

Transforming Lives Through Housing



2023 REPORT TO COMMUNITY



“The lack of affordable housing is the crisis of our time.”

— ROBIN WALLS, KCHA PRESIDENT/CEO

Housing insecurity disproportionately affects households of color.

More than 46,000 people in King County are currently living in unstable housing or are homeless.

← Source: Washington State Department of Commerce



Black residents make up 7% of King County's population but represent 19% of its homeless population.

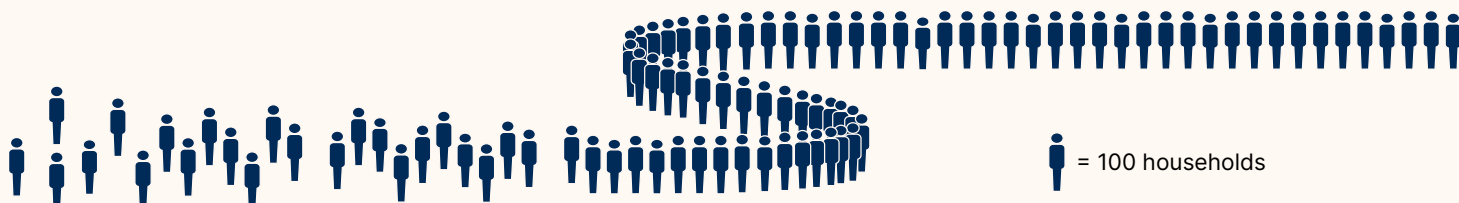
 = 1% of King County's population


American Indian and Alaska Native residents make up just 1% of King County's population but represent 7% of its homeless population.

↑ Source: 2020 U.S. census data

2014
37,620 homes
available

2024
65,780 homes
needed



 = 100 households



274k

More than 274,000 King County households are spending more than 30% of their income on housing. Many are paying more than they can afford just to stay housed. As the cost of housing continues to rise, families may struggle to meet other basic needs such as food, transportation, and child care.

↑ Source: Housing Development Consortium

55k

KCHA serves more than 55,000 individuals and families across 33 cities and unincorporated areas of King County.



KCHA owns more than 150 properties with more than 12,650 units. Of those units, more than 8,000 are financed with tax credits and tax exempt bonds, and approximately 4,400 are federally subsidized housing for families, seniors, and people with disabilities.

We also manage over 14,000 federally funded Housing Choice (Section 8) Vouchers in partnership with private landlords.

2044

161,253 homes needed

2034

113,520 homes needed

In order to meet King County's growing need, we must accelerate the preservation and creation of affordable housing. That means an increase of more than 5,000 new homes every year for the next 20 years, just to provide housing for residents earning less than 30% of the Area Median Income. This graph shows that group's projected need through 2044, which reflects growing gaps if we don't step up production.

22k

The demand for affordable housing continues to outpace the supply. As of November 2023, more than 22,000 households were on the waiting list for subsidized housing.



A LETTER FROM THE CEO

The lack of affordable housing is the crisis of our time. America is short about 3.2 million homes, according to Axios. King County projects it will need to add 308,000 homes over the next 20 years—13,000 units of housing per year—with nearly half of homes needed for residents at low income levels. Yet most newly built housing is high-end, not widely affordable.

The situation is made more dire by the fact that housing insecurity disproportionately affects households of color. Housing inequities persist alongside systemic racial discrimination in our society, and the pandemic further aggravated those disparities.

The truths in the data make dismantling structural racism core to our work. We will continue to advance our efforts to embed equity, diversity, inclusion, and belonging (EDIB) into our operations and processes, and to recognize the history of racism in our region and in the housing realm—and the role that has played in the unequal access to housing and services.

Housing authorities don't often lean into these conversations. I hope our leadership in this area is a lasting legacy for KCHA.

Our challenges transcend racial disparities. Housing occupies a complex, interconnected space with other social determinants of health such as access to quality education and health care, transportation, healthy food, and economic stability through employment. We recognize and embrace this fact, which is part of what makes our team and our collaborative approach to partnership effective. We work with schools, health care providers, and a multitude of community nonprofits to take advantage of opportunities to align our efforts and make connections for the people we serve.

KCHA's participation in HUD's Moving to Work (MTW) program facilitates the creativity that is essential to achieving these objectives. KCHA is among 139 MTW housing authorities nationally and is one of the original 39 for whom MTW offers maximum flexibility to meet our communities' needs, aligning policies and programs with our local context. Thousands of families in the Puget Sound region benefit from this program, which enables us to provide stability to people exiting homelessness, people with disabilities, people on fixed incomes, seniors, and families working to achieve economic independence. Decades of operating this way have infused KCHA with a spirit of innovation and initiative that sets us apart from other housing authorities.

Housing instability has a lasting impact on individuals, families and communities. When we work together to make affordable housing accessible and abundant, we are working toward a future where all people and communities can prosper and thrive.

At KCHA, we are committed to innovative, effective, and equitable solutions.

Sincerely,



Robin Walls, King County Housing Authority President/CEO

→ KCHA President/CEO, Robin Walls (left),
with Dow Constantine, King County Executive



Key goals and priorities

SERVE WITH RESPECT & INCLUSIVENESS

KCHA is committed to strengthening our skills in equity, diversity, inclusion, and belonging (EDIB), focusing first on our internal policies and practices so that we can better serve our residents and communities. We believe that this ongoing work is essential to our mission and a path to achieving social justice so that all of our employees, residents, and partners can thrive.

PRESERVE AND EXPAND AFFORDABLE HOUSING

In addition to leveraging federal funds to support our community with an increasing number of Housing Choice Vouchers, we buy, build and expand affordable housing. In 2023, KCHA purchased Sterling Ridge Apartments in Kent, preserving 116 units for decades to come. In early 2024 we acquired a 54-unit property in Shoreline, protecting federal subsidies and an important affordable-housing asset in that community. We continue to seek opportunities to increase access to affordable housing for communities across King County.

ENSURE HIGH-QUALITY PUBLIC HOUSING

Quality matters. Every person deserves a safe place to live, and no one should have to live in substandard housing. We invest continuously in unit upgrades and capital construction improvements to ensure that the housing we own and operate is in the best condition possible for residents.

Given the size of our federally subsidized portfolio, our properties' capital repair needs of about \$40 million are on the low end of industry standards.

PREVENT HOMELESSNESS THROUGH HOUSING

Providing access to affordable housing is one of the most effective ways to prevent homelessness and promote long-term housing stability. We help by expanding affordable options and connecting individuals and families to services that help them strengthen all aspects of their lives. Through close partnerships with multiple government systems and nonprofit organizations, we ensure that appropriate levels of support are integrated with housing solutions to promote access to housing opportunities and long-term residential stability.

PROMOTE ECONOMIC OPPORTUNITIES

We offer opportunities for individuals and families to achieve their economic goals and ambitions. In addition to our Family Self-Sufficiency program, we have implemented a financial literacy curriculum, and are preparing to launch a new home-ownership pilot program and a self-sufficiency program for young adults in our Foster Youth to Independence Vouchers.

REDUCE OUR IMPACT ON THE ENVIRONMENT

In addition to capital and development projects that incorporate green building concepts into our properties, we have a team dedicated to reducing our environmental impact. KCHA is among very few housing authorities that operate a weatherization program that reduces energy costs and improves indoor air quality for homeowners and renters, not just those in federally subsidized programs. Much of what we learn through weatherization work is then leveraged to help maintain our properties with sustainability in mind.

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
- Richard Jackson
- TerryLynn Stewart
- John Welch (term ended mid-2023)

“Through partnership and collaboration, King County and KCHA are transforming systems to address homelessness and housing insecurity.

By embracing creativity and forward-thinking approaches, we can ... provide not just a place to stay, but pathways to stability, dignity, and a renewed sense of hope for the residents of our community.”

— DOW CONSTANTINE, KING COUNTY EXECUTIVE

- **We are on a journey to become an anti-racist, multicultural organization**
- **with a goal to build equity, diversity, inclusiveness, and belonging both**
- **within the agency and in the communities we serve.**

Our people are the key to achieving our mission, and it is important to us to foster a civil environment where everyone can do their best work. We have committed to evaluating all our services and policies through an anti-racism lens, and we are dedicated to actively adopting anti-racist, anti-oppression, and inclusive practices.

On June 19, 2020, our Board of Commissioners issued a proclamation resolving to take numerous steps on this journey. Information on our progress is outlined in a separate report.



“Our residents and staff deserve to live and work in safe, peaceful communities.”

— **PONHA LIM, KCHA VICE PRESIDENT OF SAFETY AND SECURITY**

← A family enjoys the grounds at Abbey Ridge.

↗ KCHA employees celebrate a year of accomplishments at the 2023 year-end all-staff gathering.

→ Ponha Lim, KCHA Vice President of Safety and Security



Cultivating an inclusive and welcoming environment for our residents—and for KCHA employees—means taking steps to promote safety and security.

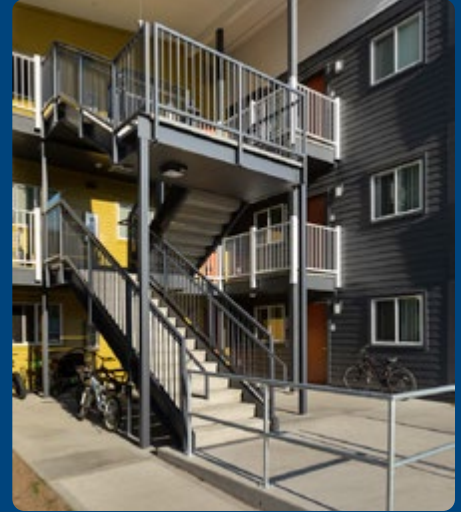


The safety and security of our residents and communities is paramount. Our approach includes physical and technical security measures and supports that empower communities to navigate various situations.

Our community has requested a greater focus on—and investment in—safety and security. KCHA's annual budget now includes \$3 million in investments in personnel, partnerships and technology to implement solutions that are consistent, comprehensive and cohesive. These include security cameras, text alerts, standard procedures around incident reporting, and other security measures to promote safety and security. This new program comes with new leadership. Ponha Lim, KCHA's Vice President of Safety and Security, joined the agency in 2023.

"Our program is balanced, compassionate, collaborative, and responsive to residents and staff," Lim says. "We are thoughtfully building relationships and working closely with the 33 different agencies involved in all the jurisdictions where we operate, placing a priority on inclusive, multicultural approaches."

"Our residents and staff deserve to live and work in safe, peaceful communities," he adds. "This truly is an equity issue."



KIRKLAND HEIGHTS DEVELOPMENT PROJECT

This multiyear development, which made much progress in 2023, significantly improved and expanded on an existing property in Kirkland, adding 96 units for a total of 276, with a substantial number serving larger families.

↑ Kirkland Heights development process

→ Top: Sterling Ridge exterior
Bottom: Sterling Ridge interior common area



PRESERVING & EXPANDING THE REGION'S SUPPLY OF AFFORDABLE HOUSING

- **Purchasing properties and developing housing are among the ways we**
- **preserve access for residents. KCHA's below-market rate financing**
- **can improve the feasibility of affordable housing projects.**

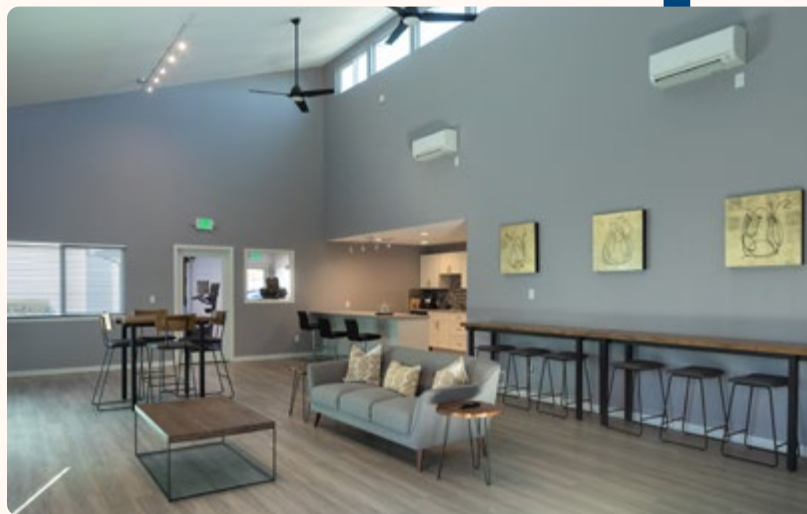
STERLING RIDGE PROPERTY ACQUISITION

Over the past 30 years, KCHA has acquired or developed close to 9,000 units of workforce and low-income family housing throughout King County. The Sterling Ridge Apartments, purchased in November 2023 for \$28 million, provide the latest example of KCHA's commitment to acquiring and preserving existing affordable housing—particularly housing that can accommodate families.

The purchase of this multifamily apartment community in Kent's East Hill neighborhood preserves 116 units of rental housing as an ongoing affordable option for individuals and families. The 5-acre Sterling Ridge property includes a significant number of larger apartment homes, including 50 two-bedroom and 50 three-bedroom units.

KCHA stepped in to purchase the apartment community amid concerns that escalating rents on this site would increase housing instability and force out existing lower-income residents. While pressure is growing overall on rents in South King County, these market pressures are particularly acute in the case of larger, multi bedroom apartments, due to an overall shortage of units that can accommodate families. Sterling Ridge has many family-friendly amenities including a shared clubhouse, fitness center and outdoor playground area.

Sterling Ridge lies within the Kent School District, which serves more than 25,500 students. Housing stability is widely recognized as essential to improving academic performance, and preventing the displacement of families and children was a driving factor in KCHA's decision to purchase the apartments.



"We are excited to be able to acquire Sterling Ridge and maintain this critical housing resource while providing the families and individuals that currently reside there with the promise of stability."

— ROBIN WALLS, KCHA PRESIDENT/CEO

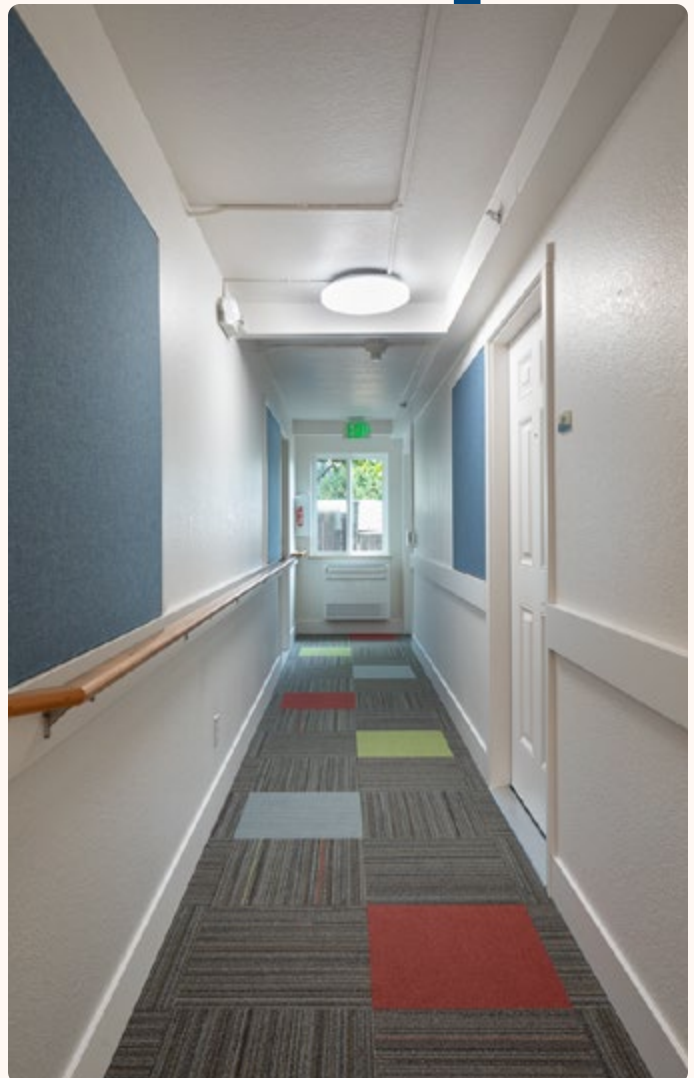
MANAGING THE BEST PUBLIC HOUSING IN THE COUNTRY

- Here at KCHA, we invest in improving our housing so it lasts longer and is
- more livable. We approach this with both ongoing upgrades of units and
- the implementation of more comprehensive capital projects.

CAPITAL CONSTRUCTION

In 2023, KCHA's Capital Construction team completed numerous significant improvements to building exteriors and systems. One of those projects involved nearly \$2 million in interior and exterior upgrades to Sunnydale Apartments in South King County. The Sunnydale units are leased to Transitional Resources, a licensed behavioral health center that serves low-income adults in King County who are living with serious mental illness. KCHA made several ground-floor units fully ADA-compliant; installed new windows, doors, roof, insulation and siding; and equipped common areas with heating and cooling ductless heat pumps and mechanical ventilation systems.

Transitional Resources offers a full spectrum of optimistic and respectful behavioral health services and housing to their clients. KCHA's significant improvements to the property ensure their clients have a safe place to call home.



ONGOING UNIT UPGRADES

For nearly 20 years, it has been KCHA's practice to make significant upgrades to the interior of housing units after residents move out and before new residents move in. That enables work to happen without disruption to residents while keeping walls, flooring, appliances and other features current. In 2023, KCHA completed 128 total apartment renovations and 204 special projects, such as adding community play sets, renovation of common spaces, and repairs to parking lots, curbs, and sidewalks.

In upgrading thousands of units this way over the years, this approach has made a meaningful dent in maintenance needs. While this practice might seem obvious, it's unusual among housing authorities because so much of their funding is earmarked for specific uses.

← Sunnydale Apartments interior hallway remodel before (left) and after

→ Top: Bellevue Manor unit upgrades
Bottom: A new community play set



- **Providing access to affordable housing is one of the most effective ways to prevent homelessness and promote long-term housing stability.**
- **Housing stability is closely connected to stability in other areas of life.**

Students who don't have stable housing have much more difficulty in school, and not completing high school is one of the greatest risk factors for experiencing homelessness as a young person. Embracing these intersections is an important part of our work at KCHA. Using MTW flexibility, KCHA has partnered with local education institutions to provide housing assistance to help families and youth succeed.

THE STUDENT AND FAMILY STABILITY INITIATIVE

The Student and Family Stability Initiative (SFSI) is a time-limited housing-assistance program and partnership between KCHA, the Highline and Tukwila public school districts, and a local nonprofit, Neighborhood House. SFSI combines time-limited rental assistance and individualized housing case management, financial counseling, and employment navigation services. The goal is to rapidly rehouse families experiencing homelessness in these two school districts to support academic stability for students and housing stability for the family. Launched in 2013, and expanded in 2017, this MTW innovation has successfully rehoused more than 400 families.



“Having a stable home has been the foundation to help me do better in school.”

— CORI ADAMS, WISH PARTICIPANT



THE WHILE IN SCHOOL HOUSING PROGRAM

The While In School Housing (WISH) program is a time-limited Housing Choice Voucher program in partnership with Highline College. It supports students experiencing homelessness until they complete a degree or certificate, plus six months post-graduation. The partnership leverages existing on-campus resources that support students in accessing benefits and services beyond just their housing. Launched in 2020, this MTW innovation aligns partners in addressing a key housing need in the community, while promoting academic attainment and economic self-sufficiency over the long term.

Israel Jones was among the WISH program's first student participants. With support from the program, he has completed an associate's degree and is now in a bachelor's degree program focused on youth development and human services.

“It's very humbling to know there's a community inside the school that is actually there to encourage students to succeed,” he said. “Because I have help with housing, I'm able to stay focused on school. I'm able to complete something for the first time in my life.”



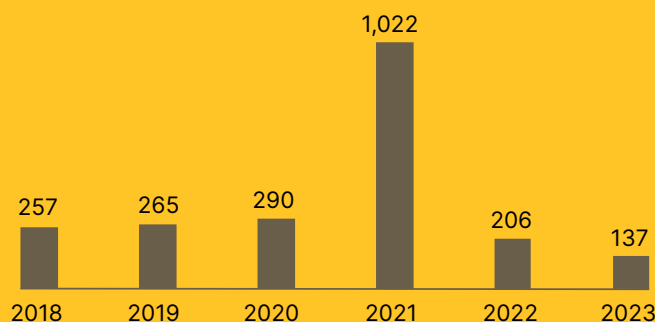
“Securing additional Housing Choice Vouchers is a vital step in addressing homelessness and housing insecurity in our community. By providing stable housing options, we’re not just offering shelter; we’re offering hope and the opportunity for individuals and families to rebuild their lives with dignity and security.”

— KRISTY JOHNSON, KCHA SENIOR VP OF POLICY, RESEARCH & SOCIAL IMPACT INITIATIVES

SUPPORTING FAMILIES AND YOUNG ADULTS

In 2023, The U.S. Department of Housing and Urban Development (HUD) awarded KCHA more than \$900,000 to provide affordable housing for families and youth served through the Department of Children, Youth and Families. This funding, offered through HUD's Family Unification Program (FUP), will provide opportunity for 48 new families or young adults to exit or avoid homelessness.

- ↑ Kristy Johnson, KCHA Senior VP of Policy, Research & Social Impact Initiatives
- From left: Michael Look, HUD; Robin Walls and Anneliese Gryta, KCHA
- ← Top: SFSI program partners meet to advance their work together.
Bottom: Israel Jones and Cori Adams at Highline College
- ↓ Number of new vouchers secured by year



LEVERAGING FEDERAL FUNDS IN OUR COMMUNITY

KCHA implements programs that cater to the varied needs of individuals experiencing homelessness. Working closely with other systems of care and a variety of nonprofit organizations, we’ve secured more than 2,000 new Housing Choice Vouchers, totaling more than \$33 million in annual federal rent assistance. In 2021, during the COVID-19 pandemic, the federal government made a large number of new vouchers available.

Today, KCHA supports a diverse portfolio of more than 6,000 rental subsidies/units with corresponding support services aimed to help individuals and families obtain and remain in housing they can afford.

■ **Economic mobility requires opportunities. In partnership with local organizations, we offer many types of support services, including job counseling, educational services, and more.**

One of several KCHA offerings toward self-sufficiency is its longstanding partnership with the YWCA, which provides free employment-related services to KCHA residents in South King County. Its extensive offerings include support for building résumés and cover letters, assistance with job applications and interviews, technology and financial skills training, language tutoring, and a free GED program. Mina Amin, who has directed the YWCA Greenbridge Employment Services program for 25 years, said KCHA support for these services is essential.

"Without funding from KCHA we couldn't do this," she said. "They have enabled us to expand the program and provide everything for the residents."

Mulu, a Firwood Circle resident for more than 15 years, is both a program beneficiary and a valued contributor in her neighborhood. During a challenging period when Mulu's car was vandalized, she faced difficulties attending her job and pursuing her GED, a longtime dream. With the YWCA's assistance, Mulu's car was repaired, enabling her to resume work and continue her educational pursuits. The YWCA has also assisted Mulu with her English skills.

"I came from Ethiopia, far away from here, to this blessed country," she said. "Wherever I go, I get help from nice people. The YWCA has been there for me."

In turn, Mulu has been extremely generous, said Saja Ahmed, YWCA career navigator and site coordinator.

"Mulu is a vital contributor to our community. She actively encourages new residents to engage with the YWCA program, ensuring they avail themselves of the services we offer. Beyond her involvement in the Firwood Circle community, Mulu contributes to local church activities and extends her kindness by preparing meals for the homeless," Ahmed said. "We deeply value the dedication of our clients and remain committed to supporting them throughout their career development and training."

↓ Firwood Circle resident Mulu, left, with YWCA Career Navigator Saja Ahmed



REDUCING OUR IMPACT ON THE ENVIRONMENT

↓ Aerial view of the solar panels at the Nia Apartments



- We help residents promote health, improve efficiency,
- reduce consumption, and save money through
- environmentally friendly practices.

NOTEWORTHY ACHIEVEMENTS IN 2023

- Purchased and installed four outdoor air-quality sensors so residents know when to stay inside if the outdoor air quality isn't safe or healthy for them.
- Participated in the Greenbridge Health Fair, handing out flyers and other materials explaining how to use nontoxic cleaning items and how to properly dispose of toxins.
- Conducted waste reduction outreach at Birch Creek, Greenbridge, and Valli Kee. Our staffers visited residents at their units to educate them on what materials can be recycled and how to prepare items for proper recycling. They also gave out reusable recycling tote bags that residents can use to haul their recyclables to dumpsters.
- Conducted door-to-door outreach at Spiritwood Manor to teach residents about proper heat pump use.
- In 2023, KCHA improved energy efficiency with completion of a 117 kW solar system at Nia Apartments and improved health for people and the environment with tree plantings, and upgraded gardens and landscaping in various locations.

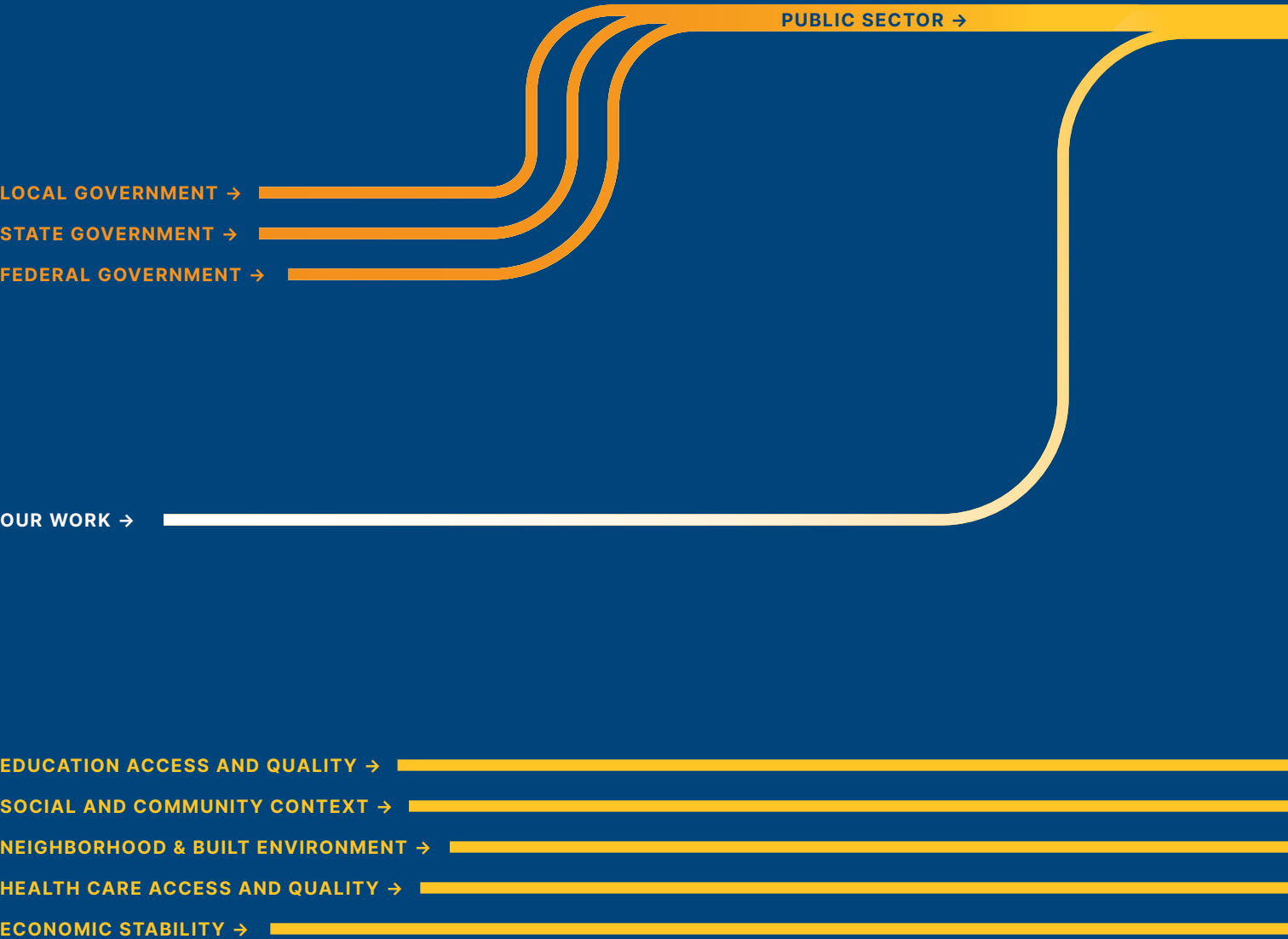
↓ Greenbridge Health Fair



A holistic approach to healthy people and communities

Healthy, thriving people depend on more than quality housing. It is widely accepted that several factors influence health outcomes, including economic stability, education, community, health care, and the built environment. At KCHA we know partnership is essential to achieving equity and quality in all of these areas.

MTW flexibility helps us collaborate with governments and organizations creatively and effectively to supplement affordable housing with attention to all the social determinants of health.





Our partnerships in action

These are just two of our countless collaborations with partners to holistically address our community's needs.

REMOVING BARRIERS TO HEALTH CARE

KCHA is one of more than 100 community-level partners across King County collaborating with UnitedHealthcare Catalyst™ to advance health equity and build upon existing care systems. Together, the partners developed a plan to screen for Type 2 Diabetes and provide an evidence-based intervention in two communities with high prevalence. We held in-person gatherings in several languages at KCHA properties and offered services including medically tailored grocery boxes and diabetes-friendly recipes.

Learn more at uhc.com/about-us/community-impact/uhc-catalyst

COMBINING HOUSING WITH SUPPORTIVE SERVICES

By committing project-based vouchers, KCHA partnered with Plymouth Housing to open the first permanent supportive housing property, Plymouth Crossing, in East King County in 2023.

Learn more at plymouthhousing.org/eastgate-permanent-supportive-housing

As of December 31, 2023

Statement of Net Position

ASSETS	AUTHORITY	TAX CREDIT PARTNERSHIPS
Current Assets	\$353,663,275	\$12,406,968
Non-Current Assets	\$1,882,341,148	\$320,157,031
Deferred Outflows	11,174,591	
Total Assets and Deferred Outflows	\$2,247,179,014	\$332,563,999
LIABILITIES		
Noncurrent Liabilities Outstanding	\$1,199,406,493	\$244,784,910
Other Liabilities	\$52,731,624	\$4,475,790
Deferred Inflows	13,997,417	
Total Liabilities	\$1,266,135,534	\$249,260,700
NET POSITION		
Net Investment in Capital Assets	\$265,896,936	\$125,422,881
Restricted	\$60,010,322	\$3,433,005
Unrestricted	\$655,136,222	(\$45,552,587)
Total Net Position	\$981,043,480	\$83,303,299

Statement of Revenues, Expenses, and Changes in Net Position

OPERATING REVENUES		
Total Operating Revenues	\$513,213,442	\$19,386,204
OPERATING EXPENSES		
Total Operating Expenses	\$451,874,567	\$21,430,924
Operating Income (Loss)	\$61,338,875	(\$2,044,720)
NONOPERATING REVENUE (EXPENSE)		
Net Nonoperating Revenues (Expenses)	\$44,740,233	(\$7,433,720)
INCOME (LOSS) Before Contributions and Special Items	\$5,176,393	(9,478,440)
Capital Grant Contributions	\$5,176,393	
Partner Contributions (Disbursements)		\$13,837,260
Transfer In		
Transfer Out		
Change in Net Position	\$111,255,501	\$4,358,820
Beginning Net Position	\$869,513,520	\$78,944,479
Prior Period Adjustment	\$274,459	
Ending Net Position	\$981,043,480	\$83,303,299

What is Moving to Work?

Moving to Work (MTW) is a federal program authorized by Congress in 1996 that gives public housing authorities regulatory and funding flexibilities to respond to local needs and opportunities by connecting people with low incomes to vital housing and services. Along with 36 other public housing authorities across the country, the King County, Seattle and Tacoma housing authorities have participated in the program from the beginning.

For more than 25 years, MTW has led to locally responsive low-income housing and support services that have provided stability to individuals and families who are experiencing homelessness, living with disabilities and/or fixed incomes, and working to achieve and sustain economic independence.

MTW helps KCHA and other agencies create local, innovative programs and collaborate with others who understand the needs and opportunities within their communities.



**Learn more about how agencies
in the MTW program are changing
lives in the Puget Sound region.**

