



**SPECIAL  
HYBRID MEETING OF  
THE BOARD OF COMMISSIONERS**

**Tuesday, January 21, 2025  
3:00 pm**

**Webinar Meeting:**

**<https://kcha-org.zoom.us/j/82899346869>**

**Webinar ID: 828 9934 6869**

**Phone: (253) 215-8782**



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

Tuesday, January 21, 2025 - 3:00 p.m.

King County Housing Authority - Snoqualmie Conference Room  
700 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 – December 9, 2024
- V. Approval of Agenda**
- VI. Consent Agenda** **2**
  - A. Voucher Certification Reports for November 2024
- VII. Briefings & Reports**
  - A. KCHA 2025 Goals **3**
  - B. Proposed RAD Conversations **4**
- VIII. Executive Session**
  - A. To review the performance of public employees (RCW 42.30.110 (1) (g)).
- IX. President/CEO Report**
- X. KCHA in the News** **5**
- XI. Commissioner Comments**
- XII. 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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**SPECIAL MEETING MINUTES OF THE  
KING COUNTY HOUSING AUTHORITY  
BOARD OF COMMISSIONERS  
HYBRID MEETING**

**Monday, December 9, 2024**

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**I. CALL TO ORDER**

The special monthly meeting of the King County Housing Authority Board of Commissioners was held as a hybrid meeting on Monday, December 9, 2024. There being a quorum, the hybrid meeting was called to order by Chair Barnes at 3:01 p.m.

**II. ROLL CALL**

**Present:** Commissioner Doug Barnes (Chair) (via Zoom), Commissioner Richard Jackson (via Zoom), Commissioner Tina Keys (via Zoom) and Commissioner Jerry Lee (via Zoom)

**Excused:** Commissioner Regina Elmi

**III. PUBLIC COMMENT**

No public comment.

**IV. APPROVAL OF MINUTES**

A. Board Meeting Minutes – November 18, 2024

On motion by Commissioner Richard Jackson, and seconded by Commissioner Tina Keys, the Board unanimously approved the November 18, 2024, meeting minutes.

**V. APPROVAL OF AGENDA**

On motion by Commissioner Richard Jackson, and seconded by Commissioner Jerry Lee, the Board unanimously approved the November 18, 2024, hybrid Board of Commissioners' meeting agenda.

**VI. CONSENT AGENDA**

A. Voucher Certification Reports for October 2024

On motion by Commissioner Richard Jackson, and seconded by Commissioner Jerry Lee, the Board unanimously approved the November 18, 2024, hybrid Board of Commissioners' meeting consent agenda.

**VII. RESOLUTIONS FOR DISCUSSION**

A. **Resolution No. 5783** – Authorizing Approval of the Comprehensive Operating and Capital Budgets for Calendar Year Beginning January 1, 2025

Wendy Teh, Vice President of Finance gave the presentation of the detailed summary of the budgets.

On motion by Commissioner Jerry Lee, and seconded by Commissioner Richard Jackson, the Board unanimously approved Resolution 5783.

B. **Resolution No. 5784** – Authorizing Higher Payment Standards for the Housing Choice Voucher Program.

Pam Taylor, Senior Vice President of HCV explained the process and how the decision came about for requesting an increase.

On motion by Commissioner Richard Jackson, and seconded by Commissioner Jerry Lee, the Board unanimously approved Resolution 5784.

## **VIII. BRIEFINGS & REPORTS**

### **A. Third Quarter 2024 Executive Dashboard**

Grace Wood, Moving to Work Program Manager, gave an update for the Executive Dashboard.

### **B. Third Quarter Financial Report**

Wendy Teh, Vice President of Finance, gave a summary of the report.

### **C. Affirmative Action Plan**

Tonya Harlan, Executive Vice President of Human Resources gave a detailed report of the AAP for KCHA.

- Annual analysis required by federal employers to increase representation of historically underrepresented groups
- Subject to oversight by the Office of Federal Contract Compliance Programs
- Ensure employers provide equal employment opportunities regardless of gender, race, disability or veteran status
- Reporting is used to set workplan goals, implement outreach efforts and monitor progress

## **IX. PRESIDENT/CEO REPORT**

Robin Walls, President/CEO gave updates.

- We received information from Standard & Poor's that they have confirmed their AA issue credit rating and affirm the AA rating on previously issued general revenue deck. This really impacts our borrowing, particularly for some of our asset managed properties, like the work that is being done at Kirkland Heights. The rating and the fact that we are looked at as being reliable to our debt payments. This enables us to take on such a massive undertaking for a project like Kirkland Heights. We will be sending out the report.
- We had our KCHA All Staff on December 4, 2024. The theme of the meeting was belonging. One of the things that the supervisory staff at KCHA has been engaged in since 2023 has been a series of inclusive leadership workshops. One of the inclusive leadership workshops, part of the series was owning your own story - connecting and having discussions around what unites us, particularly around our values. We had wonderful participation by KCHA staff who led some of the group activities. We had outside guest speakers including Darnisha Bowman, Black Coffee Northwest and Juliana Sanchez, In and Out Plumbing, alongside Lisa Herrera, that participated in a panel discussion regarding their experiences as outsiders working in non-traditional fields. We also had the federal outlook and updates on HUD policy from Eric Oberdorfer from the National Association of Housing and Redevelopment Officials

(NAHRO), as well as Mark Thiele. NAHRO is the largest of the industry groups, in terms of advocacy and policy, and really connects us and helps us stay connected to Washington, D.C. and for our federal programs.

- In November and through this month, we have had and are concluding a series of workshops that staff are participating in, including the Empowering Action Workshops that are being led by our EDIB Team. This is really one of the in-depth programming that we have done on our EDIB initiatives and by the time they finish, majority of staff will have gone through the Empowering Action workshops.
- We also had two workshops for Beyond Diversity, hosted by Courageous Conversations, about Race that were laid out for our Property Management staff as well as our Housing Choice Voucher Program team. This will help guide us as we move forward into 2025, with our EDIB Initiative and efforts that have been so important to KCHA.
- With respect to the Presidential transition, we've already spoken about the funding uncertainty. We started out with what we assume to be a conservative proration at 99.5%, as the last three or four years the proration has been 100%. In the course of a week, we had estimates of 98% proration and then on Friday, a 97.5% proration. This will be the policymakers in DC of some version of tightening the belt that is going to take place with respect to incoming administration and being a little bit proactive in terms of what that looks like.

Other things we are anticipating – Proposals for term limits for assisted housing programs without discrimination, meaning in the past it has usually excluded elderly as well as disabled participants in federal programs. These term limits are rumored to just be straight term limits. There is also language in some of the documents, as well as in Project 2025 regarding the elimination of supportive services for homeless programs. An example would be the housing navigators that Wendy mentioned in her presentation. They are employed by the housing authority that we pilot with the King County Veteran's Program, that has been really successful. They understand what the residents are looking for and then help navigate with landlords and can do everything from helping folks acquire necessary personal identifying documents to providing transportation services. For populations that are most vulnerable, supportive services are really what makes the challenges of supporting some of our most vulnerable residents impactful. Not everyone has a car, not every place in King County has accessible public transportation. That can really limit people's accessibility to housing.

Reducing or eliminating the fair housing rules, particularly the affirmative furthering fair housing. AFFH guidelines have been bounced around since the Obama Administration. They were originally implemented towards the end of the Obama Administration and were mothballed during the first Trump Presidency. When Biden became President, HUD wanted to implement them and there was a challenge with the timing because the rules are complex and then this was during the pandemic. HUD was trying to roll out a lot of regulations on Housing Authorities all at once. We are now at the end of the Administration and it looks like it's been a decade long project in updating the fair housing rules.

Finally, there looks to be an expansion of the public charge rule. This impact immigrants. One of the determinations is if there is an expectation that a family

would be or someone with an immigrant status would be self-supporting or would need to rely on public assistance. Public assistance is usually defined as Social Security disability assistance payments, TANF -temporary assistance to needy families, and general assistance for States that still have general assistance payments. Housing payments such as those for the Housing Choice Voucher Program have specifically been excluded from public charge. It specifically laid out that housing assistance payments are excluded. In the previous Trump Administration, there were efforts towards the end to start and have a new definition of public charge that would include housing payments. What this potentially can mean is that for mixed families, where there's a combination of eligible citizens, as well as non-citizens and where we already pay a prorated amount. Because the families are receiving housing assistance payments, they may be considered as being part of the public charge and that may count against their immigration status and their ability to stay. We will see with the Executive Orders, if there is a change to the public charge rule and how that may impact our families.

- Thank you to all the Commissioners for your contributions this year and participation in the Board meetings. I wish everyone a happy and safe holiday season.

## **XI. KCHA IN THE NEWS**

None.

## **XII. COMMISSIONER COMMENTS**

Happy Holidays to all.

## **XIII. ADJOURNMENT**

Chair Barnes adjourned the meeting at 4:30 p.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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**ROBIN WALLS**

Secretary

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# King County Housing Authority

**To:** Board of Commissioners

**From:** Mary Osier, Accounting Manager

**Date:** January 7, 2025

**Re:** **VOUCHER CERTIFICATION FOR NOVEMBER 2024**

I, Mary Osier, 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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Mary Osier  
Accounting Manager  
January 7, 2024

Bank Wires / ACH Withdrawals		19,234,887.86
	<i>Subtotal</i>	<b>19,234,887.86</b>
Accounts Payable Vouchers		
Key Bank Checks - #354246-354767		6,824,382.83
Tenant Accounting Checks - #12310-12333		35,458.03
	<i>Subtotal</i>	<b>6,859,840.86</b>
Payroll Vouchers		
Checks - #94016-94049		61,631.57
Direct Deposit		2,710,874.61
	<i>Subtotal</i>	<b>2,772,506.18</b>
Section 8 Program Vouchers		
Checks - #652404-652945		820,351.75
ACH - #625716-628226		22,240,775.20
	<i>Subtotal</i>	<b>23,061,126.95</b>
Purchase Card / ACH Withdrawal		503,551.53
	<i>Subtotal</i>	<b>503,551.53</b>
	<b>GRAND TOTAL</b>	<b>\$ 52,431,913.38</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	
Argyle	11/06/2024	34,272.22	AP & Payroll	
Ballinger Commons	11/06/2024	335,768.86	AP & Payroll	
Bellepark	11/06/2024	18,456.59	AP	
Emerson	11/06/2024	180,870.63	AP & Payroll	
GILMAN SQUARE	11/06/2024	34,800.51	AP & Payroll	
Hampton Greens	11/06/2024	19,789.19	AP	
Kendall Ridge	11/06/2024	16,347.97	AP	
Landmark	11/06/2024	25,185.27	AP	
Meadowbrook	11/06/2024	76,384.97	AP & Payroll	
Riverstone	11/06/2024	28,746.66	AP	
SALMON CREEK	11/06/2024	1,590.71	Bank fees	
Surrey Downs	11/06/2024	64,625.38	AP & Payroll	
Villages at South Station	11/06/2024	66,255.10	AP & Payroll	
Woodside East	11/06/2024	57,121.68	AP	
ALPINE RIDGE	11/07/2024	6,286.23	AP & Payroll	
ARBOR HEIGHTS	11/07/2024	31,813.48	AP & Payroll	
Aspen Ridge	11/07/2024	16,683.61	AP & Payroll	
Auburn Square	11/07/2024	21,729.02	AP & Payroll	
Carriage House	11/07/2024	86,469.33	AP & Payroll	
Carrington	11/07/2024	14,798.59	AP & Payroll	
CASCADIAN	11/07/2024	97,144.15	AP & Payroll	
Colonial Gardens	11/07/2024	12,465.47	AP & Payroll	
Corinthian	11/07/2024	89,588.00	AP & Payroll	
Cottonwood	11/07/2024	21,158.65	AP & Payroll	
Cove East	11/07/2024	81,991.02	AP & Payroll	
FAIRWOOD	11/07/2024	91,554.03	AP & Payroll	
HERITAGE PARK	11/07/2024	10,846.73	AP & Payroll	
Henry House	11/07/2024	10,499.04	AP & Payroll	

Juanita View	11/07/2024	28,928.37	AP & Payroll
LAURELWOOD	11/07/2024	16,559.93	AP & Payroll
Meadows	11/07/2024	15,286.07	AP & Payroll
Newporter	11/07/2024	23,068.86	AP & Payroll
NIA	11/07/2024	39,105.82	AP & Payroll
OVERLAKE TOD	11/07/2024	22,138.32	AP & Payroll
Parkwood	11/07/2024	12,386.93	AP & Payroll
Pinewood Village	11/07/2024	12,717.36	AP & Payroll
Plum Court	11/07/2024	21,978.51	AP & Payroll
RAINIER VIEW I	11/07/2024	22,700.80	AP
RAINIER VIEW II	11/07/2024	27,037.02	AP
Salish	11/07/2024	142,438.40	AP & Payroll
SALMON CREEK	11/07/2024	10,002.81	AP & Payroll
SALMON CREEK	11/07/2024	60,749.63	AP & Payroll
Sandpiper East	11/07/2024	33,116.30	AP & Payroll
SEOLA CROSSING LLC	11/07/2024	48,730.50	AP & Payroll
SEOLA CROSSING LLC	11/07/2024	30,773.18	AP & Payroll
SI VIEW	11/07/2024	11,922.99	AP & Payroll
SOUTHWOOD SQUARE	11/07/2024	12,235.31	AP & Payroll
Sterling Ridge	11/07/2024	64,285.00	AP & Payroll
Timberwood	11/07/2024	29,761.48	AP & Payroll
Vashon Terrace	11/07/2024	10,199.50	AP
Walnut Park	11/07/2024	25,992.79	AP & Payroll
WINDSOR HEIGHTS	11/07/2024	39,588.76	AP & Payroll
Woodridge Park	11/07/2024	26,794.19	AP & Payroll
OVERLAKE TOD	11/08/2024	14,898.11	AP
Bellepark	11/13/2024	52,209.49	AP & Payroll
Hampton Greens	11/13/2024	37,086.81	AP & Payroll
Kendall Ridge	11/13/2024	134,949.30	AP & Payroll
Landmark	11/13/2024	79,684.60	AP & Payroll
Riverstone	11/13/2024	35,693.98	AP & Payroll
Woodside East	11/13/2024	80,132.06	AP & Payroll
ALPINE RIDGE	11/14/2024	9,425.40	AP
ARBOR HEIGHTS	11/14/2024	14,131.32	AP
Aspen Ridge	11/14/2024	3,564.24	AP
Auburn Square	11/14/2024	16,868.04	AP
Carriage House	11/14/2024	11,094.99	AP
Carrington	11/14/2024	30,932.28	AP
CASCADIAN	11/14/2024	21,989.25	AP
Colonial Gardens	11/14/2024	12,974.50	AP

FAIRWOOD	11/14/2024	16,153.88	AP
HERITAGE PARK	11/14/2024	8,865.77	AP
LAURELWOOD	11/14/2024	14,363.67	AP
Meadows	11/14/2024	11,893.45	AP
Newporter	11/14/2024	5,991.02	AP
OVERLAKE TOD	11/14/2024	170,982.16	AP
Parkwood	11/14/2024	16,090.10	AP
Pinewood Village	11/14/2024	6,926.41	AP
Plum Court	11/14/2024	350.00	AP
RAINIER VIEW I	11/14/2024	4,548.82	AP
RAINIER VIEW II	11/14/2024	2,085.92	AP
Salish	11/14/2024	5,120.45	AP
Sandpiper East	11/14/2024	84,115.70	AP
SI VIEW	11/14/2024	1,181.17	AP
SOUTHWOOD SQUARE	11/14/2024	14,498.91	AP
Sterling Ridge	11/14/2024	33,969.19	AP
Tall Cedars	11/14/2024	16,980.55	AP
Timberwood	11/14/2024	9,718.32	AP
Vashon Terrace	11/14/2024	591.40	AP
Walnut Park	11/14/2024	52,771.43	AP
WINDSOR HEIGHTS	11/14/2024	141,285.73	AP
Woodridge Park	11/14/2024	210,996.07	AP
Argyle	11/20/2024	38,699.52	AP & Payroll
Ballinger Commons	11/20/2024	171,344.27	AP & Payroll
Bellepark	11/20/2024	1,778.20	AP
Emerson	11/20/2024	69,705.97	AP & Payroll
GILMAN SQUARE	11/20/2024	32,012.70	AP & Payroll
Hampton Greens	11/20/2024	184,543.34	AP
Kendall Ridge	11/20/2024	55,624.00	AP
Landmark	11/20/2024	3,687.92	AP
Meadowbrook	11/20/2024	42,758.17	AP & Payroll
Riverstone	11/20/2024	19,406.39	AP
Surrey Downs	11/20/2024	37,142.12	AP & Payroll
Villages at South Station	11/20/2024	86,371.50	AP & Payroll
Woodside East	11/20/2024	17,924.17	AP
ALPINE RIDGE	11/21/2024	6,577.94	AP & Payroll
ARBOR HEIGHTS	11/21/2024	28,497.01	AP & Payroll
Aspen Ridge	11/21/2024	14,835.14	AP & Payroll
Auburn Square	11/21/2024	22,926.23	AP & Payroll
Carriage House	11/21/2024	29,269.19	AP & Payroll

Carrington	11/21/2024	17,459.26	AP & Payroll
CASCADIAN	11/21/2024	126,096.85	AP & Payroll
Colonial Gardens	11/21/2024	14,281.50	AP & Payroll
Cottonwood	11/21/2024	4,946.68	AP & Payroll
Cove East	11/21/2024	15,260.82	AP & Payroll
FAIRWOOD	11/21/2024	26,618.44	AP & Payroll
HERITAGE PARK	11/21/2024	11,837.23	AP & Payroll
Juanita View	11/21/2024	30,379.15	AP & Payroll
LAURELWOOD	11/21/2024	24,076.42	AP & Payroll
Meadows	11/21/2024	17,672.30	AP & Payroll
Newporter	11/21/2024	25,885.66	AP & Payroll
NIA	11/21/2024	14,212.81	AP & Payroll
OVERLAKE TOD	11/21/2024	48,230.32	AP & Payroll
Parkwood	11/21/2024	20,114.49	AP & Payroll
Pinewood Village	11/21/2024	15,544.40	AP & Payroll
Plum Court	11/21/2024	13,924.00	AP & Payroll
RAINIER VIEW I	11/21/2024	17,863.48	AP
RAINIER VIEW II	11/21/2024	12,400.10	AP
Salish	11/21/2024	33,449.28	AP & Payroll
SALMON CREEK	11/21/2024	70,785.63	AP & Payroll
Sandpiper East	11/21/2024	31,018.75	AP & Payroll
SEOLA CROSSING LLC	11/21/2024	116,467.94	AP & Payroll
SEOLA CROSSING LLC	11/21/2024	80,631.84	AP & Payroll
SI VIEW	11/21/2024	10,310.26	AP
SOUTHWOOD SQUARE	11/21/2024	11,254.01	AP & Payroll
Sterling Ridge	11/21/2024	57,538.15	AP & Payroll
Tall Cedars	11/21/2024	2,732.42	AP
Timberwood	11/21/2024	78,161.05	AP & Payroll
Vashon Terrace	11/21/2024	942.95	AP
Walnut Park	11/21/2024	29,396.63	AP & Payroll
WINDSOR HEIGHTS	11/21/2024	53,148.77	AP & Payroll
Woodridge Park	11/21/2024	20,359.40	AP & Payroll
Bellepark	11/26/2024	12,310.21	AP & Payroll
Hampton Greens	11/26/2024	25,944.63	AP & Payroll
Kendall Ridge	11/26/2024	34,644.77	AP & Payroll
Landmark	11/26/2024	15,058.97	AP & Payroll
Riverstone	11/26/2024	33,576.40	AP & Payroll
Woodside East	11/26/2024	19,987.60	AP & Payroll
ALPINE RIDGE	11/27/2024	2,090.52	AP
ARBOR HEIGHTS	11/27/2024	10,472.00	AP

Aspen Ridge	11/27/2024	866.47	AP	
Auburn Square	11/27/2024	40,374.10	AP	
Carriage House	11/27/2024	52,670.38	AP	
Carrington	11/27/2024	7,358.92	AP	
CASCADIAN	11/27/2024	11,427.02	AP	
Colonial Gardens	11/27/2024	31,966.28	AP	
FAIRWOOD	11/27/2024	7,180.24	AP	
HERITAGE PARK	11/27/2024	5,835.77	AP	
LAURELWOOD	11/27/2024	10,938.56	AP	
Meadows	11/27/2024	8,263.34	AP	
Newporter	11/27/2024	21,305.56	AP	
OVERLAKE TOD	11/27/2024	37,129.54	AP	
Parkwood	11/27/2024	13,038.87	AP	
Pinewood Village	11/27/2024	14,802.82	AP	
RAINIER VIEW I	11/27/2024	3,307.74	AP	
RAINIER VIEW II	11/27/2024	1,249.99	AP	
Salish	11/27/2024	20,377.70	AP	
Sandpiper East	11/27/2024	24,083.81	AP	
SI VIEW	11/27/2024	1,866.93	AP	
SOUTHWOOD SQUARE	11/27/2024	9,108.48	AP	
Sterling Ridge	11/27/2024	29,214.53	AP	
Timberwood	11/27/2024	10,829.54	AP	
Walnut Park	11/27/2024	49,083.12	AP	
WINDSOR HEIGHTS	11/27/2024	12,941.91	AP	
Woodridge Park	11/27/2024	12,337.29	AP	
<b>Total</b>	<b>173 Wires</b>	<b>\$ 6,234,605.19</b>		

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# 2025 EDI Goals





# Framing Goals through Day of Solidarity Proclamation

- 🏠 On June 19, 2020 KCHA's board passed a resolution supporting that KCHA's work of transforming lives through housing should be based upon a foundation of equity both within our organization and programs.
- 🏠 The EDIB Office hired full-time staff members in support of this goal in 2021.
- 🏠 The intent of each goal is to operationalize KCHA's core organizational goals through an equity framework:

# KCHA Core Goals

## 🏠 KCHA's Core Goals are:

- Support the development of equitable, inclusive and anti-racist practices across the organization
- Develop and enhance workforce programming to attract, retain, and develop KCHA staff to improve business practices and promote an inclusive workplace culture.
- Continue to Upgrade and Expand KCHA's Affordable Housing Inventory.
- Continue to Reduce KCHA's Environmental Footprint and promote Environmental Justice.
- Improve KCHA Operational Experience for Internal and External Customers



# Development and Implementation of inclusive practices



# Equity Framework

- 🏠 **New Goal:** *Develop an organizational equity assessment tool.*
- 🏠 Multiple equity assessment tools are currently in development/use
  - EDIB Office
  - Support Services (Procurement and Environmental Services)
  - Data Security and Governance Oversight (DSGOT)
- 🏠 Framework will consider internal/external stakeholders, financial impact and broad applicability
- 🏠 **Responsibility:** EDIB Office with working subcommittee consisting of above listed committee/team members

# Equity Framework

- 🏠 Timeframe – draft framework by beginning of Q2 2025; finalized by end of Q2 2025
- 🏠 Board and All Staff presentation end Q3 2025



# Develop and Enhance Workforce Programming to Support an Inclusive Workplace Culture



# EDIB Learning and Organizational Development

- 🏠 *Current Goal: Secure, promote and implement EDIB educational opportunities to include contributing to REDI Committee work, NEOP content and Learning and Development offerings.*
- 🏠 Empowering Action workshops
  - Concludes Q1 2025
  - Analysis Q2 2025
- 🏠 Balance of Beyond Diversity 1 & 2 and Practitioner Training
  - Expansion of certified practitioners to assist messaging

# EDIB Learning and Organizational Development

## 🏠 Implicit Bias Curriculum

- *National Training Institute on Race and Equity*
- *Q3 2025*

## 🏠 *People and Culture Team*



# Evaluating Performance Metrics

- 🏠 *Current Goal: Evaluate and restructure KCHA's performance management programming to include pay philosophy and policies, and performance metrics.*
- 🏠 Continue to develop performance management tool
  - Establish metrics based on Key Performance Indicators by Department and level
  - Incorporate merit system to represent KPIs

# Evaluating Performance Metrics

- 🏠 Q3 2025 finalize tool
  - Determine essential functions of certain positions (note 114 different positions)
  - Pilot 3-4 key positions Q3 2025
- 🏠 Q1 2026 implementation of new performance evaluation process for all staff
  - Adoption of tool for Executive and Sr. Staff (partnering with Hci on expansion of evaluation tool)
- 🏠 P&C, Employee Relations, staff subcommittee

# Pay Equity

- 🏠 ***Goal: Ensure pay equity to address compression and/or inversion issues.***
- 🏠 Compensation Connections currently conducting analysis of identified compression categories
  - Q2 2025 Completion, adjustments determined Q3 2025
- 🏠 Equity Compensation Committee conducting analysis of 2024/2025 data
  - Ongoing, bi-monthly meetings
- 🏠 Employee merit and compensation data updated
  - 2024 data published Q1 2025

# Pay Equity

- 🏠 Employee merit and compensation data updated, discussed at Town Hall Meeting
  - 2024 data published Q1 2025

# Compensation Tools

- 🏠 *Goal: Monitor usage of established compensation tools such as merit increases across departments*
- 🏠 2024 adopted revised temporary controls placed on merit usage
- 🏠 Controls in place for 2025, return to ranges for 2026 with new performance evaluations
- 🏠 Inclusive Leadership trainings and Assessments introduced to help supervisors skill development
  - Trainings for new supervisors, recent hires and front line staff Q1-Q2 2025;
  - Additional training for new supervisors implemented through L&D Lift Academy are ongoing

# Compensation Tools

🏠 Pay Band Adjustments and Discussions – anticipated completion Q3 2025



# Upgrade and Expand KCHA's Affordable Housing Inventory



# Acquisition Development Goal

- 🏠 **Existing Goal:** *Establish acquisition/development strategy, particularly focused on underserved communities in King County (i.e. Skyway)*
- 🏠 Next steps:
  - Establish shared definition of **underserved** communities
- 🏠 King County Affordable Housing Committee established a working goal of 44,000 homes needed either through development/acquisition by 2024. Currently 11.325% of goal has been achieved (as of 11/25/24)



## 2. Acquisition Development Goal

- 🏠 Identify working definition of **underserved** based on KCHA's current housing inventory
- 🏠 AHC Dashboard shows Black, Native American, and Latino households as most cost burdened;
  - Similarly, families with children and seniors are most cost burdened;
- 🏠 2024 PIT count analysis, Black, Native American disproportionately at risk
- 🏠 .71% of total King County population is homeless (16k homeless vs. 2.2 mil total population)

# Acquisition Development Goal

## 🏠 Two separate subgoals

- 1. Establish baseline demographic information of who resides in each housing type
  - Note: Federal Programs already collected via Resident Characteristics Reports
  - Workforce Housing, via resident surveys
    - Resident Survey will be finalized by Q2 2025
    - Actual surveys start Q3
    - Analyze response/results Q4
    - Balance Q4 – 2026
- 2. Underserved definition cross layered across KCHA demographic data

# Acquisition Development Goal

- 🏠 Workforce housing demographic subgoal led by Social Impact with collaboration from Development team
- 🏠 Underserved working definition vs KCHA resident population working group consisting of
  - Asset Management, Social Impact, EDIB
  - *Note: work should commence Q3 except for validating data sources*
- 🏠 Board discussion Q4 on initial findings



# Improve KCHA Operational Experience



# 5. Enhance Digital Access for KCHA Residents

- 🏠 Goal Language: Expand Digital Access for those on KCHA assistance. This includes access to affordable internet, devices and digital literacy.
- 🏠 KCHA is currently participating in HUD's Connect Home USA Tier 1 cohort. The three year pilot consists of six properties in Auburn supporting 295 units.
- 🏠 KCHA's existing infrastructure has several challenges related to broad band access throughout parts of our portfolio
- 🏠 Conduct assessment of existing infrastructure with support from Comcast
  - Q4 2025 completion
- 🏠 Determine number of properties that can participate in Internet as an Amenity service via Comcast that would be inclusive of Workforce and LIPH

# 5. Enhance Digital Access for KCHA Residents

- 🏠 Develop baseline for residents with high speed internet access
  - 70% of residents at federal properties have access
  - Voucher holder access is unclear (need to develop survey mechanism to determine)
    - Electronic surveys for voucher holders (expand to property mgmt.) end of Q2 2025
  - Clarify usage by program type
- 🏠 Develop financial support models to support access to High Speed Internet (50mbps current standard)
  - 2026 implementation
- 🏠 IT, Social Impact, Resident Services, Digital Advisory Committee

# Expand and Support Small Business Development

- 🏠 Goal: In support of operations, KCHA spends in excess of a baseline to be determined annually. Small businesses may find increased barriers to becoming KCHA vendors. Expand the percentage of small businesses utilized by KCHA.
- 🏠 Establish demographic and baseline reporting for vendors (currently only tracked for contracts greater than \$50K)
- 🏠 Identify methods to support contracts for small businesses
  - ACH Payments for all vendors (expected implementation Q3 2025)
  - Current practice is payments on 100% of completion of project vs staggered payments based on project completion

# Expand and Support Small Business Development

- Establish formal technical support person for paperwork processing (clear, transparent requirements) Q4 2025
- Identify target areas for most likely procurement and develop procurement support
  - Reminder finalize procurement procedure update Q2 2025
- 🏠 Review/identify top procurement barriers for vendors based on size
  - Identify via Capital Construction, Property Management, Procurement - Q1 2025. Establish quarter meetings to support



# Increase Access to Units for Voucher Holders

- 🏠 Goal: Improve Shopping Success rates for HCV program participants. On average HCV program participants search times to successfully lease a unit is in excess of 200 days from voucher issuance.
  - KCHA has undertaken multiple initiatives including annual Payment Standard increases and Security Deposit Assistance to assist with shortening the search time.
  - Evaluate feedback from recent searchers regarding barriers for searching
    - Timeframe for analysis
  - Quarterly review of search times



# Reduce KCHA's Environmental Footprint and Promote Environmental Justice



# Environmental Justice

- 🏠 **Goal:** Climate vulnerability is an assessment of how and by how much climate change-driven effects exacerbate existing environmental and social conditions or create emergencies. The KCHA Climate Vulnerability Index (CVI) tool assesses how climate change could impact a KCHA property and its residents.
- 🏠 Based on Client Vulnerability Index identify most vulnerable properties for specific vulnerabilities i.e. lack of green space on property or nearby access for residents.
- 🏠 Subgoal: Continue to improve the tool's Power BI visualization for user-friendliness and readability

# Preparing and Adapting Units for Climate Change and Demographic adjustments

- 🏠 Based on Client Vulnerability Index identify most vulnerable properties (subgoal under equity lens). Identify most vulnerable properties that lack green spaces on the property, etc.
- Establish plan on increasing number of units to address climate change, primarily with A/C
- Assess identify unit issues such as low pile carpeting, etc.
- Assessment on appropriate landscaping
- 🏠 Department: Support Services, Capital Construction, Property Management
- 🏠 Timeframe: Plan developed Q2 2025, Capital Needs assessment and project plan Q4 2025

# Reporting

🏠 Board retreat Q4 2025 for goals that require BOC input:

- Equity Tool
- Development/Acquisition Strategy

🏠 Ongoing Quarterly Updates on Specific Goals

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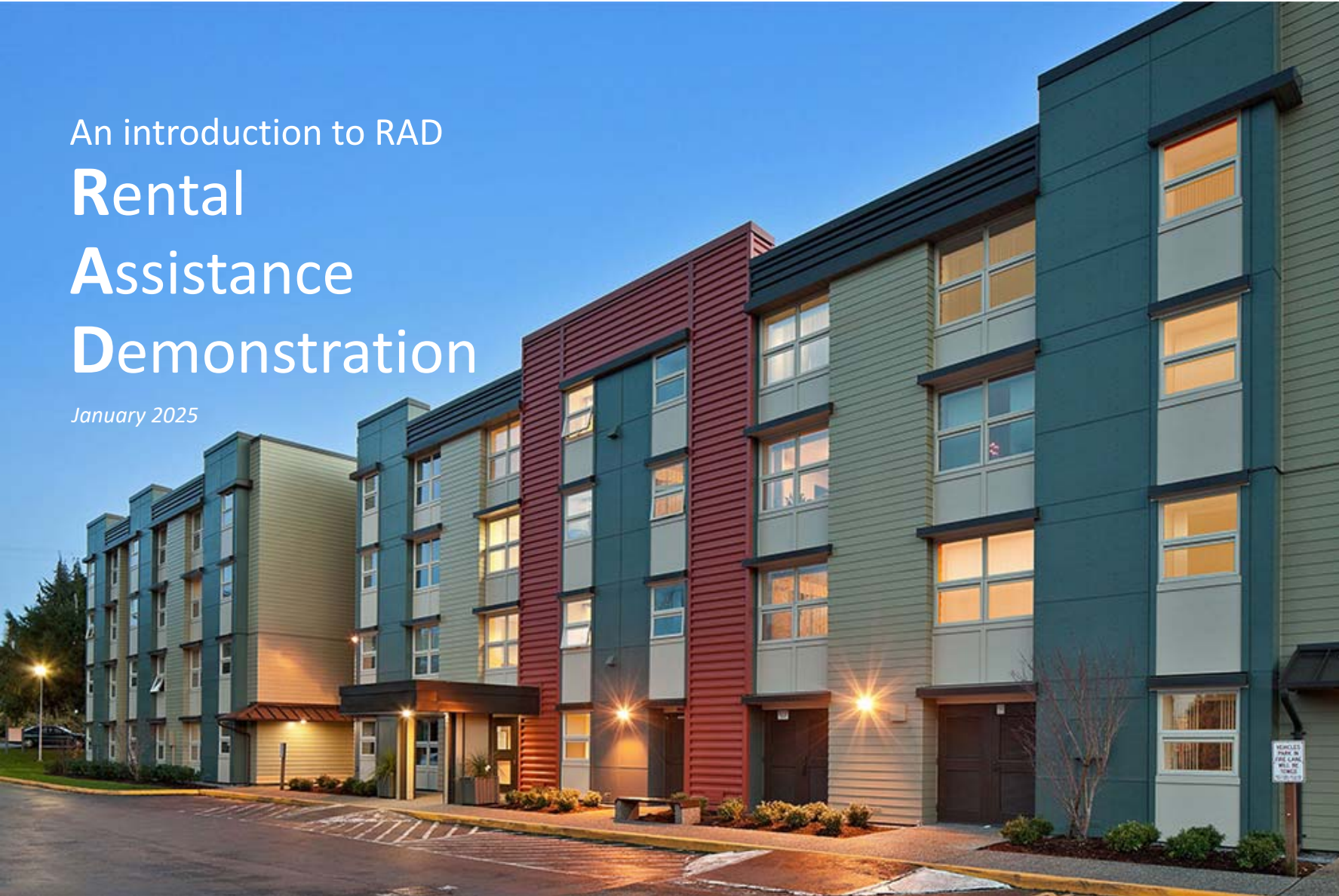
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4

An introduction to RAD

# Rental Assistance Demonstration

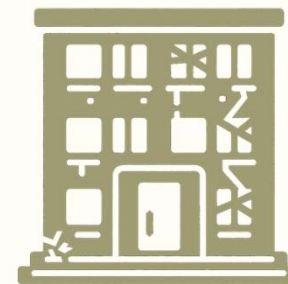
*January 2025*



# Rental Assistance Demonstration (**RAD**)

A **voluntary** program created by the U.S. Department of **Housing and Urban Development** (HUD), designed to address the significant backlog of repairs needed in public housing across the country.

RAD allows **Public Housing** properties to convert to long-term, **Project-Based Section 8** housing assistance, enabling access to private capital for necessary **repairs** and **upgrades**.



**Public Housing**  
(Section 9)



**RAD Project-Based Vouchers (PBV)**  
(Section 8)





RAD is designed to provide **stability** and **security** for residents, ensuring they have access to safe and affordable housing.

# Residents **retain their housing,** affordable rent and tenant protections.



Most resident's **rent will not change** because of RAD.



Residents keep their **same rights** and resident protections.



After 12 months residents may choose to take a **Tenant-Based Voucher** and relocate anywhere in the country that accepts Section 8 vouchers.





RAD is designed to provide Housing Authorities with a **more stable funding** stream and **access to new sources of funding** to address repair and maintenance needs.

For KCHA, RAD will allow us to lock in higher federal funding which include incentives for energy reduction measures.





Converting to RAD means that KCHA can continue to invest in improvements to properties and services that **will improve the quality of life for our residents.**

# How **RAD** works



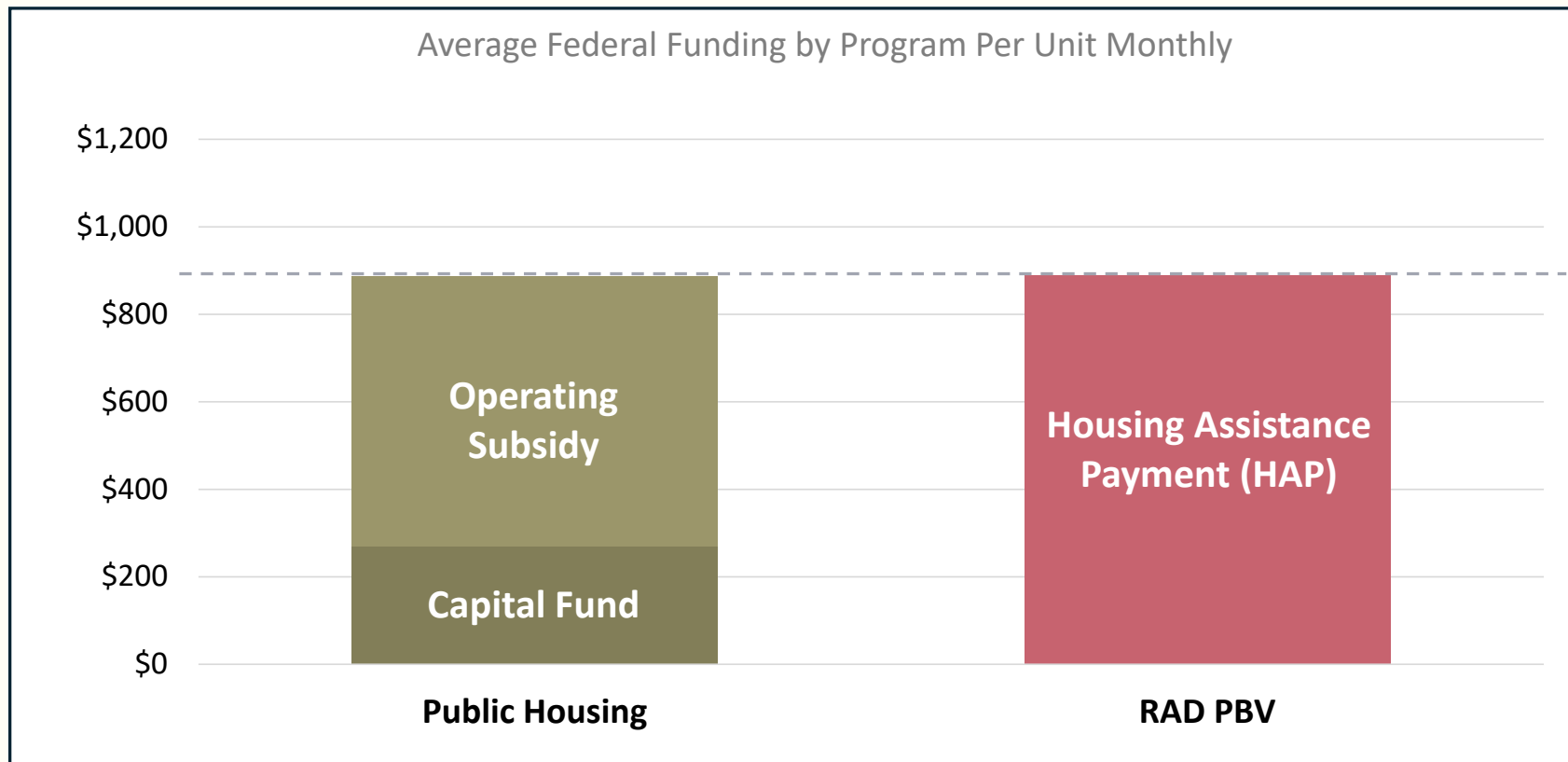
RAD units remain  
**permanently**  
affordable to low-income  
households.

**RAD** properties enter into a long-term (15-20 year) project-based **Section 8 contract**.

By law, this contract must be renewed in **perpetuity**.

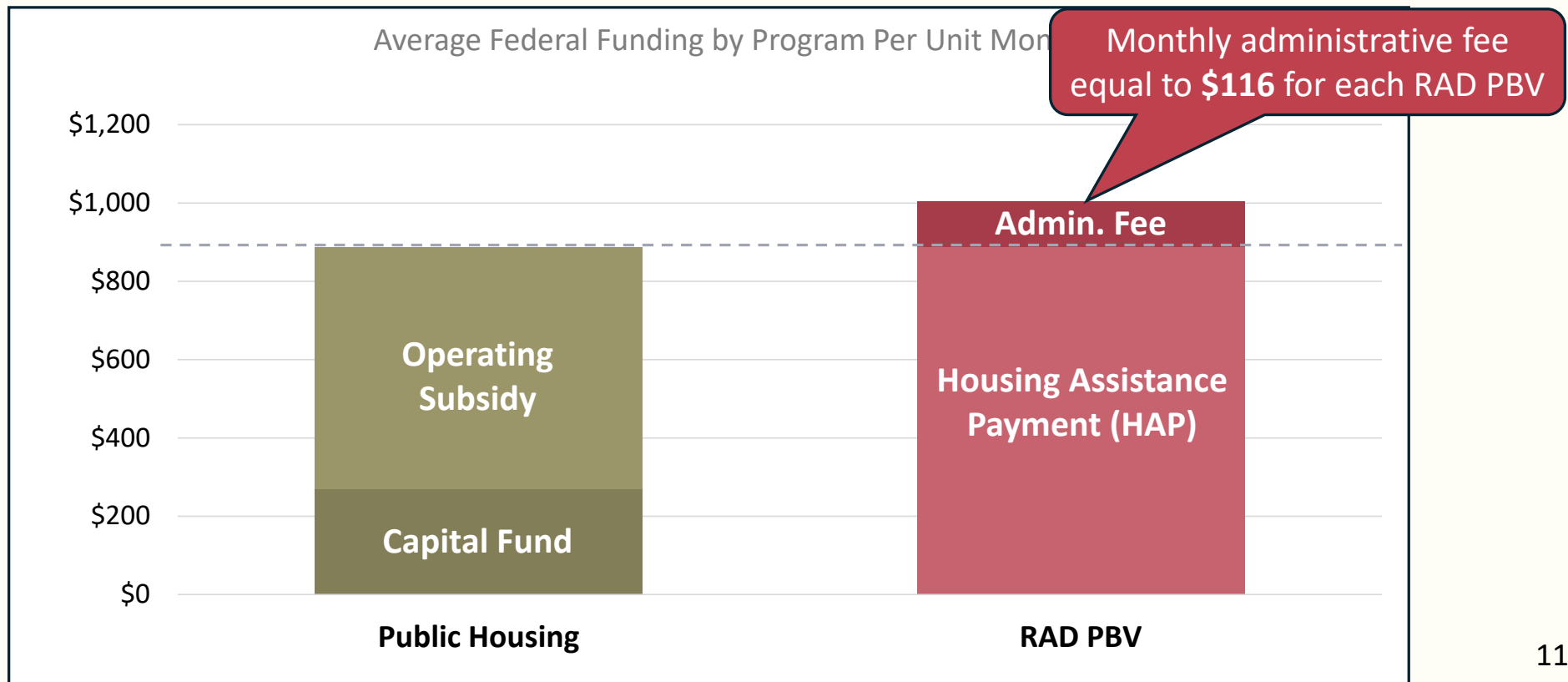
A **Use Agreement** is also recorded to further solidify HUD's long-term commitment.

HUD sets the **RAD** subsidy equal to the public housing **Operating Subsidy + Capital Fund**.

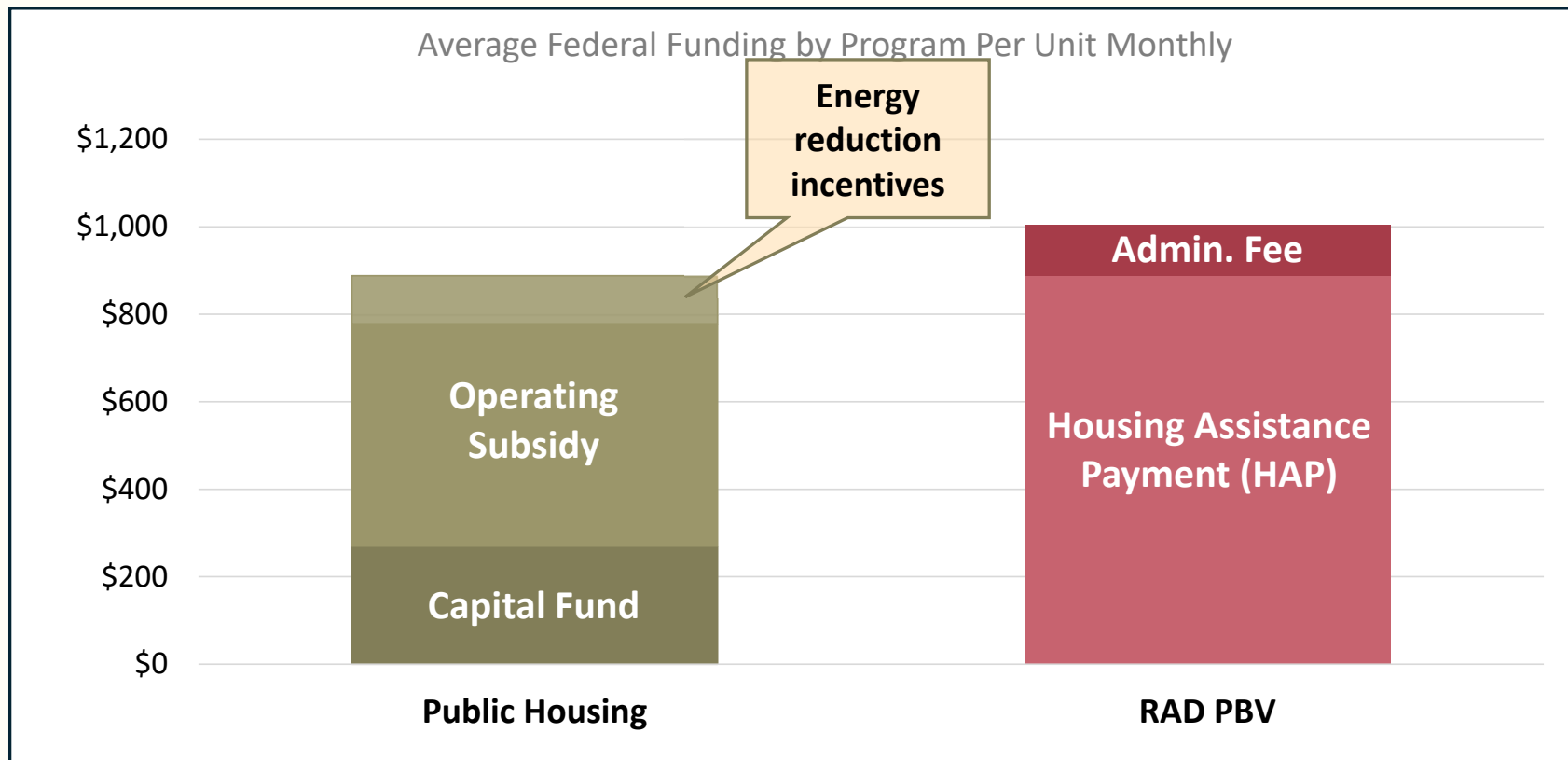




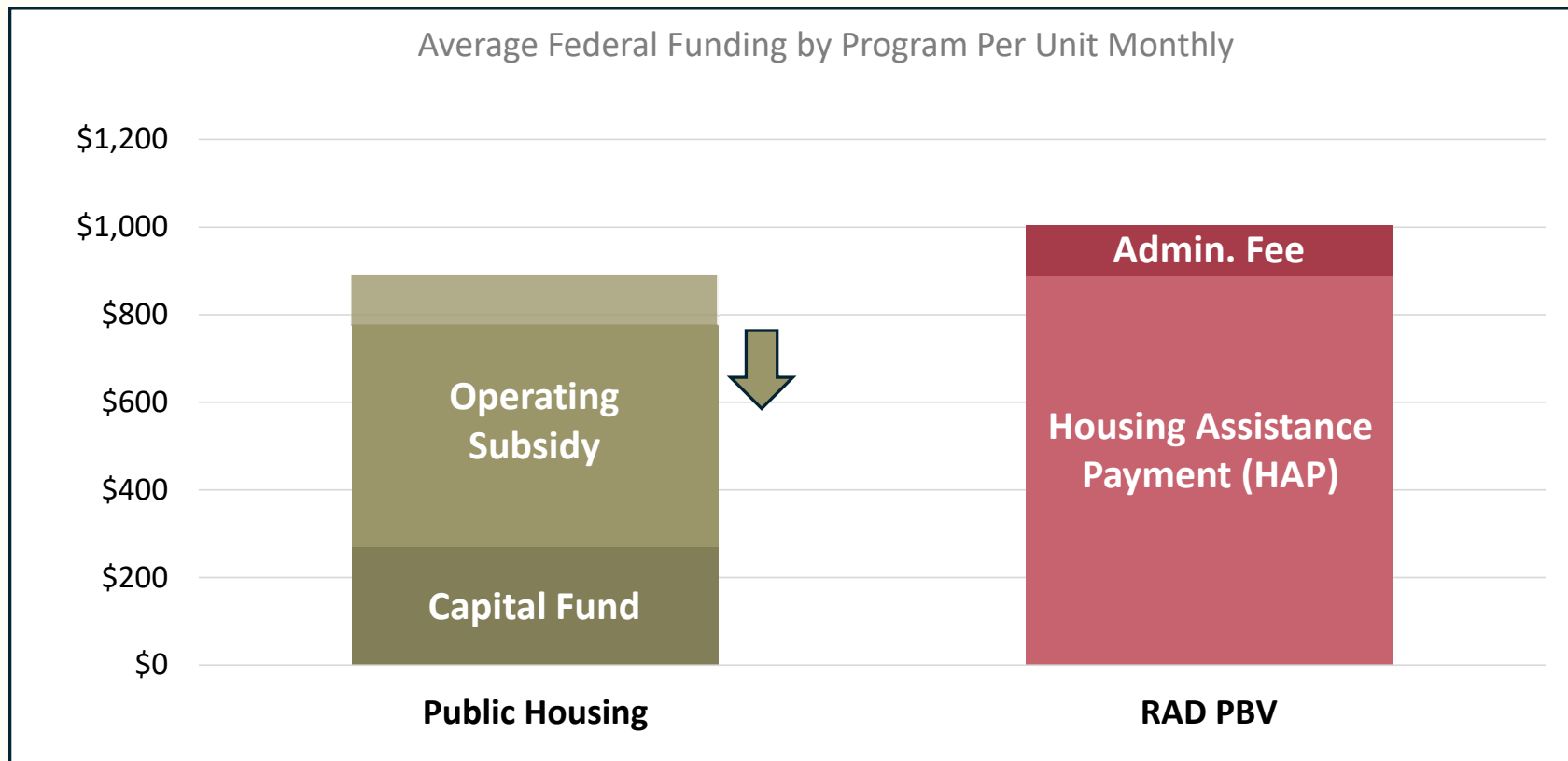
In addition, KCHA receives administrative fees for each **RAD** Project-Based Voucher.



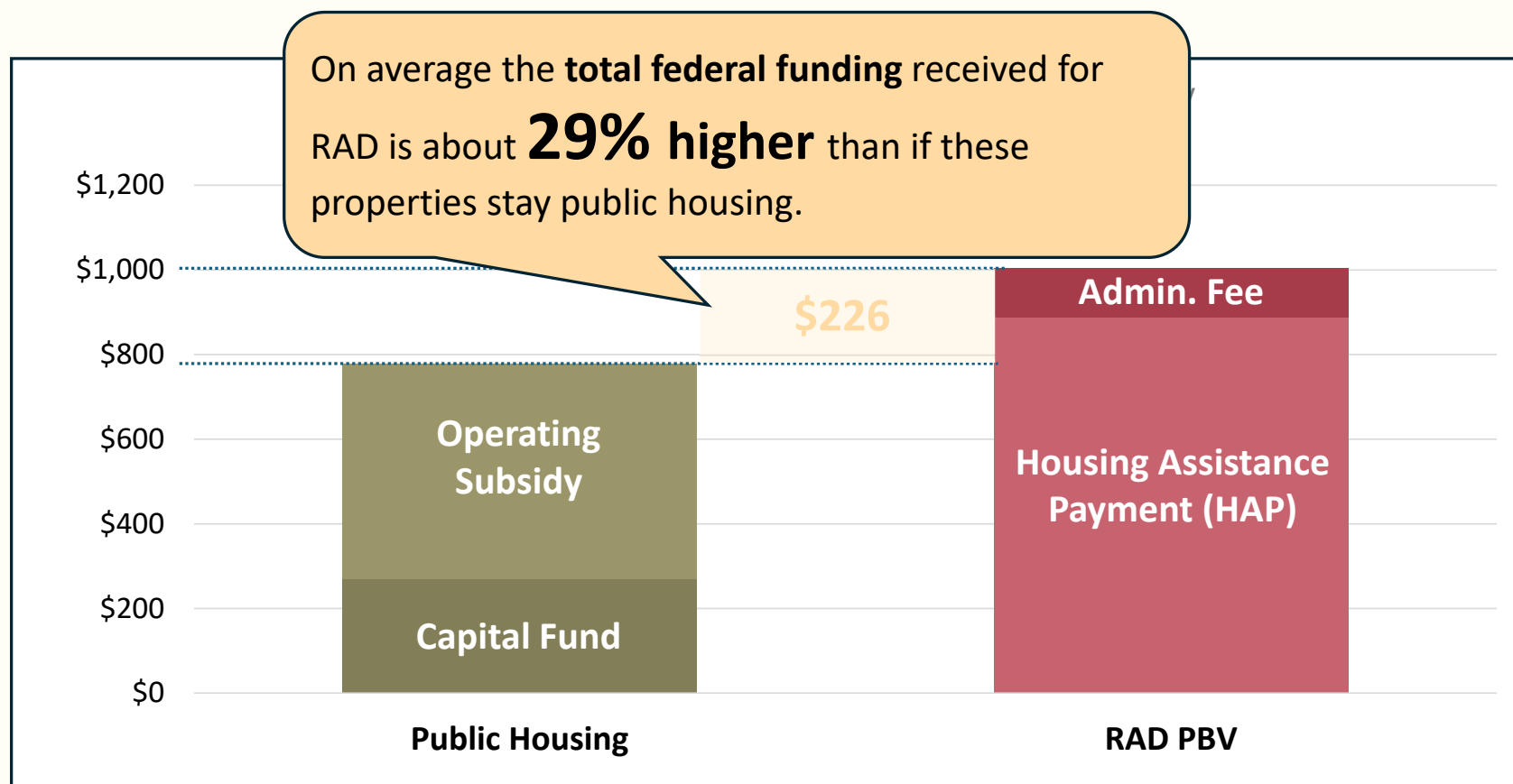
The **Operating Subsidy** we currently receive is **inflated** by temporary energy reduction incentives and utility savings tied to two **energy performance contracts**.



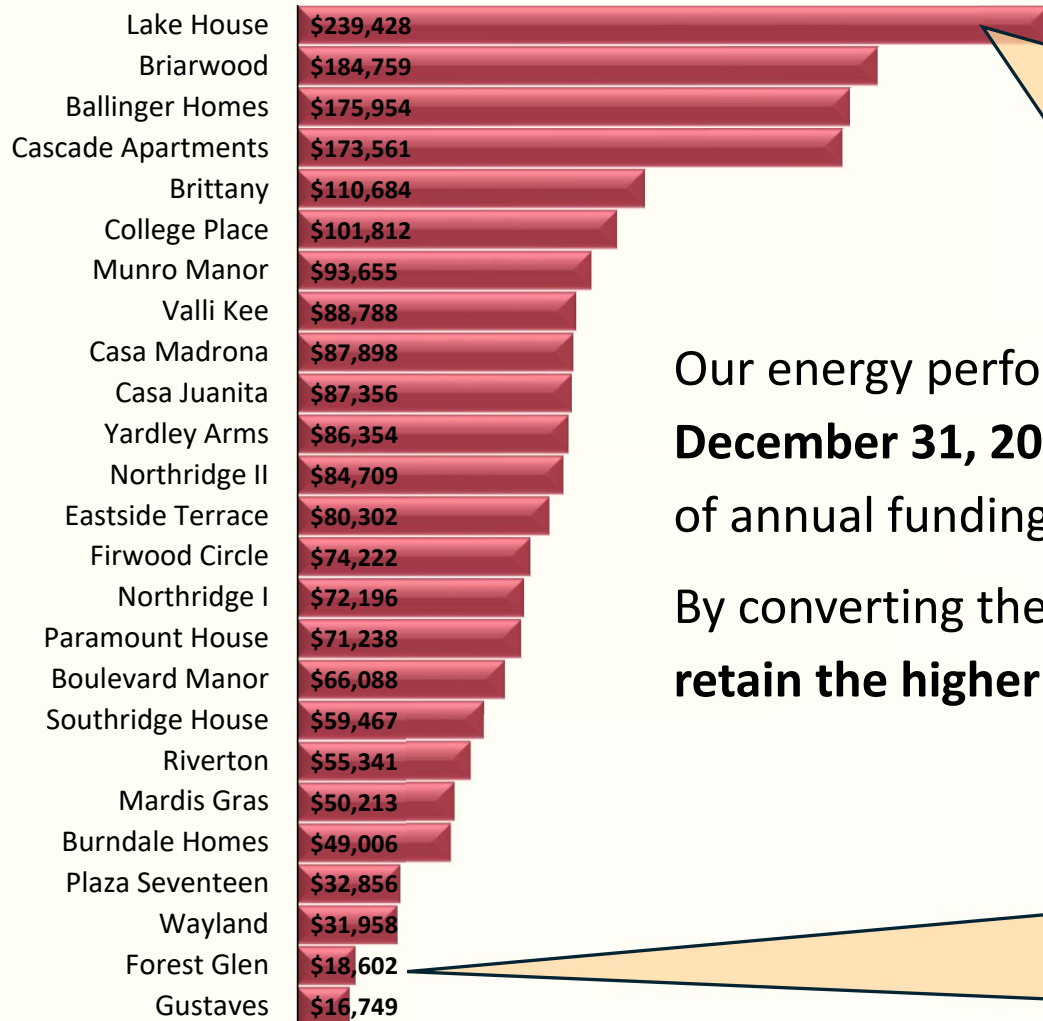
At the end of **this year** our 1<sup>st</sup> energy performance contract ends and as a result we will receive **less funding** for public housing.



By applying for RAD before the energy reduction incentives end, we **preserve** the higher subsidy for when these properties convert to RAD.



## Energy Reduction Incentives by Property



**Lake House: +\$285** per unit monthly

Estimated **federal funding** per unit  
(after the energy performance contract ends):

Public Housing	RAD PBV	
\$1,007 /month	\$1,485 /month	<b>+ 48%</b>

Our energy performance contract terminates **December 31, 2025**, resulting in a **\$2.2 million** loss of annual funding for public housing.

By converting these properties to **RAD** we could **retain the higher funding**.

**Forest Glen: + \$39** per unit monthly

Estimated **federal funding** per unit  
(after the energy performance contract ends):

Public Housing	RAD PBV	
\$1,056 /month	\$1,211 /month	<b>+ 15%</b>

Over **500** Public Housing Authorities  
across the country have completed  
**RAD** conversions.

**1,764** projects

**240,672** housing units

**Over 500,000** residents





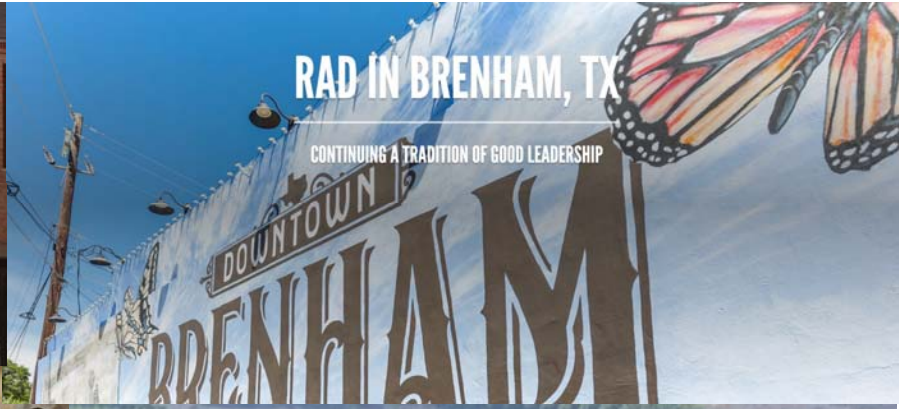
## RAD IN ROME

INNOVATING FOR TOMORROW – AND TODAY



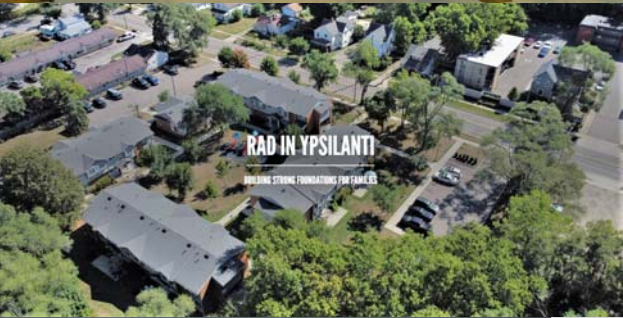
## RAD IN FORT WORTH, TEXAS

DECONCENTRATING POVERTY AND PROVIDING NEW OPPORTUNITY



## RAD IN BRENHAM, TX

CONTINUING A TRADITION OF GOOD LEADERSHIP



## RAD IN YPSILANTI

BUILDING STRONG FOUNDATIONS FOR FAMILIES



## JORDAN DOWNS

REVITALIZING HOMES AND LIVES IN LOS ANGELES THROUGH RAD



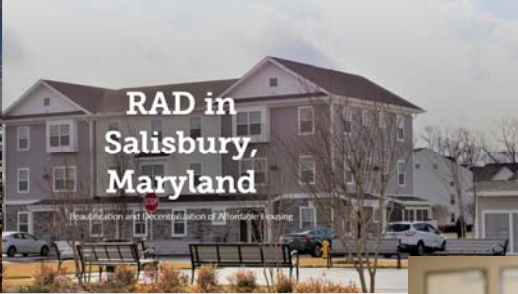
## RAD IN VENTURA

HEALTHY DESIGN, HEALTHY COMMUNITY



## RAD IN SAN FRANCISCO

A story of transformation



## RAD IN SALISBURY, MARYLAND

RENOVATION AND RECONSTRUCTION OF AFFORDABLE HOUSING



## RAD IN MAINE

A LOVING HOUSE STORY



## RAD IN MCKINNEY, TEXAS

DIGNITY AND PRIDE IN PUBLIC HOUSING



## RAD IN NEW BERN, NORTH CAROLINA



## RAD & MTW IN CHICAGO

LEADING GREATER IMPACT WITH HUD DEMONSTRATION PROGRAMS



## RAD IN EL PASO

FROM PUBLIC HOUSING TO HOMES



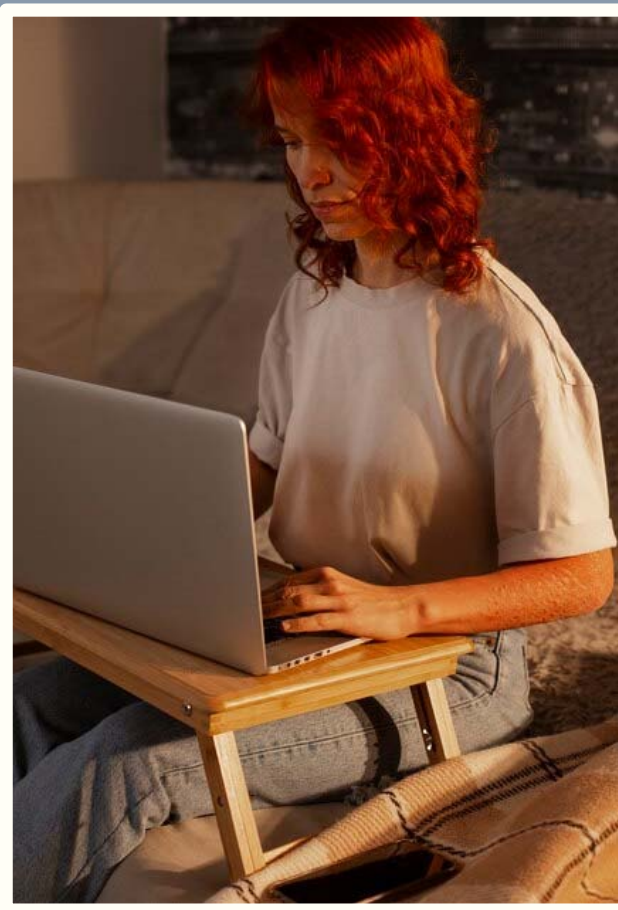
What will be **our RAD** story?





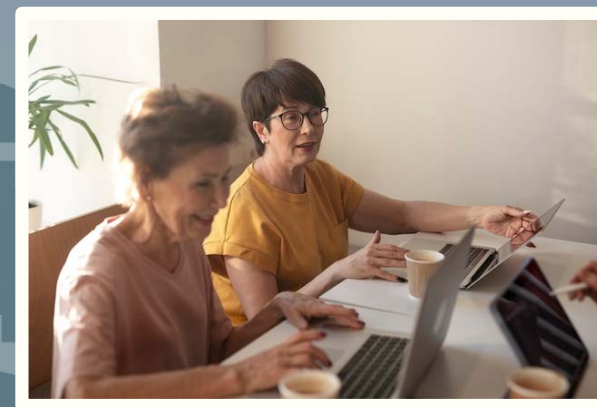
# HVAC Upgrades?





## Digital Equity?

- Free Internet
- Computer Labs
- Training / Education
- Devices (tablets)



## Improve Accessibility?

- Fully accessible units
- Support services
- Community programs





## Improved parking?

- Additional parking spaces
- Shuttle services
- Acquisition of neighboring property



# New Development?



# Lessons learned from **other** Housing Authorities and their past **RAD** conversions

1. Annual increases to RAD rents haven't kept up with rising costs of materials, utilities and insurance.
2. Concerns about loss of Public Housing.
3. Resident fear of displacement during conversion.
4. Complaints about transitioning to private management and the quality and timeliness of maintenance and repairs.
5. Lack of clear communication and transparency from PHAs and property managers about the RAD process and its implications.

# Lessons learned from **other** Housing Authorities and their past **RAD** conversions

1. **Annual increases to RAD rents haven't kept up with rising costs of materials, utilities and insurance.**
2. Concerns about loss of Public Housing.
3. Resident fear of displacement during conversion.
4. Complaints about transitioning to private management and the quality and timeliness of maintenance and repairs.
5. Lack of clear communication and transparency from PHAs and property managers about the RAD process and its implications.

- HUD recently announced a change in the formula used to calculate annual adjustments to RAD rents, to address this issue.
- KCHA could continue to supplement RAD rents with funding through our MTW flexibility.



# Lessons learned from **other** Housing Authorities and their past **RAD** conversions

1. Annual increases to RAD rents haven't kept up with rising costs of materials, utilities and insurance.
2. **Concerns about loss of Public Housing.**
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4. Complaints about transitioning to private management and the quality and timeliness of maintenance and repairs.
5. Lack of clear communication and transparency from PHAs and property managers about the RAD process and its implications.

- When public housing units convert to RAD it is a **permanent loss** of public housing, however we aren't converting 100% of our public housing to RAD.
- RAD units remain **permanently** affordable to low-income families.
- KCHA has the ability to add over 850 new units of public housing in the future.

## Lessons learned from **other** Housing Authorities and their past **RAD** conversions

1. Annual increases to RAD rents haven't kept up with rising costs of materials, utilities and insurance.
2. Concerns about loss of Public Housing.
3. **Resident fear of displacement during conversion.**
4. Complaints about transitioning to private management and the quality and timeliness of maintenance and repairs.
5. Lack of clear communication and transparency from PHAs and property managers about the RAD process and its implications.

- The properties we're converting to RAD are in good condition and do **not** require major renovation.
- We don't expect any residents would be required to relocate as part of the conversion.

## Lessons learned from **other** Housing Authorities and their past **RAD** conversions

1. Annual increases to RAD rents haven't kept up with rising costs of materials, utilities and insurance.
2. Concerns about loss of Public Housing.
3. Resident fear of displacement during conversion.
4. **Complaints about transitioning to private management and the quality and timeliness of maintenance and repairs.**
5. Lack of clear communication and transparency from PHAs and property managers about the RAD process and its implications.

- We do **not** intend to transition management of these properties to private management companies.

## Lessons learned from **other** Housing Authorities and their past **RAD** conversions

1. Annual increases to RAD rents haven't kept up with rising costs of materials, utilities and insurance.
2. Concerns about loss of Public Housing.
3. Resident fear of displacement during conversion.
4. Complaints about transitioning to private management and the quality and timeliness of maintenance and repairs.
5. **Lack of clear communication and transparency from PHAs and property managers about the RAD process and its implications.**

- We will develop clear messaging about RAD and what conversion would entail and we will engage residents, staff and other key stakeholders at all stages of a RAD conversion process.

We will engage with **residents** to identify the projects and services that will most benefit **their** community.



## RAD conversion process

Each RAD conversions typically  
take **6 -18 months**,  
but they can take longer.

1. HUD issues an **initial approval**
2. **Due diligence** (building inspections, environmental review, etc.)
3. 2<sup>nd</sup> round of **resident meetings**
4. KCHA submits a **financing plan** to HUD
5. HUD issues a **RAD Conversion Commitment (RCC)**
6. **Closing/Conversion**



The entire process, application through closing and conversion to RAD, typically takes between **6 – 18 months**.

# Initially, we plan to convert **four** properties to Section 8 Housing, through **RAD**.

Our first conversion will include...

**4** public housing **PROPERTIES**  
**250** public housing **UNITS**



**Public Housing**  
(Section 9)



**Section 8**  
**Housing**



**10%**  
of KCHA's public  
housing units

KCHA will also apply for a **portfolio award**, reserving our ability to convert **more properties to RAD** in the future.

Reservation to convert up to...

**25** public housing PROPERTIES  
**1,657** public housing UNITS



**Public Housing**  
(Section 9)



**Section 8 Housing**



**67%**

of KCHA's public housing units

**\$2.2 million** preserved funding

**\$2.3 million** + new admin. fees

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**\$4.5 million**

difference in annual federal funding if all 25 convert to RAD



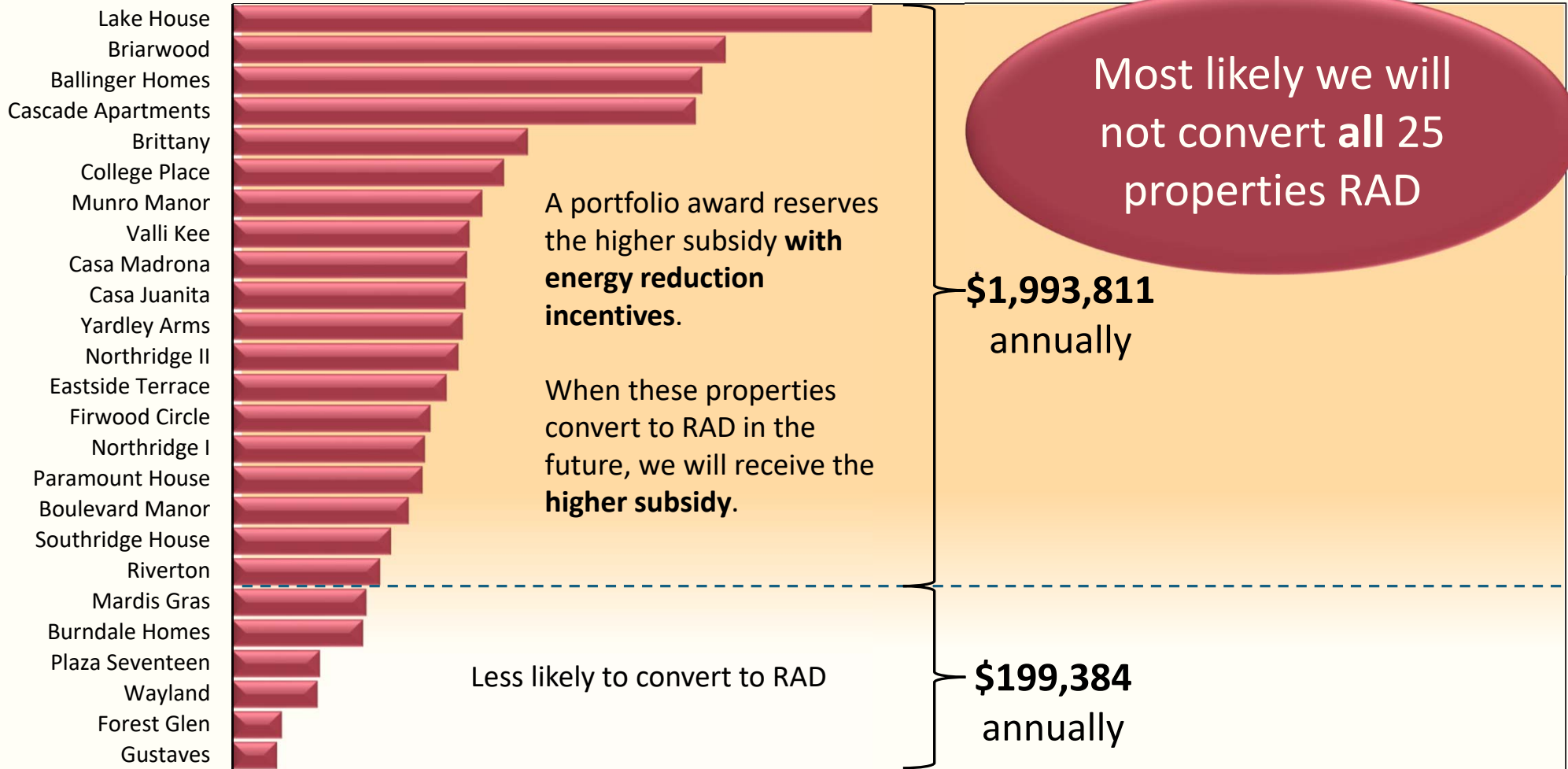
# A portfolio award reserves our ability to convert properties to **RAD** in the **future**

To keep our reservation we must convert a minimum of **four** properties to RAD each year.

Converting all 25 properties to RAD would take between **5-7 years**.



# Energy Reduction Incentives by Property



# Applying for **RAD**

Each year we would submit another application to convert at least **four** more properties to RAD

Before submitting an application, we would conduct a series of **resident meetings** with the initial group of **four** properties converting to RAD.

We would then come back to the KCHA Board of Commissioners for a **Board Resolution**.

We would submit **two applications** at the same time. A portfolio application (reservation) for **25 properties**, along with an application requesting **initial approval** for the first four properties.





**Southridge House**  
Federal Way

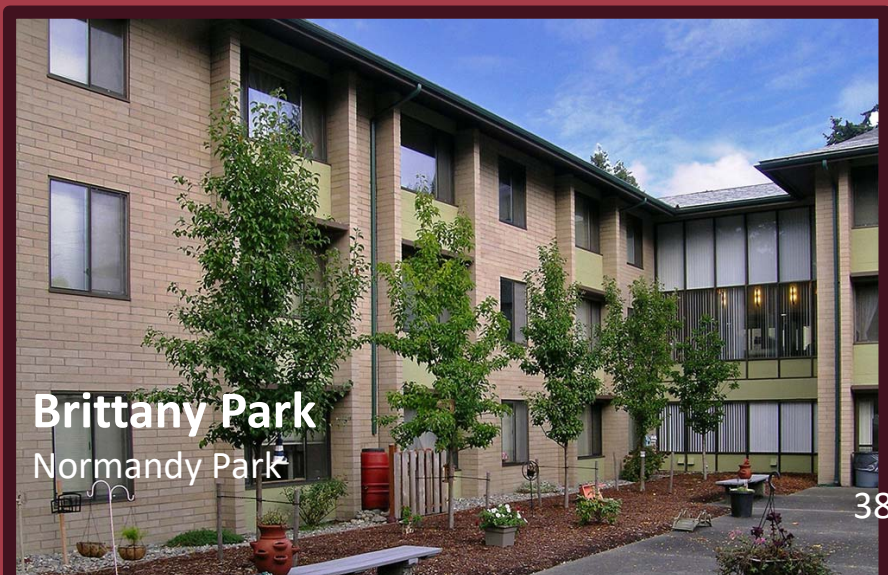


**Yardley Arms**  
Burien  
1000 SW 130th St.

Initial **four** properties converting to RAD.



**Munro Manor**  
Burien



**Brittany Park**  
Normandy Park



# Brittany Park

**Brittany Park (43 units)**



# Munro Manor

Munro Manor (60 units)

# Southridge House



Southridge House (80 units)



Yardley  
Arms

Yardley Arms (67 units)



# What **RAD** means for KCHA

- Resident stability
- Preservation of affordable housing
- Maximizing federal funding maintaining up to \$2.2 million in annual energy reduction incentives
- New funding for administrative fees, up \$2.3 million annually
- Access to new sources of funding and private capital
- Choice mobility for existing residents
- Keeping our buildings up to date with the improvements and services that residents want

**Questions?**

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In Practice

[HUD USER Home](#) > [PD&R Edge Home](#) > In Practice

## Preserving Affordability Through Acquisition: King County's Site-Based Strategies

*By Brian Knudsen, Social Science Analyst, Office of Policy Development and Research*

KCHA acquired Henry House in 2024 from a family that had owned the site for over 50 years. The acquisition will help keep rents affordable in the desirable Richmond Beach area of Shoreline, which has been experiencing rising rental costs. Photo credit: William Wright for the King County Housing Authority

Many U.S. cities, counties, and states are pursuing innovative approaches to preserve existing subsidized and naturally occurring affordable housing in their communities. Preservation often costs less and offers a shorter timeline than new construction, permits low- to moderate-income residents to remain in their homes and neighborhoods, and may conform to existing land use patterns. Acquisition models are preservation strategies in which affordable housing providers "purchase existing low-cost housing units and add them to the stock of long-term affordable rental housing." This approach is especially important in neighborhoods where obstacles to new construction are highest, such as in high-opportunity areas with restrictive land-use regulations that make building multifamily housing a complex and expensive process. *Opportunity* acquisition models preserve below-market units in mixed income, well-resourced neighborhoods that are close to jobs, transportation options, and high-performing schools. Research has shown enduring benefits for low-income families that can access these neighborhoods, including higher expected adult incomes for the children in these [families](#).

Local opportunity acquisition models employ diverse and innovative approaches, including differences in their financing methods, in determining whether acquired properties preserve subsidized or naturally occurring affordable units as well as the length and depth of their affordability guarantees. In this article, the first in a two-part series, we examine one example of a publicly initiated effort to acquire and preserve affordable housing in opportunity neighborhoods: King County Housing Authority's (KCHA's) site-based affordability strategies. KCHA employs tax-exempt bonds and other financing approaches to acquire and preserve a portfolio of workforce housing as well as purchase small apartments for conversion to public [housing](#).

## King County Housing Authority: Regional Context

Created by the state of Washington in 1939 and a participant in the Moving to Work (MTW) program since 2003, KCHA's service area includes all of King County outside of the cities of Seattle and Renton, encompassing more than 1.4 million of the county's roughly 2.2 million population. Between 2010 and 2020, the service area's population grew by approximately 16 percent compared with an increase of approximately 7 percent for the nation as a whole. In 2022, the county's estimated median household income was more than \$116,000, higher than that of the largest comparable counties by employment, the state of Washington (at more than \$91,000), and the nation as a whole (at approximately \$75,000). Adjusting for inflation, King County's median household income has increased by 30 percent since 2010. Despite these increases, disparities exist. Incomes of White and Asian households exceed those of Black and Hispanic households, and income inequality has increased in recent years. These disparities are particularly evident in the higher-opportunity and lower-poverty areas to the north and east of the county's urban and suburban core, including locations implicated in recent technology industry [booms](#).

In 2023, KCHA served slightly less than 43,000 individuals in 19,250 households through federal subsidy programs, including tenant-based vouchers (13,926), project-based vouchers (2,799), and public housing units (2,525). The median household income in 2023 among these federally supported households was \$14,491, and these units housed 14,990 children. KCHA has successfully helped federally supported families with children access housing in higher-opportunity neighborhoods. In 2023, 30 percent of KCHA voucher families with children lived in opportunity areas, as defined by researchers at Harvard University's Opportunity [Insights](#).

### Site-Based Affordability Strategies, Definitions and Rationales

KCHA's site-based affordability strategies involve a set of approaches that enhance access to existing and emerging opportunity neighborhoods, mostly by preserving affordable housing through the acquisition of hard units in these areas. These strategies, which KCHA's MTW status has facilitated, have preserved or made available thousands of additional affordable units in high-resource sections of KCHA's service area over the past three decades. KCHA distinguishes these strategies from place-based approaches that describe efforts to improve housing or neighborhood conditions in high-poverty areas and from project-based strategies that refer to a single subsidy [type](#).

These approaches are an outgrowth of KCHA's evaluation of current and evolving attributes of the regional economy, including demographic patterns, housing market characteristics, and neighborhood resources. Between 2010 and 2020, King County lost 112,000 housing units affordable to households earning less than 80 percent of the area median income (AMI). Despite regional efforts during this period to expand the housing stock at all income levels, demand fueled by population and job growth outpaced supply, triggering significant increases in market-rate rents. KCHA's preservation strategies arise partly out of an understanding that the number of affordable units in the county lost through rising rents outstrip the number of newly constructed affordable units, including in its own development pipeline. Rental units that are affordable to low-income families already exist throughout the region, and KCHA's site-based strategies reflect the agency's intention to maintain affordability by acquiring units from the private market and shifting them to public ownership. Andrew Calkins, former vice president of policy and intergovernmental affairs at KHCA, notes that these policies have enabled them to "have some control of where the rents go over the long term" and have "paid

dividends over the decades we've been doing it [insofar as] some of the properties we've owned for many years are now extremely [affordable](#)."

Furthermore, considering growing evidence that neighborhood quality affects health, employment, education, and other outcomes, KCHA's site-based affordability strategies endeavor to expand housing choice for low-income families by expanding access to, and the ability to stay in, higher-opportunity areas in the county, including areas such as Bellevue, Kirkland, and Redmond. Calkins explains that "it's important for us as a regional entity to be thinking about how can we be making sure that folks have access to all parts of our jurisdiction, [so that if] they want to live in Bellevue, that there are affordable units there so that they have an opportunity to do so, [and] if they want to live near transit in South King County, there's an opportunity for them to do that as well." KCHA also seeks to prevent economic displacement by prioritizing acquisitions in neighborhoods expected to become opportunity areas through gentrification and other processes, such as along transit [corridors](#).

### ***Site-based affordability strategy 1: Acquisition and preservation of workforce housing***

Since the early 1990s, KCHA has acquired and preserved approximately 8,000 units of naturally occurring affordable workforce housing in King County that it now owns or controls, with most of these properties renting at rates affordable to households earning between 50 percent and 80 percent of AMI. Nearly 7,400 homes in KCHA's affordable workforce housing portfolio are in multifamily developments, and approximately 650 more are in manufactured housing communities that KCHA owns. Of the multifamily workforce units, 52 percent are in high-opportunity neighborhoods within KCHA's service area. Since 2010 alone, KCHA has acquired more than 3,400 units of existing rental housing through this strategy. These properties are not subsidized through the public housing, Multifamily Section 8, or Section 202 programs, but some units do have vouchers layered in. For example, 18 out of 47 workforce housing properties include project-based vouchers, totaling nearly 400 units (5 percent of all workforce units in King County). Similarly, approximately 1,000 tenant-based housing choice voucher households are living in workforce affordable properties. KCHA's acquisition strategy preserves permanent affordability for workforce housing in a very challenging market, combating displacement and saving thousands of units of existing affordable housing from being lost to market-rate [housing](#).

The primary source of financing for KCHA's affordable workforce housing acquisitions is tax-exempt bonds issued by the agency. In cases where a substantial rehabilitation is needed, low-income housing tax credits (LIHTCs) are used. Of the multifamily developments, more than 5,000 units have been financed by traditional tax-exempt bonds, and approximately 2,400 homes have been rehabilitated through LIHTCs. As of 2022, the average affordability level for bond-financed properties is 61 percent of AMI, whereas the average affordability level for LIHTC properties is 47 percent of [AMI](#).

KCHA acquired the Newporter, a 120-unit workforce housing development, in 1991 and preserves affordability by basing rent increases on operating costs and not on market-driven demand. By 2020, rents were over \$500 lower than comparable, market-rate units. Photo credit: William Wright for the King County Housing Authority

After purchasing a property, KCHA works to keep rents below 80 percent of AMI by raising rents only as operating costs rise. Workforce properties acquired in the 1990s, and even some that KCHA has owned for 10 years, rent at rates \$300 to \$600 per month less than comparable

rentals in the surrounding market. At the Newporter, a 120-unit KCHA workforce housing complex acquired in 1991 in Bellevue, rents for two-bedroom units in 2020 were \$569 per month lower than they were for comparable units in the neighborhood. Rents based on operating costs become more affordable over time as they lag market rents, relieving the need for increasing subsidy expenditures to maintain [affordability](#).

Among the properties that KCHA has sought to acquire for its workforce portfolio are privately owned properties subsidized through the U.S. Department of Agriculture and HUD with affordability covenants on the brink of expiration, especially Section 8 rental assistance contracts. By acquiring and assuming ownership of these properties, KCHA can ensure that rents for these units remain affordable and that low- and moderate-income households are not displaced. In March 2024, KCHA closed on the \$9.95 million acquisition of the 54-unit Henry House multifamily rental apartment community in the Richmond Beach neighborhood of Shoreline. This property, which had been owned by the same family for more than 50 years, was on the market in a desirable area with rising rents and included 39 rental units subsidized under a HUD project-based rental assistance contract expiring at the end of June 2024. KCHA's purchase of the property preserves affordability and access to federal support for current and future residents amid concerns that new private ownership would price out low- and moderate-income [households](#).

Because properties in the county with expiring affordability covenants are becoming increasingly scarce, KCHA also prioritizes the acquisition of properties whose owners have a history of renting to families with housing choice vouchers but may now want to sell their property. For example, in November 2023, KCHA completed the \$28 million purchase of the 116-unit Sterling Ridge multifamily apartment complex in the East Hill neighborhood of Kent. Sterling Ridge's 50 two-bedroom and 50 three-bedroom apartments accommodate families, and more than 30 percent of its units historically have rented to housing choice voucher holders. The property, owned by the same family for nearly 30 years, was on the market, and KCHA purchased the property amid concern that escalating rents would force out lower-income renters. By acquiring such properties, KCHA prevents displacement by maintaining rents at levels affordable to working families and households with tenant-based vouchers. As the owner, KCHA also ensures that tenant-based voucher holders retain access to these properties by continuing to accept vouchers at their workforce properties and by calibrating rental criteria standards to keep these units available to low- and moderate-income families. KCHA benefits from renting units in workforce properties to voucher households because the affordable rents based on operating costs mean that the vouchers are less expensive for the [agency](#).

KCHA also pursues acquisitions in neighborhoods that are evolving into high-opportunity areas, where market rents are increasingly at risk of becoming out of reach for many households. KCHA has made transit-oriented development a central element of its workforce affordable housing strategy and is prioritizing the acquisition and preservation of existing affordable housing along emerging high-capacity transit corridors and near light-rail stations, neighborhoods that often experience gentrification and increasing rents. For example, in 2015 KCHA purchased two apartment communities directly adjacent to the Tukwila light rail station totaling 286 units: The Villages at South Station in Tukwila (191 units) and the Corinthian Apartments in SeaTac (95 units). These purchases preserve naturally occurring affordable rents for the long term in areas with rising rents and existing transit to job and education [centers](#).

## ***Site-based affordability strategy 2: Purchasing smaller apartment complexes to convert to public housing***

KCHA's demolition of obsolete public housing in high-poverty areas as part of several HOPE VI redevelopments has placed the agency below its federal allocation of public housing subsidies (known as the Faircloth Limit). A second site-based affordability strategy involves KCHA's redeployment of public housing operating subsidies that are banked and currently unused because of the previous demolitions. Specifically, KCHA purchases small apartment complexes (typically 30 or fewer units) in high-opportunity areas and reactivates banked public housing subsidies for the operations of those units. This approach has generated at least 90 units. More than 20,000 households are on KCHA's waiting lists for public housing, and, given the general shortage of housing affordable to extremely low-income households, this strategy increases the inventory of these units by acquiring existing private-market properties and activating the banked subsidies. KCHA's acquisition of smaller properties reflects the cost-prohibitive nature of acquiring large developments in high-cost King County and the inability of the public housing program to support debt. As a result, KCHA takes advantage of available funding opportunities to essentially pay off these acquisitions instead of assuming debt. KCHA can use its reserves to buy these properties. In some instances, a city uses local money to put up most of the acquisition funds, and KCHA will then bring in the public housing operating subsidy. For instance, a city may make use of funds accumulated from the fees paid by developers to the city in lieu of meeting housing affordability requirements. State and county public entities have financed portions of acquisitions, as has the online retailer and technology firm Amazon, which is headquartered in [Seattle](#).

Several examples illustrate the advantages afforded by this strategy. When KCHA began searching for smaller apartment properties in the private market to acquire, it initially investigated developments near existing KCHA-owned properties. In 2009, KCHA acquired Pepper Tree, a 30-unit, private-market complex next door to KCHA's Ballinger Homes public housing development in the high-opportunity area of Shoreline. The agency activated 30 banked public housing subsidy units and operated the properties as a single combined site. As Calkins says, "[T]here was an opportunity there to literally move the fence — they're adjacent properties — and operate them as a single portfolio.... These days, they're not really even talked about as two different properties. It's all just one, Ballinger homes, the 140-unit development that we operate in our traditional subsidized housing portfolio." These small, collocated properties also offer cost-efficiency gains, such as avoiding the need for additional property management staff or other overhead expenses. KCHA's Property Management Department manages properties after the agency activates the public housing operating [subsidies](#).

In the high-cost and high-opportunity city of Kirkland, KCHA purchased Village Plaza Apartments in 2021 (6 units) and Houghton Court (15 units) in 2008 and turned on banked public housing subsidies to expand affordable housing to this expensive community. Similarly, KCHA acquired Island Quest (30 units) in high-opportunity Mercer Island in 2011 and brought public housing subsidies to those units as [well](#).

## ***Site-based affordability strategy 3: Layering of project-based voucher subsidies onto regional nonprofit development***

In a third approach to increasing affordability, KCHA, rather than directly acquiring properties, instead assumes a funder/support role by matching project-based vouchers to a pipeline of



nonprofit-sponsored affordable housing in opportunity areas. KCHA has 1,062 active project-based subsidies at nonprofit-owned sites across King County. In terms of financing, the nonprofit spearheads the acquisition and completes all the development work, including finding a tax credit investor and lining up different financing sources to build the property. KCHA contributes one component of the deal by providing the project-based vouchers. One primary benefit of vouchers is that they provide a predictable revenue stream to make debt payments. The vouchers provide net operating income that can be used in the acquisition to leverage further debt and debt service payments. At some of the sites for which KCHA has provided project-based vouchers, nearly every unit is subsidized with a voucher. For example, in 2023, Plymouth Housing developed Plymouth Crossing, a new 92-unit permanent supportive housing project in Bellevue for residents who have formerly experienced homelessness — the first such property in East King County — and where 87 units are subsidized with a KCHA project-based voucher. Project-based vouchers make up a small portion of other nonprofit [developments](#).

The second article in this series will highlight another example of a local opportunity acquisition model: the Washington Housing Initiative (WHI) in Washington, D.C. WHI consists of a mission-driven nonprofit organization and a social-impact investment fund raised from private investors. It uses a market-based approach to acquiring naturally occurring affordable housing in the Washington, D.C. region and preserving it for households with incomes at or below 80 percent of AMI. Along with preserving affordable housing, these two innovative local endeavors ensure continued access for low- and moderate-income families to well-resourced, mixed-income [neighborhoods](#).

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*The contents of this article are the views of the author(s) and do not necessarily reflect the views or policies of the U.S. Department of Housing and Urban Development or the U.S. Government.*



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Meet KCHA:  
Allison Carpenter

When Allison Carpenter arrived as an intern at KCHA in 2020, she brought a unique spark with her. Prior to joining KCHA, Allison worked for the City of Bellevue’s parks and community services department where she was recognized in the Bellevue City Manager’s Martin Luther King Jr. service awards for her work starting a care package program that turned community donations into care packages for low-income and housing-insecure customers.

Now, KCHA is proud to call Allison one of our own. As a Family Self-Sufficiency Coordinator, Allison continues to show commitment to equipping communities with the tools they need to succeed. Allison says she is grateful for the opportunities she had to connect with families early in her career at KCHA, as building resident relationships and working with a team fueled her determination to continue helping families achieve their goals. “Witnessing my clients achieve success and stability in all areas of their life is incredibly rewarding.”

In her spare time, Allison enjoys reading, writing, playing the cello, going to concerts with friends, and attending events like Seattle Arts & Lectures, which unite her interest in politics, housing, and social justice.

Learn more about the Family Self-Sufficiency Program at <https://www.kcha.org/residents/self-sufficiency>





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Meet KCHA:  
Andrew Zimmerman

Andrew Zimmerman has been with KCHA for over eight years, bringing with him over 20 years of extensive experience in Construction Management. Now a Construction Coordinator for our Capital Construction Department, he's held four roles across two departments at KCHA, consistently translating his experiences into organized and successful projects.

As a Construction Coordinator, Andrew primarily oversees the design, development and permitting process for construction projects. He would also say he has a few other responsibilities — like taking any opportunity to tell his teammates a few bad jokes. His most rewarding experiences have been witnessing families and veterans transition to stable, safe, and well-managed housing, “Working at KCHA has been a very positive and rewarding experience, primarily because I often get to have fun working with great project teams and I’m using my background and skills to help our community.”

While he was born and raised in St. Louis, Missouri, Andrew has called the Pacific Northwest home for the past 24 years. He enjoys being outdoors — hiking, camping, playing tennis, meditating, and more. If you're lucky, you may get the chance to see him singing and playing guitar with his rock n' roll band.





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Meet KCHA:  
Brigitte O'Michaels

With over 25 years of leadership working across 3 continents and cultures, KCHA is fortunate to have Brigitte O'Michaels as a Project Based Senior Housing Specialist. Born in Nigeria, Brigitte came to the US via London, and has a Masters degree in Public Administration along with multiple certifications. She was drawn to KCHA 10 years ago by our mission. She is most proud of bringing forward the idea to switch the agency's payment standards to 6 TIERS Payment Standards, an idea from her affordable housing experience overseas.

When not working, Brigitte loves being a single mom of 3 amazing children! As an accomplished author, she loves to read, teach, and write. She enjoys travelling, but the Pacific Northwest reminds her of her London home as its always raining!





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Meet KCHA:  
Carlisa Bacote

In her time at KCHA, Carlisa Bacote has seen it all! 17 years and 7 different positions have guided her to the role she now holds as the Senior HCV accountant. Carlisa manages month-end processes, sends out housing assistance payments, and works as a liaison between owners, staff, and tenants to ensure accuracy for customers.

Once a single mother of two, Carlisa knows how difficult life can be and how important housing assistance is for people with lower incomes. “The most rewarding part of my job is knowing I could be making a difference in someone’s life by providing them with a place to call home.”

In her free time, Carlisa enjoys shopping for a good deal, being a dog mom, exercising, and loves spending time with her 3 grandkids.





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Meet KCHA:  
Danielle Munroe

As a Procurement and Contracts Administrator, Danielle Munroe works with the Regional Maintenance Department to support our Public Housing and Unit Upgrade divisions. Over 17 years at KCHA, Danielle has a lot to look back on. When she first started, there were many benefits of working in the housing industry, yet she says the greatest benefit was getting to know people. Her position in multi-family housing allowed her to work with people from diverse regional, ethnic, social, and religious backgrounds and gave her the opportunity to deeply connect with each family in a way that helped her serve them fully and authentically.

Danielle says that her on-going desire to help families stay together and thrive together is fulfilled by KCHA, “I look around at all the things we do to promote families and the healthy development of children, and it really makes me proud to say I belong to something that truly transforms lives through housing.”

When she’s not working, you’ll likely find Danielle outside— out on trails, exploring national parks, rafting and paddleboarding, or hanging out in her backyard with her family, which she refers to as “her pack.”





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Meet KCHA:  
Josh Stottlemeyer

Josh Stottlemeyer is an exciting addition to our Safety and Security team, with 23 years of experience in law enforcement and five in corporate security management. He has a plethora of experience to offer in our mission to provide safe and quality housing.

At KCHA, Josh manages the daily safety and security operations for our central office and site-based properties. These operations include overseeing our guard force and managing our security vendors. While he's dedicated to our security efforts, he's also enjoyed the opportunity to connect with staff from all departments and various property managers. "Although grateful for the growth and opportunities I was afforded in the corporate world, I found myself eager to return to public service."

A little-known fact about Josh—his family has been farming in Kitsap County for five generations. Alongside his wife Jennifer and their children, they have proudly tended the land his great grandfather cleared by hand in the early 1900's. If you were to visit the farm today, you'd be greeted by their many woolly sheep!





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Meet KCHA:  
Karla Vitela

As a Resident Services Coordinator, Karla Vitela takes pride in her role in empowering families through education and connecting them with information and resources. At six years with KCHA, Karla continues to grow, and with a degree in Early Childhood Education and Family studies and a recent certificate in E-learning and Instructional design, Karla is not only equipped to support KCHA residents but driven to understand the tools she needs to help build relationships and connect with our community.

Growing up in a low-income, food-insecure, immigrant household, Karla says she and her family experienced many of the same barriers she now helps residents navigate. Karla resonates with the work we do at KCHA, wanting to give back to her community. “In my position, not only can I help families navigate the KCHA systems, but also provide them with resources and education, like the opportunities that helped change my life.”

Outside of her work at KCHA, Karla is an artist and enjoys boxing/kickboxing, going to the movies, trying new restaurants, and spending her days inside with a good book and a cup of coffee.







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Meet KCHA:  
Kelly Trudeau

After almost a decade of work as a Program Manager in an assisted living facility, Kelly Trudeau made the transition to KCHA in 2015. Now a Family Self-Sufficiency coordinator for our FSS program, she has been bringing her experience and passion for building authentic connections with her every day.

Propelled by her experiences facilitating relationships in assisted living, Kelly discovered a new passion for social services and helping others. She shared that one of the many reasons she was drawn to KCHA was an alignment with our mission and her personal values, “I am a passionate advocate for providing resources and barrier reductions to families. I believe housing is a fundamental human right because it is the basis of stability for any individual or family.” As an FSS Coordinator, Kelly works closely with residents to mentor them in attaining economic mobility and stability, providing them with the tools they need to grow.

Outside of work, Kelly seeks heart-pumping adventures — paragliding, skydiving, parasailing, ziplining through canyons and riding in hot air balloons. Some of her tamer adventures include paddleboarding, thrift shopping, working out and enjoying the outdoors.





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Meet KCHA:  
Keyona Cotton

“What attracted me to KCHA is our care and dedication to house low-income families, the dedication we put into keeping the properties looking amazing for residents, and the diversity within the company and community we serve.” Keyona Cotton started at KCHA 10 years ago and has been moving up ever since! From a Property Specialist to Property Management Trainer, Keyona shows a passion for connecting with others and inspiring energy around our mission and work.

“I love how I've made great connections with residents and colleagues of the company on different levels.” Keyona takes pride in her achievements, from obtaining her Training Facilitator certification to building her leadership and presentation skills through KCHA’s Toastmasters International committee.

Keyona is driven by her desire to encourage herself and those around her to spread joy and be their most authentic selves. With dreams of being a bestselling author, not only does she love to read but she writes short stories and poems. When she isn’t dedicating time to being a cheer mom, she also enjoys journaling, dancing, and singing.





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Meet KCHA:  
Loren Sisley

“Bringing joy to kids by handing them culturally responsive, for-keeps books during inspections sparks a good feeling that I’ve never outgrown.”

**Loren Sisley**  
Housing Choice  
Vouchers





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Meet KCHA:  
Lydia Assefa-Dawson

What started as a recommendation from a friend evolved into a 15-year (and counting) journey for [Lydia Assefa-Dawson](#). Prior to working at KCHA, Lydia worked in the non-profit and government sectors for 15 years, and her focus in housing and human services perfectly equipped her for her role as a Family Self-Sufficiency Coordinator focusing on the southwest region of King County. In her role, Lydia works with residents one-on-one for up to five years, supporting them in achieving their financial goals. She says the most rewarding part of her job is the opportunity to build trusting relationships with our residents and seeing the joy that they share after meeting goals that they once believed to be unattainable.

Born and raised in Ethiopia, Lydia continues to find ways to stay engaged in her community—both overseas and here in the United States. She is a proud mother of three adult sons, 2 daughters-in-law, and visits them as often as she can. In her free time, she enjoys traveling, hanging out with friends, volunteering and reading—her favorite book is “Cutting for Stone” by Abraham Verghese.





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Meet KCHA:  
Michelle Hokama

We are proud to have Michelle Hokama as an Administrative Specialist in our compliance department. From providing intuitive suggestions to connecting with communities— Michelle has been showing up with unique insight and dedication for the past 7 years! With a unique background ranging from multiple industries and states, Michelle began to seek out opportunities to make a difference in her world when she found it missing from her corporate experiences— eventually drawing her to KCHA.

Michelle says “Taking my years of experience in many aspects of real-life, none seemed to push the ‘heart’ button. The button that fills you with “I made a difference today.” KCHA offered the heart button with every family file touched.” For her- the experience of watching our portability department grow and offer efficient, timely and effective advocacy for our clients has demonstrated the “little-impacts” that everyone person at KCHA makes- which she finds to be incredibly rewarding.

Michelle demonstrates her creativity and love for connection outside of her work as well. In her free time, she enjoys art, painting, swimming, and playing online video games— where she can connect with a range of people and experience a spectrum of world views. In the summer, she holds balcony conversations with her community— discussing little changes they can make to impact their communities.

[#teamkcha](#)





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Meet KCHA:  
Patrick Kaapana

What started as a temporary job became a decade of experience at KCHA for Patrick Kaapana who manages the Capital Construction program. Once a Habitat for Humanity worker, Patrick has always been a supporter of affordable housing. Now, Patrick and his team work on public housing rehabilitation for KCHA's properties. He is not only invested in KCHA's mission, but enjoys the time he spends with coworkers committed to the same cause.

Patrick has worked in construction all his life, spanning every trade. He started working in his father's construction equipment repair shop, while working summers and weekends on construction sites. After he received his BA in Business Administration and Operations Management from Puget Sound University, Patrick worked a variety of jobs before finally returning to contracting — as the owner of a company focused on residential/commercial construction. Patrick has been involved in some exciting projects outside of KCHA, including working with the 3M company to develop a pressure sensitive vinyl material to use on racetracks during NASCAR and road rallies. When he's not working, Patrick's first love is his family. But he does enjoy fishing!





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Meet KCHA:  
Todd Haskins

Todd Haskins has always been interested in building more equitable communities. Inspired by his parent’s work in the public sector, Todd knew he wanted to pursue a career in the same field. “I believe strongly in social and economic justice and KCHA aligns with my career mission of social justice.”

From a Property Specialist to a Management Analyst and Senior Management Analyst, Todd has worn many hats over his seven years at KCHA. He recently transitioned into a new role as the Program Manager for the Family Self-Sufficiency Program, a Workforce Development Program in the Resident Services Department, where he leads a team of FSS coordinators dedicated to helping families achieve their financial goals.

Born and raised in Seattle, Todd is a dedicated Seattle sports fan. When he has the time, he also loves traveling through the American Southwest.

