



# Transforming Lives



## Through Housing

2022 REPORT  
TO COMMUNITY








“KCHA...is a trailblazer in providing innovative, effective, and equitable housing solutions.”

—Robin Walls, Executive Director



## KCHA GOVERNANCE

KCHA is overseen by a volunteer board of five commissioners appointed by the King County Executive and confirmed by the Metropolitan King County Council.

-  Doug Barnes
-  Regina Elmi
-  TerryLynn Stewart
-  John Welch
-  Richard Jackson





## LETTER FROM THE EXECUTIVE DIRECTOR



**RECENT YEARS** have brought tremendous change for the King County Housing Authority.

The organization has transitioned from one leadership era to another. It has confronted challenges in its own internal culture. And it has transformed lives, ensuring a home for 55,000 people every night.

In the years leading up to 2022, KCHA has had a direct role in providing more than 12,481 units of housing for extremely low-income and moderately low-income residents. And, with creativity and flexibility, KCHA was able to sustain critical core functions through the pandemic, such as leasing, capital construction work and re-certifications.

Despite these important advances, the affordable-housing field still has a long way to go. In this environment, KCHA's work is more important—and more difficult—than ever. The most recent 2022 count confirms King County is facing an escalating homelessness crisis, with 13,368 individuals experiencing homelessness—the highest estimate since the count began.

Addressing this and other housing inequities is a personal passion for me. For decades, providing safe, affordable housing for low-income families and individuals has defined my work.

KCHA has long been an industry leader, so I was proud to join KCHA in 2022. The agency's tenant-based vouchers, public housing and many local programs support self-sufficiency for King County's most

vulnerable residents. Partnerships with governments, communities and nonprofits are essential to our success.

This report highlights many of KCHA's important programs, some of which are often overlooked. One of those is innovative weatherization work. KCHA is one of the few housing authorities in the country to deploy a team that upgrades units for low-income homeowners to improve energy-efficiency and protect the homes from environmental hazards. This program and others, such as the Family Self Sufficiency and Resident Outreach programs, demonstrate KCHA's focus on improving the overall quality of life for those it serves. In all this work, the organization's commitment to equity, diversity, inclusion and belonging—for residents, employees and more—is strong and evolving.

You can expect more of this kind of innovation from KCHA moving forward. The agency will continue to aggressively expand its development and acquisition of affordable housing. Housing Authorities across the nation remain the key mechanism for preserving affordable housing in their communities.

Please enjoy learning more about how KCHA transforms lives through housing.

Sincerely,

Robin Walls

# TRANSFORMING LIVES THROUGH HOUSING

KCHA provides housing in King County, outside the cities of Seattle and Renton. Through partnership, collaboration and innovation, we lift communities with accessible, high-quality housing and sustainable, supportive programs.



Some of the key partnerships that enable us to complete this work include:

- Plymouth Housing
- Neighborhood House
- Catholic Community Services

- The City of Bellevue
- King County DCHS
- Puget Sound Energy

- KCHA Strategic Pillar
- Partner / Resource

# KCHA BY THE NUMBERS



**23,314** +1,571 from 2019

Total households served every night



**12,481** +899 from 2019

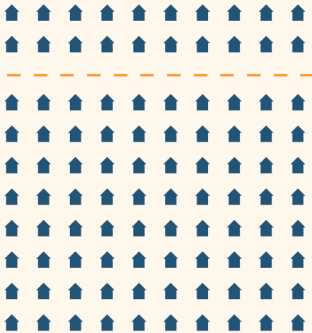
Residences owned or managed by KCHA

↓ **Federally Subsidized Programs** ↓

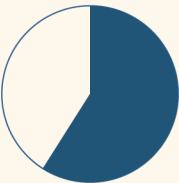
## DEMOGRAPHICS

30% of Area Median Income in King County (\$33,175)

81% of enrolled households make less than 30% of the Area Median Income (AMI).



The median income of KCHA's residents is **\$13,266**.



**59%** BIPOC  
Of the households we reach, 59% are Black, Indigenous or other people of color.

## DETAILS

**15,476**  
Children living in KCHA subsidized housing

**2,250+**  
Partnerships with private landlords

**1,250**  
Housing subsidies available to veterans exiting homelessness

**40+**  
Partnerships that support a range of resident needs

**30+**  
Nonprofit, project-based voucher partnerships



## VOICES FROM OUR COMMUNITY



**"I appreciate that we have the food assistance and staff support. I look forward to the food from the food bank, as I know that I will always get some fresh food. I crave fresh veggies and I am not always able to afford them."**

—Linda, Nia Apartments Resident



**"The King County Housing Authority's focus on supporting children and families matters a lot to me and to the community. Housing stability is crucial for student success, and KCHA provides that and much more. The agency is committed to improving educational outcomes through a variety of community partnerships, providing our youth a pathway to post-secondary education and work."**

— John Welch, KCHA Commissioner and Superintendent of the Puget Sound Educational Service District (PSED)



**"To create thriving and inclusive communities, we have to work together to ensure there are affordable housing options for people who want to live in the communities where they work. We are proud to partner with organizations like KCHA, who consistently push the envelope to ensure there are quality, affordable housing opportunities available throughout our region."**

— Amy Liu, Microsoft Director of Affordable Housing and Human Services in Washington State





■ “I can’t stop saying that I’m so grateful for this program  
■ (Early Learning Connectors). It helps me in so many  
■ different ways. They found me when I really needed it,  
and I am so glad for that.” —*Carolina, Birch Creek Resident*









## OUR COMMITMENT TO EDIB



Since 2019, KCHA's Race, Equity, Diversity and Inclusion (REDI) Committee of employee volunteers has been working to bring an equity lens to all the agency does.

KCHA established the Office of EDIB in the summer of 2021 to build on the REDI committee's work and help shape and lead efforts to embed EDIB throughout the agency.



KCHA views equity, diversity, inclusion, and belonging (EDIB) as the pathway to achieving social justice and fostering a culture where everyone—communities we serve and staff alike—can thrive. Because of the systemic nature of racial and economic injustice, we have a particular responsibility to ensure the equitable distribution of resources, opportunities and outcomes.

We have committed to evaluate all of our services and policies through an anti-racism lens, and we are dedicated to actively adopting anti-racist, anti-oppression, and inclusive practices. We strive to be an innovator and leader in EDIB for housing authorities.

We have made efforts towards becoming an anti-racist organization since the '90s. In recent years, we have increased our investments in four key areas.

STRATEGIC PLANNING AND IMPLEMENTATION



TRAINING AND DEVELOPMENT



SUPPORT FOR RESIDENTS AND BUSINESSES



LEADERSHIP AND ACCOUNTABILITY



# Investing in High-Quality, Affordable Housing

A key pillar of KCHA's approach is to preserve, maintain and expand our region's supply of high-quality, affordable housing. KCHA owns and manages over 4,400 units of federally-subsidized housing for families, the elderly, and people with disabilities. An additional 8,000 units of low- and moderate-income housing are financed through tax credits or tax-exempt bonds.





*Woodland North in Lake Forest Park features contemporary one- and two-bedroom apartments, some with vaulted ceilings and stunning lake and mountain views.*



*Abbey Ridge offers spacious one-, two-, and three-bedroom apartments near downtown SeaTac. It features an excellent selection of on-site recreational, exercise, and leisure facilities.*





## EXPANDING THE SUPPLY OF PERMANENTLY AFFORDABLE HOUSING



*KCHA is making significant capital improvements in the Kirkland Heights Apartments while adding 96 units of permanently affordable housing.*

KCHA focuses on serving the lowest-income households, but through creative financing strategies is able to provide housing solutions across the income continuum. A continuation of a decades-long strategy of acquiring apartment complexes in opportunity- and transit-rich areas, KCHA brought 900 new units into the agency's portfolio in 2020 and 2021. Most of the new units were added to the agency's workforce housing program, which provides affordable rentals for people earning between 50 and 80% of the area median income.

### KIRKLAND HEIGHTS SPOTLIGHT

In 2019, the agency acquired the Kirkland Heights Apartments from Aero Kirkland Association, a nonprofit organization operated by the International Association of Machinists and Aerospace Workers Union District 751. The goal of the acquisition was to ensure the long-term preservation of these units as affordable

housing and to ensure continued receipt of HUD rental assistance for 106 of the 180 units that received project-based Section 8.

The buildings were in need of significant capital improvements. Additionally, the site was underdeveloped for the current zoning designation. In addition to the extensive renovation, KCHA will take advantage of the extra zoning capacity by adding a third floor to many of the existing buildings and constructing two new buildings. 96 new units will bring the total number of homes to 276, with a substantial number serving larger families. The multiyear project is slated for completion in 2026.

### LOOKING AHEAD

Additional KCHA properties are taking shape in Black Diamond, through the expansion of an existing manufactured housing community, and in Issaquah, through the development of new affordable housing near the site of a future light rail station.



# Advancing Affordability Through Innovative Programs

Using federally funded voucher programs, we help more than 11,000 households rent affordable housing on the private market at prices they can afford. A housing subsidy is paid to the landlord directly on behalf of the participating family, who then pays the difference between the actual rent charged by the landlord and the amount subsidized by the program.

Our focus on research, social impact and creative solutions differentiates us from many other housing authorities. We aggressively apply for competitive vouchers and deploy collaboration and partnerships to ensure the support reaches those who need it most. We are fortunate to work with over 2,250 landlords on behalf of very low-income families, veterans, the elderly and residents with disabilities.





## MOVING PEOPLE INTO HOUSING: EMERGENCY HOUSING VOUCHERS

In 2021, the Department of Housing and Urban Development (HUD) awarded KCHA 762 Emergency Housing Vouchers (EHVs) funded through the American Rescue Plan Act of 2021. This was the single largest allocation KCHA had ever received and represented a critical opportunity to support people experiencing or at risk of homelessness, survivors of domestic violence, and victims of human trafficking in finding stable, affordable housing.

KCHA worked in partnership with the King County Regional Homelessness Authority and dozens of community-based organizations to find housing for individuals and families throughout the community, supporting them throughout the process with wraparound housing navigation services. The first large housing authority to achieve full lease-up of the EHVs, KCHA leveraged its Moving to Work flexibilities and spirit of innovation throughout the creation of this new program.

### KCHA employed many creative strategies to swiftly utilize vouchers, including:

- Strong partnerships with nonprofit organizations that provide housing navigation services, including Catholic Community Services, InterIm CDA, and the YWCA Seattle | King | Snohomish.
- Provision of flexible funding to help mitigate the financial barriers that many low-income people face when trying to rent housing.
- Creative measures to lower program entry requirements and increase access for marginalized groups.
- The ability to generate predictive dashboards, which helped KCHA project the volume of referrals and voucher issuances needed, and to ensure appropriate staffing levels, helping to expedite the intake process for EHV recipients.

### INNOVATION TO APPLICATION

KCHA worked with the Seattle Housing Authority to create universal and streamlined forms that minimize paperwork for applicants. It was a creative idea that has become standard practice.





## DEPLOYING VOUCHERS THROUGH INNOVATION AND COLLABORATION

As an administrator of the Housing Choice Voucher program in suburban King County, KCHA is working with partners to deploy federal voucher resources in effective and innovative ways.



### SERVING VETERANS

The HUD-VASH Collaborative Case Management Program leverages federal voucher resources for veterans experiencing homelessness with housing supportive services provided by the King County Veterans Program. The first-in-the-nation collaboration can support up to 188 veterans.

### SERVING STUDENTS EXPERIENCING HOMELESSNESS

KCHA launched the While In School Housing (WISH) Program in collaboration with Highline College in 2020 to provide voucher resources to students experiencing homelessness. The pilot program supports 40 students with a rental subsidy for the remainder of their studies, plus an additional six months post-graduation.

### PROJECT-BASED VOUCHERS FOR PERMANENT SUPPORTIVE HOUSING

The development of new permanent supportive housing (PSH) properties in King County continues to be a core component of the region's work to address homelessness. KCHA has committed to supporting these efforts by project-basing vouchers at nonprofit-owned sites. The vouchers ensure affordable rents for residents and operating support for the nonprofit to help fund services.

# Promoting Health, Empowerment and Self-Sufficiency

Transforming lives calls for more than just high-quality, well-designed housing. Working with a network of partners, KCHA provides resources that help children succeed in school and life, support adults with the development of job skills, supply residents with nutritious food, and incorporate healthy, sustainable features into facilities. Our properties offer easy access to supportive services, transit, jobs, parks, recreation and art. This approach revitalizes distressed communities and enriches quality of life, everywhere we operate.





## RESIDENT AND COMMUNITY SUPPORT



467 families. In addition, resident families received more than 2,300 activity bags and about 2,700 books as part of early-learning supplies distributed in 2022.

But the programs are about more than that. They provide parents with hope for the future and the comfort of knowing they're not alone. Carolina, right, a single mother of three, met Graciela, left, a resident and Connector staff member, shortly after moving into Birch Creek Apartments in Kent. Her youngest son, JJ, has special needs, which prevented Carolina from being able to work after he was born. She spent her time between the hospital and taking care of her two children at home.

The Neighborhood Early Learning Connectors and KidVantage programs connect neighbors and parents, prepare children for kindergarten and provide essential supplies, such as diapers, clothing, hygiene products and safety items, such as car seats and gates. Neighborhood Early Learning Connectors is a KCHA program that serves KCHA residents with young children (ages 0–5), while KidVantage is a non-profit partner supporting this program. In 2022, nearly \$160,000 in goods were distributed to

After meeting Graciela, a fellow Spanish speaker, Carolina said daily life became less of a struggle. “When I met Graciela, she brought me hope, she brought me resources and it was a big change to my life,” Carolina said. “I knew where to go and started getting a lot of items I need[ed]... school supplies, clothes and shoes. It makes a big difference.”

Now, Carolina says, “we are so blessed.” Graciela has become a part of the family and a friend Carolina can count on.

### RENTAL ASSISTANCE

KCHA worked with King County and tenants who struggled to pay rent during the COVID-19 pandemic. We were able to channel federal funding to help residents in subsidized and workforce housing. Programs like this demonstrate KCHA's commitment to helping residents stay housed while keeping the agency's balance sheet strong through reimbursement for late rent.





## ENSURING FOOD SECURITY



In 2022, KCHA delivered more than 52,500 meals to families, older adults, and people with disabilities at 27 different affordable housing properties across the county.

This programming launched during the pandemic and has been made possible only by the commitment of meals and nutritional resources from KCHA's partners at the YMCA of Greater Seattle, United Way of King County, FareStart, Door Dash, and White Center and Kent food banks.



## FOSTERING FAMILY SELF-SUFFICIENCY

The Family Self-Sufficiency (FSS) program deploys coaching, a financial incentive and other support services to encourage residents who are receiving federally funded rental assistance to achieve financial and employment-related goals they set for themselves. Accumulated savings are a key component of the program. At the end of the program, which is usually about five years, participants who have reached their goals can access the savings to use as they wish.

Aiman Pourahmari's experience offers an example of how the Family Self-Sufficiency Program benefits families.

Aiman was a successful dentist in his native Yemen when he and his wife—who was pregnant with their third child—and their two children fled war violence there. Their journey toward safety eventually led

them to Seattle, where they had family members. They moved into a KCHA property, entered into the FSS program and began building a new life.

That new life required Aiman to complete his dental degree again to become licensed as a dentist in the United States. He was accepted into the University of Washington's dental school in 2019 and worked hard through the pandemic to successfully finish the program. Aiman is now working full-time as a dentist, and his wife has taken steps to further her education, as well. The savings the family accumulated in the FSS program will help them buy a home of their own.

"The program really was very helpful," Aiman said, adding that supports like tickets to the zoo kept the family entertained through the process. "Those tickets were expensive. Having them enabled us to participate in society while we rebuilt our lives."







# Reducing Environmental Impact and Promoting Health & Wellness

Over the past 20 years, KCHA has greatly improved the sustainability of its daily operations. A wide range of measures has been deployed to return substantial energy, water and wastewater utility savings. KCHA also began measuring its carbon footprint and identifying carbon-reduction strategies.

In 2021, KCHA participated in a Department of Energy (DOE) Low Carbon pilot program that explored the range of strategies to decarbonize our housing stock. KCHA also joined the Better Climate Challenge, an inter-agency federal program that calls on participants to reduce greenhouse gas emissions by 50 percent over the next ten years.







## ENVIRONMENTAL ACTION PLAN



KCHA's 2022–2026 Sustainability Action Plan will build on past successes and turn attention toward new areas of importance that respond to existing environmental conditions, scientific consensus, and empirical evidence.

### THE AREAS OF FOCUS INCLUDE:

- Greenhouse Gas Reduction
- Climate Change Preparedness
- Sustainable Property Operation and Management
- Healthy, Resilient and Equitable Communities



## INNOVATION TO APPLICATION

KCHA has created a tool, utilizing ArcGIS Pro mapping software, to help agency departments visualize climate vulnerabilities throughout the portfolio. This tool makes use of readily available data that the agency collects and will be updated yearly to aid in the identification of new areas or shifts in vulnerability. Various social and environmental indicators are considered to identify these areas.



## PROMOTING WELLNESS

In 2022, KCHA's Weatherization team improved efficiency in homes through 370 developments, 300 of which were multifamily units and 70 of which were single-family homes.

Out of those single-family home projects, 15 focused on households that had occupants experiencing a respiratory illness. These households receive additional funds to perform building improvements, such

as installation of hard surface flooring or increased fresh air for ventilation, to alleviate asthmatic triggers. These residents are also paired with a Seattle-King County Public Health community health worker who contracts with KCHA to discuss medical management and provide tools to be used within the home such as green cleaning kits, allergen-free bedding and HEPA vacuums.



## ENSURING EFFICIENCY AND REDUCING CARBON

KCHA distributes \$5 million in low-income home repair and weatherization services each year. Funding comes from the federal government, utility companies, the State of Washington, King County, and the City of Bellevue.

### DEFERRAL AND FUEL SWITCH PILOT PROGRAM

A state grant enabled KCHA to improve the fuel efficiency of homes while converting oil-heated homes to cleaner solutions.

One objective of the grant was to perform substantial repairs that would have otherwise been deferred in occupied, single-family homes. The grant allowed KCHA to

spend up to \$25,000 per home, addressing costly work such as roof repairs, electrical issues or asbestos insulation removal in the attic. KCHA was able to address 12 homes that may have otherwise not been served.

The other objective was to switch the fuel source for oil-heated homes. The funding allowed KCHA to decommission a household's oil tank in place and remove the existing oil furnace, replacing it with an efficient central heat pump. Not only did this allow the homeowner the stability of non-fluctuating costs for oil to heat their home, but it also provided them with cooling in the summer. KCHA achieved this for eight homes.

**“The air is great. No more stuffiness in my room. No more muggy, odd smell in my room. My O<sub>2</sub> levels have actually been a lot better with my asthma, and no headaches when I wake up. It’s all great. Thanks so much for helping make this all better for the house, and most of all, my health.”** *—Recipient of Weatherization Services*



### INNOVATION TO APPLICATION

These pilot programs were so effective statewide that they have now have been incorporated into one of KCHA's regularly received grants and it is now possible to address these issues on regular basis.

# FINANCIALS *(Unaudited)*

As of December 31, 2022

Statement of Net Position	AUTHORITY	TAX CREDIT PARTNERSHIPS
<b>ASSETS</b>		
Current Assets	\$300,042,001	\$12,416,477
Non-Current Assets	\$1,713,898,003	\$331,665,778
Total Assets	\$2,013,940,004	\$344,082,255
<b>LIABILITIES</b>		
Noncurrent Liabilities Outstanding	\$1,094,361,127	\$260,631,391
Other Liabilities	\$50,038,129	\$4,506,385
Total Liabilities	\$1,144,399,256	\$265,137,776
<b>NET POSITION</b>		
Net Investment in Capital Assets	\$461,654,040	\$132,781,594
Restricted	\$50,400,978	\$2,953,192
Unrestricted	\$357,485,730	(\$56,790,307)
Total Net Position	\$869,540,748	\$78,944,479
<b>Statement of Revenues, Expenses, and Changes in Net Position</b>		
<b>OPERATING REVENUES</b>		
Total Operating Revenues	\$424,854,648	\$18,362,190
<b>OPERATING EXPENSES</b>		
Total Operating Expenses	\$405,075,037	\$20,836,272
Operating Income (Loss)	\$19,779,611	(\$2,474,082)
<b>NONOPERATING REVENUE</b>		
Net Nonoperating Revenues (Expenses)	(\$13,410,772)	(\$8,258,114)
<b>INCOME (LOSS)</b> Before Contributions and Special Items	\$6,368,839	(\$10,732,196)
Capital Grant Contributions	\$5,517,324	
Partner Contributions (Disbursements)		\$32,548,914
Transfer in	\$19,252,252	
Transfer out		(\$19,252,252)
Change in Net Position	\$31,138,415	\$2,564,466
Beginning Net Position	\$838,228,143	\$76,377,781
Prior Period Adjustment	\$174,190	\$2,232
Ending Net Position	\$869,540,748	\$78,944,479



