	3,774	-	4,140		
<b>Capital Expenditures</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
<b>Net Cash From Operations</b>	-	264	-	1,109	-	3,202	-	3,575	-	21,312	-	978	-	1,227	-	308	-	425	-	951	-	1,288	-	1,634	-	1,984	-	2,337	-	2,693	-	3,051	-	3,411	-	3,774	-	4,140		
<b>Capital Expenditures</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
<b>Net Cash From Operations</b>	-	264	-	1,109	-	3,202	-	3,575	-	21,312	-	978	-	1,227	-	308	-	425	-	951	-	1,288	-	1,634	-	1,984	-	2,337	-	2,693	-	3,051	-	3,411	-	3,774	-	4,140		
<b>Capital Expenditures</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
<b>Net Cash From Operations</b>	-	264	-	1,109	-	3,202	-	3,575	-	21,312	-	978	-	1,227	-	308	-	425	-	951	-	1,288	-	1,634	-	1,984	-	2,337	-	2,693	-	3,051	-	3,411	-	3,774	-	4,140		
<b>Capital Expenditures</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
<b>Net Cash From Operations</b>	-	264	-	1,109	-	3,202	-	3,575	-	21,312	-	978	-	1,227	-	308	-	425	-	951	-	1,288	-	1,634	-	1,984	-	2,337	-	2,693	-	3,051	-	3,411	-	3,774	-	4,140		
<b>Capital Expenditures</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
<b>Net Cash From Operations</b>	-	264	-	1,109	-																																			

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	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100	2101	2102	2103	2104	2105	2106	2107	2108	2109	2110	2111	2112	2113	2114	2115	2116	2117	2118	2119	2120	2121	2122	2123	2124	2125	2126	2127	2128	2129	2130	2131	2132	2133	2134	2135	2136	2137	2138	2139	2140	2141	2142	2143	2144	2145	2146	2147	2148	2149	2150	2151	2152	2153	2154	2155	2156	2157	2158	2159	2160	2161	2162	2163	2164	2165	2166	2167	2168	2169	2170	2171	2172	2173	2174	2175	2176	2177	2178	2179	2180	2181	2182	2183	2184	2185	2186	2187	2188	2189	2190	2191	2192	2193	2194	2195	2196	2197	2198	2199	2200	2201	2202	2203	2204	2205	2206	2207	2208	2209	2210	2211	2212	2213	2214	2215	2216	2217	2218	2219	2220	2221	2222	2223	2224	2225	2226	2227	2228	2229	2230	2231	2232	2233	2234	2235	2236	2237	2238	2239	2240	2241	2242	2243	2244	2245	2246	2247	2248	2249	2250	2251	2252	2253	2254	2255	2256	2257	2258	2259	2260	2261	2262	2263	2264	2265	2266	2267	2268	2269	2270	2271	2272	2273	2274	2275	2276	2277	2278	2279	2280	2281	2282	2283	2284	2285	2286	2287	2288	2289	2290	2291	2292	2293	2294	2295	2296	2297	2298	2299	2300	2301	2302	2303	2304	2305	2306	2307	2308	2309	2310	2311	2312	2313	2314	2315	2316	2317	2318	2319	2320	2321	2322	2323	2324	2325	2326	2327	2328	2329	2330	2331	2332	2333	2334	2335	2336	2337	2338	2339	2340	2341	2342	2343	2344	2345	2346	2347	2348	2349	2350	2351	2352	2353	2354	2355	2356	2357	2358	2359	2360	2361	2362	2363	2364	2365	2366	2367	2368	2369	2370	2371	2372	2373	2374	2375	2376	2377	2378	2379	2380	2381	2382	2383	2384	2385	2386	2387	2388	2389	2390	2391	2392	2393	2394	2395	2396	2397	2398	2399	2400	2401	2402	2403	2404	2405	2406	2407	2408	2409	2410	2411	2412	2413	2414	2415	2416	2417	2418	2419	2420	2421	2422	2423	2424	2425	2426	2427	2428	2429	2430	2431	2432	2433	2434	2435	2436	2437	2438	2439	2440	2441	2442	2443	2444	2445	2446	2447	2448	2449	2450	2451	2452	2453	2454	2455	2456	2457	2458	2459	2460	2461	2462	2463	2464	2465	2466	2467	2468	2469	2470	2471	2472	2473	2474	2475	2476	2477	2478	2479	2480	2481	2482	2483	2484	2485	2486	2487	2488	2489	2490	2491	2492	2493	2494	2495	2496	2497	2498	2499	2500	2501	2502	2503	2504	2505	2506	2507	2508	2509	2510	2511	2512	2513	2514	2515	2516	2517	2518	2519	2520	2521	2522	2523	2524	2525	2526	2527	2528	2529	2530	2531	2532	2533	2534	2535	2536	2537	2538	2539	2540	2541	2542	2543	2544	2545	2546	2547	2548	2549	2550	2551	2552	2553	2554	2555	2556	2557	2558	2559	2560	2561	2562	2563	2564	2565	2566	2567	2568	2569	2570	2571	2572	2573	2574	2575	2576	2577	2578	2579	2580	2581	2582	2583	2584	2585	2586	2587	2588	2589	2590	2591	2592	2593	2594	2595	2596	2597	2598	2599	2600	2601	2602	2603	2604	2605	2606	2607	2608	2609	2610	2611	2612	2613	2614	2615	2616	2617	2618	2619	2620	2621	2622	2623	2624	2625	2626	2627	2628	2629	2630	2631	2632	2633	2634	2635	2636	2637	2638	2639	2640	2641	2642	2643	2644	2645	2646	2647	2648	2649	2650	2651	2652	2653	2654	2655	2656	2657	2658	2659	2660	2661	2662	2663	2664	2665	2666	2667	2668	2669	2670	2671	2672	2673	2674	2675	2676	2677	2678	2679	2680	2681	2682	2683	2684	2685	2686	2687	2688	2689	2690	2691	2692	2693	2694	2695	2696	2697	2698	2699	2700	2701	2702	2703	2704	2705	2706	2707	2708	2709	2710	2711	2712	2713	2714	2715	2716	2717	2718	2719	2720	2721	2722	2723	2724	2725	2726	2727	2728	2729	2730	2731	2732	2733	2734	2735	2736	2737	2738	2739	2740	2741	2742	2743	2744	2745	2746	2747	2748	2749	2750	2751	2752	2753	2754	2755	2756	2757	2758	2759	2760	2761	2762	2763	2764	2765	2766	2767	2768	2769	2770	2771	2772	2773	2774	2775	2776	2777	2778	2779	2780	2781	2782	2783	2784	2785	2786	2787	2788	2789	2790	2791	2792	2793	2794	2795	2796	2797	2798	2799	2800	2801	2802	2803	2804	2805	2806	2807	2808	2809	2810	2811	2812	2813	2814	2815	2816	2817	2818	2819	2820	2821	2822	2823	2824	2825	2826	2827	2828	2829	2830	2831	2832	2833	2834	2835	2836	2837	2838	2839	2840	2841	2842	2843	2844	2845	2846	2847	2848	2849	2850	2851	2852	2853	2854	2855	2856	2857	2858	2859	2860	2861	2862	2863	2864	2865	2866	2867	2868	2869	2870	2871	2872	2873	2874	2875	2876	2877	2878	2879	2880	2881	2882	2883	2884	2885	2886	2887	2888	2889	2890	2891	2892	2893	2894	2895	2896	2897	2898	2899	2900	2901	2902	2903	2904	2905	2906	2907	2908	2909	2910	2911	2912	2913	2914	2915	2916	2917	2918	2919	2920	2921	2922	2923	2924	2925	2926	2927	2928	2929	2930	2931	2932	2933	2934	2935	2936	2937	2938	2939	2940	2941	2942	2943	2944	2945	2946	2947	2948	2949	2950	2951	2952	2953	2954	2955	2956	2957	2958	2959	2960	2961	2962	2963	2964	2965	2966	2967	2968	2969	2970	2971	2972	2973	2974	2975	2976	2977	2978	2979	2980	2981	2982	2983	2984	2985	2986	2987	2988	2989	2990	2991	2992	2993	2994	2995	2996	2997	2998	2999	3000
2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100	2101	2102	2103	2104	2105	2106	2107	2108	2109	2110	2111	2112	2113	2114	2115	2116	2117	2118	2119	2120	2121	2122	2123	2124	2125	2126	2127	2128	2129	2130	2131	2132	2133	2134	2135	2136	2137	2138	2139	2140	2141	2142	2143	2144	2145	2146	2147	2148	2149	2150	2151	2152	2153	2154	2155	2156	2157	2158	2159	2160	2161	2162	2163	2164	2165	2166	2167	2168	2169	2170	2171	2172	2173	2174	2175	2176	2177	2178	2179	2180	2181	2182	2183	2184	2185	2186	2187	2188	2189	2190	2191	2192	2193	2194	2195	2196	2197	2198	2199	2200	2201	2202	2203	2204	2205	2206	2207	2208	2209	2210	2211	2212	2213	2214	2215	2216	2217	2218	2219	2220	2221	2222	2223	2224	2225	2226	2227	2228	2229	2230	2231	2232	2233	2234	2235	2236	2237	2238	2239	2240	2241	2242	2243	2244	2245	2246	2247	2248	2249	2250	2251	2252	2253	2254	2255	2256	2257	2258	2259	2260	2261	2262	2263	2264	2265	2266	2267	2268	2269	2270	2271	2272	2273	2274	2275	2276	2277	2278	2279	2280	2281	2282	2283	2284	2285	2286	2287	2288	2289	2290	2291	2292	2293	2294	2295	2296	2297	2298	2299	2300	2301	2302	2303	2304	2305	2306	2307	2308	2309	2310	2311	2312	2313	2314	2315	2316	2317	2318	2319	2320	2321	2322	2323	2324	2325	2326	2327	2328	2329	2330	2331	2332	2333	2334	2335	2336	2337	2338	2339	2340	2341	2342	2343	2344	2345	2346	2347	2348	2349	2350	2351	2352	2353	2354	2355	2356	2357	2358	2359	2360	2361	2362	2363	2364	2365	2366	2367	2368	2369	2370	2371	2372	2373	2374	2375	2376	2377	2378	2379	2380	2381	2382	2383	2384	2385	2386	2387	2388	2389	2390	2391	2392	2393	2394	2395																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																														



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**Figure 10**

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	0	CITY										NOTES									
Loan Account	30	Commencement Dates																			
Interest Rate	electric, Commercial	Interest										Interest									
Account Term (years)	5	NORTH OAK																			
Priority Position	N/A	MORTGAGE										Creditive									
												Cash Sales									
Year	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029		
Total Payments	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$		
Unpaid Expenses																					
Principal Payments																					
Outstanding Balance																					
2 - Annual expenses																					

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**Cash Flow / Mortgage Amortization Schedules**  
Green River Homes

Schedules 8 to 10

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Cash Flow Prior to Final Closing		Sub-Owner		NOTE	
Loan Account	30	Commencement Date	Interest	2010	2011
Interest Line	11	Month (MM)	Year (YYYY)	2010	2011
Assets (Total Cash)	N/A				
Monthly Payment					
Year	2011	2012	2013	2014	2015
Total Payment	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Interest Expense					
Principal Payment					
Outstanding Balance					
Deferred expenses					

Mortgage Amortization Schedule		Sub-Owner		NOTE	
Loan Account	30	Commencement Date	Interest	2010	2011
Interest Line	11	Month (MM)	Year (YYYY)	2010	2011
Assets (Total Cash)	N/A				
Monthly Payment					
Year	2011	2012	2013	2014	2015
Total Payment	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Interest Expense					
Principal Payment					
Outstanding Balance					
Deferred expenses					

Mortgage Amortization Schedule		Sub-Owner		NOTE	
Loan Account	30	Commencement Date	Interest	2010	2011
Interest Line	11	Month (MM)	Year (YYYY)	2010	2011
Assets (Total Cash)	N/A				
Monthly Payment					
Year	2011	2012	2013	2014	2015
Total Payment	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Interest Expense					
Principal Payment					
Outstanding Balance					
Deferred expenses					

Mortgage Amortization Schedule		Sub-Owner		NOTE	
Loan Account	30	Commencement Date	Interest	2010	2011
Interest Line	11	Month (MM)	Year (YYYY)	2010	2011
Assets (Total Cash)	N/A				
Monthly Payment					
Year	2011	2012	2013	2014	2015
Total Payment	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Interest Expense					
Principal Payment					
Outstanding Balance					
Deferred expenses					

Mortgage Amortization Schedule		Sub-Owner		NOTE	
Loan Account	30	Commencement Date	Interest	2010	2011
Interest Line	11	Month (MM)	Year (YYYY)	2010	2011
Assets (Total Cash)	N/A				
Monthly Payment					
Year	2011	2012	2013	2014	2015
Total Payment	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Interest Expense					
Principal Payment					
Outstanding Balance					
Deferred expenses					

### **Schedules 11 to 16**

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Line Number	Account	Commemorative Dates		NOTE:
		START	END	
1	Interest Rate	0	0	
2	Account Term (month)	12	12	
3	Monthly Payment	1000	1000	
4	Yearly Payment	12000	12000	
5	Year	2011	2012	
6	Total Payment	12000	12000	
7	Interest Expense	0	0	
8	Interest Expense	0	0	
9	Interest Expense	0	0	
10	Interest Expense	0	0	
11	Interest Expense	0	0	
12	Interest Expense	0	0	
13	Interest Expense	0	0	
14	Interest Expense	0	0	
15	Interest Expense	0	0	
16	Interest Expense	0	0	
17	Interest Expense	0	0	
18	Interest Expense	0	0	
19	Interest Expense	0	0	
20	Interest Expense	0	0	
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26	Interest Expense	0	0	
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94	Interest Expense	0	0	
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**Exam 11**

**Page 17**

## References

### Indirect Effect:

**Diagnosis from clinical notes**

**Chiriac y sus colegas** Ponen en

Let's expand them made from

**Other Additions**  
**Balance at end of year**

### Conclusions for Research

**Opportunity Meets Us**  
**Unleashed Power**

**Real power and legitimacy of 'youth'**

**Central y el sector privado**

Less favorable income inclusions

**Less expected: profits made from**

**Balance at end of year**

### Debit Services Passars

**विद्यार्थी संख्या**

**Deposits from India | new  
Current year interest income**

**Current year deposit from op**

**Learn the principles that made it work**

Balance at end of year

**Band 1: English I**

**Deborah Shaw**

Donnerstag, 17. April 2013

**Current year interest income**

Let's list them: become involved

**Costs of paper and ink are removed from**

**Bladder cancer**

## Reel up Rusty

### Estimate of beginning of

Overseas year interest business

**Current year deposits from a**  
**Let's Invest! Insurance Fund**

**Let's experiment with the**

Balance at end of year

### Defarred Development

**Infected Skin**

Deposits From Individuals or Firms

Chemical, your deposits from a

For information, Income Inequality

### Definition of study area

**TABLE 1**

# Capital Account Analysis

Phone: 1-800-891-1338 Fax: 1-800-891-1338

Page 12

Capital Account of 9/1/95

Balance as of 9/1/95

Capital Account

Balance as of 9/1/95

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Balance as of 9/1/95

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Balance as of 9/1/95

# Flow of Funds

## Great River Homes

Period: 1/1/2011 to 12/31/2011

Page: 1

Source	Period	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
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**Green River Narrows**

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## Page 13

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## Page 18

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Comprehensive Summary		Detailed Data Points											
Category	Sub-category	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Financial Metrics	Revenue	100%	105%	110%	115%	120%	125%	130%	135%	140%	145%	150%	155%
	Profit Margin	20%	22%	24%	26%	28%	30%	32%	34%	36%	38%	40%	42%
Operational Data	Units Produced	50,000	55,000	60,000	65,000	70,000	75,000	80,000	85,000	90,000	95,000	100,000	105,000
	Cost per Unit	\$1.20	\$1.15	\$1.10	\$1.05	\$1.00	\$0.95	\$0.90	\$0.85	\$0.80	\$0.75	\$0.70	\$0.65
Human Resources	Employee Count	120	130	140	150	160	170	180	190	200	210	220	230
	Turnover Rate	15%	14%	13%	12%	11%	10%	9%	8%	7%	6%	5%	4%
Marketing & Sales	Market Share	10%	12%	14%	16%	18%	20%	22%	24%	26%	28%	30%	32%
	Customer Satisfaction	85%	87%	89%	91%	93%	95%	97%	99%	100%	100%	100%	100%
Environmental Impact	Carbon Footprint	10,000 tons	9,500 tons	9,000 tons	8,500 tons	8,000 tons	7,500 tons	7,000 tons	6,500 tons	6,000 tons	5,500 tons	5,000 tons	4,500 tons
	Waste Recycled	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%	55%	60%



# ATTACHMENT B

**Attachment B**  
**Green River Loan, Collateralized**  
**Amortization Schedule**

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

# ATTACHMENT C


Attachment C

GREEN RIVER HOMES CERTIFICATION

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



Craig Violante, Director of Finance,  
King County Housing Authority



Date

# ATTACHMENT D



Account Number  
418870

Bank of America, NA  
Customer Service  
Mail Code NC1-004-03-06  
200 N. College St.  
Charlotte, N.C. 28255  
800.933.9662

Bank of America



Office Servicing Your Account:  
540 MADISON ST  
IL4-540-28-01  
CHICAGO, IL 60661  
Fax 980.233.7103

Account Representative:  
CHRIS SCHUER

CHRISTOPHER.C.SCHUER@BAML.COM

TABLE OF CONTENTS

Account Summary	1
Disclosure Statement	2
Maturity Schedule	3
Portfolio Holdings	3
Announcements	4

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



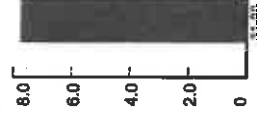
Account Summary

Current Period Ending Value

\$7,782,000.00

MATURITY SCHEDULE

\$ millions



Portfolio Holdings	Quantity as of 12/31/2017	Market Value as of 12/31/2017	% of Portfolio
Money Market	7,782,000	\$7,782,000.00	100.00
<b>Total Portfolio Value</b>	<b>7,782,000</b>	<b>\$7,782,000.00</b>	

MORE IS IN ACCOUNT THAN IS PLEDGED AS  
COLLATERAL. RELATED LOAN BALANCE  
AT 12/31/2017 IS \$6,045,454.00. THEREFORE,  
OF THE ACCOUNT BALANCE OF \$7,782,000,  
ONLY \$6,045,454.00 IS PLEDGED AS COLLATERAL

Account  
2017 to 12/31/2017

Bank of America, N.A.  
Customer Service  
Mail Code NC1-004-03-06  
200 N. College St.  
Charlotte, N.C. 28255  
800.933.9662

Account Number  
416870

Bank of America



Page 3 of 4

### Maturity Schedule

Security	CUSIP/ Security #	Coupon	Maturity	Quantity	Market Value	Next Coupon Date	Next Coupon Amount	Pledge	Pledge Units
BANK OF AMERICA N.A. CERTIFICATE OF DEPOSIT	337263273	1.20%	02/13/2018	7,782,000	\$7,782,000.00	02/13/2018	\$46,692.00	Y	7,782,000

### Portfolio Holdings

Securities positions are valued at or about the close of the statement period if prices are available from reference sources deemed reliable. For money market positions, if price is shown as N/A, a derived valuation (unadjusted for the credit quality) is provided based on the original cost basis reported to the Bank and adjusted by the amount of any accrued discount from the purchase date to the end of the statement period. The month-end valuations of your portfolio are for guidance only and do not necessarily reflect prices at which each position could be sold or, if short, covered on the valuation date, particularly in the case of inactivity or infrequently traded securities. Bank cannot guarantee the accuracy of such information. N/A=Information not applicable or available at the time of statement creation.

PENDING STABILIZATION OF THE AUCTION RATE SECURITIES MARKET, BANK OF AMERICA, N.A. ("BANA") HAS CEASED PROVIDING MARKET VALUES AND MARKET PRICE INFORMATION WITH RESPECT TO AUCTION RATE SECURITIES ON CLIENT STATEMENTS. UNTIL BANA RESUMES PROVIDING THIS INFORMATION, NO VALUE WILL BE GIVEN TO AUCTION RATE SECURITIES IN CALCULATING PORTFOLIO VALUE. THIS RESULTS FROM THE "CLOSING MARKET PRICE" AND "MARKET VALUE" FIELDS BEING INPUT AS "N/A"; IT DOES NOT IMPLY THAT YOUR AUCTION RATE SECURITIES HAVE NO VALUE.

Security Description	CUSIP/ Security #	Acquired Ticket #	Quantity	Original Price Market Price	Original Cost Basis	Market Value	Next Coupon Date	Next Coupon Amount	Portfolio %
<b>Money Market</b>									
BANK OF AMERICA N.A. CERTIFICATE OF DEPOSIT Coupon 1.20% Maturity 02/13/2018	337263273	N/A 337263273	7,782,000	N/A N/A	N/A	\$7,782,000.00	02/13/2018	\$46,692.00	100.00
<b>Total Money Market</b>			7,782,000			\$7,782,000.00		\$46,692.00	
<b>Total Portfolio Holdings</b>						\$7,782,000.00		\$46,692.00	

**SUMMARY**

Customer No.	16-697229
Invoice No.	1710275482
Obligation(s)	0000000620
Statement Date	12/03/17
Due Date	12/31/17

Due	Past Due	This Period	Total Due
Principal	0.00	863,637.00	863,637.00
Total	0.00	863,637.00	863,637.00

Amount  
Enclosed

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HOUSING AUTHORITY OF THE  
COUNTY OF KING WASHINGTON  
600 ANDOVER PARK W  
Tukwila, WA 98188-3326



SPECIALIZED LENDING LLC  
P O BOX 660576  
DALLAS TX 75266-0576



160000697229117102754821231170086363700767002113

1710275482 553990010 160000697229

Please detach and return top portion with payment by DECEMBER 31, 2017.

**IMPORTANT INFORMATION**

A late fee will be assessed in accordance with the terms of your note if full payment is not made promptly.

Excess payment amounts will be applied to your principal balance.

OR QUESTIONS PLEASE CALL: 1.888.400.9009

**ACTIVITY SINCE YOUR LAST STATEMENT**

USING AUTHORITY OF THE		Customer No. 16-697229	Invoice No. 1710275482	Due Date 12/31/17	Total Due 863,637.00
OBLIGATION NO. 620	RATE 2.135	NOTE DATE 12/29/11	ORIG/RENEWAL AMOUNT 9,500,000.00	MATURITY 12/21/21	
Date	Transaction Description	Activity	Balance		
	Starting Balance		7,772,728.00		
	Previous Principal Due	863,637.00			
12/22/16	Principal Payment	63,597.07	7,709,130.93		
12/22/16	Principal Payment	863,637.00	6,845,493.93		
12/22/16	Principal Payment	863,637.00	5,981,856.93		
12/22/16	Principal Pmt Reversal	863,637.00	6,845,493.93		
12/22/16	Principal Pmt Reversal	63,597.07	6,909,091.00		
12/31/17	Principal Due	863,637.00			
PRINCIPAL	PAST DUE	THIS PERIOD	TOTAL DUE		
	0.00	863,637.00	863,637.00		
TOTAL	0.00	863,637.00	863,637.00		

BAL BEFORE DEC PMT 6,909,091

DEC PMT (863,637)

---

BAL @ 12/31/17 6,045,454

BAL BEFORE DEC PMT 6,909,091  
DEC PMT (863,637)

BAL @ 12/31/17 6,045,454

SPECIALIZED LENDING LLC  
P O BOX 660576  
DALLAS TX 75266-0576

Green River Home 2 balance

CICPGT00

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LOAN REQ: 0112 MSG CURRENT FINANCIAL/PAYOFF 01/04/18 PAGE 0001 OF 0001  
BANK: 16 AP: 1 OEGOR: 0000697229 OEGAT: 0000000000 KCHA GREEN RIVE  
DATE: 010118 CHG CD: INCLUDE ESCROW AMOUNT(Y/N): Y PAGE:  
RATE BASIS DAILY EARNINGS AMOUNT DUE  
INT 100 2.26352888 4 ACT 360 380.11277 102.30

PROC TYPE: 5155 CURRENT BASIC OBLGN TAKEDOWN 000  
ORLN TYPE: 416 COLL TYPE: 460 SECURED : 2 SECURED  
EFF DATE : 12-29-11 MAT DATE : 12-21-21 DISC CODE : 0 NOT ENTERED  
SVC UNIT : 76700 ASSEN UNIT: 67119 STAT CODE : 0 NORMAL  
CONT OFF : G19PF GL CODE : 0000016 :  
TKDWN OBR: 0000697229 REDUCE RT: 0 NO :  
TKDWN OBN: 0000000604 REGION: 333 :  
:  
LC FORMULA: 001 :  
PN FORMULA: 000 :  
CURR BAL : 6,045,454.00  
INT EARNED : 102.30  
:  
DIVISION : 450 GL HIER : RFUGEX..AA :  
GL COMPANY: 00670 GLCOSTCTR: 1000119 :  
PAYOFF AS OF 01-01-18 : 6,045,556.30

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# ATTACHMENT E

Attachment E

Initial Loan Balance	\$18,000,000
Interest Rate on LOC	6.00%
Amort Term (Yrs)	20
DSR (stabilized)	1.96
Net Trans. Costs not available for Rehub	\$1,175,661
Minimum Rehub needed (\$/K/Unit)	\$25,959,000
Total Rehub needed (\$65,000/Unit)	\$33,085,000
Add'l Capital in 2021 justified for infl	\$9,576,748

Net Transaction Costs	
Legal	\$50,000
Misc	\$125,000
Underwriting	\$216,000
Debt Reserve (6 n	\$784,661

	Ave Rent per Unit	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<b>Rental Income</b>																
Lease Revenue	\$1,200	\$7,320,600	\$7,402,896	\$7,476,925	\$7,551,694	\$7,627,211	\$7,703,483	\$7,780,518	\$7,858,323	\$7,936,907	\$8,016,276	\$8,096,438	\$8,177,403	\$8,259,177	\$8,341,769	\$8,425,186
Vacancy due to rehab	1.00%	\$-3,371,616	\$-2,473,956	\$-1,896,923	\$-1,888,792	\$-1,900,680	\$-1,922,587	\$-1,945,513	\$-1,968,438	\$-1,998,473	\$-2,000,407	\$-2,024,411	\$-2,044,435	\$-2,064,479	\$-2,084,544	\$-2,104,630
Vacancy	-2.5%	\$-898,950	\$-1,123,959	\$-1,369,962	\$-1,615,965	\$-1,861,968	\$-2,107,971	\$-2,353,974	\$-2,600,000	\$-2,846,025	\$-3,092,050	\$-3,338,075	\$-3,584,100	\$-3,830,125	\$-4,076,150	\$-4,322,175
Total Net Rental Income		\$3,050,034	\$3,828,942	\$4,610,002	\$4,662,902	\$4,726,531	\$4,780,896	\$4,835,005	\$4,889,114	\$4,943,223	\$4,997,332	\$5,051,441	\$5,105,550	\$5,159,659	\$5,213,768	\$5,267,877
<b>Expenses</b>																
Existing Operating Expense	3.5%	\$3,308,500	\$3,424,298	\$3,540,096	\$3,655,894	\$3,771,692	\$3,887,490	\$3,993,288	\$4,099,086	\$4,204,884	\$4,310,682	\$4,416,480	\$4,522,278	\$4,628,076	\$4,733,874	\$4,839,672
Add'l Base Cost	\$6,500	\$50,900	\$52,680	\$54,460	\$56,240	\$58,020	\$59,800	\$61,580	\$63,360	\$65,140	\$66,920	\$68,700	\$70,480	\$72,260	\$74,040	\$75,820
Add'l costs due to structure	\$250	\$127,250	\$131,704	\$136,158	\$140,612	\$145,066	\$149,520	\$153,974	\$158,428	\$162,882	\$167,336	\$171,790	\$176,244	\$180,698	\$185,152	\$189,606
Replacement Reserves	\$400	\$203,600	\$210,726	\$217,852	\$224,978	\$232,104	\$239,230	\$246,356	\$253,482	\$260,608	\$267,734	\$274,860	\$281,986	\$289,112	\$296,238	\$303,364
Total Expenses		\$3,690,250	\$3,819,409	\$3,951,088	\$4,081,746	\$4,212,404	\$4,343,062	\$4,473,720	\$4,604,378	\$4,735,036	\$4,865,694	\$4,996,352	\$5,127,010	\$5,257,668	\$5,388,326	\$5,518,984
Net Operating Income		168,784	1,016,533	3,336,914	3,271,156	3,204,131	3,137,104	3,069,075	2,999,736	2,929,387	2,859,038	2,788,689	2,718,340	2,647,991	2,577,642	2,507,293
<b>Debt Payments</b>																
Cash flow available for def'd capital needs/(Shortfall)		0.11	0.65	2.13	2.08	2.04	1.99	1.94	1.89	1.83	1.78	1.71	1.65	1.58	1.51	1.43
(Add'l Capital needs not funded from Debt		\$8,743,661	(552,789)	(1,767,592)	(1,702,134)	(1,632,562)	(1,558,715)	(1,480,424)	(1,397,515)	(1,309,807)	(1,217,115)	(1,119,243)	(1,015,992)	(907,154)	(792,513)	(671,847)
Balance to cover from Cash Flow	3.00%	\$10,144,199	\$11,001,314	\$9,563,761	\$8,148,540	\$6,760,434	\$5,404,533	\$4,086,245	\$2,811,318	\$1,585,850	\$416,311	\$8,873,816	\$7,857,823	\$6,950,669	\$6,138,156	\$5,486,309

bal. outstanding

# ATTACHMENT F

Lending Strength

Advance Confirmation Advice

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

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

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

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

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



Lending Strength

Advance Confirmation Advice

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

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

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

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

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

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

Lending Strength

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

Amortizing Schedule  
Advance Note Nbr: 11541

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

Lending Strength

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

Amortizing Schedule  
Advance Note Nbr: 11541

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

Lending Strength

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

Amortizing Schedule  
Advance Note Nbr: 11541

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

Landing Strength

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

Amortizing Schedule  
Advance Note Nbr: 11541

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

Lending Strength

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

Amortizing Schedule  
Advance Note Nbr: 11541

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

Lending Strength

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

Amortizing Schedule  
Advance Note Nbr: 11541

Payment Date	Principal Payment	Advance Balance
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Final	62,903.25	0.00

# ATTACHMENT G



Attachment G

MOVING KING COUNTY RESIDENTS FORWARD COLLATERAL CERTIFICATION

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



Craig Violante, Director of Finance,  
King County Housing Authority




Date

# ATTACHMENT H

## Attachment H

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



eAdvantage

Housing Authority Of The County Of King #8404  
Craig8404

Home

Account

Line of Business

Statements

Settings

Login

HOME

ACCOUNT BALANCES

Summary of Account Balances

Account Profile

Date Updated: 01/17/2018 05:29 PM

Deposit Accounts

240420 Daily Time Non-Member Int/Non-Int \$ .00

601034173 Demand Non-Member Interest \$267,234.63

Term Time Ledger Balance \$ .00

Term Time Pledged Amount \$ .00

Advances

Advances \$14,087,903.25

Letters of Credit \$ .00

MPF Credit Enhancement \$ .00

Current FHLB Indebtedness \$14,087,903.25

Forward Starting Advances \$ .00

Total FHLB Indebtedness \$14,087,903.25

100% of the Total FHLB Indebtedness of \$14,087,903.25 must be collateralized by KCHA.

First KCHA pledged the loan between KCHA and MKCRF. This loan currently has an outstanding balance of \$15,798,224.04 but is assigned a market value of \$15,480,616.54. Its Advance Equivalent is 67.03% of the market value or \$10,376,657.27

## Collateral Summary

Data Updated: 01-17-2018 05:29 PM

APSA Date: 04-13-2015

Collateral Status: Delivery APSA

## Loans Pledged

Collateral Type	Unpaid Principal	Market Value / Adjusted Unpaid	Adv Equivalent	# of Items	LTV
1109 Multi-Family 1st Mtg	\$15,798,224.04	\$15,480,616.54	\$10,376,657.27	1	67
<b>Total Loans Pledged:</b>	<b>\$15,798,224.04</b>	<b>\$15,480,616.54</b>	<b>\$10,376,657.27</b>	<b>1</b>	

As the minimum collateral requirement is \$14,087,903.25 and the Advance Equivalent of the collateralized loan is \$10,376,657.27, there is a collateral gap of \$3,711,246. To fill this gap, KCHA pledged investments purchased with MTW funds. For these investments, the FHLB calculated the Advance Equivalent to be 92% of the Fair Market Value. At 12/31/2017, the Fair Market Value of the investments was \$4,951,665.60 and the Advance Equivalent \$4,555,532.35. The table shows the inventory of pledged investments.

## Securities

Collateral Type	Unpaid Principal	Market Value	Adv Equivalent	# of Items	LTV
6010 Agency Debt-Discount Note/Debenture	\$5,000,000.00	\$4,951,665.60	\$4,555,532.35	5	92
<b>Total Securities/Term Time Pledged:</b>	<b>\$5,000,000.00</b>	<b>\$4,951,665.60</b>	<b>\$4,555,532.35</b>	<b>5</b>	

The Advance Equivalent of \$4,555,532.35 exceeds collateral gap of \$3,711,246. KCHA considers the amount of MTW funds pledged as collateral to be equal to the collateral gap, or \$3,711,246.