



# **SPECIAL MEETING OF THE BOARD OF COMMISSIONERS**

## **HYBRID MEETING VIRTUAL/IN-PERSON**

**Tuesday, June 21, 2022**

**Zoom/Webinar Meeting:**

**[https://kcha-  
org.zoom.us/j/85634752001?pwd=byt4TkFzSHllbl  
dBaTBHNFixOXIBQT09](https://kcha-org.zoom.us/j/85634752001?pwd=byt4TkFzSHllbl<br/>dBaTBHNFixOXIBQT09)**

**PASSCODE: 422128**

**Webinar ID: 856 3475 2001**

Dial by your location  
1 253 215 8782 US (Tacoma)

King County Housing Authority  
600 Andover Park West  
Tukwila, WA 98188



# **SPECIAL MEETING OF THE BOARD OF COMMISSIONERS AGENDA**

June 21, 2022  
8:30 a.m.

King County Housing Authority  
West Wing Conference Room  
600 Andover Park West  
Tukwila, WA 98188

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**I. Call to Order**

**II. Roll Call**

**III. Public Comment**

**IV. Approval of Minutes**

**1**

A. Board Meeting Minutes – May 16, 2022

B. Board Meeting Minutes – May 26, 2022

**V. Approval of Agenda**

**VI. Consent Agenda**

A. Voucher Certification Reports for April 2022

**2**

B. **Resolution 5724** – Relating to Application of the Authority’s Policies; Determining that an Employee Meets the Criteria for Application of the Housing Authority’s Indemnification and Defense Policy; and, Authorizing Such Defense and Indemnification.

**3**

## **VII. Briefings & Reports**

- A. First Quarter 2022 Executive Dashboard **4**
- B. Asset Management/Development Department Briefing **5**
- C. Resident Services Departmental Briefing **6**
- D. Emergency Housing Voucher Program Update
- E. Office of EDI Update (Scarleth Lever Ortiz) **7**

## **VIII. Executive Director Report**

## **IX. KCHA in the News **8****

## **X. Commissioner Comments**

## **XI. Adjournment**

Members of the public who wish to give public comment: We are now accepting public comment during the meeting or written comments. Please send your requests for public comment to the Board Coordinator via email to [kamir@kcha.org](mailto:kamir@kcha.org) prior to the meeting date. If you have questions, please call 206-574-1206.

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**MEETING MINUTES  
OF THE  
KING COUNTY HOUSING AUTHORITY  
BOARD OF COMMISSIONERS  
VIRTUAL MEETING**

**Monday, May 16, 2022**

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**I. CALL TO ORDER**

The monthly meeting of the King County Housing Authority Board of Commissioners was held virtually on Monday, May 16, 2022. There being a quorum, the virtual meeting was called to order by Chair Barnes at 8:31 a.m.

**II. ROLL CALL**

**Present:** Commissioner Doug Barnes (Chair), Commissioner Susan Palmer (Vice-Chair) (via Zoom), Commissioner John Welch (via Zoom) and Commissioner TerryLynn Stewart (via Zoom).

**Absent:** Commissioner Regina Elmi

**III. PUBLIC COMMENT**

No public comment.

**IV. APPROVAL OF MINUTES**

A. Board Meeting Minutes – April 18, 2022

On motion by Commissioner Susan Palmer, and seconded by Commissioner TerryLynn Stewart, the Board unanimously approved the April 18, 2022 Meeting Minutes.

**V. APPROVAL OF AGENDA**

On motion by Commissioner TerryLynn Stewart, and seconded by Commissioner John Welch, the Board unanimously approved the April 18, 2022 virtual Board of Commissioners' meeting agenda with revisions of agenda order.

**VI. CONSENT AGENDA**

A. Voucher Certification Report for February 2022

On motion by Commissioner Susan Palmer, and seconded by Commissioner John Welch, the Board unanimously approved the May 16, 2022 virtual Board of Commissioners' meeting consent agenda.

## **VII. RESOLUTION FOR DISCUSSION AND POSSIBLE ACTION**

### **A. Resolution No. 5720 – Acquisition of Investor Members' interest in Eastbridge Apartments LLC**

Dave Allen, Senior Asset Manager gave an overview for all three partnerships of Eastbridge Apartments LLC, Sixth Place Apartments LLLP and Zephyr Apartments LLLP.

- Sometimes these are structured as limited liability companies, limited liability limited partnerships, you will notice – we will refer to just partnerships.
- Each partnership owns the specific property referenced. The properties are owned by the partnerships through a financing lease with KCHA.
- KCHA forms these tax credit partnerships in order to provide investors with tax credits and tax deductions and in exchange, those investors provide capital to KCHA which we use to rehabilitate and build new affordable housing. Typically the tax credits are taken over an 11 year period and once investors have realized the full benefits of those tax credits, were able to work with them to allow them to exit from those partnerships and transfer their interests to KCHA or sell the properties back to KCHA.

The purpose of the resolutions is to allow KCHA to acquire those tax credit investor interests for Eastbridge, Sixth Place and Zephyr. KCHA would transfer the interest to Northwest Affordable Communities LLC, owned by KCHA. This would allow us to preserve the partnership entities, while also allowing the investors to exit.

On motion by Commissioner John Welch, and seconded by Commissioner TerryLynn Stewart, the Board unanimously approved Resolution 5720.

### **B. Resolution No. 5721 – Acquisition of Investor Members' interest in Sixth Place Apartments LLLP**

On motion by Commissioner Susan Palmer, and seconded by Commissioner John Welch, the Board unanimously approved Resolution 5721.

### **C. Resolution No. 5722 – Acquisition of Investor Members' interest in Zephyr Apartments LLLP**

On motion by Commissioner TerryLynn Stewart, and seconded by Commissioner Susan Palmer, the Board unanimously approved Resolution 5722.

## **VIII. BRIEFINGS & REPORTS**

### **A. 2022 Property Management Overview & Update**

Anneliese Gryta, Deputy Executive Director of Housing Assistance Programs and Bill Cook, Director of Property Management provided a high-level overview of the KCHA Property Management Program.

- HUD Moving to Work (MTW) – provides HA's the opportunity to design and test innovative, local designed strategies. We were one of the first cohorts in 2003.
- 10 - Senior Management Team and 172 – Total Department Staff
- KCHA Property Management
  - Central Applications Center (Kim Sayavong)
  - Unit Upgrade Division (Matt Peterson)
  - North Region (Francisco Flores)
  - Eastside Region (Sela Kennedy)
  - Southeast Region (Penny Bradley)
  - Southwest Region (Al Khalaf)
  - HUD REAC Scores – average 95.6
- Who we Serve
  - Disabled Individuals & Families
  - Low-Income Individuals & Families
- Partnerships w/ KCHA's Resident Services Department
  - Promoting Housing Stability
  - Building Economic Self Sufficiency

Questions of Commissioners were answered.

## B. Fourth Quarter 2021 Financial Reports

Windy Epps, Director of Finance gave some of the highlights from the financial results from the unaudited 2021 year.

The new format of the financial report has a focus on net operating cash flow which essentially takes net operating income and reduces it by debt service payment.

Questions of Commissioners were answered.

## C. Construction Market Challenges

Patrick Kaapana, Capital Construction Program Manager reviewed the on-going challenges in the construction market that are affecting both prices and project schedules.

To mitigate the negative impact that we have been experiencing with the supply chain issues, capital construction has had to modify our normal procedures for contracts.

- Bidding earlier than we normally do for offset some of the long lead items
- Use of the Limited Notices to Proceed, this allows us to order materials while the contract is being negotiated.

- Prepaying for materials, storage and additional handling - this helps lock in costs and materials being brought in sooner than normal.

#### D. Office of EDI Update

Scarleth Lever Ortiz, Senior Director of Equity, Diversity and Inclusion and Jo Soo Kim, EDI Program Manager, gave an update for what has been happening from the Office of EDI.

The office of EDI gave the May 2022 Highlights.

- Mother's Day
- AANHPI Asian American, Native Hawaiian & Pacific Islander Heritage Month
- Mental Health Awareness Month: "Together for Mental Health"
- Development Data Dashboard is moving forward
- Retreat/Training later this summer/early fall for Commissioners

#### E. First Quarter 2022 Write-off's

Craig Violante, Interim Deputy Executive Director/Chief Administrative Office and Bill Cook, Director of Property Management gave an overview of the report.

Write-offs are the amounts that we write off when people leave tenancy. These are unrelated to the large past due amounts/balances from the pandemic. These are normal Write-off's.

### **IX. EXECUTIVE DIRECTOR REPORT**

Interim Executive Director Dan Watson echoed the comments that were made, this is truly a team effort.

We have been operating our meetings like today, under waivers granted by the Governor for the Open Public Meetings Act. Those waivers will expire on June 1, 2022, which allowed us to have remote meetings without a physical place for the meeting.

When the waiver is rescinded, there is an option to continue remote meetings, two things have to have happened. 1) There has to be a declaration of an emergency, but also 2) We would have to make a finding or determination that we cannot hold our meetings safely.

Regardless, weather we have a truly remote, we have an in-person or some sort of hybrid meeting, there's been changes in state law as well that there has to be an opportunity for the public to listen to the meeting either through streaming, telephone or television and they have to have the opportunity to listen to the meeting in real time. That's the first requirement.

Secondly, another significant change to the Open Public Meetings Act, requires Public Agency's to provide an opportunity for public Comment at every regular meeting that there are actions being taken except for emergencies. You are supposed to make provisions for those to speak in real time for those that can't do it any other way.

We will have to figure out how we are going to do this. It's easy if we are all in the same room together, but to the extent if any of the Commissioners want to be remote and others are in place, then it becomes hybrid and then the technology challenges start.

Legislature considered this year to make a requirement that there was audio and video recordings of all meetings and they would be available on the website. We would have to have the capacity to record the entire session and video and then post it to the website. We will be figuring this out of what is the best way to comply with the provisions.

The inflation factor is based on rents and how much they are going up. This year we budgeted the inflation factor at 5% and now we know it will be 6.48%. The concept is that we should be able to house the same number of people each year. We also do survey's on our own. Rents have gone up a lot more than 6.48%.

Pro-rate is what is appropriated by Congress. We estimated a 99% prorate and we are actually getting 100%. Good news that we are above of where we thought we would be.

Third, we are getting ready to recruit for a new Deputy Executive Director for Administration. Craig is retiring at the end of this year so we are moving forward on this process.

One change we are making is we are no longer going to embed Human Resources in Administrative Services. It will now become a separate department reporting directly to the Executive Director and giving HR some of the independence that it needs to have to function completely independent of any single department. We are making the changes in the job description and now that Tonya is a member of the Executive Team, it make sense organizationally.

We are still making good progress with our Emergency Housing Vouchers. This is our most important housing initiative and priority. We are now up to 375 which makes us 5<sup>th</sup> in the country for utilization. Very pleased with the work that is being done.

We applied for 50 mainstream vouchers. These would be non-elderly disabled.

Last year, we were disappointed when we were shut out from applying for more VASH vouchers, regarding metrics that surprised us to the utilization rate that was calculated by HUD. We had high level conversations and last week Senator Murray spoke with Secretary Fudge with the metrics to make sure that we don't get shut out again.

There is a Social Housing Initiative in Seattle. We have been doing this since 1989, we called it mixed-income workforce housing and we have 8000 units. This has been somewhat invisible to the folks in Seattle. We have been asked to comment on this. It has no direct impact on KCHA or the county, but we have a tremendous amount of experience on this.

**X. KCHA IN THE NEWS**

None.

**XI. COMMISSIONER COMMENTS**

None.

**XII. ADJOURNMENT**

Vice-Chair Palmer adjourned the meeting at 10:14 a.m.

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

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**DOUGLAS J. BARNES**, Chair  
Board of Commissioners

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**DANIEL WATSON**  
Secretary

**MEETING MINUTES  
OF THE SPECIAL  
KING COUNTY HOUSING AUTHORITY  
BOARD OF COMMISSIONERS  
VIRTUAL MEETING**

**Thursday, May 26, 2022**

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**I. CALL TO ORDER**

The monthly meeting of the King County Housing Authority Board of Commissioners was held virtually on Thursday, May 26, 2022. There being a quorum, the virtual meeting was called to order by Chair Barnes at 10:04 a.m.

**II. ROLL CALL**

**Present:** Commissioner Doug Barnes (Chair), Commissioner Susan Palmer (Vice-Chair) (via Zoom), Commissioner John Welch (via Zoom), Commissioner TerryLynn Stewart (via Zoom) and Commissioner Regina Elmi (via Zoom).

**III. PUBLIC COMMENT**

No public comment.

**IV. APPROVAL OF AGENDA**

On motion by Commissioner John Welch, and seconded by Commissioner Susan Palmer, the Board unanimously approved the May 26, 2022 virtual Board of Commissioners' meeting agenda.

**V. EXECUTIVE SESSION**

A. To evaluate the qualifications of an applicant for public employment or to review the performance of a public employee. (under RCW 42.30.110 (g)) However, subject to RCW [42.30.140](#)(4), discussion by a governing body of salaries, wages, and other conditions of employment to be generally applied within the agency shall occur in a meeting open to the public, and when a governing body elects to take final action hiring, setting the salary of an individual employee or class of employees, or discharging or disciplining an employee, that action shall be taken in a meeting open to the public;

10:07am – The KCHA Board meeting was suspended for an Executive Session.

11:06am – KCHA Board meeting was reconvened

**VI. RESOLUTION FOR DISCUSSION AND POSSIBLE ACTION**

**A. Resolution 5723** - A Resolution of the Housing Authority of the County of King Appointing Robin Walls to the Position of Executive Director and Secretary subject to Execution of a Mutually Acceptable Employment Contract.

Chair Barnes read Resolution 5723 in its entirety.

Comments from the Commissioners.

On motion by Commissioner Susan Palmer and seconded by Commissioner TerryLynn Stewart, the Board unanimously approved Resolution No. 5723.

**XI. COMMISSIONER COMMENTS**

Commissioners thanked the HR department, Executive Team and everyone involved and support this resolution, it's been a good process and a lot of work.

**XII. ADJOURNMENT**

Vice-Chair Palmer adjourned the meeting at 11:16 a.m.

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

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**DOUGLAS J. BARNES**, Chair  
Board of Commissioners

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**DANIEL WATSON**  
Secretary

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**To:** Board of Commissioners  
**From:** Ai Ly, Associate Director of Finance  
**Date:** May 31, 2022  
**Re:** **VOUCHER CERTIFICATION FOR APRIL 2022**

I, Ai Ly, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described herein, and that the claims represented by the vouchers listed below were just obligations of the Housing Authority of the County of King, and that I am authorized to authenticate and certify said claims.

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Ai Ly  
 Associate Director of Finance  
 May 31, 2022

Bank Wires / ACH Withdrawals		8,472,071.65
	<i>Subtotal</i>	<b>8,472,071.65</b>
Accounts Payable Vouchers		
Key Bank Checks - #339607-340140		5,169,743.30
Tenant Accounting Checks - #11649-11662		3,676.17
	<i>Subtotal</i>	<b>5,173,419.47</b>
Payroll Vouchers		
Checks - #92963-93003 & 93008-93031		108,321.20
Direct Deposit		2,864,122.12
	<i>Subtotal</i>	<b>2,972,443.32</b>
Section 8 Program Vouchers		
Checks - #637850-638324		250,509.08
ACH - #542676-545338		18,040,365.41
	<i>Subtotal</i>	<b>18,290,874.49</b>
Purchase Card / ACH Withdrawal		357,057.72
	<i>Subtotal</i>	<b>357,057.72</b>
	<b>GRAND TOTAL</b>	<b>\$ 35,265,866.65</b>

TO: THE BOARD OF COMMISSIONERS, HOUSING AUTHORITY OF  
THE COUNTY OF KING, WASHINGTON

FROM: Wen Xu, Director of Asset Management

I, Wen Xu, do hereby certify under penalty of perjury that the claims represented by the wire transactions below were just, due, and unpaid obligations against the Housing Authority, and that I, and my designees, are authorized to authenticate and certify said claims.

Wen Xu

Date

Property	Wired to Operating Account for Obligations of Property			Notes:
	Date	Wire Transaction	Claim	
Ballinger	04/06/2022	\$ 8,900.00	EPRAP Correction	
Bellepark	04/06/2022	\$ 14,374.96	A/P & Payroll	
Cottonwood	04/06/2022	\$ 24,164.28	A/P & Payroll & OCR	
Cove East	04/06/2022	\$ 23,762.66	A/P & Payroll & OCR	
Hampton Greens	04/06/2022	\$ 57,940.84	A/P & Payroll	
Juanita View	04/06/2022	\$ 40,754.76	A/P & Payroll & OCR	
Kendall Ridge	04/06/2022	\$ 24,008.32	A/P & Payroll	
Kirkland Heights	04/06/2022	\$ 66,268.50	A/P & Payroll & OCR	
Landmark	04/06/2022	\$ 21,705.31	A/P & Payroll	
Riverstone	04/06/2022	\$ 64,380.11	A/P & Payroll	
SALMON CREEK	04/06/2022	\$ 43,194.92	A/P & Payroll & OCR	
SALMON CREEK	04/06/2022	\$ 10,809.03	Bond Fees	
SALMON CREEK	04/06/2022	\$ 7,463.69	Bond Fees	
SALMON CREEK	04/06/2022	\$ 1,437.18	Bond Fees	
SALMON CREEK	04/06/2022	\$ 1,093.15	Bond Fees	
SEOLA CROSSING	04/06/2022	\$ 83,601.63	A/P & Payroll & OCR	
SEOLA CROSSING	04/06/2022	\$ 41,999.37	A/P & Payroll & OCR	
SEOLA CROSSING	04/06/2022	\$ 14,401.89	Correction	
Woodside East	04/06/2022	\$ 26,457.84	A/P & Payroll	
ALPINE RIDGE	04/07/2022	\$ 4,836.61	A/P	
ARBOR HEIGHTS	04/07/2022	\$ 2,326.84	A/P	
Aspen Ridge	04/07/2022	\$ 34,852.68	A/P	
Auburn Square	04/07/2022	\$ 931.75	A/P	
Carriage	04/07/2022	\$ 11,933.73	A/P	
Carrington	04/07/2022	\$ 4,300.40	A/P	
CASCADIAN	04/07/2022	\$ 11,876.21	A/P	
Colonial Gardens	04/07/2022	\$ 22,585.63	A/P	
FAIRWOOD	04/07/2022	\$ 23,657.10	A/P	

HERITAGE PARK	04/07/2022	\$ 10,474.08	A/P
LAURELWOOD	04/07/2022	\$ 7,422.75	A/P
Meadows	04/07/2022	\$ 4,362.02	A/P
Newport	04/07/2022	\$ 12,800.20	A/P
Newporter	04/07/2022	\$ 3,313.37	A/P
NIA	04/07/2022	\$ 45,443.36	A/P
OVERLAKE	04/07/2022	\$ 13,683.39	A/P
Parkwood	04/07/2022	\$ 20,192.81	A/P
Pinewood Village	04/07/2022	\$ 422.71	A/P
Sandpiper East	04/07/2022	\$ 8,085.34	A/P
SOUTHWOOD SQUARE	04/07/2022	\$ 14,327.62	A/P
Timberwood	04/07/2022	\$ 2,720.92	A/P
Walnut Park	04/07/2022	\$ 49,479.34	A/P
WINDSOR HEIGHTS	04/07/2022	\$ 26,577.08	A/P
Woodridge Park	04/07/2022	\$ 15,676.77	A/P
Argyle	04/13/2022	\$ 49,295.87	A/P & Payroll
Ballinger	04/13/2022	\$ 20,280.00	EPRAP Correction
Ballinger	04/13/2022	\$ 175,714.27	A/P & Payroll
Bellepark	04/13/2022	\$ 13,539.93	A/P
Emerson	04/13/2022	\$ 80,910.52	A/P & Payroll
GILMAN SQUARE	04/13/2022	\$ 79,937.16	A/P & Payroll
Hampton Greens	04/13/2022	\$ 65,243.77	A/P
Kendall Ridge	04/13/2022	\$ 7,818.43	A/P
Landmark	04/13/2022	\$ 19,658.38	A/P
Meadowbrook	04/13/2022	\$ 22,358.21	A/P & Payroll
Riverstone	04/13/2022	\$ 42,628.09	A/P
Surrey Downs	04/13/2022	\$ 60,013.55	A/P & Payroll
Villages at South Station	04/13/2022	\$ 49,263.93	A/P & Payroll
Woodside East	04/13/2022	\$ 10,489.38	A/P
ALPINE RIDGE	04/14/2022	\$ 8,646.26	A/P & Payroll
ARBOR HEIGHTS	04/14/2022	\$ 16,364.56	A/P & Payroll
Aspen Ridge	04/14/2022	\$ 10,599.53	A/P & Payroll
Auburn Square	04/14/2022	\$ 18,280.20	A/P & Payroll
Carriage	04/14/2022	\$ 29,704.29	A/P & Payroll
Carrington	04/14/2022	\$ 25,244.34	A/P & Payroll
CASCADIAN	04/14/2022	\$ 29,795.65	A/P & Payroll
Colonial Gardens	04/14/2022	\$ 8,676.00	A/P & Payroll
FAIRWOOD	04/14/2022	\$ 47,526.01	A/P & Payroll
HERITAGE PARK	04/14/2022	\$ 29,625.13	A/P & Payroll
LAURELWOOD	04/14/2022	\$ 16,321.68	A/P & Payroll

Meadows	04/14/2022	\$ 10,628.05	A/P & Payroll
Newport	04/14/2022	\$ 43,114.08	A/P & Payroll
Newporter	04/14/2022	\$ 29,142.14	A/P & Payroll
OVERLAKE	04/14/2022	\$ 111,694.87	A/P & Payroll
Parkwood	04/14/2022	\$ 24,468.99	A/P & Payroll
Pinewood Village	04/14/2022	\$ 35,579.35	A/P & Payroll
RAINIER VIEW I	04/14/2022	\$ 13,665.34	A/P
RAINIER VIEW I	04/14/2022	\$ 8,978.79	A/P
RAINIER VIEW II	04/14/2022	\$ 10,485.86	A/P
RAINIER VIEW II	04/14/2022	\$ 5,231.96	A/P
Sandpiper East	04/14/2022	\$ 77,284.69	A/P & Payroll
SI VIEW	04/14/2022	\$ 17,579.41	A/P
SI VIEW	04/14/2022	\$ 12,752.16	A/P
SOUTHWOOD SQUARE	04/14/2022	\$ 27,368.40	A/P & Payroll
Timberwood	04/14/2022	\$ 28,863.13	A/P & Payroll
Vashon Terrace	04/14/2022	\$ 5,029.45	A/P
Walnut Park	04/14/2022	\$ 37,026.14	A/P & Payroll
WINDSOR HEIGHTS	04/14/2022	\$ 72,730.53	A/P & Payroll
Woodridge Park	04/14/2022	\$ 35,248.66	A/P & Payroll
Bellepark	04/20/2022	\$ 14,407.66	A/P & Payroll
Hampton Greens	04/20/2022	\$ 23,470.31	A/P & Payroll
Kendall Ridge	04/20/2022	\$ 26,936.19	A/P & Payroll
Landmark	04/20/2022	\$ 19,622.66	A/P & Payroll
Riverstone	04/20/2022	\$ 18,494.51	A/P & Payroll
Woodside East	04/20/2022	\$ 22,524.08	A/P & Payroll
ALPINE RIDGE	04/21/2022	\$ 9,490.56	A/P
ARBOR HEIGHTS	04/21/2022	\$ 670.98	A/P
Aspen Ridge	04/21/2022	\$ 2,271.40	A/P
Auburn Square	04/21/2022	\$ 8,774.27	A/P
Carriage	04/21/2022	\$ 3,000.88	A/P
Carrington	04/21/2022	\$ 1,083.70	A/P
CASCADIAN	04/21/2022	\$ 2,491.95	A/P
Colonial Gardens	04/21/2022	\$ 4,445.85	A/P
Cottonwood	04/21/2022	\$ 24,847.72	A/P & Payroll & OCR
Cove East	04/21/2022	\$ 20,019.54	A/P & Payroll & OCR
FAIRWOOD	04/21/2022	\$ 12,567.96	A/P
HERITAGE PARK	04/21/2022	\$ 1,299.18	A/P
Juanita View	04/21/2022	\$ 9,611.39	A/P & Payroll & OCR
Kirkland Heights	04/21/2022	\$ 39,732.26	A/P & Payroll & OCR
LAURELWOOD	04/21/2022	\$ 7,091.26	A/P

Meadows	04/21/2022	\$ 9,297.90	A/P
Newport	04/21/2022	\$ 39,034.29	A/P
Newporter	04/21/2022	\$ 1,004.50	A/P
NIA	04/21/2022	\$ 23,754.22	A/P & Payroll & OCR
OVERLAKE	04/21/2022	\$ 64,493.35	A/P
Parkwood	04/21/2022	\$ 2,252.38	A/P
Pinewood Village	04/21/2022	\$ 3,461.69	A/P
RAINIER VIEW I	04/21/2022	\$ 3,210.77	A/P
RAINIER VIEW II	04/21/2022	\$ 1,934.44	A/P
SALMON CREEK	04/21/2022	\$ 27,094.61	A/P & Payroll & OCR
Sandpiper East	04/21/2022	\$ 7,320.11	A/P
SEOLA CROSSING	04/21/2022	\$ 39,887.94	A/P & Payroll & OCR
SEOLA CROSSING	04/21/2022	\$ 26,881.70	A/P & Payroll & OCR
SI VIEW	04/21/2022	\$ 923.58	A/P
SOUTHWOOD SQUARE	04/21/2022	\$ 1,962.72	A/P
Timberwood	04/21/2022	\$ 10,114.68	A/P
Walnut Park	04/21/2022	\$ 9,307.07	A/P
WINDSOR HEIGHTS	04/21/2022	\$ 8,421.80	A/P
Woodridge Park	04/21/2022	\$ 14,649.70	A/P
Argyle	04/27/2022	\$ 60,412.42	A/P & Payroll
Ballinger	04/27/2022	\$ 3,520.00	EPRAP Correction
Ballinger	04/27/2022	\$ 122,461.40	A/P & Payroll
Bellepark	04/27/2022	\$ 474,770.99	EPRAP Correction
Bellepark	04/27/2022	\$ 120,961.00	EPRAP Correction
Bellepark	04/27/2022	\$ 72,110.00	EPRAP Correction
Bellepark	04/27/2022	\$ 60,968.19	EPRAP Correction
Bellepark	04/27/2022	\$ 40,660.71	EPRAP Correction
Bellepark	04/27/2022	\$ 5,893.48	A/P
Emerson	04/27/2022	\$ 57,753.76	A/P & Payroll
GILMAN SQUARE	04/27/2022	\$ 34,759.39	A/P & Payroll
Hampton Greens	04/27/2022	\$ 46,713.88	A/P
Kendall Ridge	04/27/2022	\$ 71,269.16	A/P
Landmark	04/27/2022	\$ 22,678.01	A/P
Meadowbrook	04/27/2022	\$ 28,129.81	A/P & Payroll
Newporter	04/27/2022	\$ 15,765.00	EPRAP Correction
Riverstone	04/27/2022	\$ 48,306.16	A/P
SALMON CREEK	04/27/2022	\$ 295.00	Bond Fees
Surrey Downs	04/27/2022	\$ 32,086.61	A/P & Payroll
Tall Cedars	04/27/2022	\$ 15,677.98	A/P & Payroll
Villages at South Station	04/27/2022	\$ 64,973.71	A/P & Payroll

Woodside East	04/27/2022	\$ 13,443.80	A/P	
ALPINE RIDGE	04/28/2022	\$ 4,927.08	A/P & Payroll & OCR & Management Fee	
ARBOR HEIGHTS	04/28/2022	\$ 20,315.45	A/P & Payroll & OCR & Management Fee	
Aspen Ridge	04/28/2022	\$ 13,104.94	A/P & Payroll & OCR & Management Fee	
Auburn Square	04/28/2022	\$ 33,820.96	A/P & Payroll & OCR & Management Fee	
Carriage	04/28/2022	\$ 20,807.35	A/P & Payroll & OCR & Management Fee	
Carrington	04/28/2022	\$ 39,600.47	A/P & Payroll & OCR & Management Fee	
CASCADIAN	04/28/2022	\$ 26,465.48	A/P & Payroll & OCR & Management Fee	
Colonial Gardens	04/28/2022	\$ 15,143.88	A/P & Payroll & OCR & Management Fee	
FAIRWOOD	04/28/2022	\$ 22,675.07	A/P & Payroll & OCR & Management Fee	
HERITAGE PARK	04/28/2022	\$ 14,702.43	A/P & Payroll & OCR & Management Fee	
LAURELWOOD	04/28/2022	\$ 12,536.80	A/P & Payroll & OCR & Management Fee	
Meadows	04/28/2022	\$ 12,461.70	A/P & Payroll & OCR & Management Fee	
Newport	04/28/2022	\$ 36,659.89	A/P & Payroll & OCR & Management Fee	
Newporter	04/28/2022	\$ 20,040.17	A/P & Payroll & OCR & Management Fee	
OVERLAKE	04/28/2022	\$ 51,722.68	A/P & Payroll & OCR & Management Fee	
Parkwood	04/28/2022	\$ 19,624.18	A/P & Payroll & OCR & Management Fee	
Pinewood Village	04/28/2022	\$ 22,676.87	A/P & Payroll & OCR & Management Fee	
RAINIER VIEW I	04/28/2022	\$ 6,249.15	A/P	
RAINIER VIEW II	04/28/2022	\$ 4,139.23	A/P	
Sandpiper East	04/28/2022	\$ 29,302.59	A/P & Payroll & OCR & Management Fee	
SI VIEW	04/28/2022	\$ 3,316.53	A/P	
SOUTHWOOD SQUARE	04/28/2022	\$ 15,168.87	A/P & Payroll & OCR & Management Fee	
Timberwood	04/28/2022	\$ 30,690.29	A/P & Payroll & OCR & Management Fee	
Vashon Terrace	04/28/2022	\$ 2,898.66	A/P	
Walnut Park	04/28/2022	\$ 31,582.48	A/P & Payroll & OCR & Management Fee	
WINDSOR HEIGHTS	04/28/2022	\$ 42,483.11	A/P & Payroll & OCR & Management Fee	
Woodridge Park	04/28/2022	\$ 28,947.08	A/P & Payroll & OCR & Management Fee	
Newport	04/29/2022	\$ 24,442.26	A/P & Payroll & OCR & Management Fee	
<b>TOTAL</b>	<b>177 Wire</b>	<b>\$ 5,061,786.16</b>		

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**TO:** Board of Commissioners

**FROM:** Dan Watson, Interim Executive Director and Steve Peltin, KCHA Legal Counsel

**DATE:** June 14, 2022

**RE:** Resolution 5724 – Invoking KCHA’s Indemnification and Defense Policy to Defend an Employee from Claims

---

KCHA’s Indemnification and Defense Policy is authorized by RCW 4.96.041 and Resolution 5711 and obligates KCHA, when certain conditions are met, to indemnify and defend current and former commissioners, officers and employees from claims and lawsuits that may arise when they were acting in good faith within the scope of their official duties. The Indemnification and Defense policy is secondary to any insurance coverage so that KCHA pays only those costs not covered by insurance.

In order to defend a commissioner, officer or employee from claims and lawsuits, the policy has two basic requirements:

1. The Executive Director in consultation with legal counsel must first determine that the commissioner, officer or employee was acting in good faith within the scope of his or her official duties based on an investigation of the facts and circumstances of the acts that gave rise to the claim or lawsuit. [Section 1.3(d)]
2. The Board of Commissioners must confirm this finding and determine that the commissioner, officer or employee meets the criteria of the Indemnification and Defense Policy based on a recommendation of the Executive Director and legal counsel

A lawsuit was filed on May 12, 2022 seeking damages, injunctive and further relief, naming KCHA and former Executive Director Stephen Norman as defendants.

Based on a the current investigation or facts and circumstance of the acts that gave rise to this lawsuit, we have both determined that Stephen Norman was acting in good faith and within the scope of his duties when these acts occurred. We are recommending approval of Resolution 5724 determining that Stephen Norman meets the criteria of the Indemnification and Defense Policy.

**THE HOUSING AUTHORITY OF THE COUNTY OF KING**

**RESOLUTION NO. 5724**

**A RESOLUTION OF THE HOUSING AUTHORITY OF THE COUNTY OF KING RELATING TO APPLICATION OF THE AUTHORITY’S POLICIES; DETERMINING THAT AN EMPLOYEE MEETS THE CRITERIA FOR APPLICATION OF THE HOUSING AUTHORITY’S INDEMNIFICATION AND DEFENSE POLICY; AND, AUTHORIZING SUCH DEFENSE AND INDEMNIFICATION**

---

**WHEREAS,** the Housing Authority’s Indemnification and Defense Policy, as authorized by RCW 4.96.041 and Resolution 5711, provides for indemnification and legal defense of claims of liability arising from acts or omissions of officials and employees of the Housing Authority while performed in good faith within the scope of their official duties.

**WHEREAS,** a lawsuit was filed on May 12, 2022 seeking damages, injunctive and further relief, naming the King County Housing Authority and former Executive Director Stephen Norman as defendants

**WHEREAS,** the Indemnification and Defense Policy defines “Employee” as any person who is or has been employed by the Housing Authority.

**WHEREAS,** subject to certain conditions and limitations, the Indemnification and Defense Policy requires the Housing Authority to select and pay for legal representation to defend an employee from claims and lawsuits resulting from acts performed in good faith within the scope of the employee’s official duties

**WHEREAS,** Section 1.3(d) of the Indemnification and Defense Policy, requires, as a precondition for defending an employee, that the Executive Director, in

consultation with Housing Authority legal counsel first determine that the employee was acting in good faith within the scope of his or her official duties based on an investigation of the facts and circumstances of the acts that gave rise to the claim or lawsuit.

**WHEREAS,** After the determination is made pursuant to Section 1.3(d), and in accordance with Section 1.7, the Board of Commissioners must secondly confirm this finding and determine that the employee meet the criteria of the Indemnification and Defense Policy based on a recommendation from the Executive Director and Housing Authority legal counsel.

**WHEREAS,** Interim Executive Director Dan Watson, in consultation with Housing Authority legal counsel Steve Peltin, has investigated the facts and circumstances of the acts that gave rise to the claims made in the recently filed lawsuit and has determined based on current information that Stephen Norman was acting in good faith and within the scope of his official duties when these acts occurred. Furthermore Mr. Watson and Mr. Peltin have recommended that the Board of Commissioners concur with and confirm their finding that Mr. Norman currently meets the criteria for application of the Housing Authority's Indemnification and Defense Policy.

**NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE COUNTY OF KING, WASHINGTON;** determines as follows:

1. Based on the foregoing recitals and current information, Stephen Norman was acting in good faith within the scope of his official duties when the acts

occurred that gave rise to the claims made in a lawsuit filed on May 12, 2022 and Stephen Norman meets the criteria of the Housing Authority's Indemnification and Defense Policy.

2. The Housing Authority through its selected legal counsel shall defend and the Housing Authority shall indemnify Stephen Norman in the lawsuit under the Housing Authority's policies.

**ADOPTED AT THE MEETING OF THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE COUNTY OF KING AT AN OPEN PUBLIC MEETING THIS 21<sup>st</sup> DAY OF JUNE, 2022.**

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

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**DOUGLAS J. BARNES, Chair**  
Board of Commissioners

Attest:

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**DANIEL WATSON**  
Interim Executive Director and Secretary-Treasurer

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## Households Served

point in time as of March, 2022<sup>1</sup>

**23,372**

## Finance

	Budgeted	Actual	Actual to Budget	
<b>Revenue</b> year-to-date	\$108,793,860	\$103,725,322	<b>95.3%</b>	
<b>Expenditure</b> year-to-date	\$90,259,564	\$82,571,557	<b>91.5%</b>	
<b>LGIP Rate Investments</b>	0.30%	0.23%	<b>-0.07%</b>	
<b>Non-LGIP Investments</b>	0.30%	0.68%	<b>0.38%</b>	

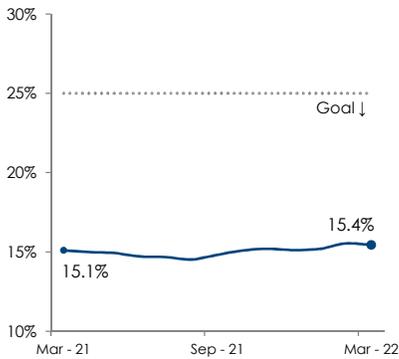
## Housing Management

	Scope	Target	Mar '22	
<b>Public Housing Occupancy<sup>2</sup></b>	3,766 units	98.0%	<b>98.5%</b>	
<b>Local Programs Occupancy</b>	8,715 units	96.5%	<b>97.9%</b>	
<b>Total Units Online<sup>3</sup></b>	12,481 units	11,105	<b>12,481</b>	

## Housing Choice Voucher Program Operations

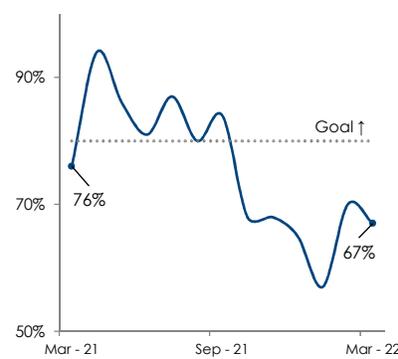
### Shelter Burden

Households paying more than 40% of income for rent and utilities.



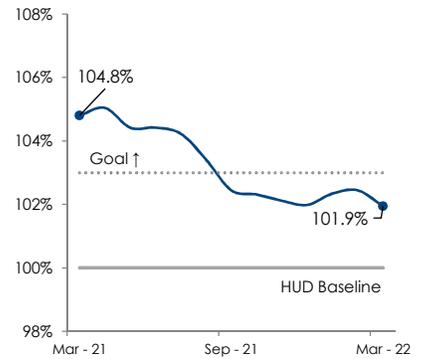
### Shopping Success<sup>4</sup>

Lease-up within 240 days after voucher issuance, by cohort.



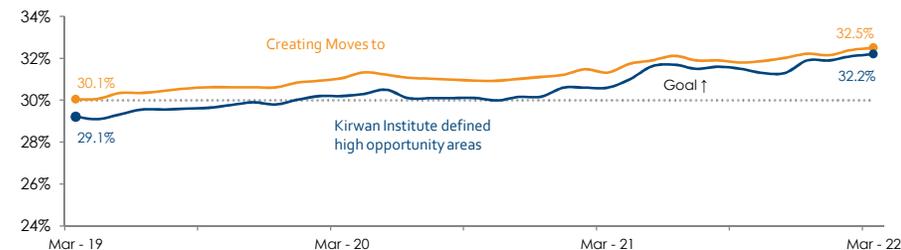
### Utilization Rate<sup>5</sup>

Percentage of HUD ACC leased by month.



## Increasing Access to Opportunity Areas

Percentage of federally-subsidized families with children living in high opportunity areas.



## Notes

- 1) Includes households in federally subsidized programs, workforce housing, and local programs.
- 2) Excludes 49 units in portfolio where turnover is not tracked monthly.
- 3) 11,105 represents the agency's acquisition stretch goal by the end of 2020.
- 4) Represents success of latest cohort to reach 240 days after voucher issuance.
- 5) Adjusted for 12-month incremental lease-up of new vouchers. Does not include Emergency Housing Vouchers.

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# KCHA Asset Management Department Overview

Wen Xu – Director of Asset Management

Aran Church – Senior Asset Manager (Bond & HOP)

Mary Gonzalez-Hansen – Asset Manager (HOP)

Dave Allan – Senior Asset Manager (Tax Credit)

Darrell Westlake – Capital Construction Program Manager (Capital Improvements)

KCHA Board of Commissioners Meeting – June 21<sup>st</sup>, 2022



**We transform lives  
through housing**

# Agenda



- Introductions
- Asset Management Overview
- Division Overviews
  - Bond & Home Ownership
  - Tax Credit
  - Capital Improvements
- Highlights & 2022 Work Plan
- Questions & Discussion

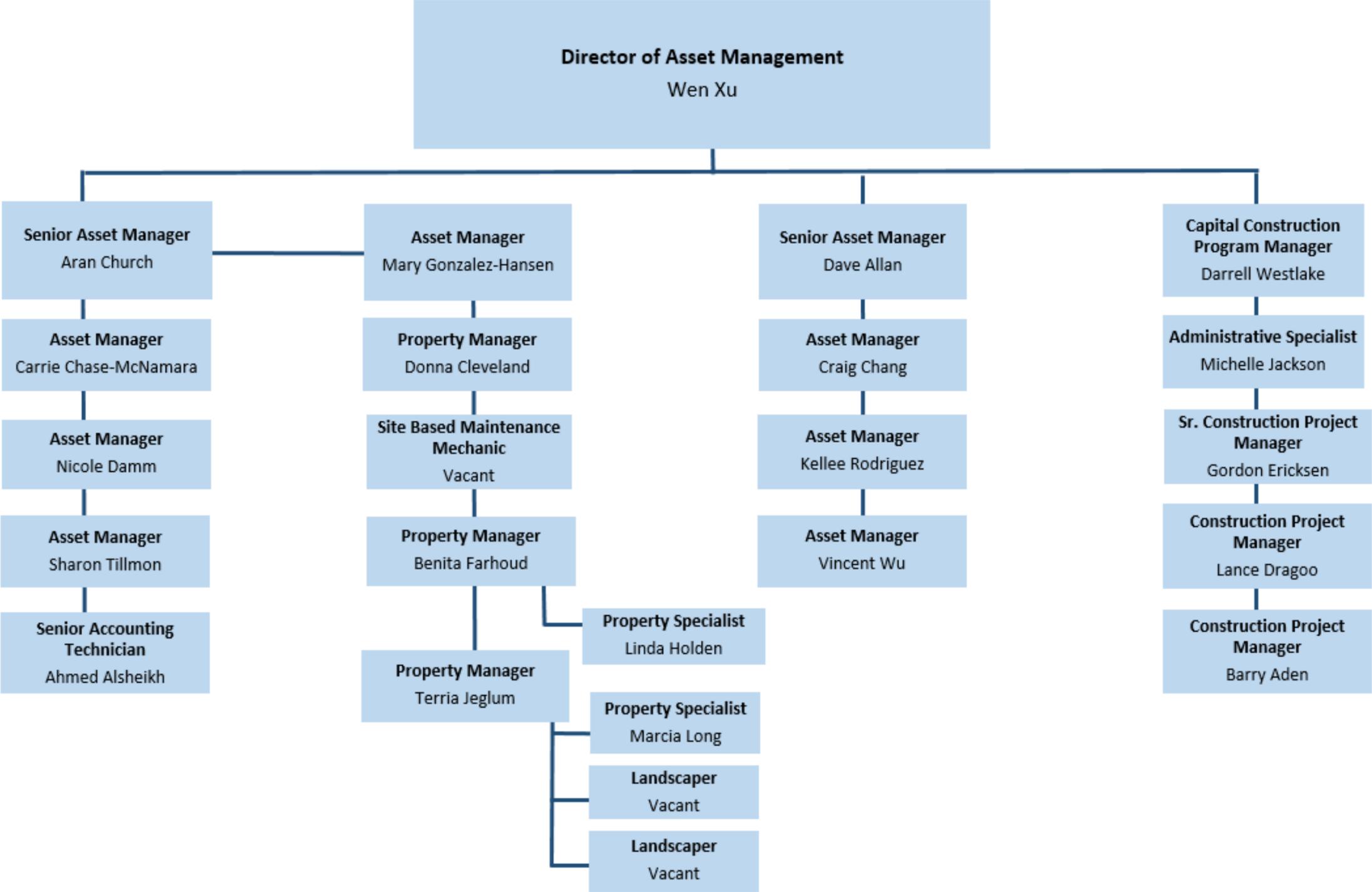
# Asset Management Divisions

**Bond & Home  
Ownership**

**Tax Credit**

**Capital  
Improvements**

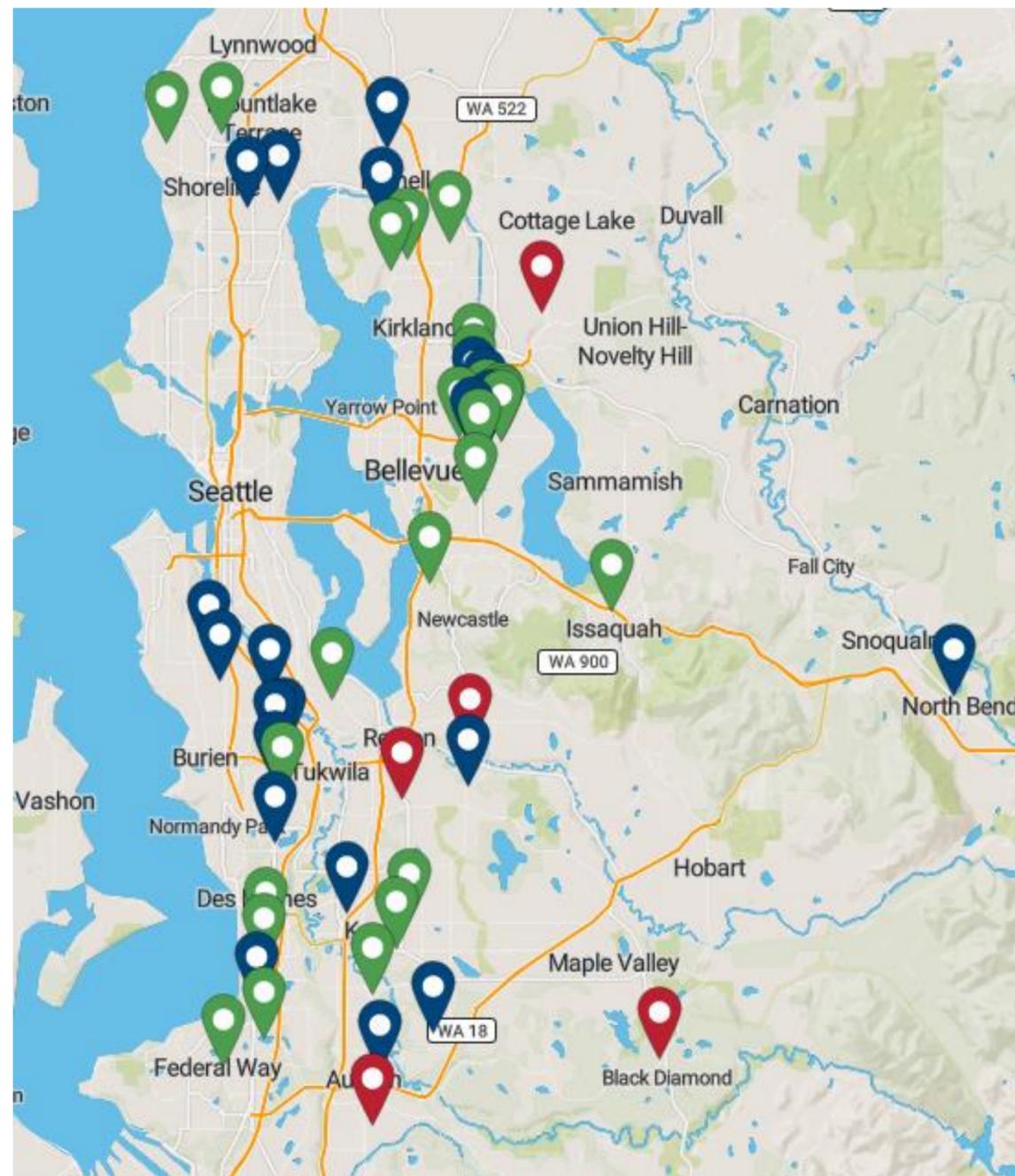
# Asset Management Team



# Asset Management Properties

- 60 Properties in King County
- 8,680 Housing Units
- Average Property Size - 150 Units
- Largest PHA Workforce Housing Owner in the Country

- Tax Credit Housing
- Bond Financed Housing
- Manufactured Communities



# Property Management

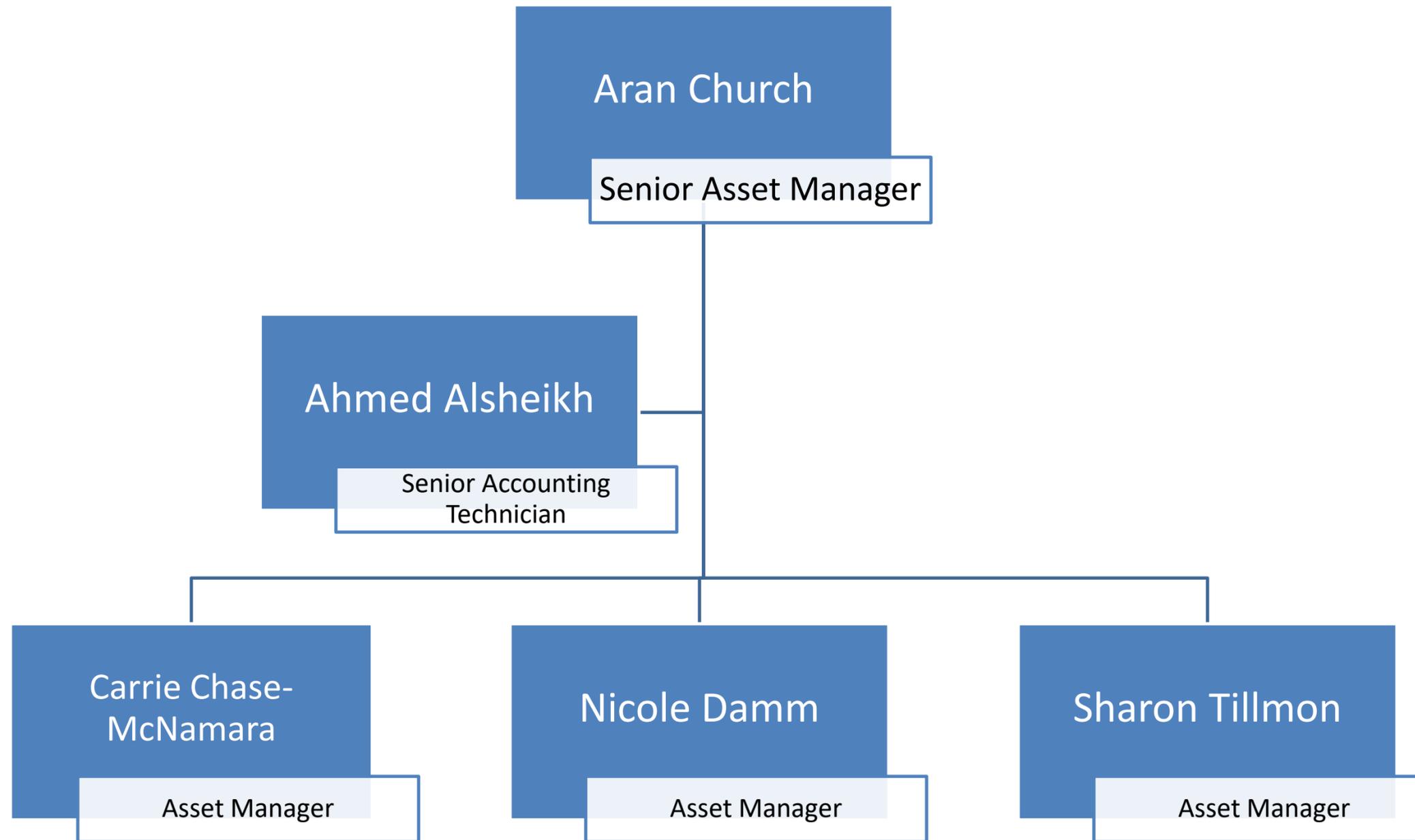


- Contract with six third-party management companies
- In-house management of four senior mobile\manufactured home parks
- Partner with KCHA Housing Management for subsidized Tax Credit housing (Housing Management: Property Management / Asset Management: Ownership Management)

# Major Responsibilities for Asset Management

- Day to day oversight
- Direct and oversee work of 3rd party management
- Budgeting and financial performance
- Short-term, medium-term & long-term capital planning
- Capital Improvements
- Regulatory Compliance (IRS/Federal, State, County, etc.)
- Debt/Lender/Financial Compliance (Tax-Exempt bond, lender, investor, 3rd party (S&P, etc.))
- Steady delivery of cash flow to support agency

# Bond/Workforce Housing Team



# Bond Program Overview

KCHA purchases privately owned properties, generally finances with tax-exempt municipal bonds, and then maintains affordability to provide housing for people near their work and schools.

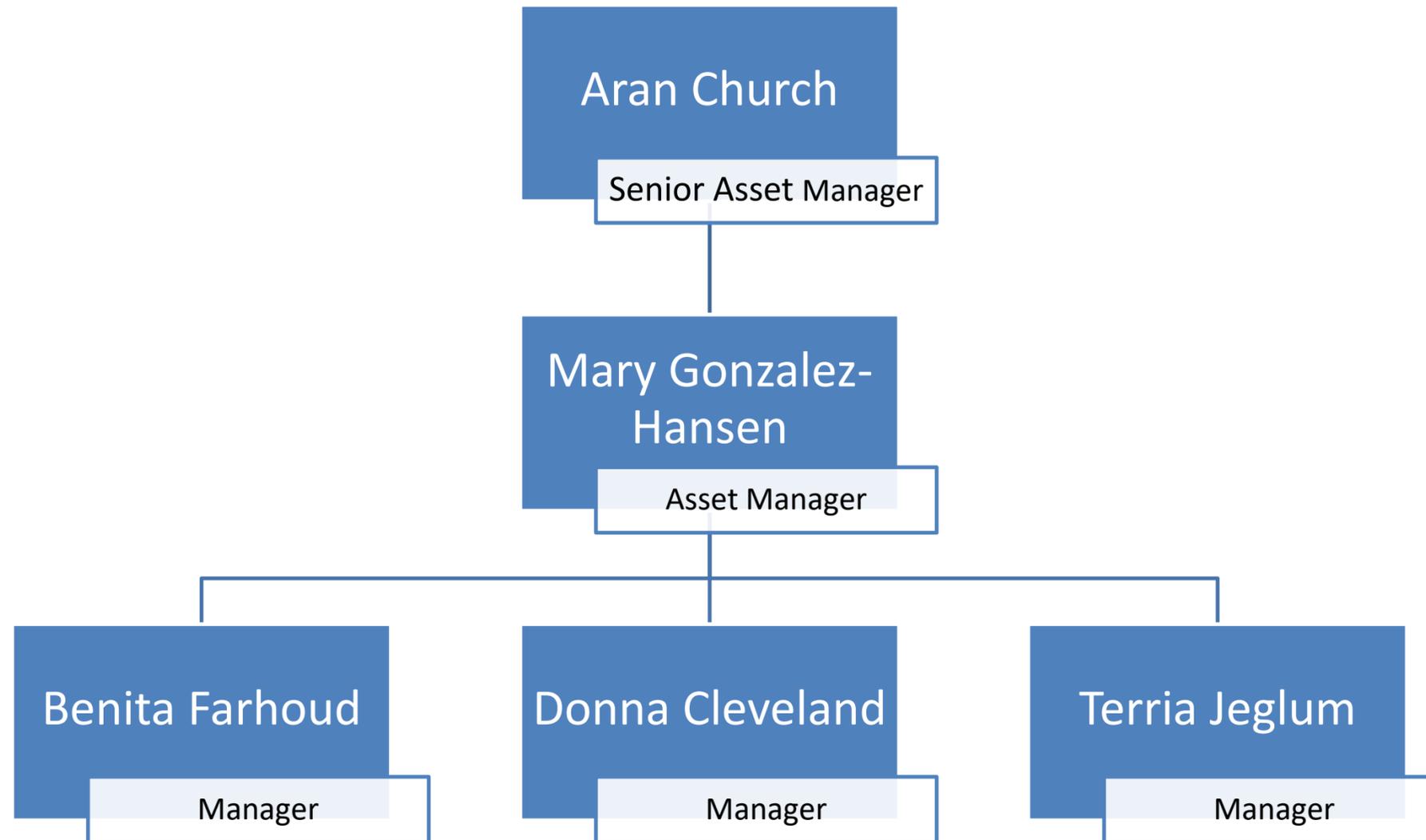


# Bond Program

## Asset Managers act on behalf of KCHA to:

- Direct third-party management companies
- Direct budgeting and financial performance
- Planning of capital projects
- Ensure compliance
- Manage debt
- Partner with KCHA other departments to further KCHA's mission
- Ensure delivery of projected cash flow

# Home Ownership Program Team



# Home Ownership Program Overview

This program consists of five manufactured housing communities, 4 of which are restricted to age 55 and older and one family community. KCHA has owned HOP properties since the late 1980s, with Rainier View being developed on KCHA's first public housing site which had been built in 1940 in Black Diamond.



Rainier View Coal Miner Housing



Rainier View Current Layout

# Home Ownership Program

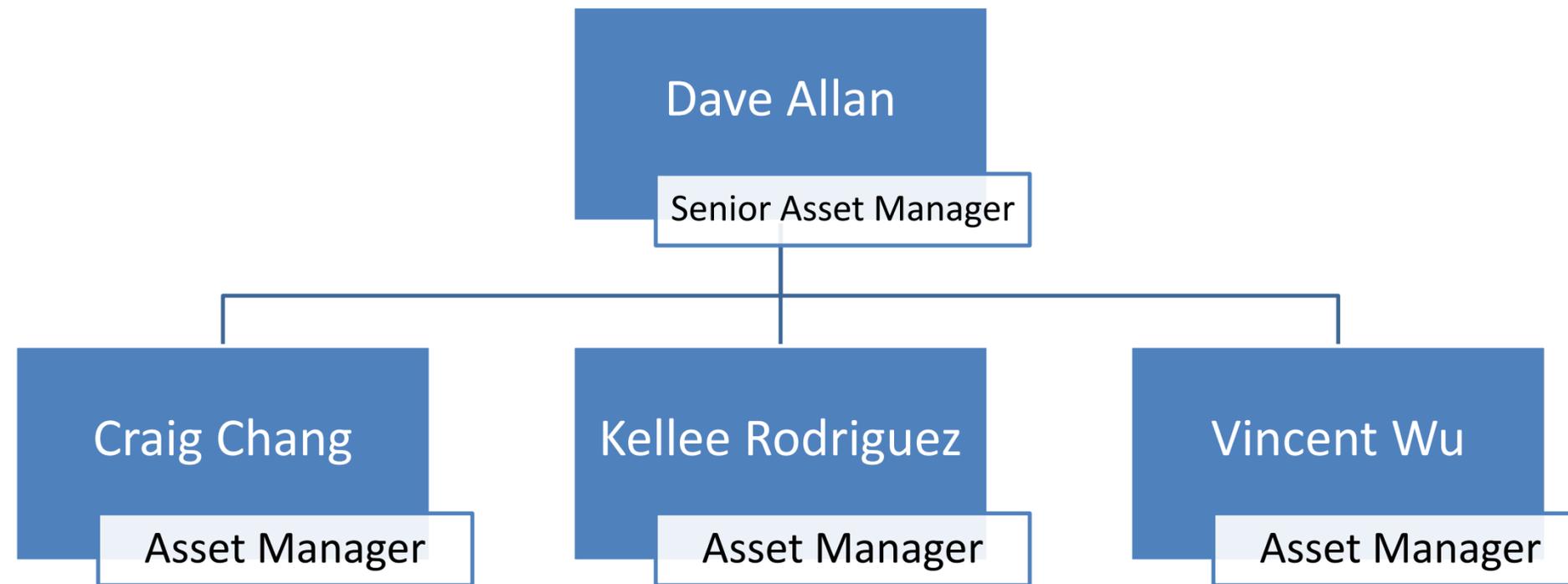
## Communities:

- Vantage Glen: 55+ senior community, developed in 1987, 164 units, KCHA managed
- Rainier View: 55+ senior community, developed in 1989, 31 units KCHA managed. In process of adding up to 14 additional units
- Tall Cedars: family community, purchased in 1993, 127 units, 3rd party managed
- Wonderland Estates: 55+ senior community, purchased in 2007, 107 units, KCHA managed
- Friendly Village: 55+ senior community, purchased in 2017, 224 units, KCHA managed

## Goals:

- As financing allows, preserve manufactured home communities from being redeveloped
- Maintain low pad rents
- Buy-back Program

# Tax Credit Team



# Low Income Housing Tax Credit



- **IRS Program under Section 42 of the Internal Revenue Code**
  - Incentivizes the acquisition, rehabilitation and development of affordable housing
  - Program requires that owners meet affordability restrictions for 30 or more years



- **Partnership with Investors**
  - KCHA partners with investors who can take advantage of the tax credits and tax losses
  - Investors provide KCHA with the capital needed to acquire, rehab and/or develop new affordable housing
  - Partnerships with investors are in place for approximately 12-15 years then investor partner interest re-acquired by KCHA (Tax Credit restrictions remain after exit)

# Tax Credit Partnerships and Properties

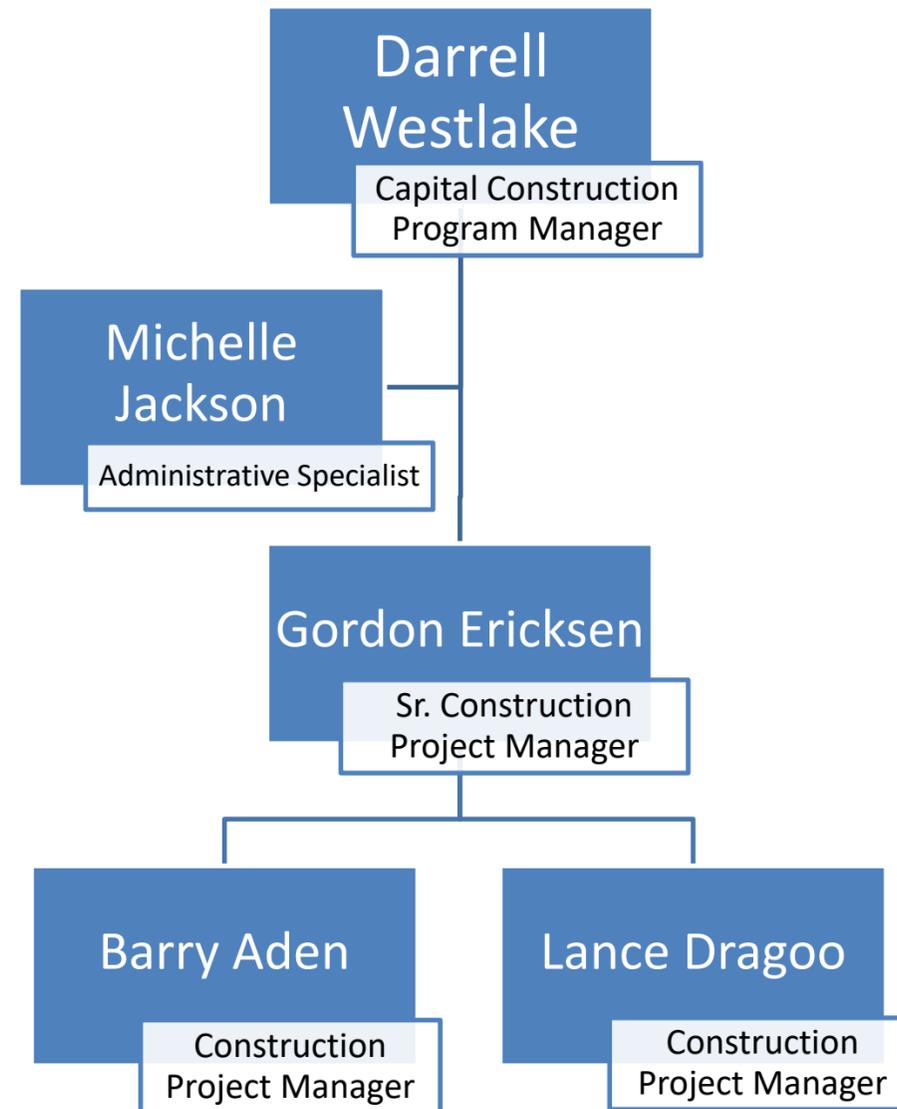
- **KCHA has 43 Tax Credit Properties**
  - 13 Properties under 10 Partnerships with Investors
  - 6 Properties under 5 Partnerships Wholly Owned by KCHA
  - 14 “Exited” Properties within Asset Management
  - 10 “Exited” Properties with HM/Compliance

# Key Responsibilities for Tax Credit Properties



- All Aspects of Ownership (Financial / Operational)
- Partnership Management
  - General Partner / Managing Member
  - Investor Reporting
  - Audits / Tax Returns
  - Ensure delivery of projected tax credits and tax losses to Investor Partner / Member
- Compliance
  - IRS / Tax Credit
  - Other Regulatory Requirements
- Initial Tax Credit Project Management
  - Coordination
  - Income Certifications
  - Relocation (Partner with Resident Services for KCHA managed projects)
  - Lease-Up and Placing-in-Service

# Capital Improvements Team



# Capital Improvements Projects

- Bond & Home Ownership Properties
- Tax Credit Properties
- Non-budgeted Projects
- Partnerships

# Capital Improvements – Bond / HOP Projects



- 30-40 Projects per Year, \$4-10M; \$4.7M Budgeted for 2022
- Types of Projects\*:
  - Maintenance/Repairs
  - Security/Safety
  - Energy Systems & Indoor Air Quality
  - Exterior Envelope, Doors & Windows
  - Elevators
  - Solar Installations
  - Landscape/Paving

\*Subject to Prevailing Wage / Public Works

# Capital Improvements – Tax Credit Projects

- Project Budgets from \$5-30M
- 1-3 Projects in Design/Construction at Any Time
- \$5M Projected for 2022
- Types of Projects\*:
  - Major Renovations / New Construction
  - Community & Amenity Improvements
  - Interior Retrofitting – Upgrade Crew
  - Solar Installations

\*Not subject to Public Works (however, KCHA pays wages equivalent to residential prevailing wages on initial Tax Credit rehab and new construction)



# Recent Tax Credit Projects – Abbey Ridge



- Rehab cost of \$27.7M, 2020-2021
- Major renovation of 14 Buildings, 146 Units
  - Community Building
  - Pool
  - Major Infrastructure
  - Solar



# Recent Tax Credit Projects – Bellevue Manor

- Rehab cost of \$5.2M, 2020-2021
  - Renovation of 66 Senior Apartments
    - Added Fire Sprinklers
    - Exterior Envelope
    - Interior Renovations
    - Landscape
    - Solar



# Recent Tax Credit Projects – Woodland North



- Rehab cost of \$11.3M, 2020-2021
- Renovation of 8 Buildings, 105 Units
  - Major Civil Improvements
  - Exterior Envelope
  - Interior Retrofits
  - Solar

# Current Tax Credit Project – Kirkland Heights

- Budget TBD
- Adding an estimated 96 units for up to a total of 223
- Design/Development 2021-2024
- Renovating 25 Existing Buildings
- Adding 48 Apartments to 11 Buildings
- Constructing 2 New Buildings - Adding 48 New Apartments



# Current Tax Credit Project – Kirkland Heights



- New Community Center & Property Management Office
- Major Infrastructure Improvements
- Building 8 renovation underway as a Mock-up to Confirm Design Goals

# Capital Improvements – Non-Budgeted Projects

- Fire Damage
- Roofing Failure
- Flooding
- Municipal/Code Requirements
- Fire Alarms
- Mechanical Systems



# Capital Improvements – Partnerships



- KCHA Weatherization Program
- Utility Rebates
- Community Grants / Energy Grants / Solar
- Port of Seattle – Sound Mitigation Measures
- Evergreen Sustainable Development Standards (ESDS)

# Highlights

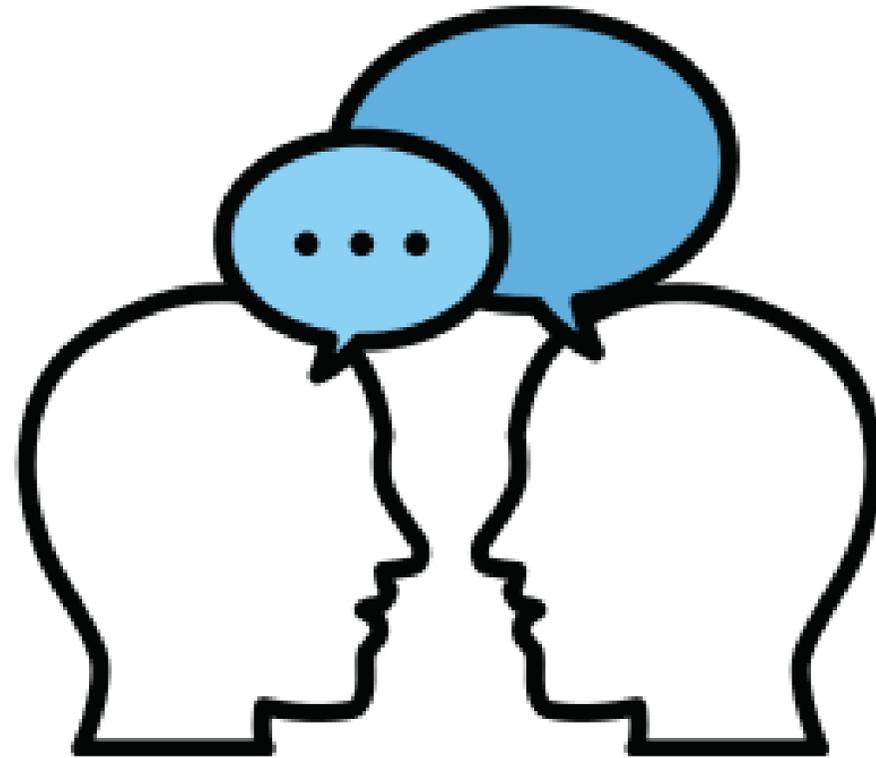
- Maintained 100% Tax Credit compliance (no Tax Credit recapture)
- Continued compliance with all other regulatory and contractual obligations
- Completion of 35-45 capital projects annually
- Completion of \$40M+ in major property rehabs over the last two years
- Provide steady cash flow to support other KCHA programs
- Average occupancy of 98.5%
- Affordable rents below market
- Clean audits for all Tax Credit partnerships
- Exited Tax Credit partnerships without tax liability or other equity participation payment

# 2022 Work Plan



- Stabilize the newly acquired properties
- Respond proactively to the potential volatility of the rental market
- Closely monitor accounts receivables and create generous payment plans suitable for our residents
- Maintain an average occupancy rate of 97% (excluding rehab properties)
- Commence major renovations of building 8 at Kirkland Heights
- Complete \$4.8M non-routine capital projects
- Expand Rainier View mobile-home Park by adding 15-18 additional pads upon approval from City of Black Diamond
- Continue to provide both technical and soft skill trainings to all staff

# Questions & Discussion



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**TO:** Board of Commissioners  
**FROM:** Shawli Hathaway, Interim Director of Resident Services  
**DATE:** June 21, 2022  
**RE:** Resident Services Department Overview

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Shawli Hathaway, Interim Director of Resident Services, and Elizabeth Westburg, Interim Associate Director of Resident Services, will present to the Board of Commissioners a high level overview of the Resident Services department.

### **Department Background and Evolution**

An overview of the department background and evolution will be included in the presentation.

### **Department Mission & Purpose**

The mission of Resident Services is to *"listen to, understand, and connect residents to available resources and opportunities so that they can live more successful lives"*. In this definition KCHA doesn't define success but leaves it up to individuals and families to define success for themselves. An important component and philosophy driving Resident Services work is that families have self-determination and that services are voluntary and not prescriptive.

### **Staffing Structure**

The Resident Services department consists of 36 equivalent fulltime employees (FTE). A breakdown of staff is below.

Direct Services Total FTE	24
Service Coordination-HCV, Public Housing, Greenbridge	18
<i>*Includes 1.5 equivalent temporary student interns</i>	
Workforce Development	6
Indirect Services Total FTE	12
<i>*Includes Health Initiatives, Managers, RAC, Reasonable Accommodations, Relocations, and administrative support for direct service programs</i>	
<b>Total Department FTE Count</b>	<b>36</b>

The department has adopted a 3-region model for Service Coordination and Subsidy Retention. The 3 regions are the North/East, Southeast, and Southwest. Including the Regional Manager, the North/East has 6.5 FTE, Southeast 6.5 FTE, and Southwest 8 FTE.

### **Areas of Work**

The Resident Services department areas of work include Applicant Hearings, Health Initiatives, Reasonable Accommodations, Resident Advisory Committee (RAC), Service Coordination, Subsidy Retention, and Workforce Development which are briefly described below. An overarching goal of the department's work is to use housing as a platform to improve life outcomes of KCHA participants.

*Applicant Hearings*—The purpose of offering Applicant Hearings is to resolve applicant or participant disputes with a PHA without legal action and to correct PHA errors that may have been made in the decision-making process. The Applicant Hearing team is comprised of 6 Resident Services staff.

*Health Initiatives*—The purpose of KCHA's Health Initiatives is to use data to develop strategies to support the complex health and health-adjacent needs of KCHA participants. Another goal of this work is to reduce health disparities amongst KCHA participants. This work is co-led by the Resident Services and the department of Research and Evaluation.

*Reasonable Accommodations*—The purpose of the Reasonable Accommodations program is to provide accommodations so that KCHA participants living with disabilities experience housing stability and a high quality of life. The program processes requests for changes, exceptions, or adjustments to a rule, policy, practice, or service that may be necessary for a person living with disabilities to have an equal opportunity to use and enjoy a dwelling, including public and common use spaces, or to fulfill KCHA's program obligations.

*Resident Advisory Committee*—The purpose of the Resident Advisory Committee (RAC) is to create a forum to solicit resident feedback to assist KCHA in the development of policies and procedures that affect KCHA participants. Through this work the Committee also acts as the voice of KCHA participant communities.

*Service Coordination*—Service Coordinators have a portfolio of either mixed population or family public housing properties where they manage and provide access to supportive services, resident empowerment activities, and assistance in becoming economically independent.

*Subsidy Retention*—The Subsidy Retention Program assists HCV program participants in resolving short-term barriers like inspection failures, the inability to pay the tenant portion of rent, or any number of other circumstances that could result in loss of subsidy. Participants are referred for services by their HCV case worker.

*Workforce Development*—The Workforce Development program supports and motivates residents to take action to achieve their economic independence goals.

## Investments

In 2022 Resident Services budgeted for ~1.4M in investments spread over 23 contracts. The vast majority of investments are for direct participant support. A breakdown of those investments is below. Note that numbers are rounded figures.

Investment Area	Amount	Vendors
<b>Direct Services</b>		
Workforce Development	\$573,000	Hopelink Neighborhood House YWCA
Moving Services	\$150,000	Eco-Movers Reliable Moving
Client Assistance Funds	\$100,000	YWCA
Transportation	\$90,000	Sound Generations
Health	135,000	Pioneer Human Services Fitness for All
Client Assistance Funds	\$100,000	YWCA
Other	\$20,000	All About Care Senior Helpers
<b>Total Direct</b>	<b>1,168,000</b>	
<b>Indirect Services</b>		
Professional Consulting & Advising	\$164,000	All for a Good Cause CVR Associates, Inc. Du & Associates, Inc. Nan McKay and Associates, Inc.
Data Tracking Software	\$43,000	Social Solutions Global
5-Year Strategic Plan	\$40,000	The Athena Group
Language Assistance	\$37,500	Dynamic Language
<b>Total Indirect</b>	<b>\$284,500</b>	
<b>Total Investments</b>	<b>\$1,452,000</b>	
		<i>Due to rounding actual closer to 1.4M</i>

## Looking Ahead

A major driver of future work for Resident Services will be results of the 5-year strategic planning process which should conclude by the end of July 2022. This project used a mixed method approach to collect feedback from KCHA stakeholders including staff, program participants, and community partners. Given that program participants are the primary customer of the department, particular emphasis was placed on collecting participant feedback. 8 population specific discussion forums were held and 1,252 surveys were collected. Although the strategic plan is yet to be developed there are current identified priorities of the department which are listed below.

*5-Year Strategic Plan*—complete the 5-year strategic planning process. The project will result in development of a 5-year strategic plan including long-term goals, yearly objectives, and clear metrics for success.

*Health Initiatives*—fill vacant Health Initiatives Program Manager position which will be tasked with supporting the agency in developing a comprehensive health initiatives strategy and expanding health related partnerships and programming.

*HCV sub-population needs assessment*—building off the success of the wellness calls to seniors living alone project, complete a needs assessment of HCV families.

*Post-COVID resident re-engagement strategies*—continue testing and implementing new ways of resident engagement.

*Management of Shared Community Spaces*—in partnership with vendor Du & Associates this project will result in 1) clear staff and partner roles and responsibilities related to the management of shared use of space agreements 2) consistency and clarity across the agency on the management of these spaces and agreements and 3) risk to the agency is reduced/mitigated.

# KCHA Resident Services Overview & Update

Shawli Hathaway, Interim Director  
Elizabeth Westburg, Interim Assistant Director

KCHA Board of Commissioners Meeting – June 21, 2022

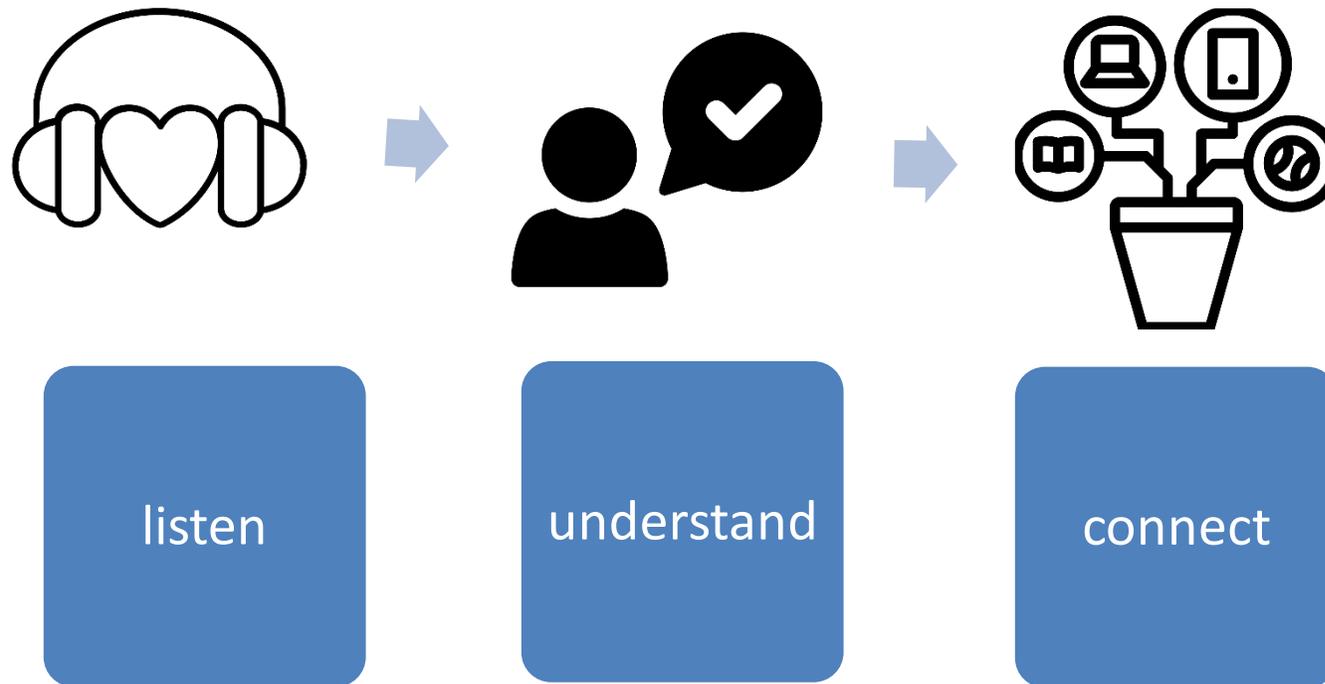


# AGENDA

- Department Mission
- Background & Evolution
- Staffing Structure
- Investments
- Areas of Work
- Looking Ahead
- Questions & Discussion

# MISSION

Resident Services listens to, understands, and connects residents to available resources and opportunities so that they can live more successful lives.



# DEPARTMENT EVOLUTION



1992

KCHA receives it's first FSS award from HUD

1997

Stephen Norman joins KCHA and starts Resident Services

HUD grant for Service Coordination

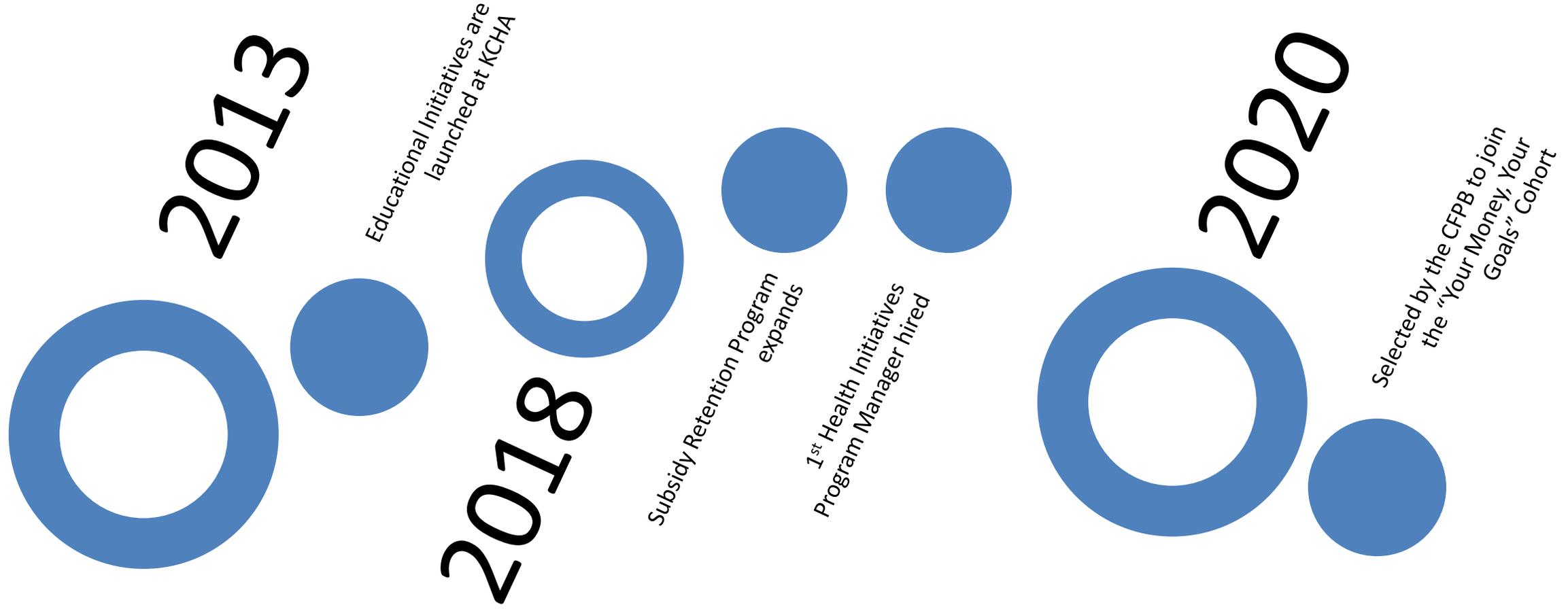
2001

Park Lake Homes I&II redevelopment

Relocations Community Building at family sites

1<sup>st</sup> Subsidy Retention Coordinator hired

# DEPARTMENT EVOLUTION



# RESIDENT SERVICES LEADERSHIP TEAM



**Shawli Hathaway**  
Director  
*(interim)*



**Grace Adriano**  
Senior Manager  
Workforce Development



**Todd Haskins**  
Snr. Management Analyst  
Administration



**Vacant**  
Program Manager  
Health Initiatives

Total  
Department  
Staff:  
35.5 FTE



**Elizabeth Westburg**  
Associate Director  
*(interim)*



**Natasha Al-Maly**  
Regional Manager  
North/East  
*(interim)*



**Andrea Paine**  
Regional Manager  
Southeast



**Debra Grant**  
Regional Manager  
Southwest



**Tracie Friedman**  
Program Manager

# Areas of Work



Service Coordination & Subsidy  
Retention



Workforce Development



Health Initiatives



Reasonable Accommodations

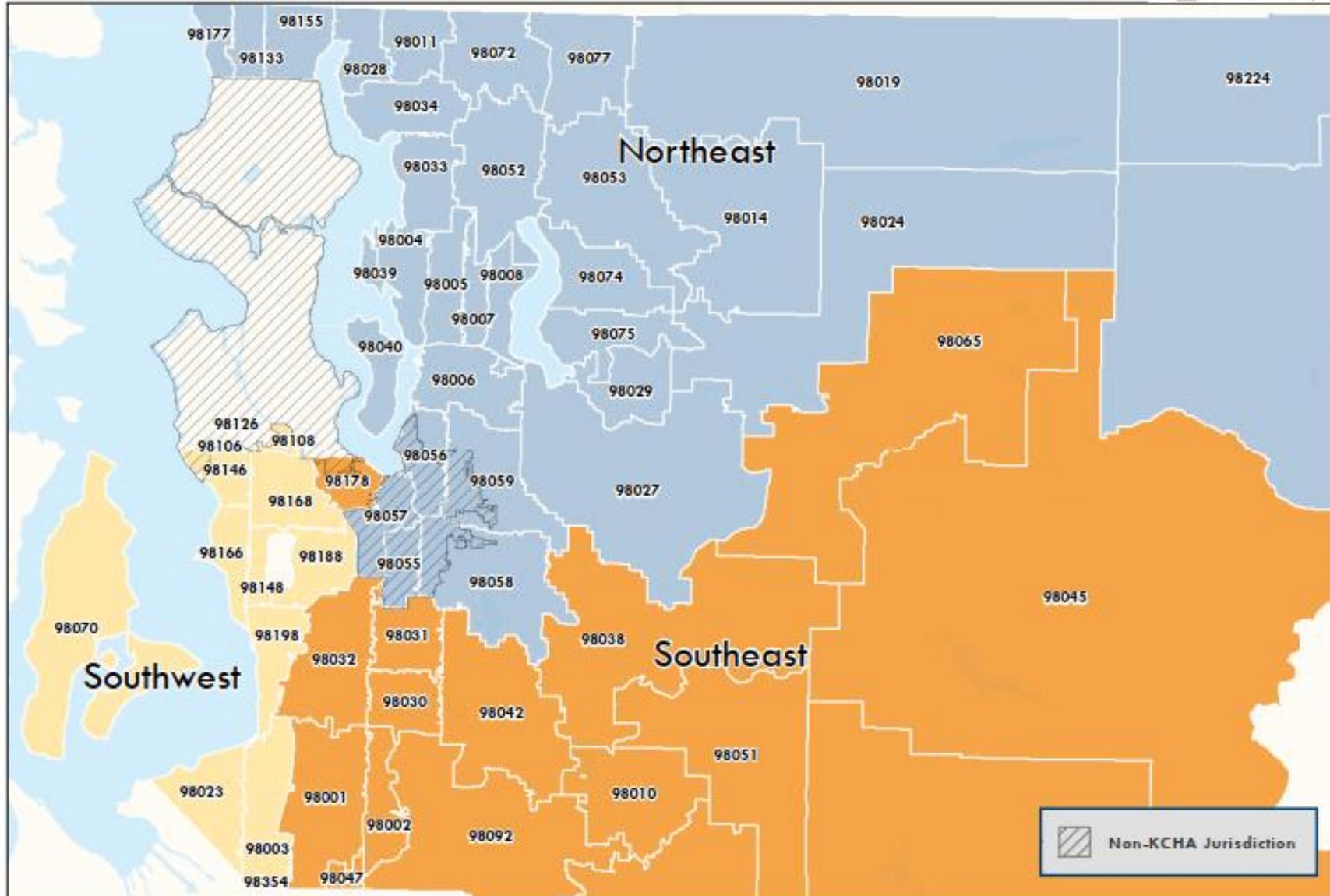


Resident Advisory Committee (RAC)



Applicant Hearings

# KCHA Resident Services Coordinator Regions





# SERVICE COORDINATION

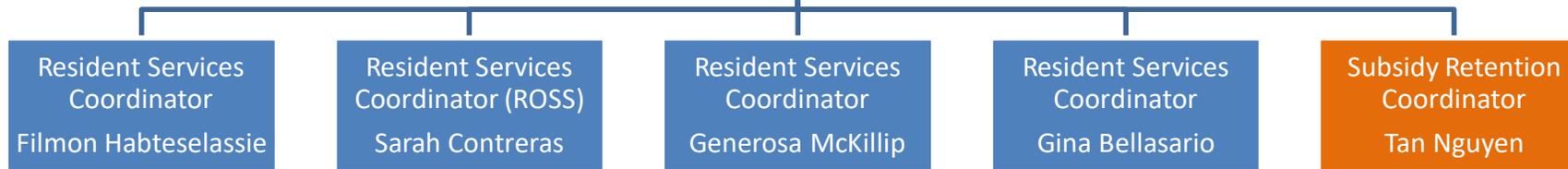
Providing access to supportive services, resident empowerment activities, and assistance in becoming economically independent.

# Southeast Region



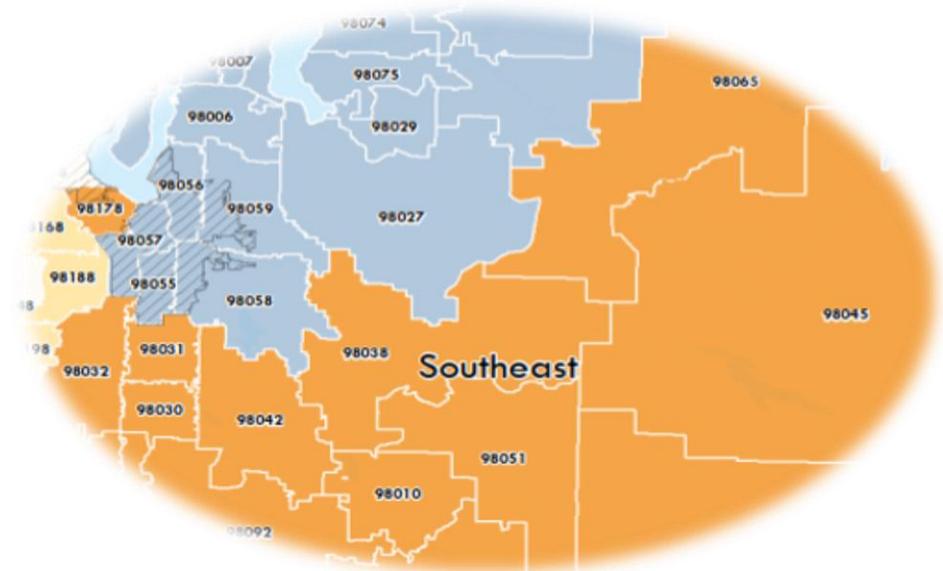
Southeast Regional Manager  
Andrea Paine

Andrea Paine  
Southeast Regional  
Manager



SE Total Unit Count: 1,080

- 402 Mixed Population units  
(2 Coordinators)
- 678 Family Units  
(2 Coordinators)

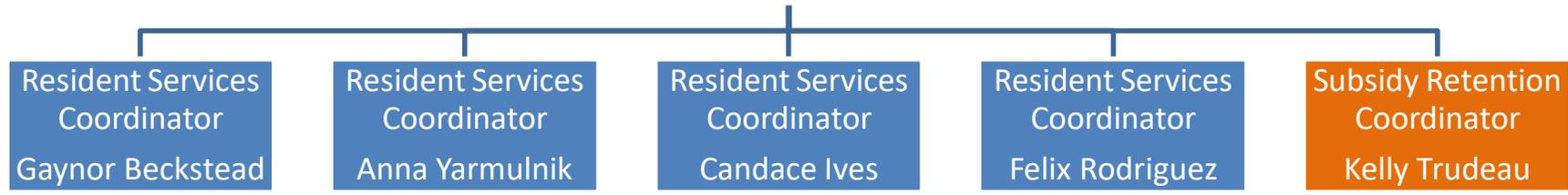




# North/East Region

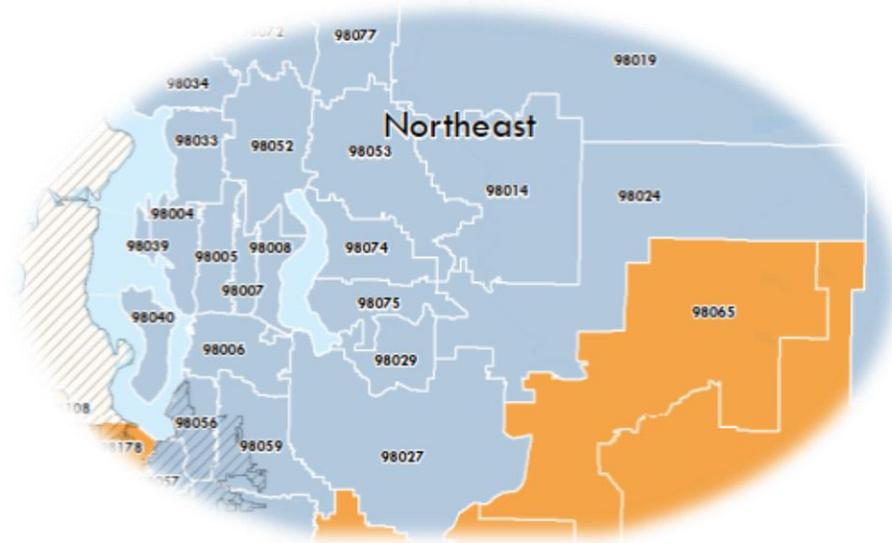
North/East Regional Manager (*interim*)  
Natasha Al-Maly

Natasha Al-Maly  
North/East  
Regional Manager



N/E Total Unit Count: 1,625

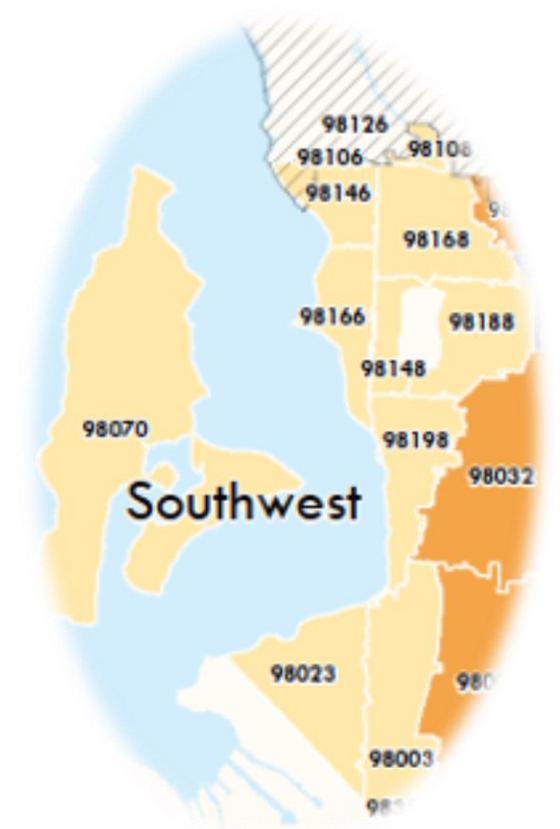
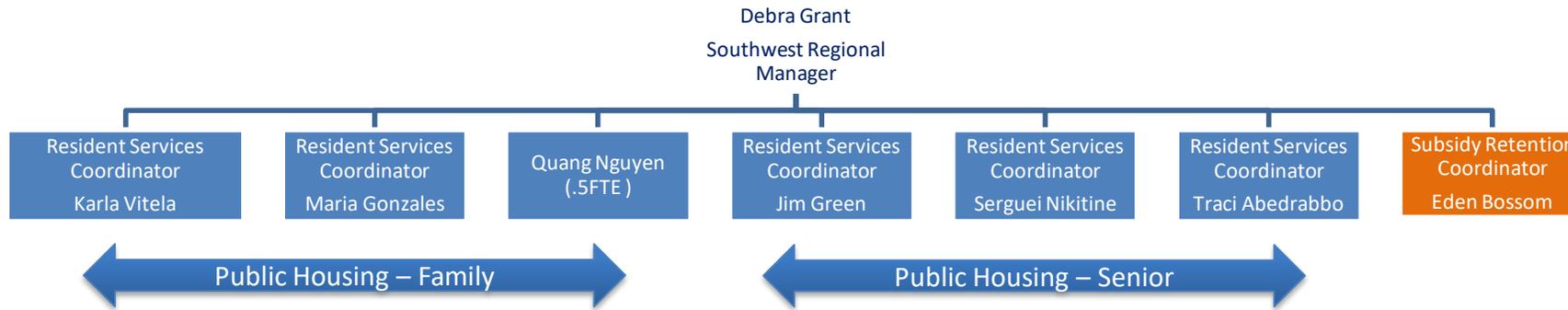
- 748 Mixed Population units  
(3 Coordinators)
- 877 Family Units  
(1 Coordinator)



# Southwest Region



Southwest Regional Manager  
Debra Grant



SW Total Unit Count: 2,132

- 748 Mixed Population Units  
(3 Coordinators)
- 877 Family Units  
(2 Coordinators, .5 Resource Specialist)

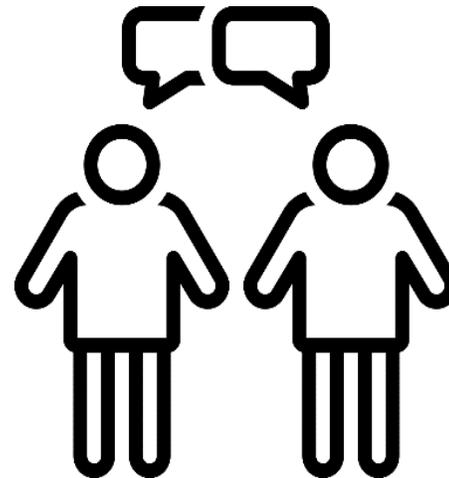
Includes Greenbridge (290 units) separate from the Public Housing portfolio



# SERVICE COORDINATION

**11,000**

Connections



# SERVICE COORDINATION

INVEST IN  
*yourself*



PLEASE R.S.V.P. BY WED. MARCH 30<sup>TH</sup> TO RECEIVE THE ZOOM LINK FOR THIS EVENT. R.S.V.P. TO  
KCHA RESIDENT SERVICES COORDINATOR, GAYNOR BECKSTEAD (206) 693-6425 GAYNORB@KCHA.ORG or  
KCHA RESIDENT SERVICES COORDINATOR, KELLY TRUDEAU (206) 826-5316 KELLYT@KCHA.ORG





# WORKFORCE DEVELOPMENT

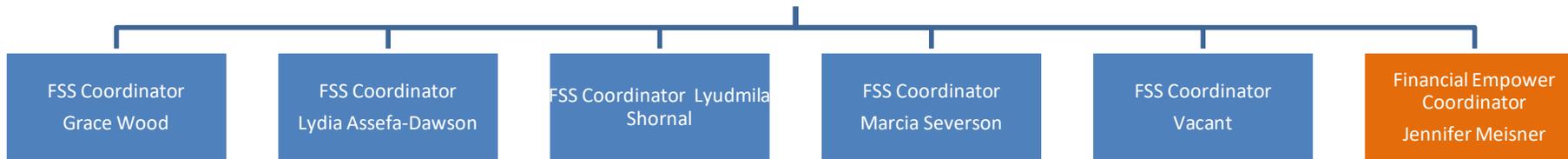
Supporting and motivating residents to take action to achieve their economic independence goals.

# Workforce Development



WFD Senior Manager  
Grace Adriano

Grace Adriano  
Workforce Development  
Senior Manager



- 5 FSS Coordinators
- 1 Financial Empowerment Coordinator

hopelink



eliminating racism  
empowering women  
**ywca**



# 2021 FSS Program Accomplishments



**286**  
households  
served



**48**  
new  
enrollments



**58**  
contracts  
ended

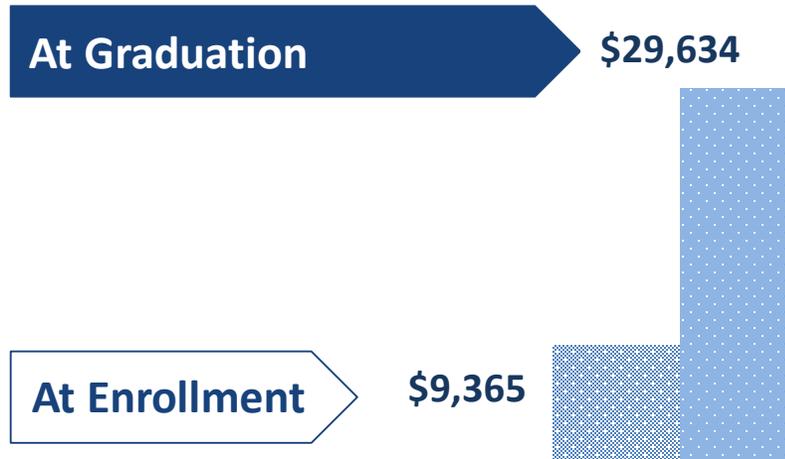


**47**  
graduates



**44**  
escrow  
payout

**29 increased  
earned income  
by \$20K+**



# 2021 Partners Accomplishments

Hopelink, Neighborhood House, YWCA



**47**

Avg Monthly  
Participants



**201**

Assessments



**79**

Job Placements



**\$18.29**

Avg hourly wage



Warehouse, Education,  
Healthcare,  
Hospitality/Service



**50% HCV**

**50% PH**



# HEALTH INITIATIVES

**Developing strategies to support the complex health needs of KCHA participants.**



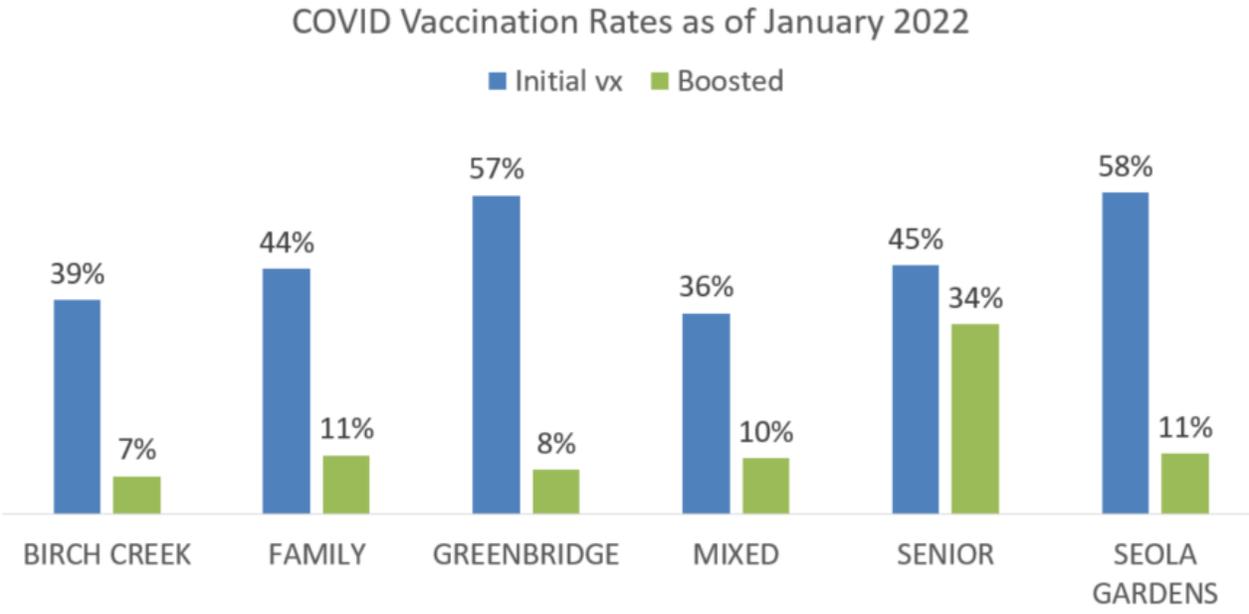
# Emphasis on Data

Data Across Sectors for Health and Housing (DASHH)

Health, Economics, and Resident Stability (HEARS)



## COVID-Related Data from Public Health





# HEALTH INITIATIVES

## Housing Outreach Partners (HOP)



125,000  
meals delivered  
in 2021



United Way of King County



8/15 8/16 8/17 8/18 8/19

	Mon	Tue	Wed	Thur	Fri
Total Housing		208	212	214	
Over 60 Years		97	97	94	
Family Support		3	3	4	
New Requests		7	10	3	
Total Processed		26	9	5	

Total

P	225
e	200
n	175
n	150
d	125
i	100
n	75
g	50
	25

# REASONABLE ACCOMMODATIONS

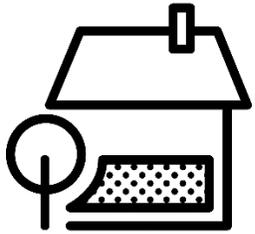
Providing accommodations so that KCHA participants living with disabilities experience housing stability and a high quality of life.



# REASONABLE ACCOMMODATIONS

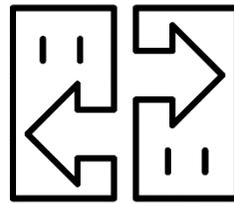
**340**

Applicants



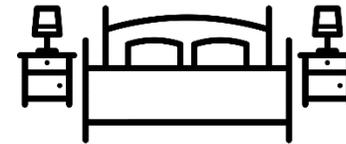
**537**

Public Housing



**1,054**

HCV





# RELOCATIONS

Coordinating a variety of relocations services to ensure stable housing.

# RELOCATIONS

In the first 5 months of  
2022.....

44

households received moving  
assistance



20

Temporary relocations to hotels





# APPLICANT HEARINGS

Resolving applicant disputes without legal action.



# RESIDENT ADVISORY COMMITTEE (RAC)

A forum to solicit resident feedback to assist KCHA in the development of policies and procedures that affect residents

# Administration Leadership



**Todd Haskins**  
Senior Management Analyst

**Elizabeth Westburg**  
Associate Director (*interim*)

Shawli Hathaway  
Director  
(*interim*)

**Tracie Friedman**  
Program Manager



**Tracie Friedman**  
Program Manager

Todd Haskins  
Snr. Management Analyst

Ron Ovadenko  
504 Coordinator

Health Initiatives Program  
Manager (vacant)

Mindy Jacobson  
Administrative Assistant

Za'Quan Summers  
Administrative Assistance



**Vacant**  
Health Initiatives Program Manager

# INVESTMENTS



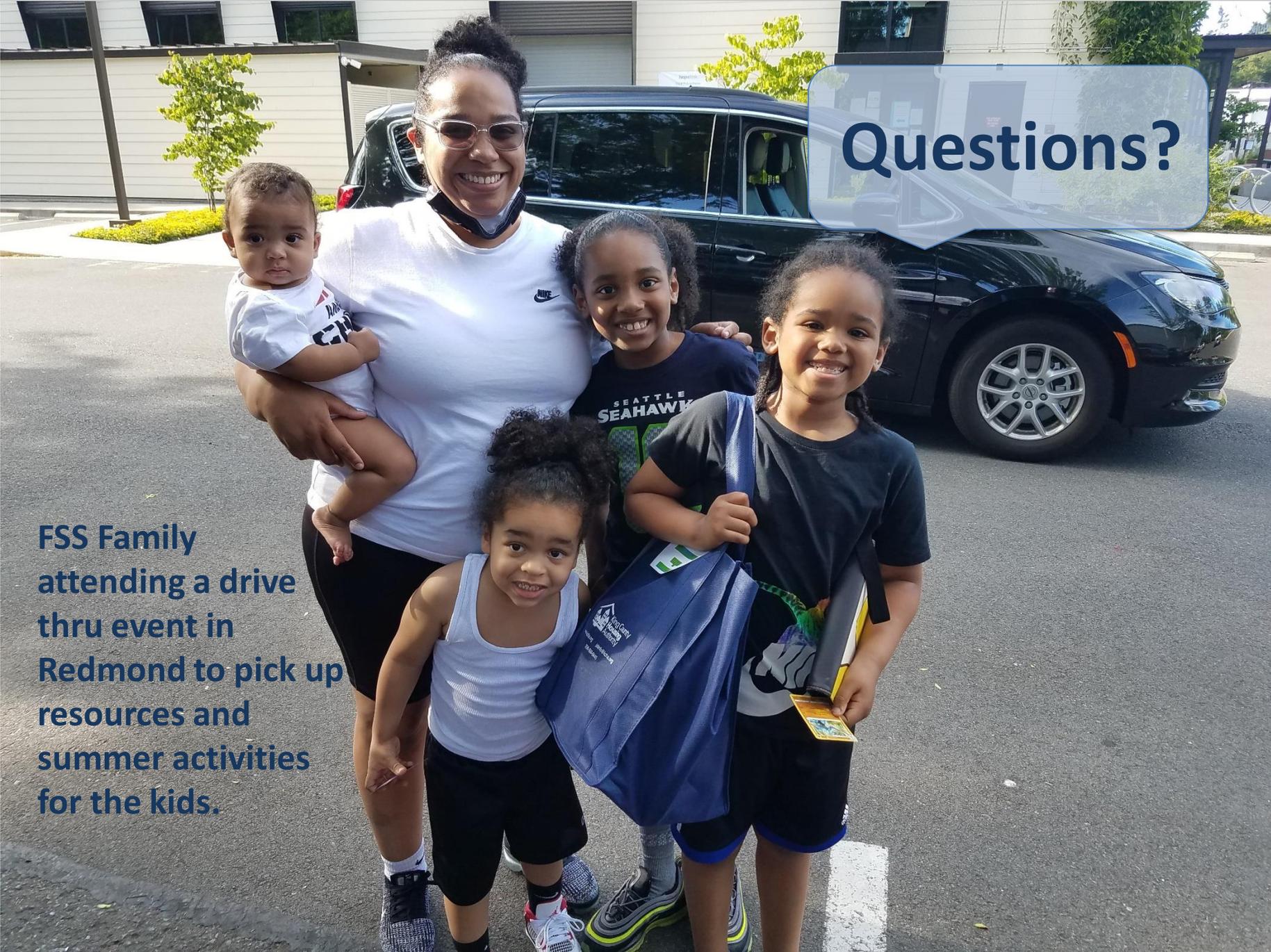
# INVESTMENTS



# Looking Ahead

- ✓ 5-Year Strategic Plan
- ✓ Hire Health Initiatives Program Manager—develop health initiatives strategy & expand partnerships and programming
- ✓ Needs assessment of HCV special population (families?)
- ✓ Post-COVID resident re-engagement strategies





**FSS Family  
attending a drive  
thru event in  
Redmond to pick up  
resources and  
summer activities  
for the kids.**

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**To:** Board of Commissioners

**From:** S. Scarleth Lever Ortiz, Senior Director, Office of Equity, Diversity & Inclusion (EDI)

**Date:** June 21, 2022

**Re:** Office of EDI Updates

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KCHA aspires to become an anti-racist organization both, within the agency, and in the communities it serves. To that end, KCHA established the Office of Equity, Diversity and Inclusion (EDI) in the summer of 2021 to help shape and lead the agency-wide strategy to embed EDI into every aspect of KCHA's work, acknowledging a range of intersectional identities and placing an intentional emphasis on racial equity. We are approaching the one-year anniversary of the establishment of the Office of EDI at a tipping point, as our agency will also be welcoming our new Executive Director. The roadmap to provide the agency-wide support, including to the Board of Commissioners, needed to help KCHA live out EDI values in its work every day to enhance and achieve KCHA's mission, vision and strategic goals will be unveiled in the upcoming months.

The Office of EDI has been convening the Co-Chairs of KCHA's Committees that include but are not limited to, REDI, Data Governance, Employee Association, Environmental Health & Safety, Emergency Preparedness, Wellness & Resiliency and Green Team, on a monthly basis. In these meetings, we aim to eliminate silos, share resources and elevate each other's work to support the cross-departmental collaborations spearheaded by these committees. In our presentation, we will highlight contributions made by KCHA Committees for Pride Month, National Safety Month and Father's Day.

Two years ago, our nation was engulfed in waves of civil unrest. From June to July 2020, a self-declared autonomous zone was established in Capitol Hill to protest the murder of George Floyd after police abandoned the East Precinct building in Minneapolis, which resulted in multiple people killed in altercations with security. During this tumultuous time, KCHA introduced Resolution No. 5657 in support of newly established KCHA Day of Solidarity. Our presentation includes an overview of this year's commemoration of Day of Solidarity showcasing our commitment to racial equity and social justice. REDI will be hosting a Special Edition of Courageous Conversations on June 16, 2022 at 11:00 AM. This year's Juneteenth Day of Solidarity theme is "We Rise by Lifting Others".

The KCHA Staff Dashboard (Phase 1 – static data visualization) will be completed by the end of Q3 2022.

# Office of Equity, Diversity and Inclusion

*June 2022 Highlights*

## Board of Commissioners

June 21, 2022 Meeting

# KCHA's Land Acknowledgment

KCHA acknowledges and pays deep respect to the Coast Salish peoples, the original inhabitants of the Puget Sound region, and their sacred, ancestral, and contemporary lands. We hold gratitude for and honor each of these nations, their pasts, their presents, and their futures.

We acknowledge our Indigenous connections, as well as critically reflect on the histories of forced removal and dispossession and that this community is the beneficiary.

We recognize the rights of the first peoples of the Salish Sea that the United States promised to protect in the 1855 Treaty of Point Elliott, but which have not been upheld.

By offering this Land Acknowledgement, we affirm Indigenous sovereignty and take a small first step toward the long and overdue process to foster healing of the wounds inflicted on Coast Salish peoples. We will confront and address issues of exclusion, erasure, and systemic discrimination in our community as we work to hold ourselves more accountable to the needs of American Indian and Indigenous peoples.

To learn more about native lands of your current/former residence visit:

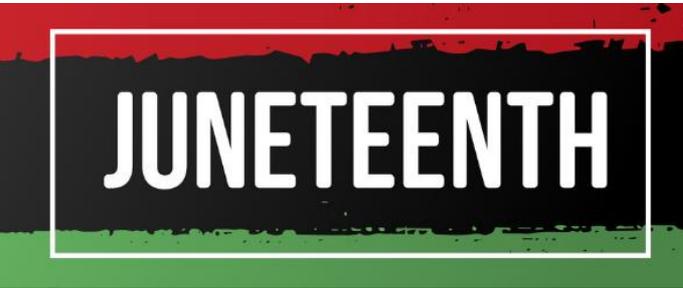
<https://native-land.ca/>





## **DEEPENING OUR CULTURAL AWARENESS**

# June Highlights



Special thanks to REDI, Wellness & Resiliency, Emergency Preparedness, & Environmental Health and Safety for their contributions!

# KCHA Board Resolution



## P R O C L A M A T I O N

### "KCHA's Day of Solidarity"

- WHEREAS,** The King County Housing Authority will take a stand in solidarity with Black, Indigenous, and People of Color to eradicate pervasive and persistent racism, social injustice, and any barriers preventing equity and/or equitable opportunities in our workforce and the communities that we serve.
- WHEREAS,** KCHA will examine policies, procedures, and processes and eliminate those that disproportionately harm Black, Indigenous, and People of Color in our workforce and our communities.
- WHEREAS,** All elements of the hiring, retention, promotion, and disciplinary processes will be guided through an equity lens to ensure the workforce, at all staffing levels, better reflect the communities we serve and are treated justly, subsequently affording equitable opportunities to Black, Indigenous, any People of Color.
- WHEREAS,** KCHA will collaborate with our communities to address the longstanding impacts of systemic racial discrimination. This will include outreach to our residents, community partners, and participants in an effort to improve the long term life outcomes of the people we serve.
- WHEREAS,** Executive leadership will provide support and resources to the Racial Equity Diversity and Inclusion team to fulfill their mission and vision. Together we will operationalize racial equity, integrating it into our routine decision-making processes.
- WHEREAS,** KCHA will build our employee's skills and competencies through required training to include racial equity; implicit and explicit bias. Given the importance of these values to KCHA, new employees will be required to participate in a conversation regarding race, equity, diversity and inclusion from the very beginning of their employment with the organization, as part of their onboarding.

***NOW, THEREFORE, THE KING COUNTY HOUSING AUTHORITY DOES HEREBY PROCLAIM***

***JUNE 19, 2020 TO BE***

***KCHA's Day of Solidarity***

A handwritten signature in black ink, appearing to be a stylized 'J' or similar character.

\*Source: Resolution #5657

<https://www.kcha.org/Portals/o/PDF/Board/Resolutions/202007%20Resolution%20No.%205657%20A%20Resolution%20in%20Support%20of%20KCHAs%20Da%20y%20of%20Solidarity%20Proclamation%20on%20June%2019th%202020.pdf>

# Juneteenth

- Juneteenth is the oldest nationally celebrated commemoration of the ending of slavery in the United States.
- From its Galveston, Texas origin in 1865, the observance of June 19th as the African American Emancipation Day has spread across the United States and beyond.
- The US officially recognized Juneteenth as a national holiday just days before the second “KCHA Day of Solidarity” celebration in 2021



# KCHA Juneteenth Solidarity Day

## Courageous Spaces Special Edition: “We Rise by Lifting Others”

- June 16<sup>th</sup> from 11:00 AM to 12:00 PM
- Guest Speaker: Darnesha Weary & Youth  
**Black-owned Shoreline Coffee Shop blending business with activism**





## Did you Know?

- Pride Month is celebrated in June to commemorate the 1969 Stonewall Uprising, aka the Stonewall Riots which lasted 6 days in Manhattan.
- This Pride Month, KCHA recognizes the valuable contributions of the Lesbian, Gay, Bisexual, Transgender, Queer and/or Questioning, Intersex, Asexual, & Two-Spirit (LGBTQIA2S+) individuals across the United States, and we reaffirm our commitment to standing in solidarity with the LGBTQIA2S+ community in their ongoing struggle against discrimination and injustice.
- REDI will be preparing for a learning session in the fall for LGBTQIA2S+ History Month in October

Source: <https://www.greenmatters.com/p/facts-about-pride-month>

REDI Pride Month Email

We transform lives through housing

# Father's Day

## Did you know?

- Father's Day is a modern holiday celebrated around the world on different dates.
- On July 5, 1908 a West Virginia church sponsored the nation's first event explicitly in honor of fathers, a Sunday sermon in memory of the 362 men who had died in an explosion of the Fairmont Coal Company mines
- A key figure in the establishment of Father's Day in US was Mrs. Sonora Smart Dodd, from Spokane, WA whose single father, a Civil War veteran, reared his six children.
- The first Father's Day in June was celebrated on June 19th 1910. In 1924, President Calvin Coolidge recommended the day as a national holiday.



- *REDI & the Office of EDI collaborated on an all staff email and raffle that commemorated and acknowledged that Father's Day can be a complicated holiday for many, particularly amid the pandemic.*



Racial • Equity • Diversity • Inclusion

# National Safety Month

Did you know?

- The National Safety Council declared June as National Safety Month in 1996. The council aims to spread awareness of safety hazards and unintentional injuries
  - Musculoskeletal Disorders (MSDs) are leading cause of workplace injury and cost billions each year in worker's compensation and lost productivity
  - Mental distress, stress and fatigue may cause workplace impairment
  - In 2020 alone, more than four million workplace injuries required medical attention in the US
  - Slips, trips and falls are the second-leading cause of unintentional injury-related death



Musculoskeletal Disorders



Workplace Impairment



Slips, Trips and Falls



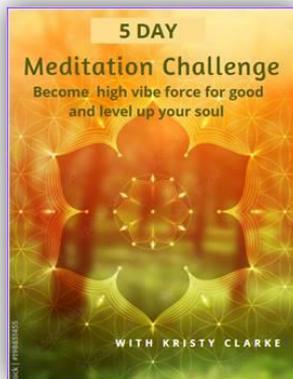
Injury Prevention

# National Safety Month

## KCHA Sample Offerings

### 5 Day Meditation Challenge

- Wellness Coordinator, Kristy Clarke, is hosting a 5 day meditation challenge in the month of June to promote mental wellness.



### Employee Trainings

- New Employment Safety Orientation
- Workplace Violence Prevention
  - A 4.5 hour in-person training customized to the housing authority environment.

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# **KCHA IN THE NEWS**

**June 21, 2022**



# Kent police investigate fatal shooting, suspect still at large

6/15/2022

A suspect is on the loose after a man was shot and killed in Kent early Wednesday morning.

KENT, Wash. — The Kent Police Department is searching for a suspect after a man was shot and killed outside of an apartment complex early Wednesday.

The shooting happened [shortly after midnight](#) at the Birch Creek Apartments, located on the 2700 block of 129th Place Southeast.

First responders give the victim life-saving measures after arriving at the scene, but the victim was pronounced dead.

Police have not provided a suspect description at this time. Anyone with information is asked to contact the Kent Police Department.



## Investigation underway after fatal shooting at Kent apartment complex

by KOMO News Staff Wednesday, June 15th 2022

KENT, Wash. — A shooting overnight in Kent has appeared to be deemed fatal.

Police responded to reports of a shooting at an apartment complex just east of Springwood Park around 12:30 a.m. Wednesday.

By 6 a.m., the scene had been cleared. The medical examiner's van left the complex with what appeared to be a body.

KOMO News spoke with neighbors Wednesday morning who said they slept through the shooting and were surprised to learn of the incident.



# 1 dead after shooting at Kent apartment complex

By **KIRO 7 News Staff** June 15, 2022 at 6:54 am PDT

KENT, Wash. — A man is dead after an overnight shooting at a Kent apartment complex.

The shooting happened shortly after midnight Wednesday at the Birch Creek Apartments in the 27000 block of 129th Place Southeast.

The apartment complex is close to Springwood Park and a few minutes away from state Route 516.

The man appeared to have died in the parking lot.

Officers and crime scene technicians remained at the scene for 5 to 6 hours. Evidence markers were seen in the parking lot near a white car.

What led up to the shooting is not yet known.

No one has been arrested in connection with the shooting and so far, no suspect description has been released.



# Deadly shooting investigation underway in Kent

By FOX 13 News Staff    Published June 15, 2022 6:13AM  
[Kent](#)

[FOX 13 Seattle](#)

*Deadly shooting in Kent*

Kent police are investigating after one person was shot and killed overnight.

**KENT, Wash.** - A person was shot and killed overnight in [Kent](#), investigators said.

Officers responded to a report of a shooting after midnight Wednesday near Southeast 275th Street and 129th Avenue Southeast.

It's unknown if police are searching for a suspect.

The investigation remains ongoing.

*This is a developing story and will be updated.*



ENSURING THE

AMERICAN

DREAM

Targeting programs during childhood is the best way to increase upward economic mobility  
Raj Chetty and Nathaniel Hendren

The Brownsville neighborhood of Brooklyn, New York, in 2019.



**A** defining feature of the American Dream is upward mobility—the ability of all children to have a chance at economic success, no matter their background. Unfortunately, children’s chances of earning more than their parents have declined in recent decades. Whereas 90 percent of children born in 1940 grew up to earn more than their parents, only half of today’s young adults earn more than their parents did at the same age. Our research group focuses on understanding which policies can help expand economic opportunity—both in the United States and elsewhere.

The key lesson from our work to date is the importance of targeting policy interventions during childhood. Childhood matters for two reasons. First, children’s environment growing up profoundly shapes their outcomes in adulthood. Second, policies that directly expand investment in children—especially low-income children—are often the most cost-effective way to reduce intergenerational inequality.

The launch point for our analysis is the source material in the Opportunity Atlas, an interactive data set we developed that uses census and tax records to measure upward mobility for every neighborhood in the United States. Using the Opportunity Atlas, we can see that in some neighborhoods low-income children are highly upwardly mobile, while in others, children from comparable backgrounds tend to remain trapped in poverty across generations. For example, Chart 1 shows the wide range of average adult incomes for low-income children growing up across New York City. Chart 2 shows that the income in adulthood of low-income children in the Brownsville neighborhood in Brooklyn depended significantly on which

side of Dumont Avenue they grew up.

To better understand how neighborhoods *shape* children’s outcomes, we studied the life trajectories of more than 5 million children whose families moved while they were growing up. Our main finding is that children who moved to more upwardly mobile neighborhoods—those with higher-quality schools, for instance—tended to have better outcomes as adults. In other words, neighborhoods have substantial causal effects on a child’s outcome as an adult.

Chart 3 illustrates the estimated income gain for hypothetical children who move from the Van Dyke Houses north of Dumont Avenue in Brownsville to the nearby Nehemiah Houses in a rebuilt area just south of Dumont. We predict that children who make this move at age two will earn roughly \$25,000 a year as adults, compared with \$17,000 a year, on average, had they remained in the Van Dyke Houses. This gain is lower the older children are when they move. Each additional year children spend in a higher-opportunity neighborhood improves how they fare later in life.

Importantly, improvements in environment matter into adolescence and beyond; moving to a better neighborhood at 15 instead of 20 is still quite valuable. It is only after age 23 that there are no longer observable effects on income from a move to a higher-opportunity neighborhood. Similar patterns are observed using experimental evidence covering families randomly assigned to move from high- to low-poverty neighborhoods. In short, childhood neighborhoods shape economic outcomes in adulthood.

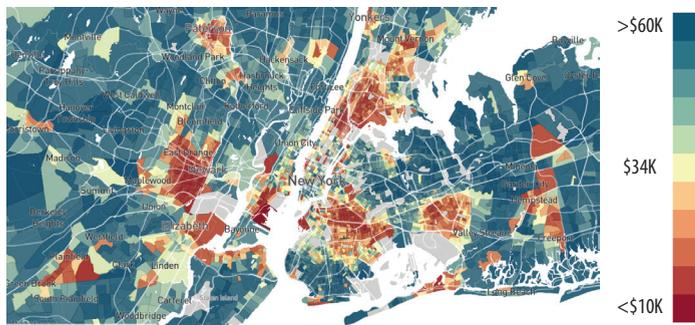
The second key aspect of our analysis is determining which types of policies most improve economic opportunity and societal well-being. To find out, we studied 133 policies implemented over the

# Childhood neighborhoods shape economic outcomes in adulthood.

Chart 1

## Income spread

The average income at age 35 of New Yorkers whose parents earned \$27,000 annually varies widely.



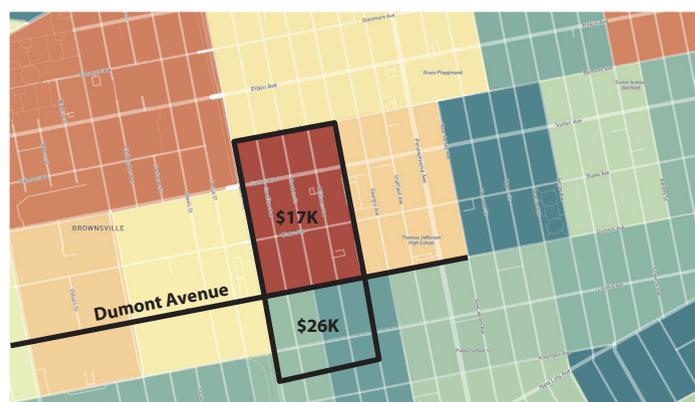
Source: Opportunity Atlas.

Chart 2

## Earnings divide

How much low-income children from a New York neighborhood earned as adults depended significantly on the side of Dumont Avenue where they grew up.

Household income for Black children of low-income parents



Source: Opportunity Atlas.

past 50 years. We compared each policy using a standardized metric called the marginal value of public funds (MVPF). A policy's MVPF is the ratio of the benefit it provides its recipients relative to its net cost to the government—including long-term effects on the budget, such as reduced social expenditures or increased tax revenue. This metric allows us to compare the effectiveness of different types of policies—such as social insurance, taxes, cash transfers, education, job training, and in-kind transfers—to determine which have had the greatest effect on social well-being per dollar of net government spending.

Chart 4 illustrates our main result. We divide the set of 133 policies into 12 programmatic categories and, for each category, plot the average MVPF against the average age of the policies' beneficiaries. The three points in the upper left reveal that investments in *children* have historically yielded the highest MVPFs. These policies included expanded health insurance for children, investments in preschool and K–12 education, and policies to increase college attendance.

The pattern in Chart 4 displays a striking similarity to that in Chart 3. In both cases, we find high returns to improving *conditions* throughout childhood. Each year of exposure to a more upwardly mobile neighborhood improves upward mobility. Likewise, not only do public investments that target *young* children in preschool yield high returns, but programs aimed at helping older, high-school, and college-age children tend to offer large payoffs to taxpayers as well.

In many cases, we find that these policies end up paying for themselves, saving taxpayers money in the long run. We assign such policies an MVPF of infinity, as illustrated by the three category averages plotted along the top of Chart 4. For example, policies that expanded health care insurance coverage for children, on average yielded \$1.80 for every \$1.00 in up-front spending. Historically, many policies that expand intergenerational economic opportunity have also benefited taxpayers.

In addition to analyzing historical policies, our research group seeks to use big data to help tailor the next generation of policies to improving economic mobility. A core motivation is the stark geographic variation in mobility revealed by the Opportunity Atlas. The dramatic differences in outcomes depending on where children grow up raise the question of why more families with children don't

move to more upwardly mobile neighborhoods. Surprisingly, we find that even low-income families receiving housing choice vouchers that subsidize rental costs tend to concentrate in neighborhoods characterized by low levels of upward mobility, suggesting that the effect of housing vouchers on reducing residential segregation and expanding economic opportunity has been limited.

To explore why, we developed and tested a program in 2018 in the Seattle Metropolitan Area in collaboration with the Seattle and King County Housing Authority, called Creating Moves to Opportunity (CMTO). To test whether there were barriers preventing voucher recipients from moving to higher-opportunity neighborhoods, we provided a randomly selected group of voucher recipients with a set of services that included housing search assistance, connections to landlords, and financial support. A striking 53 percent of the families receiving assistance moved to higher-opportunity neighborhoods, while only 15 percent of families with no help found housing in high-upward-mobility neighborhoods.

These findings reveal the degree to which *barriers* (as opposed to *preferences*) limit the ability of low-income families to secure housing in high-opportunity neighborhoods. Reducing such barriers can increase opportunity for children in low-income families. We estimate that children who move at birth to a high-opportunity neighborhood as part of the CMTO program and stay there until adulthood will have lifetime earnings that are \$200,000 higher than if they remained in a lower-opportunity neighborhood.

This research is cause for optimism. The data may reveal that the United States is falling short in providing children with equal access to opportunity. But we also show that investments that have historically generated significant benefits to children simultaneously pay dividends to society more broadly, which should increase society's incentive to enhance upward mobility for all. There is tremendous potential to revive intergenerational mobility—in the United States and elsewhere—through a data-driven policy agenda that expands investments in and opportunities for low-income children. **FD**

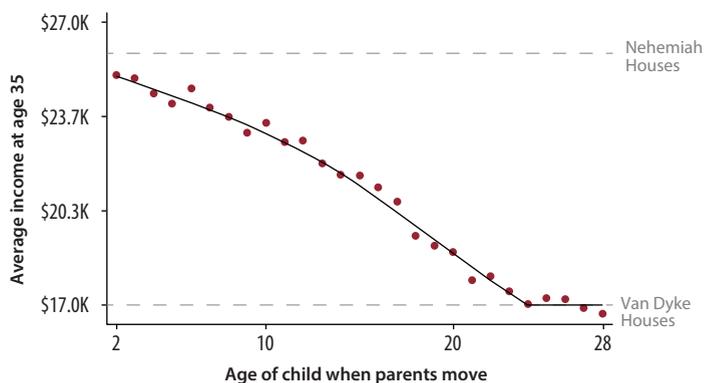
**RAJ CHETTY** is a professor of economics at Harvard University and founding director of Opportunity Insights.

**NATHANIEL HENDREN** is a professor of economics at Harvard University and founding codirector of Opportunity Insights and Policy Impacts

Chart 3

### Location, location, location

Children who moved to more upwardly mobile neighborhoods tended to have better outcomes as adults, illustrated by children who moved within Brooklyn, New York.



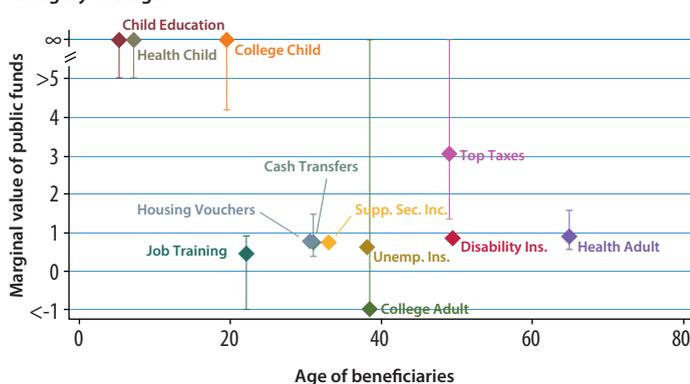
Source: Chetty and Hendren (2022).

Chart 4

### Good for all

Policies aimed at improving outcomes for children also yield the biggest benefits to society as a whole.

#### Category averages



Source: Opportunity Insights.

Note: "Marginal value of public funds" is the ratio of the benefit to recipients relative to net cost to the government. Disability Ins. = Social Security Disability Insurance; Supp. Sec. Inc. = Supplemental Security Income; Unemp. Ins. = unemployment insurance; ∞ = policies that pay for themselves.

### Reference:

Chetty, Raj, and Nathaniel Hendren. 2022. "Replication Data for: The Impacts of Neighborhoods on Intergenerational Mobility: (I) Childhood Exposure Effects, and (II) County-Level Estimates." Opportunity Insights, Harvard Dataverse, Cambridge, MA.

Shoreline Area

# NEWS



News, events and information about Shoreline and Lake Forest Park.

## Beehives at Ballinger Commons

SUNDAY, MAY 29, 2022

Story and photo by Larry Lowery



Patrick Moore of Alveole Beekeeping at Ballinger Commons

“Bee-ing” at [Ballinger Commons](#): Patrick Moore of Alvéole Beekeeping transfers a drone (stingless) bee to a resident of Ballinger Commons during an installation of two new beehives at the Shoreline apartment complex Friday, May 27.

The bees will pollinate flowers and vegetables in the complex’s new garden for residents of the 77-acre site.

In the background, Lauree Scheiber, regional manager of Security Properties Residential, holds one of the nearly twenty bee-covered frames, which are inside the new hives.

About 30 tenants attended the installation, during which Moore spoke about bees, their lifestyles, and importance to earth. The community garden is along First Avenue, in a space that until several years ago, housed a pond and pumping station for nearby Holyrood Cemetery.

The transformation of the space into an asset for residents was the brainchild of property manager Kimberly Travis who distributed seeds for planting to residents during the event. Friday’s event was followed by a community barbecue at the Ballinger Commons Clubhouse.

Ballinger Commons is owned by the King County Housing Authority. It is bounded by 205th, 1st NE, Meridian N, and 195th. It has 485 units in close to 25 buildings on the 77 acre site.

## King County Housing Authority to Evict Single Mother Because Her Autistic Toddler Is Too Loud

by [Hannah Krieg](#) · May 9, 2022 at 3:30 pm



**If the court decides to evict Aguilar and her children at her hearing this week, she said she has nowhere else to go.** VANESSA AGUILAR

Vanessa Aguilar moved into Gilman Square, an income-restricted apartment complex in Issaquah, in 2019. At the time, she was pregnant with her now two-year-old son, who is often the subject of her neighbor's recent noise complaints.

Even then, Aguilar anticipated toddler noise would be an issue, since her now five-year-old daughter was a toddler when she moved in. So she requested a ground-floor unit to avoid small stomping feet from disturbing her downstairs neighbors. She said Gilman Square did not accommodate her request because she arrived late to her appointment to finalize her lease and the building had already given the ground-floor unit to someone else.

With limited options, Aguilar moved into a unit on the second floor, hoping that the building manager could move her when a ground-level unit became available. Three years and a new baby later, Aguilar and her family still live on the second floor. She said her family is the only one with young children the building could not accommodate with a ground floor unit.

I called Gilman Square management for comment and I will update if they respond.

On Feb 7 the building served Aguilar, who only speaks Spanish, a notice in English that gave her 10 days to comply with the rules of her rental agreement after three noise complaints from her downstairs neighbor, according to court documents. In those following 10 days, the neighbor sent two more emails complaining about running, screaming, and rumbling speakers.

For the next two months, the neighbor continued to complain in about a dozen emails to the building's management, ranging in severity from a full week of 7 am foot-noise-wake-up-calls to ten minutes of crying outside of the 10 pm to 8 am quiet hours. Only about half of the emails collected in the court records documented disturbances during the building's quiet hours.

Because she failed to comply, Gilman Square sent Aguilar an eviction notice, which was also written in English. She went to court without an attorney or an interpreter until King County Housing Justice Project (HJP) eventually intervened.

In a phone interview, Edmund Witter, the managing attorney at HJP, criticized the KCHA for taking complaints from one "Karen" tenant so seriously. He also added that the building's own records indicate that security did not hear the stereo noises and could not verify the neighbor's complaint on that issue.

I emailed the neighbor for comment and I will update if they respond.

On the other side, KCHA's attorney, Randy Redford, said in an email to Aguilar's attorney, Ariana Headrick, that her request to stop the eviction was "not reasonable." He continued, "Essentially, you are saying that her household can make as much noise as it wants from the child and the neighbors just have to deal with it."

I texted Redford for comment and I will update if he responds.

Aguilar said the noises — stomping, crying, even the occasional screaming — come from her two-year-old son, who sometimes acts out in loud ways because of his autism. But also, he is two years old. Sometimes he likes to jump around when he watches cartoons, as two-year-olds do, his mother said.

"They are evicting a family because their toddler is being a toddler," said Headrick. "Toddlers making noise is just normal. And that's not something that anyone should be able to be evicted for. It's discrimination."

Aguilar echoed her attorney's sentiment. She accused the KCHA of racist, ableist, and anti-family discrimination. Witter said setting such a precedent would make it impossible for anyone who has a toddler to get affordable housing.

I called KCHA for comment and I will update if it responds.

This is not the first time Gilman Square tried to kick Aguilar out. When her building caught wind in 2019 that she was pregnant, the building also tried to evict her because adding another infant tenant would break capacity rules for the unit. At the time, she lived with her three oldest children and their father. The children's father and her oldest child, who is 19, have since moved out. The building dropped the issue.

But this time, the KCHA is not being so lenient. If the court decides to evict Aguilar and her children at her hearing on Tuesday, May 10, she said she has nowhere else to go.

“It can be really hard to figure out what's next for people who are evicted and have nowhere to go. A prior client of mine ended up living in a car with an infant in December — it was heartbreaking,” Headrick said.

Right now, Aguilar pays about \$1,700 a month for her two-bedroom apartment. After a quick search on Apartments.com, there is only one other two-bedroom apartment in Issaquah under \$1,800. The building does not include the same amenities her family enjoys at her current building, and it will not be available until July. If she expanded her apartment search from Mill Creek to Federal Way and from Seattle to Gold Bar, she would find only nine two-bedroom apartments under \$1,800 available to move into next month.

Just like in 2019, Aguilar said all she wants is for the building to move her to a ground-floor unit so she can stay housed.