

THE HOUSING AUTHORITY OF THE COUNTY OF KING

RESOLUTION NO. 5712

A RESOLUTION OF THE HOUSING AUTHORITY OF THE COUNTY OF KING, RECOGNIZING AND THANKING STEPHEN NORMAN FOR 25 YEARS OF OUTSTANDING SERVICE TO THE RESIDENTS AND COMMUNITIES OF KING COUNTY AND TO THE KING COUNTY HOUSING AUTHORITY

WHEREAS, Stephen Norman was appointed Executive Director of the King County Housing Authority in 1997 and is retiring from KCHA on December 31, 2021; and

WHEREAS, during his tenure Stephen Norman has demonstrated tremendous vision, leadership and innovation by greatly expanding housing opportunities in the region and reimagining KCHA's affordable housing inventory and programs including:

- Nearly doubling the size of KCHA's housing inventory from 6,700 units to over 12,500 units
- Tripling the size of Housing Choice Voucher Program from 3,600 units to over 12,000 units while creating programs providing vital assistance to the homeless, the disabled and other vulnerable households
- Redeveloping KCHA's oldest and largest public housing – Park Lake Homes into Greenbridge - a modern, mixed-income community with parks, educational, community services and other facilities that Time Magazine described as a national model
- Upgrading, improving, and maintaining KCHA's federally-assisted housing inventory by investing hundreds of millions of dollars in repairs, renovations, and improvements ensuring that it is the safest, most attractive, livable and best maintained assisted housing in the country; and

WHEREAS, Stephen Norman has greatly expanded services to residents by:

- Creating a robust Resident Services Department focusing on housing stability, health, self-sufficiency, and educational attainment
- Facilitating the construction of 18 early learning, after-school, and adult-education facilities and community centers in partnership with a broad range of local nonprofit service providers

- Developing data sharing agreements and strong working relationships with local school districts to improve resident student performance; and

WHEREAS, under Stephen Norman’s leadership KCHA has demonstrated strong operating and fiscal performance by:

- Securing both HUD and Congressional approvals to allow and maintain KCHA’s participation in the MTW Demonstration program which has been the catalyst for KCHA’s financial strength and its ability to modify and waive certain federal requirements, thus providing the path to increased operating efficiencies, the creation of innovative special programs, and the ability to better target federal assistance to those most in need
- Maintaining KCHA’s status as a High Performing Housing Authority and consistently having some of the highest REAC scores among the country’s large Housing Authorities
- Securing and maintaining a AA agency credit rating from Standard and Poor’s and strengthening KCHA financial position and balance sheet by dramatically increasing KCHA’s reserves and cash flow
- Insuring transparency and accountability without audit findings or financial irregularities; and

WHEREAS, Stephen Norman has demonstrated strong environmental stewardship by:

- Creating a Resource Conservation Division within KCHA that has assisted KCHA in dramatically reducing water and energy consumption, increasing waste diversion and solar generation, and lowering KCHA’s carbon footprint
- By overseeing the largest Low Income Weatherization Program in the State of Washington that has reduced energy consumption by weatherizing over 10,000 units of private housing; and

WHEREAS, Stephen Norman has demonstrated a strong commitment to equity diversity and inclusion by placing social justice and equity issues front and center in

KCHA's mission and programs by initiating creation and strongly supporting both the REDI team and a new executive level Department of Equity, Diversity and Inclusion in an effort to assure that KCHA is a truly anti-racist organization.

WHEREAS, Stephen Norman has developed and enhanced strong working relationships with federal, state, county and city governments, nonprofit service and affordable housing providers, large employers such as Amazon and Microsoft, financial and educational institutions, and philanthropic organizations; and

WHEREAS, Stephen Norman's knowledge and vision has made him universally respected and admired around the country and in the region as a leader, expert, advocate and innovator in affordable housing who works collaboratively, ethically and effectively with all partners.

WHEREAS, Stephen Norman's reputation and relationships with other leaders in the affordable housing industry have been of tremendous benefit to KCHA; and

WHEREAS, Stephen Norman has led with KCHA with compassion, humility, unparalleled effort and commitment to improve the lives of our region's most vulnerable populations; and

WHEREAS, under Stephen Norman's leadership, KCHA is recognized nationally as one of the finest housing authorities in the country and a national model for innovation, collaboration and best practices; and

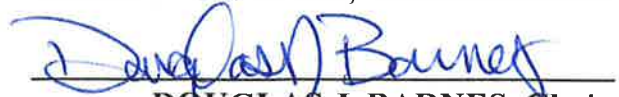
WHEREAS, last night, due in large part to his efforts, over 60,000 people had safe, secure, affordable roofs over their heads;

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

On behalf of the Board and employees of the Housing Authority, and more importantly, on behalf of the residents and communities we serve, we express our deep appreciation and admiration to Stephen Norman for twenty five years of leadership and tireless effort in support of our community and in the advancement of KCHA's mission.

ADOPTED AT THE MEETING OF THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE COUNTY OF KING AT AN OPEN PUBLIC MEETING THIS 20th DAY OF DECEMBER, 2021.

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


DOUGLAS J. BARNES, Chair
Board of Commissioners