

SERVICE TO THE COMMUNITY

In partnership with RIZP and the Skyway Coalition, KCHA completed the design and permitting of a multi-service resource center to be located in a former US Bank branch that will serve the Skyway community. Commencement of the renovation is planned for early 2024.

Provided advisory and consultation to King County's Department of Natural Resources to assist in the development of a Countywide land conservation initiative to co-locate affordable housing on portions of surpluses County property which have also dedicated portions of the same parcels for conservation priorities (preservation of natural spaces, public park dedication, wetlands preservation, etc.).

ADVANCED WATER CONSERVATION BY:

- conducting water equipment assessments at 84 properties,
- conducted irrigation audits at 13 properties,
- performed landscaping assessments and planted 94 trees.

Transferred two parcels of forested, undevelopable land in Skyway to King County for the creation of a public park and trail system on the property.

Developed design guidelines for the Greenbridge Owner Association for the installation of solar panels on privately owned townhomes with shared roof space. 10 solar installations on these townhomes in White Center were completed over the past year.

Completed the installation of a 117 kW solar system at Nia Apartments and conducted door-to-door outreach to educate residents on effective heat pump use at Spiritwood Manor.

More than 820 homeless and at-risk-of-homeless individuals and families were able to access emergency housing vouchers. This was a tremendous collaborative effort between Property Management, HCV, Social Impact, and the Resident Services team to successfully assist the residents in navigating the application process and finding a new home during a time of crisis.

FAMILY SELF SUFFICIENCY:

- A total of 315 households—73 new enrollments—were served in the FSS program in the last 12 months.
- The 43 graduates had an average of \$15,167 in escrow payout for a total sum of \$500,520.
- In the last 12 months, 136 participants reported an increase in their income and 96 reported a credit score of 650 or an increase of 50 points.
- Eighty percent of those completing the program expressed a positive change in their self-confidence.

FINANCIAL CAPABILITIES:

- Integrating financial capabilities into the FSS service delivery model was a key focus for the FSS program in the last year.
- Eighty-nine unique residents and 5 children attended at least one session of the financial capabilities workshops offered from Oct. 2022 – Aug. 2023; 136 households received Consumer Financial Protection Bureau materials on budgeting, savings, credit report, etc.
- In partnership with Kaiser Permanente and Change Machine, embarked on a new financial health initiative to further embed financial capabilities work into service coordination at public housing sites. Resident Services Coordinators attended 6 financial capabilities trainings on topics including credit and financial technology.
- Worked with a statewide collaboration to secure \$8.7 million from the Washington Legislature to pay for support services for families using Family Unification Program and Foster Youth to Independence vouchers.

Launched a language assistance program covering close to 8,000 apartments to provide language assistance for residents and applicants within KCHA's workforce housing and tax credit portfolios.

A FFS participant said.

"I'm really grateful that I attended the workshop because there's a lot of things that I need to work on. I've been struggling with saving and then living paycheck by paycheck. A lot of things have come up that I have to pay for, and then just being a single parent with no help and it feels like resources aren't really on your side but I really wanted to thank you for this workshop. I just appreciate you."

In partnership with "No More Under," free swim lessons were provided to KCHA households with young children in 3 cities.

Promoted safely aging in place at public housing sites through coordinated distribution of emergency survival kits and heat mitigation items to 194 senior households (age 85+).

Launched the "Afghan New Arrivals Pilot Housing Program" to assist new arrivals from Afghanistan in accessing safe, stable, and permanent housing options. Housed 35 families at Asset Managed sites and 100% remain stably housed.

KCHA applied for and received \$1.25 million in Flood Reduction grant funding from King County. The funds will be used to pay for a portion of the cost to rebuild a failing bridge crossing over Kelsey Creek in Bellevue. The design work for the new bridge crossing has been developed in close collaboration with the Muckleshoot Indian tribe with their priority of safe fish passage and long-term creek preservation and restoration. The grant was successful in part due to the strong support and collaboration with the Muckleshoot tribe.

PRESERVATION AND EXPANSION OF AFFORDABLE HOUSING

Acquired and preserved two properties: Plum Court (66 units) in Kirkland and Sterling Ridge (116 units) in Kent—for an addition of 182 units to our inventory.

Completed the design and permitting and began construction on the redevelopment of Kirkland Heights. Closed on over \$218 million in financing for the development including a tax credit equity commitment from JP Morgan Chase of close to \$100 million which represents one of the largest, if not the largest, single investor tax credit equity commitments in the country.

Completed home repairs for 12 homeowners who received assistance through the Bellevue Housing Repair Program.

Closed on the acquisition of four acres of land in central Issaquah for a future mixed-use, mixed-income Transit Oriented Development (to be named the Trailhead Apartments). KCHA has received funding awards from the County and ARCH totaling \$12 million toward the development of Trailhead.

Received the final disbursements of tax credit equity from the rehabilitation of the Woodland North, Abbey Ridge, and Bellevue Manor Apartments, which provided financing for the more than \$45 million in capital improvements at these three properties.

Closed on all three remaining bulk land parcels at Greenbridge with Conner Homes (totaling \$11 million). The transfer of the final parcel represents the last major sale of land at Greenbridge (former Park Lake Homes public housing site) representing a major milestone in the 20+ year redevelopment at Greenbridge—KCHA's first Hope VI community.

Asset Management completed more than 55 capital projects helping to ensure the long-term viability of KCHA's workforce and tax credit housing stock.

Completed 17 capital projects including building envelopes (roof, siding, windows, and/or doors), new elevators, replacement of fire monitoring systems, new security fencing, site drainage improvements, and improvements to parking areas and walkways. One major project was the complete interior and exterior renovation of the Sunnydale Apartments where 17 units were upgraded, three of which were made fully ADA accessible. The property is now leased by Transitional Resources, a behavioral health agency, and provides housing for their clients.

Weatherized 509 housing units, 100 of which were single family and mobile homes, and 409 of which were in multi-family properties. Multi-family property owners included KCHA (173 units), Renton Housing Authority (28 units), non-profit providers of affordable housing (208 units).

Contracted LiveView Technologies mobile security trailers, deployed throughout portfolios.

UNIT UPGRADES

- 104 upgrades complete through Oct.
- 125 total completed upgrades projected through year end.
- Average cost to date \$40,384.

SPECIAL, ON CALL AND PAINT PROJECTS

- 96 competed through October for \$793K
- 126 total projected through year end for \$1.1M

PAINT VACATES

- 57 competed to date averaging \$2,123
- 69 total projected though year end for \$146K

Established active partnerships with local law enforcement agencies, to include signed MOU from Bellevue Police Department and provide affordable housing for Bellevue Officers to live in the communities where they work.

Provided strategic support and technical assistance to seven jurisdictions, establishing de-carbonization programs, and developing procedures for coordination with KCHA's Low-Income Weatherization Assistance Program.

SUNNYDALE CAPITAL PROJECT COMPLETION

- The building has 17 (alcove) units. All units were completely upgraded with (3) ground floor units being turned into full ADA units.
- The envelope was also renovated with new windows, doors, roof, insulation, and siding.
- The common areas and units are now equipped with heating and cooling ductless heat pumps, and mechanical ventilation systems.
- The work was completed in Fall 2023 and TR received keys Oct. 1st. This is the date they formally assumed occupancy and started paying rent.
- Transitional Resources, a licensed behavioral health center, serves low-income adults in King County who are living with serious mental illness. They offer a full spectrum of optimistic and respectful mental health services and housing to their clients; they lease Sunnydale from King County Housing Authority to ensure that clients have a safe place to call home.

Successfully initiated the Yardi project, beginning the implementation for the software conversion from Tenmast and Agresso.





Leased 59 Fair Share Vouchers, received a new allocation of 30 additional vouchers.

Successfully passed state legislation allowing KCHA to engage more productively in public-private housing development partnerships.

Twenty-one KCHA managed properties went through HUD REAC Inspections so far this year with an average score of 92.9.

Developed, proposed, and submitted to HUD a suite of new economic empowerment initiatives as part of KCHA's 2024 Moving to Work Plan including a new self sufficiency demonstration project and homeownership initiative.

42 Property Management properties went through REAC inspections (October 2022–Current), with an average score of 92.2. 76% of these properties received a score of 90 or greater which means that they will not have another REAC inspection for three years.

Held joint Landlord Symposium with Tacoma, Pierce, and Seattle Housing Authority with record attendance of 275 potential landlords for the Housing Choice Voucher Program.

Coordinated 230 engagement opportunities for public housing residents to promote community building and reduce social isolation (note: this does not include Q4 2022 numbers).

COMMITMENT TO EQUITY DIVERSITY INCLUSION AND BELONGING

Published KCHA's first EDIB Annual report.

HR sponsored engagement activities targeted for all staff, such as Civil Treatment and Inclusion Now. Leadership engagements include Inclusive Leaders assessments and workshops. For deeper learning for staff, Courageous Conversations: Beyond Diversity is offered.

HR Learning and Development partnered with Race, Equity, Diversity, and Inclusion (REDI) Committee and the Office of Equity, Diversity, Belong and Inclusion (EDIB) to launch the first On-Boarding Training for 10 NEW incoming REDI Members to set the up for a successful support system.

Management staff completed the Beyond Diversity workshop, with members of REDI and some executive staff participating in the 2023 national Courageous Conversations Conference.

98% of people leaders participated in the Inclusive Leaders 360 Assessment and training workshops.

Engaged partner Greatheart to survey all employees, conduct focus groups and produce an EDIB Engagement Report on KCHA's inclusive culture. More than 57% of KCHA staff participated in the engagement report.

162 employees across 10 departments participated in the use of a Juneteenth "Day of Solidarity" toolkit to facilitate constructive employee conversations.

Led the development and installation of new artwork within White Center's Greenbridge and Seola Gardens developments. The artwork incorporates elements reflective of the diverse ethnic community and is designed to honor the values and diverse ethnic background of the community itself.

To advance equity and address disproportionate impacts, developed a Climate Vulnerability Index, assessed Urban Heat Island Effect, installed four outdoor air quality sensors to share information with communities, and upgraded a community garden.

Asset Management, in partnership with Human Resources, instituted KCHA's Employee Housing Access program, which gives KCHA staff priority access to affordable housing within KCHA's workforce housing portfolio. The properties are located as far north as Shoreline, as far east as Redmond and far south as Federal Way providing a broad range of housing options equitably distributed throughout the County. Rents, on average, are at least 15% below comparable apartments in the same geographic locations. A number of KCHA staff have taken advantage of this program (anyone interested is encouraged to contact our Asset Management department for more information).



ONGOING OPERATIONS

In addition to the many program innovations, a tremendous volume of core work was completed.

HR and Finance completed a rigorous in-depth RFP and ultimately secured a world class Human Resources Information System/Payroll system, with implementation scheduled for Q1 2024. This is a key part of KCHA's digital transformation and will provide all users with improved efficiency, easier reporting, and better access to personnel data—to include staff self-service options.

To sustain and support the Agency's commitment to increasing communication opportunities, HR provided leadership is launching KCHA's Town Hall, Spill the Tea, Food for Thought and HR Snack-n-Chat sessions, both virtual and in-person.

CONTRACTS:

- (2) RFPs including Security Services
- 14 task order and service contracts including security trailer/cameras
- 16 total contracts projected through year end
- 19 change orders to extend task and service contracts

Implemented process improvements, including policy and procedure modifications to enhance KCHA's grievance procedure.

Installed 15 EV chargers for resident, staff and fleet use and purchased 11 EVs in 2023. Twenty-two percent of the KCHA fleet now consists of electric vehicles.

The Finance Department transitioned to using a private CPA firm to conduct the agency audit. The report had a clean opinion and no findings.

Standard and Poors (S&P) updated KCHA's agency rating of AA with a stable outlook on March 2, 2023.

KCHA'S SAFETY & SECURITY TEAM:

- Consolidation of security guard contracts to a single vendor to provide security services for Central Office and KCHA properties (anticipated contract award date by Nov. 30)
- Through coordination with the Support Services Department, implemented the Rave Alert system to provide emergency mass notification to all KCHA employees to keep them informed and safe.
- Revised and published Central Office Safety & Security Plan

CAC responds to an average of over 900 calls a month and we return over 90% of our voicemails within one business day.

Received over 400 families porting from other housing authorities.

Processed over 2500 Request for Tenancy Approvals for leasing new units.

Processed 6,549 rent increase requests averaging \$182 which is up 16% from 2022.

Started pulling again from the 2020 HCVP Waitlist and will end the year at lottery number 1500.

Promoted housing stability for families by facilitating 164 moves and 38 temporary housing stays for households requiring moving services.

Promoted equal housing opportunities for individuals living with disabilities by processing nearly 1,800 reasonable accommodation requests.

Kept HCVP Shopping Success average at 71% in one of the tightest rental markets in the country.

EXECUTIVE LEADERSHIP INVESTMENT IN STAFFING AND RESIDENT SUPPORT:

- 40-plus new positions were approved. Since January 2023, recruitment received 200+ requisitions for regular, temporary, and out of class assignments. So far, nearly 100 new employees have joined KCHA as of November 6th
- KCHA established its first formal Safety & Security approach, with the hire and onboarding of KCHA's inaugural Director of Safety & Security.
- 32 KCHA staff members have been promoted so far this year.
- HR offered 8 different trainings and delivered over 79 workshops that included: Change Management, Managing a Hybrid Workplace, Mental Health First Aid, and LinkedIn Learning.

Successfully reopened the KCHA 700 Lobby to the public, which had been closed during the pandemic. More than 4,987 guests have visited the lobby since reopening.

KCHA increased office hours to be more available to our residents, with office hours five days a week at our main portfolio offices and increased office hours at our other properties where office space is available.

