

Agency Accomplishments

2024

Thanks to the great work of our dedicated employees and partners, we made much progress toward our goals in 2024.



THE YEAR AT A GLANCE

KCHA TEAM

529 Employees
82 New hires
25 Internal promotions

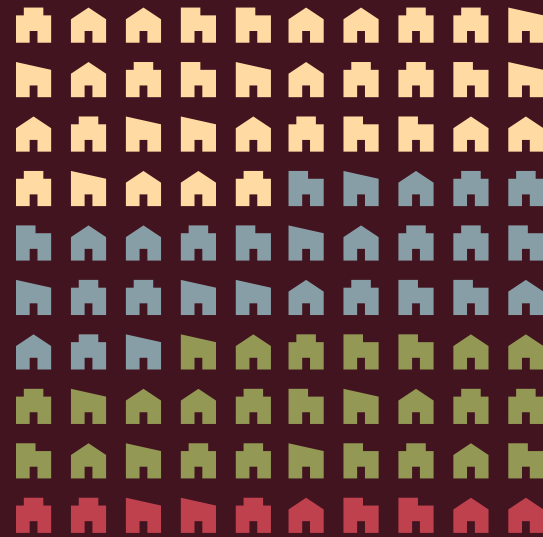
EMPLOYEE HOUSING ACCESS

16 Moved in
13 Waiting

KCHA IMPACT

16,500

Federally subsidized households



- 35% are seniors and older adults
- 28% are people with disabilities
- 27% are families with children
- 10% are households without children

8,900

Units of workforce housing in 63 properties with more than 98% occupancy

14,300

Housing Choice Voucher (HCV) customers

12,700

KCHA-owned units in 155 properties



2,500

are public housing

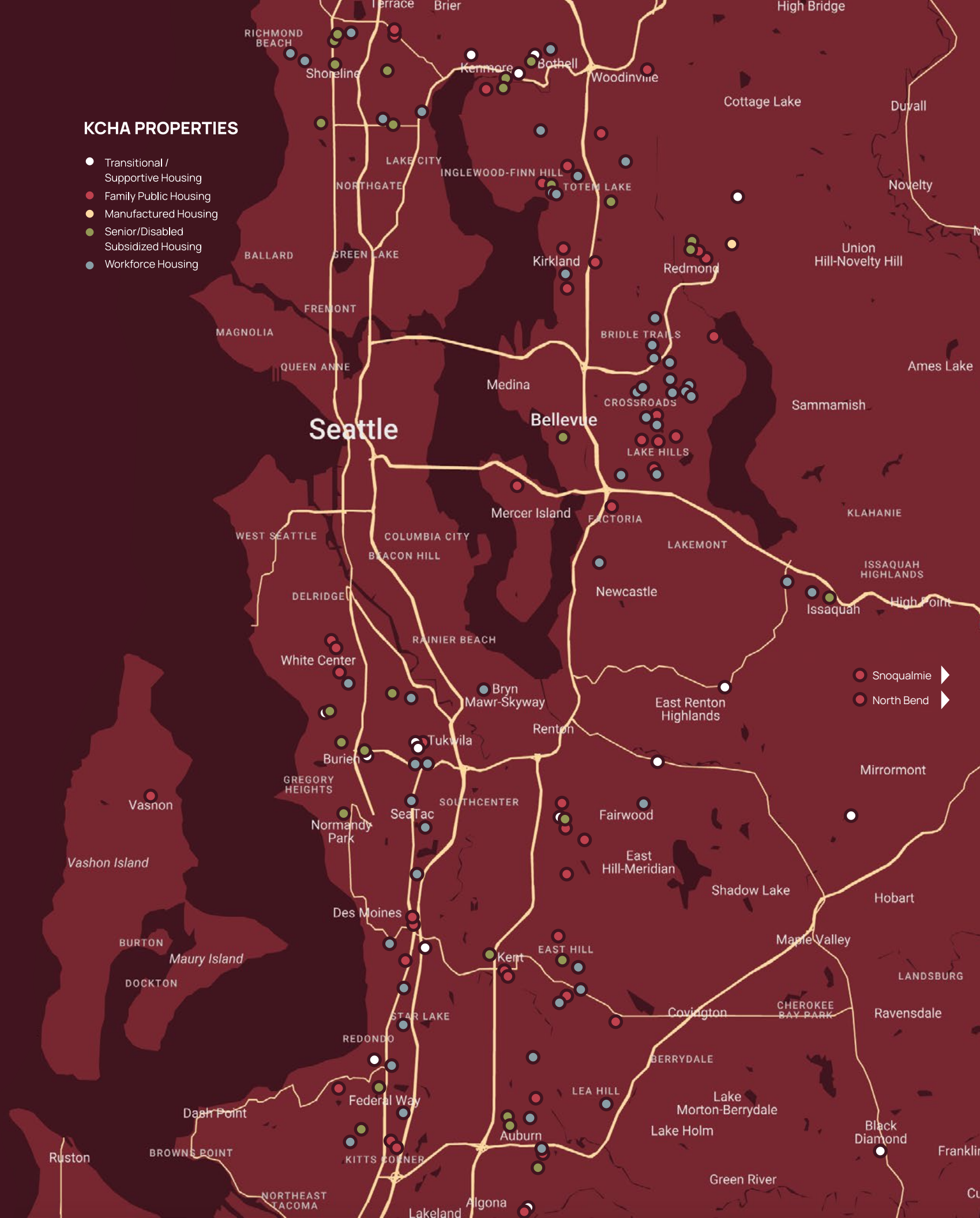
8,200

are not federally subsidized

- 190 units acquired or under contract
- 240 units turned to welcome new residents
- 370 units weatherized

KCHA PROPERTIES

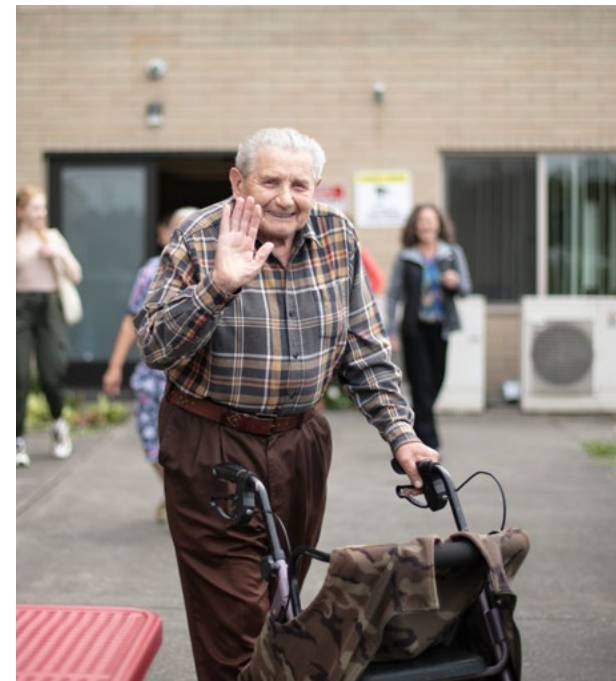
- Transitional / Supportive Housing
- Family Public Housing
- Manufactured Housing
- Senior/Disabled Subsidized Housing
- Workforce Housing



Service with Respect & Inclusion

Customer Service

- 🏠 4,760 visitors assisted in the Housing Choice Voucher (HCV) lobby
- 🏠 600+ calls per month received by the Central Applications Center, and all calls returned within one business day
- 🏠 2,000 recertifications, 1,250 interims, and 500 moves processed for tenant-based HCVs
- 🏠 1,500 responses received on a Health Needs Assessment of public housing residents
- 🏠 1,350 responses received on an HCV customer survey



Resident at Plaza 17

Safety & Security

- 🏠 Partnered with the King County Sheriff's Office (KCSO) for a contracted deputy position to conduct patrols, assist staff and residents, and better ensure community safety.
- 🏠 Upgraded security with 115 new security cameras across 10 properties, 12 mobile security trailers, 13 automated license plate readers at 5 properties, new key card readers for laundry and community rooms, better hand-held radios (walkie-talkies), an expanded RAVE text alert system, and information sharing agreements with local police departments.
- 🏠 Patrolled 50 properties with Allied Universal Security, including mobile drive-throughs and premise checks, to prevent crime and protect the safety of residents and staff.
- 🏠 Upgraded fire alarm systems, with 25 properties switching from traditional telephone lines to AES radio technology.
- 🏠 Launched the Office Space Safety Project to enhance safety at KCHA offices, including new safety standards, such as additional egress points and secured access control at portfolio offices and satellite sites.

Streamlining & Removing Barriers

- 🏠 Improved Language Access capacity to better serve communities that speak more than 32 different languages. Translated vital documents into the top 6 languages, added 5 new language service vendors, and trained staff on using language services.
- 🏠 Provided the option for residents to make online payments using debit or credit cards without any added fees.
- 🏠 Established a prepaid debit card program to reimburse tenants for relocation costs, reducing the time it takes to get paid and giving tenants more control over how they spend it.
- 🏠 Developed a pilot program to eliminate the use of credit scores for applications to workforce housing, ensuring more equitable access.



Employee Committees

Employee Association

- 🏠 250 members; 29 new members this year
- 🏠 13 events including the State Fair, Fright Fest, bowling, and Sounders games

Race, Equity, Diversity & Inclusion (REDI)

- 🏠 23 members; 9 new members this year
- 🏠 5 Courageous Spaces events

Safety

- 🏠 21 members; 9 new members this year

Data Security & Governance Oversight Team (DSGOT)

- 🏠 20 members; 5 new this year

Green Team

- 🏠 11 members; 1 new member this year
- 🏠 2 clean-up events
- 🏠 \$375 raised for the Front and Centered nonprofit

Wellness & Resiliency

- 🏠 8 members
- 🏠 9 events including 5k run/walks, aerial yoga, and lunch & learns

Providing Opportunity

Access to Opportunity

- Accepted into HUD's ConnectHome USA initiative, providing a framework for digital inclusion so that people can fully participate in online education, job searches, healthcare access, and community engagement. 'ConnectHome USA will pilot digital equity initiatives in 6 public housing communities serving 295 households.
- Facilitated more than 45 workshops with a total of 225 attendees to learn financial goal setting, expense tracking, and fraud prevention through the Financial Health Initiative. Participants report a 15% increase in confidence dealing with fraud and scams, and a 19% increase in confidence tracking expenses.
- Expanded the Family Self-Sufficiency (FSS) Program to over 320 participants with a total of 405 residents served, and 41% of participants reported an increase in earned income. Welcomed 117 new enrollments and celebrated 38 graduates.

“I absolutely recommend this program! The sense of accomplishment is just as valuable as the financial gain. I feel more responsible in all aspects of my life and hope more residents get the chance to participate.” – DB, 2024 FSS Graduate
- Facilitated 21 Juneteenth luncheons to generate nearly \$10,000 in revenue for local Black-owned restaurants.

- Ensured that HCV customers could stay housed through the Subsidy Retention Program. A 3-year evaluation showed that over 1,700 households were served, and 85% retained their vouchers and remained stably housed 8 months post-intervention.
- Expanded the award-winning Neighborhood Early Learning Connectors program to Ballinger Homes and partnered with KidVantage to receive in-kind contributions for child wellness and learning.
- Expanded the award-winning WISH (While-in-School Housing) program from 50 to 70 scholars. During a visit from HUD, participants at Highline College shared inspiring stories of how KCHA's housing assistance gave them the stability to focus on their education and pursue their dreams.
- Launched a partnership with the Jeannette Rankin Foundation, Highline College, and the Highline College Foundation for a pilot program providing scholarships to WISH students who identify as women, non-binary, or Two-Spirit and are 35 years of age or older.
- Received 48 new Family Unification Program (FUP) vouchers, valued at \$1 million annually, through a competitive national application process. These additional vouchers provide housing support to families with children and young adults transitioning out of foster care.

Addressing Homelessness

- 66 households stabilized through Sponsor-Based Supportive Housing in partnership with behavioral health organizations.
- More than 20 families experiencing homelessness received rental assistance and case management through the Student and Family Stability Initiative (SFSI) while their children are enrolled in Highline or Tukwila school districts.
- 130 people previously experiencing homelessness stabilized with project-based vouchers at 3 new Permanent Supportive Housing (PSH) communities, in partnership with nonprofits that provide on-site health care and case management.
- 60 households previously experiencing homelessness – including veterans, young adults exiting foster care, and families with children – accessed housing using a Special Purpose Voucher with support from KCHA's Housing Navigators.
- 5 new Project-Based contracts added 182 units of supportive housing for people exiting homelessness.

Community Building

- Organized more than 540 community activities and events, including large events like National Night Out and Health Fairs and smaller gatherings like coffee socials and bingo nights, to build community and promote wellness, safety, education, and fun.
- Began the rehabilitation of the Skyway Resource Center, which transformed a former US Bank branch into a community center to be operated by the Skyway Coalition. Construction completion and a grand opening are planned for early 2025.
- Partnered with Neighborhood House to renovate and reopen the Early Learning Center at Seola Gardens. Assisted with entitlement, zoning and land use approvals, complex permitting issues, tree pruning and tree replacement, fire marshal approvals and construction coordination.
- Launched a Youth Leadership pilot program for youth in Kent and Auburn family housing. Participating youth chose to focus on safety and security within their communities and presented their efforts at KCHA's first-ever youth leadership summit.

Operational Excellence

Policies & Procedures

- 🏠 Implemented Dayforce, a new Human Resources Information System (HRIS), to manage employee information, including payroll, time off, and staff self-services options, from hire to exit.
- 🏠 Upgraded to Microsoft Office 365, migrated email to Exchange Online, implemented cloud-enabled email archiving, and deployed Teams agency wide. Upgraded 170 laptops, launched a Microsoft 365 Resources Hub, developed updated intranet sites with new templates, and provided ongoing open office hours for KCHA staff.
- 🏠 Established an EDIB Council that includes executives, senior leaders, and stakeholders to ensure collaboration and clear understanding of the ongoing work to meet agency-wide goals in Equity, Diversity, Inclusion, and Belonging.
- 🏠 Completed a trial data conversion of KCHA's housing data, completed over 80% of all Yardi configurations, developed a robust training plan, and are on schedule to launch Yardi Voyager in Spring 2025.
- 🏠 Launched an online portal for public records requests, offering better service to the public and saving time for KCHA staff.
- 🏠 Developed a new Legal Workflow for legal notices to improve efficiency, transparency, and reporting, to be rolled out to Property Management in early 2025.
- 🏠 Updated 16 Property Management procedures and published 14 new procedures, improving consistency across all portfolios.
- 🏠 Updated the Safety & Security Property Management procedure manual, adding a comprehensive Critical Incident Plan and improved Be-On-The-Lookout (BOLO) alerts.
- 🏠 Introduced a new process for handling Application Development System Change Requests in IT, with increased transparency and standardized prioritization.
- 🏠 Adopted a technology use policy covering a range of topics, such as security, privacy, artificial intelligence, and surveillance technology, implemented with the Data Security and Governance Oversight Team (DSGOT).
- 🏠 Designed new and updated existing OnBase solutions supporting merit NOPA, vehicle policy acknowledgments, reasonable accommodations, referral dashboards, cell phone stipends, and relocation.
- 🏠 Redesigned KCHA's network connectivity in public housing properties, rolling out in 2025, to improve connectivity speeds between properties and improve user experience for staff working at properties and from home.

- 🏠 Improved IT resiliency to natural disasters and cyber events, including upgrading OnBase, implementing the 11:11 Systems Disaster Recovery service solution, and signing up as a member of the Multi-State Information Sharing and Analysis Center (MS-ISAC).

- 🏠 Completed a 2-day REAC training course for Property Management staff about the new NSPIRE inspection standards. KCHA achieved a score of 95 on its first REAC inspection under these standards at Plaza Seventeen.

Trainings

- 🏠 Supported staff with multiple learning and development opportunities. These included: a new CollegeUnbound program; pathways in LinkedIn Learning used by 282 people; piloting the new L.I.F.T. Academy for supervisors with 30 people; developing and implementing 21 Housing Management Fundamentals trainings; supporting Inclusive Leadership Workshops for 98 people; offering 7 HR Snack and Chats; and supporting 4 graduates and 14 new enrollees in the Renton Technical College Multi-Family Maintenance Program.
- 🏠 Designed Empowering Action Workshops, and facilitated 21 workshops, including some in Spanish, to help build an inclusive culture and equip staff with tools to align personal values with EDIB goals.
- 🏠 Launched Yardi Aspire as an agency-wide training program, enabling consistent and comprehensive employee learning and development.
- 🏠 Trained 331 staff members in Workplace Violence Prevention & De-Escalation, and created a learning module on workplace safety and security for New Employee Orientation Programs (NEOP).

Evaluations & Reviews

- 🏠 Collected data and released the Resident Characteristics Data Book, describing the demographics, income, and use of housing assistance for public housing residents and HCV customers.
- 🏠 Completed several special audits across Property Management, HCV, and Social Impact resulting in a deeper understanding of key issues and improvements to KCHA's processes.
- 🏠 Launched an in-depth evaluation of KCHA's rent policies, including resident and customer engagement to determine real-world impacts.
- 🏠 Evaluated two key programs, the housing navigation services for HCV customers and the Subsidy Retention program, ensuring that services are as effective, responsive, and supportive as possible.
- 🏠 Maintained excellent financial oversight and management with another clean audit and an 'AA' S&P rating.

Increasing Housing Supply

- 🏠 Welcomed 212 new landlords to the HCV program, and collaborated with the Seattle & Tacoma Housing Authorities to host the annual Landlord Symposium, attracting over 180 attendees.
- 🏠 Continued the redevelopment of Kirkland Heights by renovating 6 existing buildings (64 units) and constructing 2 new residential buildings (48 units) and a new community building. The redevelopment is 45% done with a final completion date in 2026.
- 🏠 Sold and closed Phase 4 (the last large parcel of vacant land) at Greenbridge for \$5 million. The property includes 107 single family lots and 10 parks and trails that were platted and ready for infrastructure construction. This is the last of 4 phases of land sales at Greenbridge which generated over \$21.4 million in gross sale proceeds.
- 🏠 Acquired the Henry House Apartments in Shoreline, preserving 54 units of affordable housing, 39 of which use project-based vouchers, and ensuring that residents can stay stably housed.

Ensuring Quality

- 🏠 Stayed on track and within budget for 141 unit upgrades, 6 more than the original plan, with an average cost of \$39,695 per unit.
- 🏠 Completed 34 special projects and 62 on-call projects with Regional Maintenance and fully repainted 77 vacant units.
- 🏠 Completed 10,000 inspections to ensure Housing Quality Standards, plus 8 separate inspections across 18 properties to ensure compliance for Tax Credit and other funders.
- 🏠 Completed 14 Public Housing Capital Projects, including upgrades to elevators, fire alarm systems, and site security.
- 🏠 Completed 83 capital projects at Bond Properties, Home Owner Program Properties, and Tax Credit Properties, including renovations, new construction, and site development improvements.
- 🏠 Invested \$4.1 million in capital into public housing, and \$73.2 million in capital into asset-managed properties.

Sustainability

- 🏠 Planted 75 trees and installed 4 smart irrigation systems to improve livability and decrease water usage.
- 🏠 Installed 5 EV chargers for resident, staff and fleet use, bringing our total number of KCHA chargers to more than 65.
- 🏠 Completed environmental permitting for the Sandpiper East Apartments (Greenbridge) north bridge replacement planned for construction in 2025 over Kelsey Creek, a fish-bearing creek. Secured nearly \$2 million in King County Flood Control and Water Quality grants to assist with the replacement.
- 🏠 Developed a Gas Decommissioning and Home Electrification Pilot Program with funding from Puget Sound Energy.
- 🏠 Fully cleaned up the contamination in groundwater at Greenbridge from heavy oils used in the former Park Lake Homes maintenance facility. After 8 years of continuous clean-up efforts and groundwater well monitoring, received confirmation by the Department of Ecology that the cleanup efforts were successful and no further action is necessary.



HUD visit to Firwood Circle

kcha.org

We transform lives through housing by providing quality, affordable rental housing for nearly 55,000 people across King County. We support thriving communities and help individuals and families achieve their goals. We work towards innovative, effective, and equitable housing solutions so that all people can prosper.

