



2025 County Housing Annual Report

# Building Stability. Strengthening Community.

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## A Message from the CEO

As we reflect on 2025, I'm incredibly proud of the progress County Housing has made toward our mission of providing safe, affordable homes and creating opportunities for the people and communities we serve.

This year, we continued to strengthen the foundation of our organization—both figuratively and literally. From major housing rehabilitation efforts and new development milestones to our ongoing commitment to responsive maintenance, we worked every day to ensure that the residents of St. Louis County have a place they're proud to call home.

In 2025, we also took important steps to deepen connection—with our residents, partners, and one another. The launch of our CORE Team—Customer, Outreach, Relations, and Engagement—marks a new chapter in how we serve our community. This team will help us listen more closely, respond more quickly, and build stronger relationships that support long-term success for our residents.

Our partnerships continue to play a vital role in that success. Whether it's collaborating with local organizations to provide essential services, working with landlords to expand access to quality housing, or strengthening ties with community partners like the St. Louis County Library and St. Louis REALTORS®, these relationships extend our impact far beyond housing alone.

Behind every number and initiative are the people who make this work possible—our residents, who inspire us daily; our staff, whose dedication drives everything we do; and our community partners, who walk beside us in this shared mission.

As we look ahead to 2026 and beyond, we remain focused on improving quality, expanding opportunity, and fostering belonging in every community we serve. Together, we're building more than housing—we're building home.

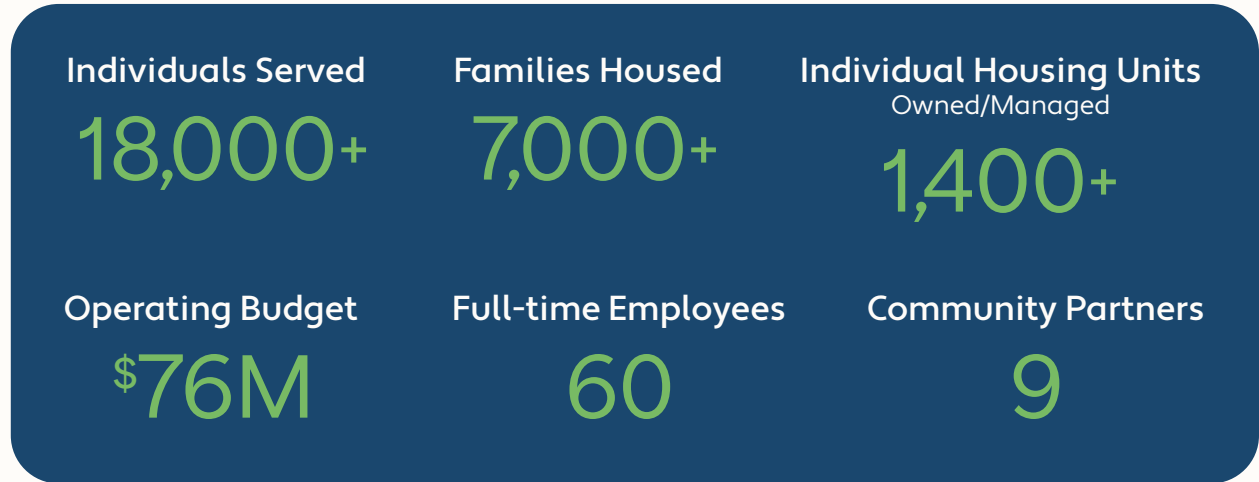
*Warm regards,*

**Shannon Koenig**  
*Chief Executive Officer  
County Housing*



# About County Housing

At County Housing, our work is about more than numbers, it's about people, homes, and opportunity. Each year, we serve thousands of residents through a growing portfolio of housing programs and community partnerships. The snapshot below highlights the reach of our services and the resources that make our mission possible.



# Public Housing Program

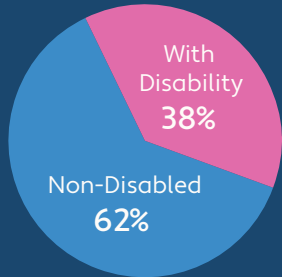
Public Housing is owned and managed by government agencies like County Housing, and it is provided to low-income individuals and families at subsidized rates. County Housing manages four public housing authorities.

## 2025 Key Accomplishments:

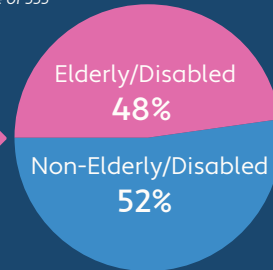
- **Increased Accountability:** A growing awareness within the community that lease compliance and timely rent payments are essential, with enforcement actions taken when necessary.
- **Enhanced Financial Recovery Efforts:** Strengthened processes now in place to pursue outstanding balances and maintain program integrity.
- **Occupancy Alignment Efforts:** In progress and showing strong results.

Total Families Served: 333

**Distribution by Household Disability**  
as a percentage of 333

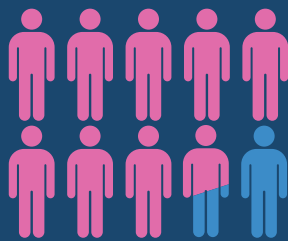


**Distribution by Household Elderly/Disabled**  
as a percentage of 333

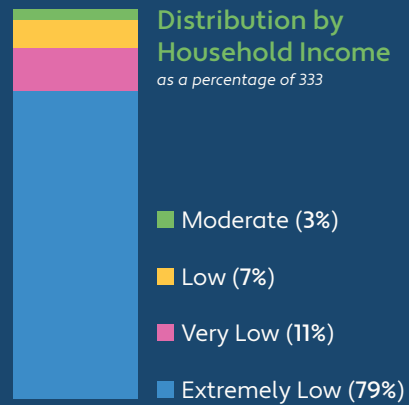


**Distribution by Household Leadership**  
as a percentage of 333

■ Women (86%) ■ Men (14%)



**Distribution by Household Income**  
as a percentage of 333



This information applies only to the Housing Authority of St. Louis County.

# Housing Choice Voucher Program

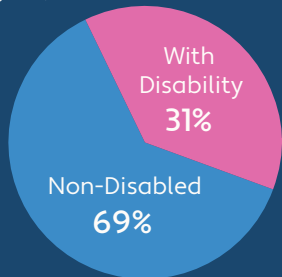
The Housing Choice Voucher (HCV) program is a federal program that increases accessibility to the private housing market for low-income families. County Housing provides rental assistance to eligible participants who have secured suitable housing.

## 2025 Key Accomplishments

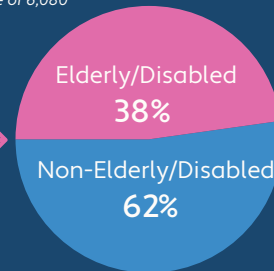
- **Strengthened Housing Stability for Families:** Continued to support families through responsive case management, timely reexaminations and inspections, landlord engagement, and proactive intervention to prevent housing loss, ensuring sustained access to safe and stable housing.
- **Strategic Expansion of Project-Based Vouchers (PBVs):** Leveraged PBVs to expand the supply of quality affordable housing, deepen partnerships with development stakeholders, and create long-term housing opportunities for families and vulnerable populations.
- **Wellington Family Homes Milestone:** Celebrated the successful ribbon cutting of Wellington Family Homes, marking a significant investment in affordable housing development and demonstrating the effective use of PBVs to expand community housing resources.
- **Operational Excellence & Compliance:** Maintained strong program performance through regulatory compliance, SEMAP-focused oversight, staff training, and responsible stewardship of federal funds while continuously improving internal processes.

Total HCV Participants: 6,080

**Distribution by Household Disability**  
as a percentage of 6,080

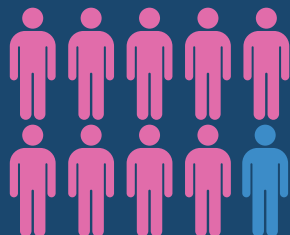


**Distribution by Household Elderly/Disabled**  
as a percentage of 6,080

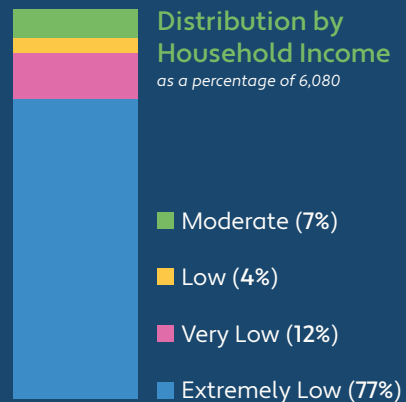


**Distribution by Household Leadership**  
as a percentage of 6,080

■ Women (90%) ■ Men (10%)



**Distribution by Household Income**  
as a percentage of 6,080



# Housing Choice Voucher Program

## Resident Stories: A Safe Place to Belong

Debra Akins Reece

After more than 20 years living in her home, Debra Akins Reece never imagined she would have to start over. So when she learned the building where she lived would be closing, she was shocked. *"I couldn't believe it when they told us."* Debra shared. *"I didn't know what I was going to do."*

That's when County Housing stepped in to help provide a new path forward. Debra received a Housing Choice Voucher, opening the door to new housing opportunities. The search wasn't easy—she applied to more than 50 places before finding the right fit. Today, Debra has been living at—Heritage Place, a senior community, for almost a year. And the difference has been life-changing.

For Debra, having a place to call home means more than just having a roof overhead, it means safety, stability, and belonging.

She appreciates the care and support that comes with living in a well-managed community, especially after years of dealing with unresolved maintenance issues in her previous housing.

*"There's a manager in the building. Maintenance is there, and they check on things,"* Debra explained. *"At my last place, they didn't fix anything."*

Now, Debra feels a sense of comfort and peace in her new home, something she says wouldn't have been possible without housing assistance. *"Without this help, I wouldn't be able to afford a place like this,"* she said. *"It's been wonderful to have this assistance."*

Debra's story is a powerful reminder of the impact stable housing can have—providing not only security, but also dignity, connection, and a true place to call home.

*"I feel safe where I am now. I'm in a place for seniors, and I feel like I belong."*

—Debra Akins Reece



# Resident Wellness

At County Housing, resident wellness goes beyond housing stability. We believe that when individuals and families have access to education, food security, economic opportunity, and essential utilities, they are better positioned to thrive. Through strong partnerships with trusted community organizations, County Housing connects residents to resources that support their overall well-being and long-term success.

## Expanding Access to Knowledge and Opportunity

### *St. Louis County Library*

Through our partnership with the St. Louis County Library, residents gain access to far more than books. Library resources support lifelong learning, digital access, and personal growth, offering residents opportunities to build skills, search for employment, and engage their families in educational programming. From job search assistance and technology access to youth programming and literacy support, the library plays a critical role in strengthening residents' independence and opportunity.

## Strengthening Food Security

### *St. Louis Area Foodbank*

Food insecurity remains a challenge for many families, and County Housing is committed to helping ensure residents have reliable access to nutritious food. In collaboration with the St. Louis Area Foodbank, residents are connected to food distribution programs, pantries, and emergency food assistance. These efforts help reduce financial strain on households while supporting healthier outcomes for individuals and families.

## Supporting Economic Stability and Empowerment

### *Urban League of Metropolitan St. Louis*

The Urban League is a key partner in advancing economic stability for County Housing residents. Through workforce development, job readiness training, financial education, and access to employment opportunities, residents are empowered to pursue self-sufficiency and long-term financial security. These services help residents build confidence, develop marketable skills, and take meaningful steps toward economic independence.

## Keeping Families Safe and Warm

### *Heat-Up St. Louis*

Access to safe and reliable utilities is essential to resident health and safety. Through our partnership with Heat-Up St. Louis, residents facing utility shutoffs or financial hardship are connected to emergency assistance programs that help keep heat and electricity on during critical times. This partnership is especially vital during extreme weather conditions, helping protect vulnerable residents and ensuring homes remain safe and livable.





## Building Wellness Through Collaboration

Together, these partnerships reflect County Housing's commitment to addressing the full spectrum of resident needs. By working alongside community organizations that share our mission, we are able to extend our impact beyond housing and support residents in building healthier, more stable lives.

# Family Self-Sufficiency Program

HUD's Family Self-Sufficiency (FSS) program is designed to help individuals and families who receive Housing Choice Vouchers gain economic self-sufficiency. In this program, families work with dedicated FSS coordinators on staff at County Housing to set and work toward specific goals that lead to increased financial independence and stability.

This voluntary program is designed to help HCV households gain self-sufficiency through:

-  Goal setting
-  Financial incentives
-  Supportive services
-  Progress tracking


Participants graduate from the program upon completion of established goals and demonstration of economic self-sufficiency.

## FSS Participant Testimonials


“The FSS program helped me set real financial goals and stick to them. With the support I received, I've been able to improve my credit, start saving, and feel more confident about my future. It gave me direction and accountability when I needed it most.”



“Before joining FSS, I felt stuck in my job with no clear path forward. Through the program, I was able to focus on education and career planning. Today, I'm earning more, supporting my family better, and working toward long-term stability.”



“What I appreciated most about FSS was having someone in my corner. The program helped me set goals I didn't think were possible and gave me the encouragement to keep going. I feel more independent and prepared for what's next.”

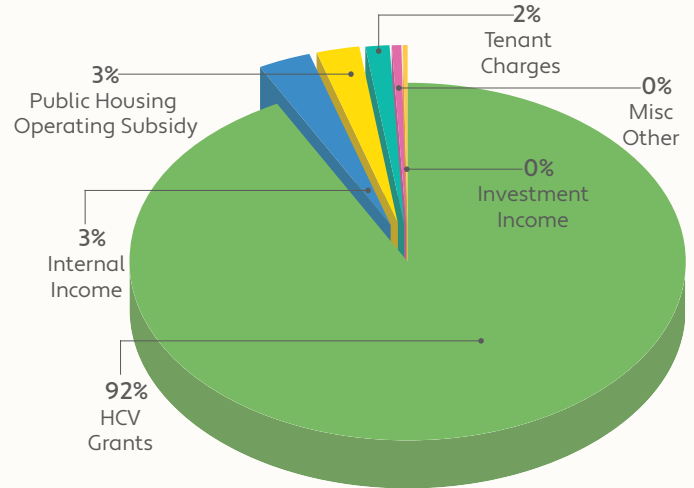


# Financial Overview

County Housing strategically allocated funds in its FY 2025 budget toward expanded housing programs, improved properties, and critical services for those in need. Our continued focus on fiscal sustainability and responsibility ensures we can offer stable, long-term support to residents. Whether it's through housing assistance or supportive services, our financial stewardship made it possible for individuals and families to secure residency in safe, vibrant communities. We're not just providing roofs over heads; we're offering the foundation for stronger futures, better education, and improved well-being.

## Total FY 2025 budgeted revenues amounted to \$76,360,619

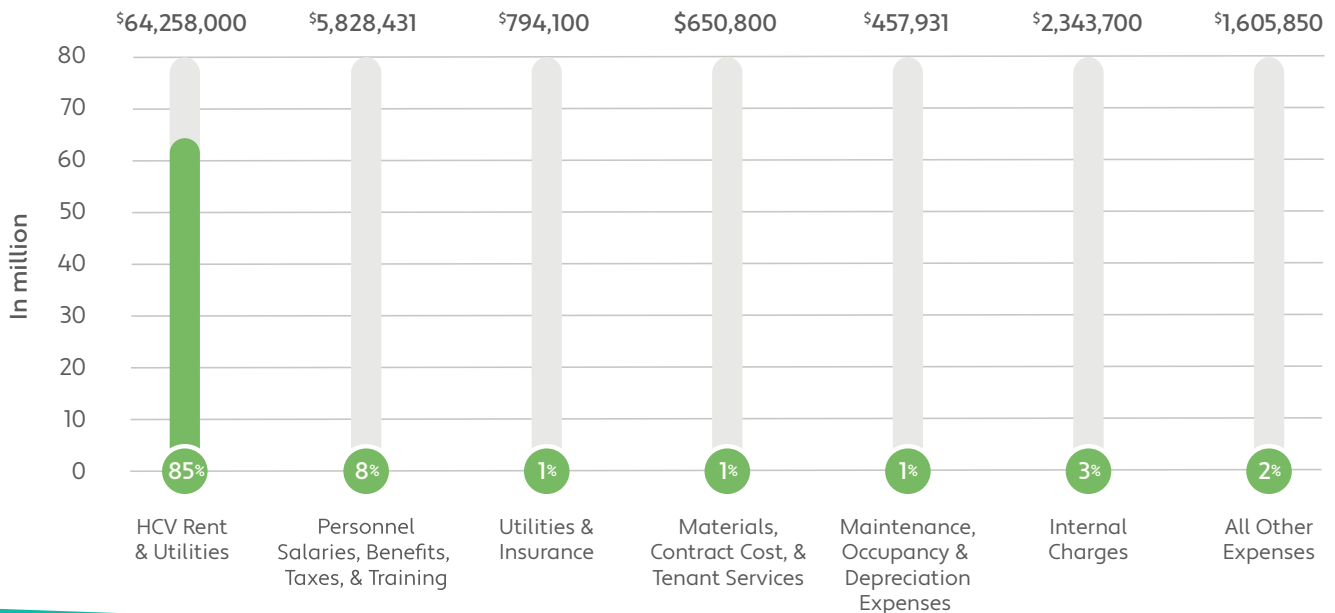
Voucher Grants accounted for \$70,533,630 or 92%, while Operating Subsidy accounted for \$1,838,839 or 3% of the total budgeted revenues. Tenant Charges, Investment Income, Miscellaneous Other Income, and Internal Income in the aggregate accounted for \$3,988,150 or 5% of the total budgeted revenues.



## Total FY 2025 budgeted expenses amounted to \$75,938,812

County Housing supports its residents by allocating \$64,258,000 or 85% of its FY 2025 budgeted operating expenses to pay rents and utilities for HCV and Public Housing residents. County Housing internal support staff administers all assistance to the residents. Total personnel costs (salaries, benefits, taxes, and training) accounted for \$5,828,431 or 8% of the budgeted operating expenses. All other expenses aggregated \$5,852,381 or 7% of the total budgeted expenses.

### FY 2025 Budgeted Operating Expenses



# Looking Ahead

As we move into 2026, County Housing remains focused on strengthening what we do best while expanding our impact across St. Louis County. Our work is guided by a clear set of priorities—delivering high-quality service, increasing access to housing, and deepening engagement with the residents and partners we serve.

## Do What We Do Well

At the core of our mission is operational excellence. In the year ahead, we will continue to focus on strong stewardship of resources, timely and responsive customer service, and consistent program administration. By refining our processes and investing in our people, we ensure stability for residents, landlords, and the communities we serve.

## Expand Housing Access

Expanding access to safe, affordable housing remains a critical goal. In 2026, we will continue to grow our network of participating landlords and explore new housing opportunities that meet the needs of families across the county.

## Strengthening Resident Engagement and Opportunity

Residents are at the center of everything we do. In the coming year, we will continue to create meaningful opportunities for residents to engage, provide feedback, and access supportive resources that promote housing stability and self-sufficiency. From expanded communication and education efforts to partnerships that connect residents with services and opportunities, we are committed to supporting pathways to long-term success.

Looking ahead, County Housing is focused on building trust, expanding opportunity, and delivering results, ensuring that more individuals and families have access to a safe place to call home, today and in the years to come.



# Team Yearbook



**Shannon Koenig**  
Executive Director and  
Chief Executive Officer



**Judy Ricks**  
Chief Administrative  
Officer



**Benjamin C. Washington**  
Chief Financial  
Officer



**Kurt Schulte**  
Real Estate  
Development Officer



**Terri Acoff-States**  
Executive  
Assistant



**Nicole Alexander**  
Director, Housing Choice  
Voucher Program



**William Barry**  
Director, Inspections, Quality  
Control, and Capital Programs



**Stacy Gatewood**  
Director,  
Human Resources



**Carolyn Riddle**  
Interim Finance  
Director



**Kawanna Tate**  
Director, Housing  
Administration



**Jennifer Wiegert**  
Director, Communications  
& Partnerships

## Our Mission

Provide quality, safe, and affordable housing; ensure equal housing opportunity; promote self-sufficiency; and improve the quality of life and economic vitality of low- and moderate-income families.



# COUNTY HOUSING

THE HOUSING AUTHORITY of ST. LOUIS COUNTY

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8865 Natural Bridge Rd., St. Louis, MO 63121

Phone: 314.428.3200

Fax: 314.949.7585

Lobby: 9am–4:30pm (M–F)

Office: 8:30am–5pm (M–F)

[Countyhousing.org](http://Countyhousing.org)