

20
22



EQUITY, DIVERSITY, INCLUSION, AND BELONGING

ANNUAL REPORT



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A letter from our Executive Director

Dear Colleagues,

As we continue this journey of grappling with our country's long history of racial injustices, one of the most challenging aspects is the lasting legacy and role Housing Authorities have played in creating housing inequities. These inequalities have disproportionately impacted the lives of people of color and other marginalized communities for generations. As a representative of the next generation of leadership, and appointed custodian of the largest Housing Authority in the Pacific Northwest, I feel it is important to recognize and embrace this challenge to continue the process of moving forward.

The King County Housing Authority is deeply committed to becoming an anti-racist, multi-cultural organization, both within the agency and in the communities we serve.

Our first annual EDIB report recounts our progress so far and shares information about our programs, resources, people and data, including where we are building and growing. This report reflects KCHA's deep commitment to confronting and challenging our industry, and ourselves, in the long journey towards racial equity.



EDIB Commitments

KCHA views EDIB as the pathway to achieving social justice and fostering a culture where everyone – communities we serve and staff alike – can thrive. Because of the systemic nature of racial and economic injustice, we have a particular responsibility to ensure the equitable distribution of resources, opportunities and outcomes. We have committed to evaluate all of our services and policies through an anti-racism lens, and we are dedicated to actively adopting anti-racist, anti-oppression, and inclusive practices.

KCHA's commitment is reflected in its formalized office of trained professional EDIB practitioners, as well as in its ongoing, employee-driven committee dedicated to EDIB. KCHA has certified equity practitioners throughout the organization with five (5) staff who have obtained Courageous Conversations About Race (CCAR) Practitioner Certifications.

EDIB Background

KCHA's cultural competency journey has been decades in the making. Internal staff committees (Cultural Awareness Committee/Diversity Awareness Committee) that have existed since the 1990's, laid the foundations for today's agency wide approach to Equity Diversity Inclusion and Belonging (EDIB). A seminal moment for the agency occurred in 2018, when KCHA conducted an agency-wide presentation on redlining and the disproportionate number of BIPOC experiencing homelessness. Staff demanded a response. After the presentation the Race, Equity, Diversity and Inclusion (REDI) committee was formed. All of these efforts directly led to the establishment of the Inaugural Office of EDIB. Commitment was further deepened when KCHA engaged in its first search for a new Executive Director in 25 years and centered the search on inclusive leadership practices and candidates who demonstrated commitment to EDIB.

EDIB Timeline

KCHA's Cultural Competency Journey

KCHA has a long standing history of raising awareness of cultural diversity



1990's

Established Cultural Awareness Committee

2005

Rebranded as Diversity Awareness Committee



2018
Introduced Redlining Conversation

KCHA strives to have courageous conversations about systemic issues centered in racial equity



KCHA empowers staff to become leaders in EDIB through staff-led committees

2019

Rebranded as Race, Equity, Diversity and Inclusion (REDI)



KCHA is committed to investing resources, time, and capacity to furthering EDIB within the agency

2020

Released the Day of Solidarity Proclamation and hired Greatheart Consulting



2021
Established inaugural Office of EDIB

KCHA is committed to diversifying our leadership and investing resources into EDIB

2022

Recruited Robin Walls as Executive Director and increased resources for the Office of EDIB





MEET KCHA

Countless individuals and groups are involved in moving our EDIB work forward. The following pages introduce key groups, describe their work, and share facts and figures about their composition and achievements. This information demonstrates our current impact and provides benchmarks we expect to improve in the years to come.

Race, Equity, Diversity, and Inclusion (REDI) Committee



In 2019, KCHA established REDI, an employee-driven team of volunteers, to help educate the agency through an equity lens.



Mission

To educate and shape organizational culture, practices, and systems through an equity lens within the agency and the communities we serve

Vision

Eliminate racial disparities within the agency and in King County by fostering equity and inclusion.

Quotes from Our REDI Co-Chairs

“Never doubt the impact a small group of thoughtful committed employees can have to change the workplace. It has been an honor to actively work towards the elimination of racial disparities in the agency, and the communities we serve.

~Channie Butler, REDI Co-Chair”

“Being part of the creation of these events was a real pleasure. Being able to see people share their authentic selves, as far as their culture, is what makes diversity beautiful.

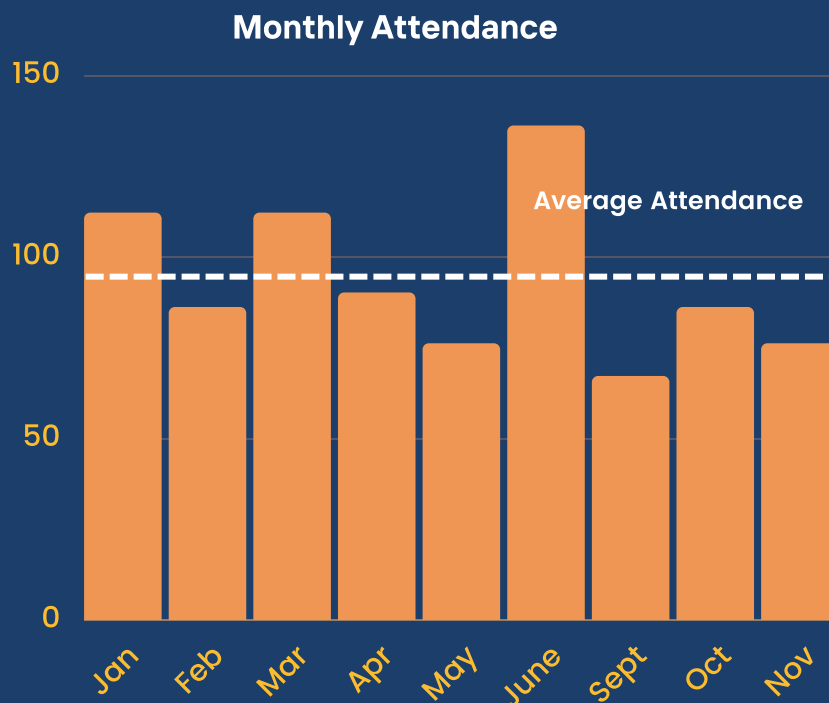
~Jesse Bennett, REDI Co-Chair”

EDIB Awareness:

Courageous Spaces Program

REDI's signature program, "**Courageous Spaces**," a series of one-hour events offered throughout the year, was launched in 2020 and continues to be a consistent cultural awareness offering for KCHA staff.

Courageous Spaces 2022 Participation



93

or 19% of KCHA staff was the average number of attendees for each program

136

was our highest attendance for the Juneteenth Celebration

Data from the Sept - Dec 2022 Courageous Spaces Highlights**

- Majority of Courageous Spaces attendees were female. (average: 63.5%)
- Housing Choice/S8 department had the highest rate of attendance.
- Racial demographics were evenly split between BIPOC and White attendees



of our dollars spent on Courageous Spaces or \$854.21 went to supporting local minority-owned businesses in 2022

Office of EDIB



KCHA established the Office of EDIB in the summer of 2021 to help shape and lead organization-wide strategy to embed EDIB into every aspect of KCHA's work, acknowledging a range of intersectional identities, and placing emphasis on racial equity.

Quotes from our Office of EDIB



"**Equity** starts with me. White supremacy culture and colonization caused the housing disparities we see today. I am committed to doing the work to disrupt systems of oppression within my sphere of influence to advance KCHA's mission.

- Ji Soo Kim, EDIB Program Manager

"**Inclusion** starts with me. I am committed to remain curious to amplify our collective voices for the continuous improvement of KCHA's activities and services in our quest for racial equity."

- Scarleth Lever Ortiz, EDIB Senior Director



"**Belonging** starts with me. Supporting and empowering Minority Owned Business means bringing forth our community to help create a healthy economy for all. I am committed to use my money, time, and advocacy to strengthen local economies to help close the racial wealth gap."

- Ebane Mainor, EDIB Program Manager

EDIB Priorities

2022-2023 Office of EDIB Deliverables

In an effort to increase accountability, clarity, and wealth-building/self-sufficiency programming, KCHA established three (3) key priorities for CY2022-2023.

1

Annual EDIB Report

Develop and publish the first KCHA Annual EDIB Report



EDIB Definitions 3-Year Strategy

Design and implement an inclusive planning process to develop a 3-year EDIB strategy.

- Released the first Inclusive Culture Survey

2

3

Section 3 Program

Enhance access to KCHA's employment and economic opportunities to low-income residents and businesses .



EDIB Resources

KCHA has a diverse level of cultural competency across the organization. KCHA made significant investments in training and professional development activities to help staff engage in courageous conversations about race, and other topics related to the intersectionality of our identities.

KCHA first introduced the Civil Treatment for Leaders workshop to Senior Staff and ELT in early 2020 as a first step to deeply integrate EDIB principles into our culture. In 2022, KCHA launched Inclusion Now, a behavior-based training program aimed to address today's issues and underscores the business imperatives for leveraging the cultural backgrounds, personal characteristics, and unique experiences of all employees to truly promote and benefit from an inclusive workplace.

2022 KCHA Training and Professional Development Opportunities

In-house data analytic capabilities

Enhanced feedback loops

Executive Coaching

In-House CCAR Practitioners

Over 16,000 LinkedIn Learning Offerings

Offered 30 instructor-led trainings on EDIB topics.

Inclusive Leadership Assessments

Board of Commissioners



Commissioners John Welch, Regina Elmi, and TerryLynn Stewart

KCHA has a deep commitment to diverse representation and meaningful inclusion. In 2022, KCHA's Board of Commissioners (BOC), which provides general oversight of the organization, was composed of 60% women and 50% BIPOC bringing a unique range of perspectives and lived experiences to the governance of KCHA.

Doug Barnes
Chair

Susan Palmer
Co-Chair

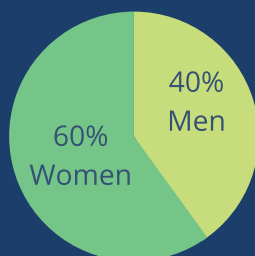
John Welch
Commissioner

TerryLynn Stewart
Commissioner

Regina Elmi
Commissioner

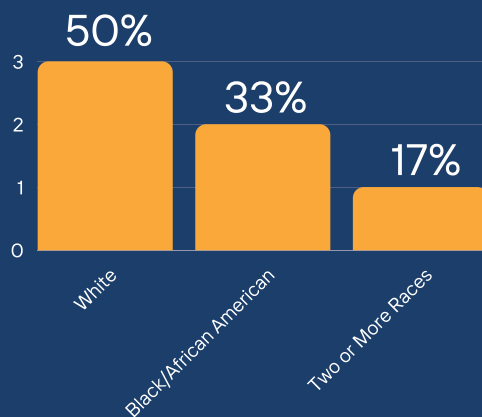
Robin Walls
Secretary

Board of Commissioners

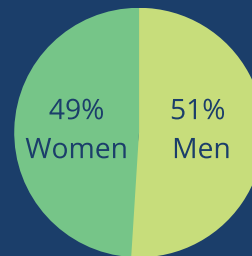


By Gender

By Race/Ethnicity

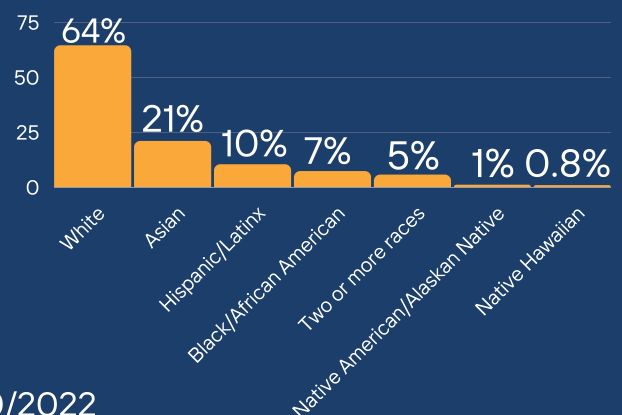


King County Population



By Gender

By Race/Ethnicity



*Data as of 10/2022

EDIB Activities

Interactive Workshop

2022

EDIB Board Workshop

KCHA's BOC and Executive Leadership Team (ELT) engaged in an interactive EDIB workshop facilitated by Greatheart Consulting. Through this effort, KCHA revamped EDIB priorities for the agency to focus on engagement structures, communications and capabilities, and Inclusive Leadership practices.



"When we talk about commitment building, we need to be top down AND bottom up."

-Commissioner Regina Elmi



"We have an opportunity to evaluate written and any unwritten rules and values."

-Commissioner John Welch



Focus Areas

Communications

Revamp the engagement structure for the BOC around EDIB topics, themes, commitments, programs, activities and/or initiatives.



Engagement

Strengthen KCHA's communications strategy and capabilities. Maximize current modes of communication available.



Leadership Development

Focus on the process by which KCHA leaders integrate EDIB into every aspect of their work.



"We are going to work to understand who we are, who we are serving, who is at the decision-making table for the continued improvement of EDIB practices " - Scarleth Lever Ortiz



Executive Leadership Team

In 2022, KCHA had a 10-member ELT* tasked to provide strategic direction.

10 Executives



Robin Walls
Executive Director



Anneliese Gryta
Deputy Executive
Director Housing
Assistance Programs



Craig Violante (interim)
Saeed Hajarizadeh
Deputy Executive Director
Chief Administrative Officer



Tim Walter
Senior Director
Development and Asset
Management



Dan Watson
Executive Advisor



Scarleth Lever Ortiz
Senior Director
Equity Diversity, Inclusion,
& Belonging



Kristy Johnson
Senior Director
Policy Research & Social
Impact

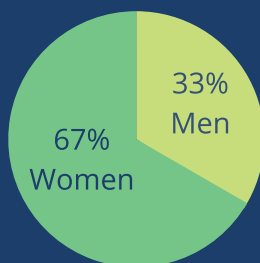


Tonya Harlan
Director
Human Resources

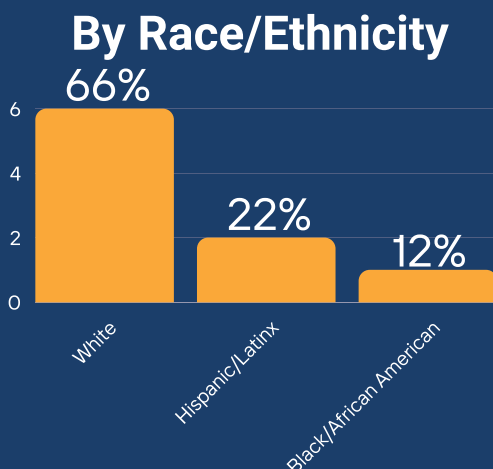


Nikki Parrott
Director
Capital Construction &
Weatherization

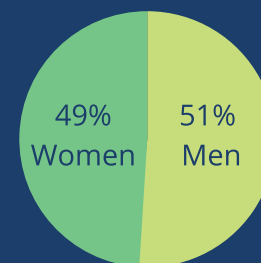
Executive Leadership



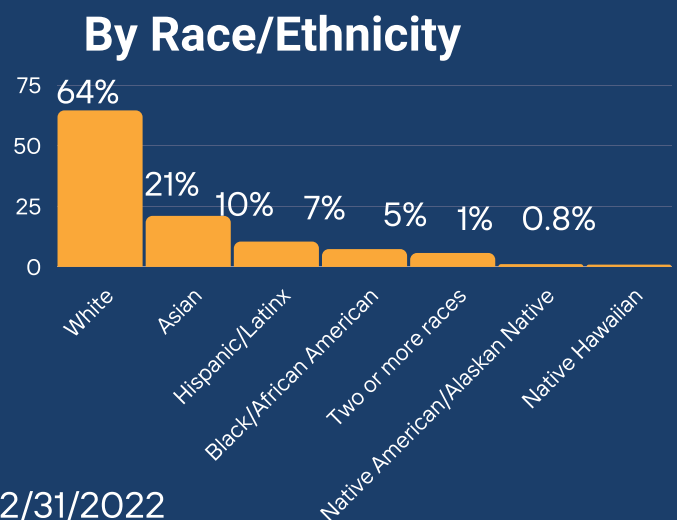
By Gender



King County Population



By Gender



EDIB Workshop

KCHA Governance

Greatheart
CONSULTING



2022

EDIB ELT Workshops

The ELT participated in six (6) Problem Statement Design workshops. Through these workshops, the following five EDIB themes/topics were identified as Areas of Opportunity for KCHA

2022

Key Areas of Opportunity



Commitment



Engagement



Communication



Accountability



Leadership
Development

2022 Highlights

1. Monthly virtual Town Hall meetings with Executive Director to enhance internal communication and feedback loops.
2. ELT and Senior Management completed individual Inclusive Leadership Assessment (ILA) and participated in individual and group ILA report debriefings
3. ELT and Senior Management had access to Executive Coaches.

KCHA Staff



KCHA is committed to implementing equitable and inclusive practices in the employee life cycle. The agency aims to consider - and understand - the cultural competence of prospective and existing staff to effectively serve King County's racially/ethnically diverse communities.

KCHA also strives to be an employer of choice, in these challenging times, that offers salary and benefits that allow all employees – including those interfacing directly with residents and other essential workers – the ability to live and work throughout King County. KCHA is proud to note its average salary is far above the established "living wage" for the area.

In addition, the agency launched a rental housing program to allow employees access to our diverse and varied portfolio of market-rate housing. This enables greater housing access and choice, particularly in our most expensive markets.



Facts & Figures:

KCHA Staff

483
Employees

17
Departments



KCHA hired **90 FTEs** in 2022 to increase internal capacity.



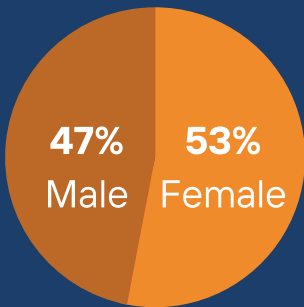
8.1 yrs

is the average tenure



54%

of employees have less than 5 years tenure

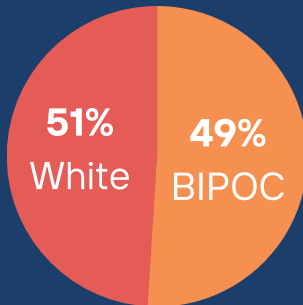


53% of KCHA Staff self-selected Female as their gender



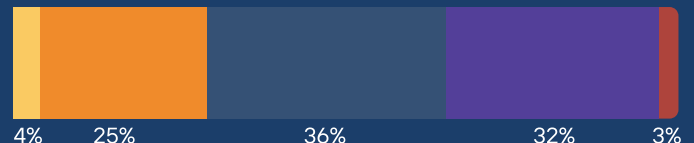
\$83,450

is the average KCHA salary



49% of KCHA Staff are BIPOC

■ Gen Z ■ Millennials ■ Gen X
■ Baby Boomers ■ Silent Generation



5 Generations
work at KCHA

2022 Highlights

- Invested \$181,487.70 to increase safety & security.
- Implemented monthly townhall meetings to enhance internal communication.
- Upgraded technology and software to increase access and engagement.
- Piloted a feedback loop software in Housing Management.



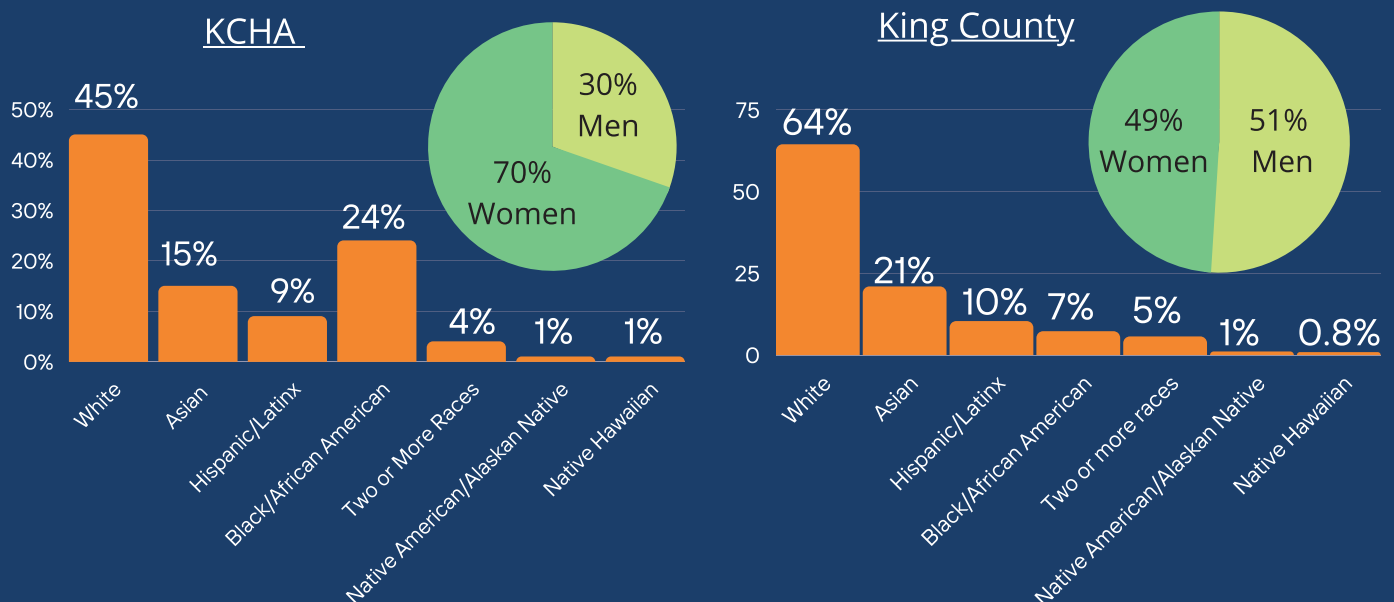
Participants & Residents

KCHA provides rental housing and rental assistance for low-income households in 33 cities and in unincorporated King County. This agency serves as a safety net for people with the greatest housing needs, including people who are homeless, seniors, disabled people living on fixed incomes, and families with low/moderate incomes. We offer a broad range of housing options to address the unique needs faced by each of these groups, which are disproportionately BIPOC. All of this inherently advances EDIB in our community.

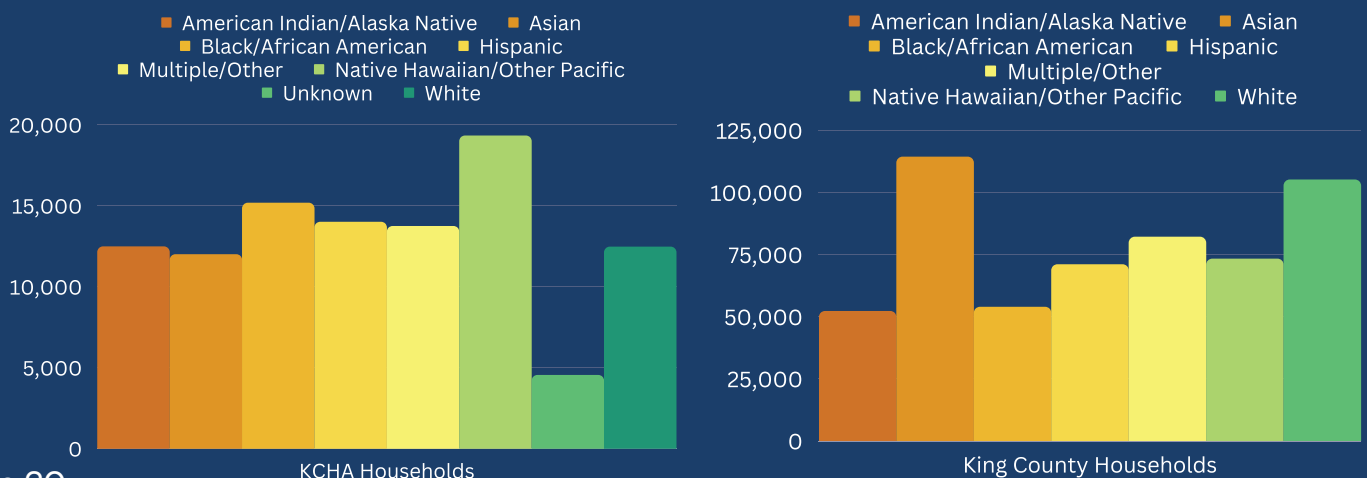
King County (2020) Living wages (2 adults & 2 children)

King County South	King County North	King County East	King County Seattle
\$81,902.48	\$86,550.12	\$95,487.89	\$86,192.61

Head of Household by Gender & Race/Ethnicity



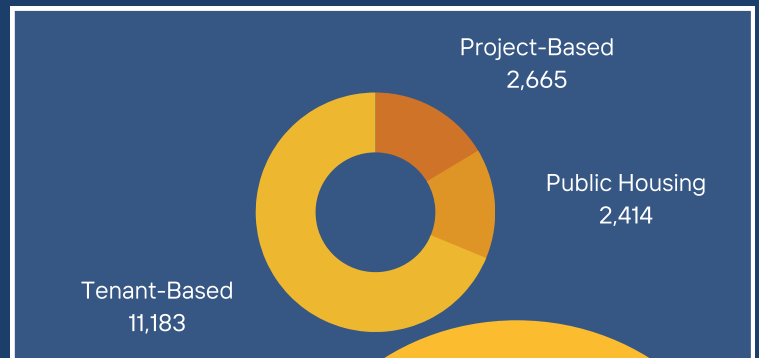
Household Income by Race/Ethnicity



Facts & Figures:

KCHA Participants and Residents

16,262
KCHA Households



50% of KCHA households have a member with a disability

34.8% of KCHA Households have a member who is elderly

Average Income of a KCHA Household is
\$19,883



KCHA housed **38,807 individuals**



231 Households

achieved self-sufficiency milestones



144 achieved self-sufficiency by moving to non-subsidized housing
122 households maintained stable housing after experiencing homelessness or incarceration.**

*Resident Characteristics Data as of 12/31/2022

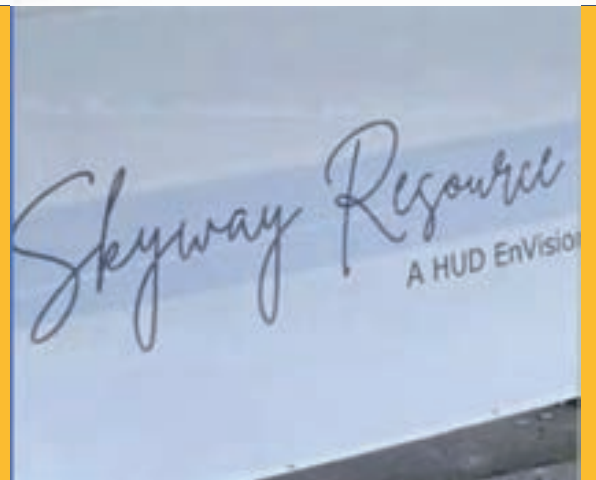
**2022 MTW Report

KCHA Vendors



Housing Authorities serve as large revenue generators in our local communities. Our projects create opportunities to mentor and develop small businesses and analyze their processes, from payment models to training. As we look to the future, how KCHA behaves and expands as a purchaser will become one of the signature aspects of our external approach to EDIB. This remains an opportunity area for the agency.

Supporting businesses that employ trades people is especially important because many skilled trades are losing workers. This not only reduces the number of family-wage jobs available to people in our community, it also reduces our ability to continue to provide a quality housing supply for residents.



Facts & Figures:

Vendors

In 2022, 937 vendors provided services and or products to KCHA totaling \$78.2 Million*

KCHA Supported:

10 Women and or Minority Owned Businesses

7 Businesses Owned by/or Employers of Low-Income Residents (Section 3)



\$1.41 Million

\$42.85 Thousand

Section 3 New Rule



"It is an honor to help revamp our Section 3 program, in partnership with our residents and small businesses, to help close the racial wealth gap in King County"

- Ebane Mainor, EDIB Program Manager

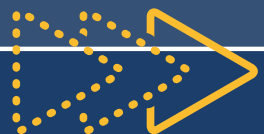
HUD's Section 3 policy helps ensure that jobs and economic opportunities created by certain HUD funding go to low- and very-low-income persons.

Looking Ahead:

KCHA plans to launch a new Section 3 program focused on the expansion and implementation of multicultural outreach activities aimed to build relationships with the business community, especially in key industries, and offer technical support and trainings for prospective resident-owned businesses and job seekers.

*Agresso Data as of 12/31/2022

**2022 MTW Plan



KCHA Programs

While Housing Authorities have played a role in creating housing inequities over the years, we can also create meaningful solutions. We have an opportunity – and a responsibility – to help eradicate the pervasive and systemic racism, social injustice and barriers to equity that disproportionately harm Black, Indigenous and People of Color (BIPOC).

Our programs are designed to do just that: truly lift all people in our community and bring equity.

Workforce Housing

Making quality housing affordable for all

Ensuring first-rate housing is available to our community's essential workers – nurses, firefighters, teachers and many more – advances equity, inclusion and belonging. No one should feel second-rate. That's why this approach, often called workforce housing – is a signature program for KCHA. The agency takes pride in providing access in affluent communities and other places many don't think of as locations for "affordable housing."

KCHA's workforce housing program grows supply through creative rehabilitation and construction models. KCHA owns 8,680 units of workforce housing purchased using non-federal subsidies. Our workforce housing residents earn less than the area median income but can afford units priced at a slightly lower rate than the market.

Over the years, KCHA's acquisition strategy has saved thousands of units of affordable housing from being permanently lost to market rate or upscale housing, in one of the most challenging housing markets in the nation.

KCHA's asset base is valued at more than \$2 billion and generates more than \$90.5 million in income annually, enabling ongoing investment in housing improvements and expansion. KCHA has pioneered innovative partnerships with Amazon and Microsoft to advance this work.

Facts & Figures:

Workforce Housing

KCHA is among the larger owners in the nation of:



tax credit properties



bond finance housing



manufactured
communities

\$17.25 Million in Capital Improvements

60 properties owned
by Asset Management



**8,680
units**



On average, **150 units**
per property



5 homeownership
communities (4 of
which are 55+)



Contracts with **6**
property manager
companies

98.5% average
occupancy



EDIB Transforming Lives



KCHA is one of 139 Moving to Work (MTW)+ agencies in the nation. This special designation allows us to design and test innovative, locally designed strategies, help residents find employment and become self-sufficient, and increase housing choices for low-income families.

Student & Family Stability Initiative (SFSI)

Established in 2013 at Highline and Tukwila School Districts for K-12 students experiencing homelessness. SFSI participants have access to housing navigation services, flexible move-in assistance fund, and short-term rental assistance.

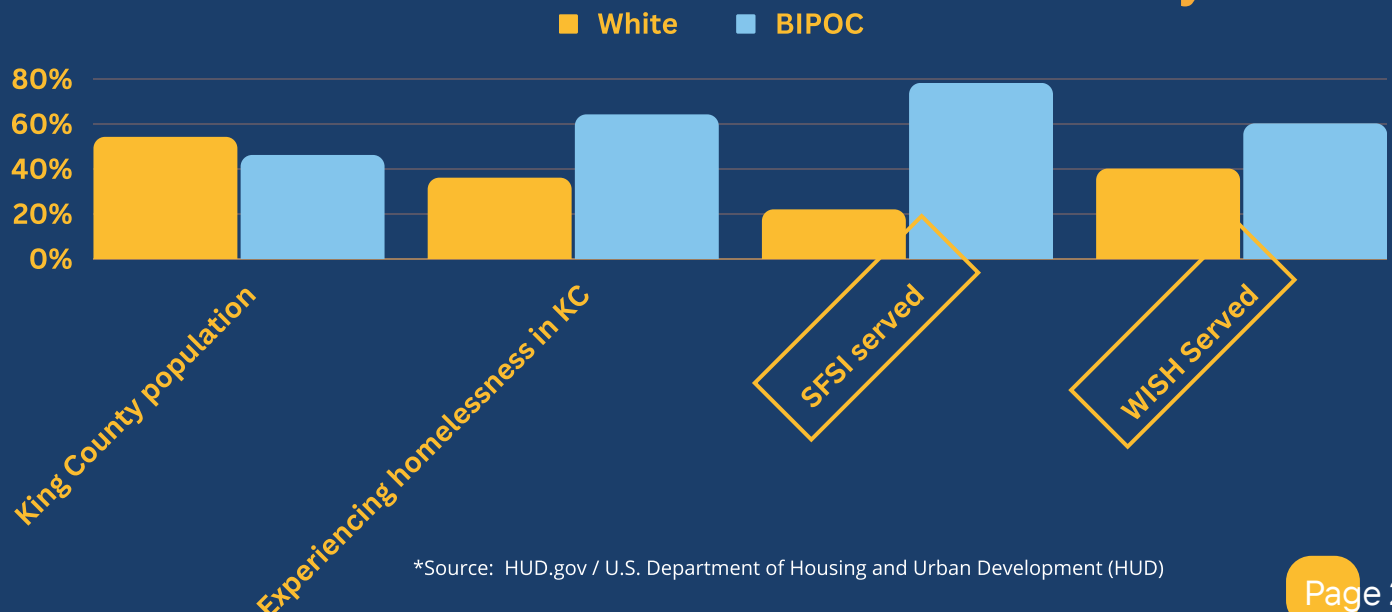
- To-date, KCHA has served approx. 700 students resulting in 387 housing placements

While In School Housing (WISH)

Established in 2020 at Highline College for students experiencing homelessness that are in pursuit of a degree or certification program. KCHA offers a time-limited (4.5 year maximum) Housing Choice Voucher assistance through graduation/certificate program completion, + 6 months.

- KCHA allocated 40 vouchers to this pilot program

SFSI and WISH Students are Predominantly BIPOC



*Source: HUD.gov / U.S. Department of Housing and Urban Development (HUD)

EDIB Transforming Lives

Family Self-Sufficiency (FSS) Program

- The FSS program supports and motivates residents to take action to achieve their economic independence. FSS use a strength-based mentoring and coaching approach that is resident-informed and led.
- KCHA sets aside increases in rent, as a result of the higher earned income of FSS participants, in an escrow account. Upon completion, FSS participants receive these savings as a lump sum to help them achieve their self-sufficiency goals.

21 participants increased earned income by \$20k+

At Graduation

2022 Outcomes

\$33,965

\$8,018

At Enrollment



306
households served



59
new enrollments



58
contracts completed



43
graduates



43
of 43 had an escrow payout

EDIB Transforming Lives

In 2022, **58** FSS participants completed their contracts.

2022 Escrow Amounts:

Total Payout: \$833,722

Median: \$17,564

Average: \$19,389



"This program helped me get my job and also work on my credit"

- FSS Participant



"This program gave me confidence!"

- FSS Participant

"Last night's zoom meeting was truly a pleasant surprise. It is usually very difficult for low-income people to listen while others speak to them about budgeting their finances when already feeling like there isn't much money to work with in the first place."

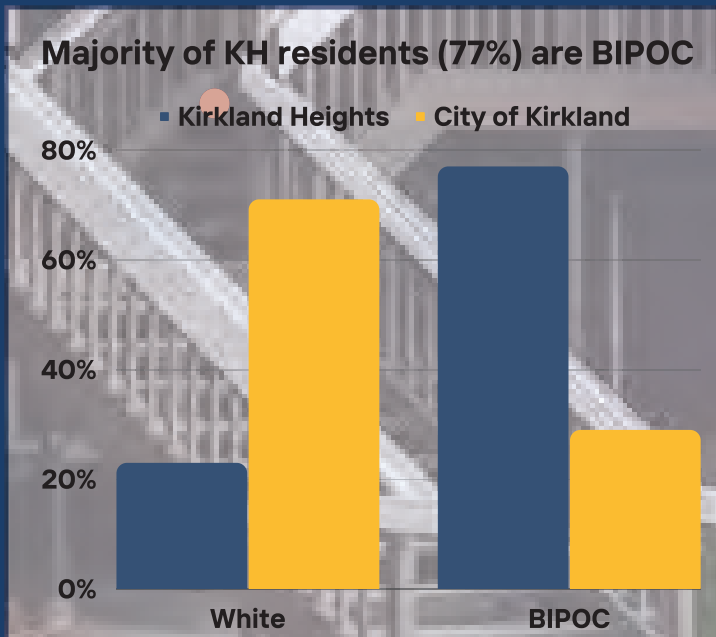
- FSS Participant - Financial Capabilities Program (Virtual Workshop)

Kirkland Heights (KH) Acquisition

SPOTLIGHT:

In 2019, KCHA acquired this 180-unit apartment complex in a quiet neighborhood with grocery stores, drug stores, restaurants, and medical facilities conveniently located within a few minutes. This family-oriented acquisition preserves and increases housing choice for large families. KCHA is adding 100 units of 2- and 3-bedroom units to accommodate families, and up to 10 people can be housed in our spacious four-bedroom units. It's noteworthy that a high percentage of students in the schools that service Kirkland Heights – nearly one-third – are experiencing homelessness.

One way to build inclusiveness is to involve residents in decision making about property improvements. In 2022, KCHA collaborated with a private property management company and local community organizations (e.g. Antioch Bible Church, Hmong Association of Washington) to engage Kirkland Heights tenants in the redevelopment process.



EDIB Commitment:

KCHA applied for state grants to encourage owner/developer's engagement with youth to provide apprenticeships and internships through YouthBuild program. This partnership will provide an opportunity for KH youth to build the skillsets and mindsets that lead to lifelong learning, livelihood, and leadership.

25 residential
buildings

180 units
80 2-bedroom
80 3-bedroom
20 4-bedroom

44% tenants
have children.

48% of tenants
self-reported
as
Asian/Pacific
Islander

Get In Touch



Questions?

OfficeofEDIB@KCHA.org

<https://www.KCHA.org>

"I know we would like to believe that our work is done, but in the EDIB space our journey will be long. We are starting internally, but this vision is much more impactful to the larger organization and community."

- Robin Walls, Executive Director

The communities we so proudly serve, in addition to strong internal and external collaborations, make our achievements possible.

THANK YOU