

PHA Profile: King County Housing Authority Housing Development: Pacific Court Apartments

Basic PHA Stats

Location: Tukwila WA

Housing Choice Vouchers: 8,152 Public Housing Apartments: 2,724



Description of the Housing Development

In 2008, KCHA identified a vacant, newly rehabbed, failed condominium project with 32 units, adjacent to an existing KCHA-owned public housing development. KCHA purchased the property and "turned on" banked, unused public housing subsidies, set aside from a HOPE VI redevelopment project. Because KCHA acquired the property debt-free, these public housing subsidies could be used to create a supportive housing project.

KCHA collaborated with the County's Mental Health system to identify a behavioral health agency that could provide intensive, on-site supportive services to formerly homeless individuals with mental illness. Sound Mental Health (SMH) was selected to coordinate referrals and provide services on-site. SMH also hired two peer support specialists, one of whom lives on-site. The peer support specialists provide community-based activities and some security at the on-site community center.

Project Details	
Total Number of Units	32 (mix of 1 and 2 BRs to house up to 50 individuals
Total Development Cost	Existing building already rehabbed for condo conversion. Total purchase cost was \$4 million.
Number of Units dedicated to homeless or special- needs populations	100%
Homeless or special-needs populations served	Homeless people with a need for mental health services
Developer	King County Housing Authority
Owner (managing member)	King County Housing Authority
Property Manager	King County Housing Authority
Service Provider(s)	Sound Mental Health

Capital Sources

Capital Source	Yes/No
Low Income Housing Tax Credits	No
Federal (HOME, CDBG, SHP, other)	No
State Sources	Yes, State Housing Trust Fund
Local Sources	Yes, County Mental Illness and Drug Dependency Tax Funds

Operating Sources

Operating Sources	Yes/No
Project-based Section 8	No, the PHA used "banked" public housing subsidies.
HUD McKinney-Vento Operating	No
State Sources	No
Local Sources	No

Service Sources

Service Sources Used	Yes/No
Project-based Section 8 cashflow	No
Medicaid	Yes
State Sources	Yes
Local Sources	Yes

Partners

Partner Name	Type of Organization/ Roll in Program	
Sound Mental Health	Mental Health Service Provider. Provider agreement between KCHA and Sound Mental Health.	

Words of Wisdom from King County Housing Authority

"The housing stability outcomes are very positive. We have many residents who have lived at Pacific Court since the beginning of the program. We were able to transfer an existing public housing resident who was severely mentally ill and about to lose her housing to Pacific Court, where she receives the appropriate level of mental health services and continues to live independently in housing. The savings in public costs have been significant. A study completed in 2011 showed between 23-40% reductions in public expenditures for residents of Pacific Court one year after residency. Most PHAs that have had a HOPE VI redevelopment project may have unused public housing subsidies available through HUD that could be used for creating supportive housing."

Contact Person for PHAs interested in implementing a similar program:

Name	Title	Phone	Email
Kristin Winkel	Director, Homeless Housing Initiatives	206-574-1168	kristinw@kcha.org

Defining Staff Roles and Responsibilities at Pacific Court Apartments: Focus on Areas of Overlapping Responsibility

Prepared by Matthew Doherty, CSH (rev. 3-5-10) Revised 4-10-12

Key to Staff Positions and Current Staff Persons:

KCHA Property Manager = Lisa Hall

KCHA Senior Director of Homeless Housing Initiatives = Kristin Winkel

SMH Director of Adult and Older Adult Services = Cassandra Jackson

SMH Department Manager of ECS/SSH/Benson Heights = Stephanie Berg

Residential Peer Specialists = Randy and Diana

SMH Treatment Team = SMH Case Managers, Residential Peer Specialists, other Peer Staff, and other SMH staff working with Pacific Court applicants and tenants

Overnight Security Service = Washington Merchant Patrol (WMP), Curtis Lee

Overlapping Responsibility Areas	Roles of Sound Mental Health (SMH) Services Staff Note: Any communication expectations for SMH Services St	Roles of King County Housing Authority (KCHA) Property Management Staff aff to KCHA staff noted below must be performed within	Notes
Tenant Screening and Selection	 SMH Director of Adult Services manages referral process. SMH Treatment Team staff from designated programs identify potential applicants, and assist clients to prepare complete applications, including SMH-issued IDs for any applicants for whom government-issued ID and Social Security Card are not available at time of application. For all such applicants, SMH strives to assist them to provide such government-issued ID within 60 days of tenancy. As application is being prepared, SMH Treatment Team staff orients applicants to, and has applicant execute, forms regarding Apartment Rules, Participant Agreement, Shared Housing Agreement, Releases of Information, and Safe Harbors participation. Such forms may be included within the application. 	KCHA Property Manager officially accepts application into system, confirms completeness of application, and processes application.	

Overlapping Responsibility Areas	Roles of Sound Mental Health (SMH) Services Staff	Roles of King County Housing Authority (KCHA) Property Management Staff	Notes
	 All form changes made by SMH will be shared with Property Manager and KCHA Director Of Homeless Housing SMH Director of Adult and Older Adult Services confirms eligibility and completeness of documentation, forwards to KCHA Property Manager. 		
Orientation of New Tenants	SMH Dept. Manager, as well as at least one of the Residential Peer Specialists, participate in on-site orientation, with emphasis on orienting new tenant to services available, community-based resources, neighborhood amenities, site-based activities, and reinforcing expectations of tenancy.	KCHA Property Manager leads on-site orientation, with emphasis on orienting new tenant to lease requirements and house rules, rent payment expectations, building amenities, and protocols for communicating housing-related issues (e.g., maintenance work orders.)	Tenant provides rent information to payee. SMH Dept. Manager may be in contact with payee to secure move in expenses.
Addressing Issues Regarding Rent Payment and Rent Arrears	 SMH Dept. Manager works with SMH Treatment Team to ensure that every tenant in rent arrears is contacted and offered services to help them resolve rent arrears issues. SMH Treatment Team staff work with each tenant (and Representative Payee, if any) to develop plan for resolution. SMH Treatment Team staff identifies any tenants who are hospitalized, incarcerated, and/or otherwise unavailable to respond to rent arrears notice, and SMH Dept. Manager communicates such information to KCHA Property Manager. If SMH is the payee, they will pay tenant's rent on their behalf, while institutionalized. When the tenant does not have SMH as payee or is not a SMH client, SMH treatment team will reach out to notify tenant of late rent payment. If no resolution reached after first notice, SMH Treatment Team staff continues to actively assist tenant to access services and achieve resolution. SMH Residential Peer Specialist will do reminders for rent payments where tenant does not have Representative Payee in place. If no resolution is reached, then SMH Director of Adult and Older Adult Services and the SMH Dept. Manager work with SMH Treatment Team staff to assist tenant to find another housing opportunity, prior 	 KCHA Property Manager serves notice to every tenant whose rent is late, and provides SMH Program Manager with unpaid rent roster for follow-up. KCHA Property Manager coordinates with SMH Director of Adult and Older Adult Services, the SMH Dept. Manager, and/or SMH Treatment Team staff and tenant to achieve resolution. KCHA Property Manager coordinates with SMH Dept. Manager, and/or SMH Treatment Team staff to appropriately apply policies to tenants who are hospitalized, incarcerated, and/or otherwise unavailable to respond to rent arrears notice. If no resolution reached after first notice, KCHA Property Manager continues to serve additional notices. 	

Overlapping Responsibility Areas Services Staff	(KCHA) Property Management Staff	Notes
to eviction being legally recorded by Court, if possible.		
Team staff to ensure that every tenant engaging in nuisance or disruptive behaviors is being consistently engaged and offered services to help them resolve such issues. SMH Treatment Team staff work with each tenant engaging in such behavior to develop plan for resolution. SMH Program Peers may seek to assist tenant to understand behavioral expectations and to support tenant's ability to comply. In instances in which tenant's behavior has resulted in a violation of tenant's agreement with SMH Apartment Rules, Participant Agreement, and/or Shared Housing Agreement, SMH Dept. Manager ensures tenant receives letter from SMH notifying them of violation and need for compliance. In instances in which a tenant's behavior has resulted in a lease violation and a notice being served. SMH	KCHA Property Manager notifies SMH Dept. Manager of any nuisance or disruptive behaviors that come to her attention, and also serves notices to every tenant whose behavior represents a lease violation, providing information about all such notices to SMH Dept. Manager. In instances in which a tenant's behavior has resulted in a lease violation and a notice being served, KCHA Property Manager meets with tenant to discuss and achieve resolution. Tenant has right to request presence of others, including SMH staff, at such a meeting. If resolution not achieved after meeting with tenants, KCHA Property Manager may also participate in a planned joint meeting with SMH Director of Adult and Older Adult Services, the SMH Dept. Manager SMH Pacific Court staff and/or SMH Treatment Team staff may participate in joint meetings with KCHA Property Manager and tenant to achieve resolution.	

Overlapping Responsibility Areas	Roles of Sound Mental Health (SMH) Services Staff	Roles of King County Housing Authority (KCHA) Property Management Staff	Notes
- Compression of the Compression	 Line for guidance and support. If behavior rises to level of an emergency, such as a safety threat to other tenants, Residential Peer Specialist calls 9-1-1. 	(and a second s	
Responding to Crises: Physical Health Emergencies	 Any staff on-site at time of emergency ensure emergency services are accessed via 9-1-1. If tenant is expected to be absent from their unit for longer than 30 days, SMH Treatment Team staff notify KCHA Property Manager of such an emergency response. SMH Treatment Team staff seek to ensure tenant has access to appropriate after-care services upon return to unit. SMH Treatment Team staff may perform wellness checks, if appropriate. After Hours: On-duty Residential Peer Specialist staff ensure emergency services are accessed via 9-1-1. Residential Peer Specialist writes detailed e-mail regarding incident to SMH Dept. Manager. 	 Any KCHA staff on-site at time of emergency ensure emergency services are accessed via 9-1-1. Any KCHA staff involved in accessing emergency services ensure that KCHA Property Manager is notified of the incident. KCHA Property Manager ensures that SMH Dept. Manager is notified of incident. 	
Responding to Crises: Mental Health Emergencies	 If on-site at time of the emergency, SMH Treatment Team staff provide crisis intervention services, but may also access SMH crisis response team via Crisis Line or access emergency services via 9-1-1. SMH Treatment Team staff notify KCHA Property Manager of such an emergency response only in situations in which a lease violation has occurred or tenant is expected to be absent from their unit for longer than 30 days. SMH Treatment Team staff seek to ensure tenant has access to appropriate services post-emergency. SMH Treatment Team staff may perform wellness checks, if appropriate. After Hours: On-duty Residential Peer Specialist staff accesses SMH crisis response team via Crisis Line or emergency services via 9-1-1. Residential Peer Specialist should also call SMH Crisis Line for guidance and support if unsure how crisis should be addressed. 	 Any KCHA staff on-site at time of emergency recruit involvement of SMH Treatment Team staff to provide crisis intervention services, if available. If SMH Treatment Team staff are not accessible, KCHA staff access SMH crisis response team via Crisis Line or access emergency services via 9-1-1. KCHA staff may also call SMH Crisis Line for guidance and support if unsure how crisis should be addressed. Any KCHA staff involved in directly accessing SMH crisis response team via Crisis Line or accessing emergency services via 9-1-1 ensure that KCHA Property Manager is notified of the incident. KCHA Property Manager ensures that SMH Dept. Manager is notified of incident. 	

Overlapping Responsibility Areas	Roles of Sound Mental Health (SMH) Services Staff	Roles of King County Housing Authority (KCHA) Property Management Staff	Notes
	 If behavior rises to level of an emergency, such as a safety threat to other tenants, Residential Peer Specialist calls 9-1-1. Residential Peer Specialist writes detailed e-mail regarding incident to SMH Dept. Manager. 		
Responding to Crises: Building-Related Emergencies (e.g., Fire, Broken Water Pipe, Natural Disaster)	 Any SMH staff on-site at time of emergency ensure emergency services are accessed via 9-1-1 as needed (e.g., in the case of a fire), ensure that all staff and tenants initiate proper evacuation procedures, and ensure KCHA is notified immediately of emergency. SMH Treatment Team staff seeks to ensure affected tenant(s) have access to appropriate supports to mitigate impact of emergency (such as services from the Red Cross), if needed. After Hours: Residential Peer Specialist on-site at time of emergency ensure emergency services are accessed via 9-1-1 as needed (e.g., in the case of a fire), and ensure that all staff and tenants initiate proper evacuation procedures. Residential Peer Specialist immediately notifies KCHA via the after hours emergency maintenance line. Residential Peer Specialist immediately notifies other SMH staff via the Crisis Line. 	 Any KCHA staff on-site at time of emergency ensure emergency services are accessed via 9-1-1 as needed (e.g., in the case of a fire), ensure that all staff and tenants initiate proper evacuation procedures, and ensure SMH is notified immediately of emergency. KCHA Property Manager coordinates KCHA staff response to emergency and has lead responsibility for communication regarding housing-related issues with affected tenant(s) post-emergency. KCHA Property Manager to develop evacuation procedures and to implement education of tenants regarding those procedures. 	
Responding to Crises: Criminal Activity By Tenant, or Guest of Tenant, on the Premises	 SMH Dept. Manager with SMH Treatment Team staff to ensure that every tenant served notice for lease violations resulting from criminal activity is being consistently engaged into services and has access to appropriate legal services to help them resolve such issues. SMH Residential Peer Specialists may seek to assist tenant to understand behavioral expectations and to support tenant's ability to comply. SMH Dept. Manager, the SMH Pacific Court staff and/or SMH Treatment Team staff may participate in joint meetings with KCHA Property Manager and tenant to achieve resolution. If no resolution is reached, then SMH Dept. Manager 	 KCHA Property Manager notifies SMH Dept. Manager of any criminal activity by a tenant/guest that comes to her attention, and also serves notices to tenant that activity is a lease violation, providing information about all such notices to SMH Dept. Manager. Responses to such lease violations shall be implemented as per KCHA's established policies, including Zero Tolerance policies, as applicable. After lease violation being served, KCHA Property Manager meets with tenant to discuss and achieve resolution. Tenant has right to request presence of others, including SMH staff, at such a meeting. If resolution not achieved after meeting with 	

Overlanning Dechancibility Areas	Roles of Sound Mental Health (SMH)	Roles of King County Housing Authority	Notes
Overlapping Responsibility Areas	Services Staff works with SMH Treatment Team staff to assist tenant to find another housing opportunity, prior to eviction being legally recorded by Court, if possible. After Hours: If on-duty, Residential Peer Specialist staff become aware of criminal activity being engaged in by a tenants/guests after hours, staff does not seek to intervene directly, instead ensuring that emergency police services are accessed via 9-1-1. Residential Peer Specialist may also call SMH Crisis Line for guidance and support. Residential Peer Specialist writes detailed e-mail regarding incident to SMH Dept. Manager, and KCHA Property Manager.	(KCHA) Property Management Staff tenants, KCHA Property Manager may also participate in a planned joint meeting with SMH Dept. Manager, the SMH Pacific Court staff and/or SMH Treatment Team staff may participate in joint meetings with KCHA Property Manager and tenant to achieve resolution.	Notes
Responding to Crises: Criminal Activity By Non-Tenants on the Premises (e.g., Criminal Activity by a Trespasser.)	 Any SMH staff on-site at time of criminal activity are not expected to intervene directly with persons currently engaged in criminal activity, but ensure police services are accessed via 9-1-1 and ensure KCHA Property Manager is notified immediately of the activity. SMH Treatment Team staff seek to ensure affected tenant(s) have access to appropriate supports to mitigate impact of criminal activity (e.g., victim support services), if needed. After Hours: If on-duty, Residential Peer Specialist staff become aware of criminal activity being engaged in nontenants after hours, staff does not seek to intervene directly, instead ensuring that emergency police services are accessed via 9-1-1. Residential Peer Specialist may also call SMH Crisis Line for guidance and support. Residential Peer Specialist writes detailed e-mail regarding incident to SMH Director of Adult and Older Adult Services, the SMH Dept. Manager, and KCHA 	 Any KCHA staff on-site at time of criminal activity are not expected to intervene directly with persons currently engaged in criminal activity, but ensure police services are accessed via 9-1-1 and ensure KCHA Property Manager is notified immediately of the activity. KCHA Property Manager ensures that SMH Dept. Manager is notified of the incident. 	

Overlapping Responsibility Areas	Roles of Sound Mental Health (SMH) Services Staff	Roles of King County Housing Authority (KCHA) Property Management Staff	Notes
Grievance Procedures	 All SMH clients are notified of SMH grievance procedure at time of enrollment in SMH services. SMH Director of Adult and Older Adult Services and the SMH Dept. Manager facilitate tenants' access to SMH grievance processes for any eligible services-related complaints and grievances. 	 All KCHA tenants are notified of KCHA grievance procedure at time of housing orientation, and lease violation notices also notify tenants of grievance procedure. KCHA Property Manager facilitates tenants' access to KCHA grievance processes for any eligible housing-related complaints and grievances. KCHA Property Manager notifies Director of Adult and Older Adult Services and the SMH Dept. Manager of any tenants who have filed housing-related grievances. 	
Community Building / Tenant Leadership Activities	Director of Adult and Older Adult Services and the SMH Dept. Manager shall take lead responsibility for design and implementation of plan for community building activities, which to be documented within SMH's written Services Plan for Pacific Court.	KCHA Senior Director of Homeless Housing Initiatives shall provide input on the design and implementation of plan for community building activities, and shall notify Director of Adult and Older Adult Services and the SMH Dept. Manager if KCHA has any policies that may restrict the nature of activities included within the plan.	



MEMORANDUM OF AGREEMENT

PROJECT NAME: Pacific Court Permanent Supportive Housing Program

THIS AGREEMENT is made between the King County Department of Community and Human Services Mental Health, Chemical Abuse and Dependency Services Division (DCHS/MHCADSD); the King County Housing Authority (KCHA); and Sound Mental Health (SMH). DHCS/MHCADSD, KCHA, and SMH have entered into this agreement in order to further their collaborative efforts to increase access for persons with disabilities to permanent supportive housing, affordable housing integrated with supportive services.

The Agreement covers relationships and operational principles for the purposes of implementing a permanent supportive housing program that provides housing and supportive services for individuals who are formerly homeless or are at-risk of homelessness at Pacific Court, a 32-unit apartment building located at 4028 South 146th St., Tukwila, WA 98146.

WHEREAS, the parties hereto are committed to increasing housing resources and providing supportive housing in an innovative model combining federal Public Housing subsidy and County mental health funds, including effective supportive services to help ensure housing stability, for individuals with histories of disabling conditions and/or homelessness; and

WHEREAS, DCHS/MHCADSD, is the designated authority to manage the publicly funded mental health and chemical dependency treatment system.

WHEREAS, KCHA is the owner and property management organization for Pacific Court, which will be operated as federally subsidized Public Housing; and

WHEREAS, Sound Mental Health, is a behavioral health agency providing mental health and chemical dependency treatment services; vocational services; housing; and counseling services and has been selected to provide therapeutic and supportive services for persons residing at Pacific Court;

WHEREAS, all parties accept a shared commitment to ensuring that KCHA can operate Pacific Court as permanent supportive housing for the target population, as has been required under the terms of financing provided for Pacific Court;

NOW THEREFORE, do DCHS/MHCADSD, KCHA, and SMH enter into an agreement to develop and implement a supportive housing program at Pacific Court.

I. PURPOSE OF THE AGREEMENT

A. To increase the range of affordable housing options and the capacity to provide housing opportunities for persons with disabilities.

- B. To document the parties' commitment to work collaboratively to develop relevant policies and protocols to guide the implementation of the operations of Pacific Court.
- C. To demonstrate the feasibility and efficacy of providing permanent housing linked to a comprehensive array of responsive supportive services.
- D. To establish and maximize stabilization services to ensure successful community tenure for the individuals who will reside at Pacific Court.

II. ROLES AND RESPONSIBILITIES

- A. DCHS/MHCADSD agrees to:
 - Collaborate with KCHA and SMH in planning for the implementation of supportive housing services at Pacific Court;
 - Provide funding through the King County Regional Support Network for SMH to
 provide effective services to the supportive housing program participants, as needed
 to promote a safe, stable, and successful community among Pacific Court tenants;
 - 3. Monitor SMH's performance related to the provision of therapeutic and supportive housing services for the residents of Pacific Court; and
 - 4. Make every reasonable effort to sustain funding for the programs identified as referral sources for Pacific Court, and to proactively notify KCHA and SMH of any potential funding changes to those programs within seven (7) business days of when DCHS/MHCADS staff becomes aware of such potential changes.

B. KCHA agrees to:

- Operate Pacific Court as Public Housing and in accordance with all applicable federal laws governing Fair Housing and Equal Opportunity.
- 2. Facilitate the planning for development and implementation of the supportive housing program at Pacific Court;
- Provide the property management of Pacific Court, including repair, maintenance, management, and operation of the property. This includes, but is not limited to, the following responsibilities;
 - To process applications for all individuals referred to Pacific Court and to prepare leases and other documents related to tenancy;
 - b. To provide orientation to all new tenants at the time of move-in;
 - c. To inspect the units at the time of move-in and again thereafter in accordance with established policies:
 - To provide all required maintenance at the property in a timely manner, in accordance with KCHA's standard Public Housing policies and procedures; and

C. SMH agrees to:

- 1. To participate with DCHS and KCHA in the planning and implementation of the supportive housing program at Pacific Court;
- To identify persons who are eligible to reside at Pacific Court and manage the associated referral process;
- 3. To provide the supportive housing services that will promote stable and successful community tenure among Pacific Court residents;
- 4. To establish through activities and environmental strategies a sense of community among the residents of Pacific Court:
- 5. To address the relocation needs of clients who do not comply with Pacific Court lease requirements.

All parties further agree that tenants' rights, including their fair housing rights, will be respected and complied with both as a matter of principle and as a matter of fair practice. SMH will ensure the protection of those rights within the screening and referral of applicants for Pacific Court housing opportunities, and KCHA will ensure the protection of those rights within the ownership and management of the housing.

III. RESOURCE MANAGEMENT

The DCHS, KCHA, and SMH agree to identify staff and allocate staff time and resources needed to work on the Purpose of the Agreement. The parties additionally agree to collaborate on the development of additional documents that will outline the policies and protocols to guide the implementation of the program. These documents shall be collectively reviewed and updated at least annually.

IV. TERMINATION

Any party may terminate this Agreement by giving 60 days written notice to the other parties.

V. ENTIRE AGREEMENT

This Agreement, including any amendments attached hereto, sets forth the entire relationship of the parties to the subject matter hereof, and any other agreement, representation, or understanding, verbal or otherwise, dealing in any manner with the subject matter of this Agreement is hereby deemed to be null and void and of no force and effect whatsoever.

If any provisions of this Agreement shall be deemed in conflict with any statute or rule of law, such provision shall be deemed modified to be in conformance with said statute or rule of law.

IN WITNESS WHEREOF, the parties to this Agreement have caused their names to be affixed hereto by their proper officers on the dates indicated.

King County Department of Community and Human Services	King County Housing Authorit
Jackie MacLear Department Director, DCHS	Stephen Norman Executive Director, KCHA
9/11/09	10/29/09
Date	Date , ,
Sound Mental Health	
David Stone	
Chief Executive Officer, SMH	
11/3/09 Date	