

■ ■ 2024



# ANNUAL IMPACT REPORT ■ ■

## **ECONOMIC STABILITY IS OUR IMPACT GOAL**

Economic stability allows people the ability to access resources essential to life, including financial resources, quality housing and food, and a job that provides a stable, living wage.  
*(Healthy People 2020)*

# MESSAGE

## FROM THE FOUNDER

### EMPOWERING LIVES THROUGH SOCIAL IMPACT

Foundation team members are committed to empowering lives by offering enriching social programs, essential services, and resources. A wide range of tailored programs are offered to a diverse resident base at each community with the aim of helping individuals and families meet basic needs, reduce daily stress, and aid residents on the path to economic stability.



We've been committed to making a real difference in the lives of our residents since the launch of our impact strategy in 2016 and subsequent launch of social programs in 2017. The Kairos Impact Foundation was created to build on this purpose—helping low-income families access the resources they need to ease everyday burdens and improve their quality of life. As I often say, "Achieving measurable impact is an ongoing journey, and the Foundation reflects our steadfast dedication to this mission."

Over the years, we've been fortunate to collaborate with incredible nonprofits, academic institutions, businesses, volunteers, and government groups to bring meaningful programs and services to residents. These partnerships allow us to expand our reach, leverage valuable expertise, and create even greater positive change in the communities we serve. Our team of nonprofit and business professionals will continue working closely with resident managers, corporate partners, and generous donors to maximize our impact for those living in KIMC apartments and beyond.

I'm truly excited to launch the Foundation and grow the support we can provide to residents in need. With your help, we can uplift even more families and create lasting change together.

**Carl Chang**  
Founder & Board Member



### JOIN THE IMPACT

When you donate to The Kairos Impact Foundation, you support programs that help low-income families offset everyday expenses, creating a positive impact and improving their quality of life.



# MESSAGE

## FROM THE EXECUTIVE DIRECTOR

### A VISION ROOTED IN PURPOSE

Since 2017, social programs have been at the heart of our founder's strategy for driving positive change in residents' lives. The Kairos Impact Foundation was established to provide essential resources to low-income individuals in need. Guided by our founder's core belief that creating measurable impact is an ongoing journey, the Foundation remains unwavering in its commitment to this mission.



As I reflect on the past five years, I am inspired by the journey of our social programs and how far we have come since their inception. In 2017, social programs began as a bold idea—a vision shared by two leaders at an investment firm who sought to test the theory that doing good could create meaningful change for residents while positively impacting the bottom line. Their unwavering commitment laid the foundation for what has become a transformative initiative.

I joined this effort in 2019 because I recognized the potential and understood what needed to be done to achieve its ambitious objectives. Drawing on my 17 years of nonprofit experience, I saw an opportunity to create a program that would be a win-win-win. A win for residents, as we brought enrichment programs and essential resources directly on-site, removing barriers to access and alleviating household expenses. A win for Kairos as we partnered with organizations serving the same demographic, enabling us to collaborate at little to no cost while addressing shared challenges. And a win for investors, as these programs contributed to higher resident retention rates.

Most importantly, I recognized the potential ripple effect of our work: if our model succeeded, it could inspire more firms to embrace the value of social impact. That, to me, was the ultimate win—because the more companies investing in social impact, the more low-income families would gain access to life-changing resources and enrichment. This has always been my personal impact goal: to prove that our model works and pave the way for broader change.

In 2024, we reached an incredible milestone with the launch of The Kairos Impact Foundation. While there is still much more to achieve, it's important to pause and celebrate how far we've come, reflect on the lessons learned along the way, and express gratitude to everyone who has supported us on this journey. Together, we are building something extraordinary, and I am excited for what lies ahead.

**Anita Rodriguez**  
Executive Director



### COMMITTED TO TRANSPARENCY

This annual impact report highlights how the Foundation's efforts have made a meaningful difference. For those interested in our financials, we invite you to visit our website, where we maintain a dedicated transparency page. There, you will find, under our About Us page, our 990 forms and previous annual reports readily available.

Platinum  
Transparency  
2024

**Candid.**



# FOUNDATION INTRODUCTION

*Supporting Residents in Achieving Economic Stability*

## ABOUT US

In 2016, Kairos Investment Management Company (Kairos) launched their impact strategy. Along with it, a seed was planted to provide a positive impact on the lives of residents who live in the affordable apartment communities acquired through this strategy. Kairos CEO, Carl Chang has consistently said that “Achieving measurable impact is not the result of a single action. Instead, it is the result of a series of actions that lead to the ultimate outcome. It’s a marathon, not a sprint.”

In 2024, Kairos officially launched The Kairos Impact Foundation which strives to improve the quality of life and socioeconomic status for low-income residents living within Kairos Investment Management Company apartments and their communities by providing access to enriching social impact programs, services, and additional resources.

## WHAT WE DO

The Kairos Impact Foundation collaborates closely with property managers to deliver resources to high-stress areas, aiming to provide relief and support that empower residents to thrive.

Our programs are consistently offered across seven main categories, funded directly by Kairos or through contributions from our valued impact partners.

- Career Development
- Children & Families
- Credit Building & Financial Literacy
- Education
- Health & Wellness
- Nutrition
- Resident Safety



# FOUNDATION'S HISTORY

## OUR HISTORY

The Kairos Impact Foundation became operational in 2024, building on a commitment to supporting low-income families that began in 2017. As part of Kairos Investment Management Company's impact strategy, we launched social programs for residents, providing essential services and enrichment opportunities to thousands of individuals. Establishing our nonprofit organization has allowed us to deepen our support for vulnerable communities, with a focus on fostering growth, resilience, and brighter futures.



2017

### KIMC Launches Social Programs

In December, Social Programs begin with holiday gifts for children.



2019

### Core Programs Established & Rolled Out

Core programs addressing family needs include Summer Meals, Back-to-School Supplies, and Warm Winter Bundles.



2020-2021

### Programs Help Residents Through Covid-19

Social Programs go virtual, intensifying efforts to provide food delivery and rent relief. Esusu Rent Reporting and Rent Relief are introduced to thousands of low-income residents.

2022

### Social Programs Receives Recognition

Social Programs earn recognition through the Freddie Mac Impact Sponsor Award, while community partners nominate Orchard Mill Apartments, leading to its win as Best Apartment Community in Cobb County, Georgia.

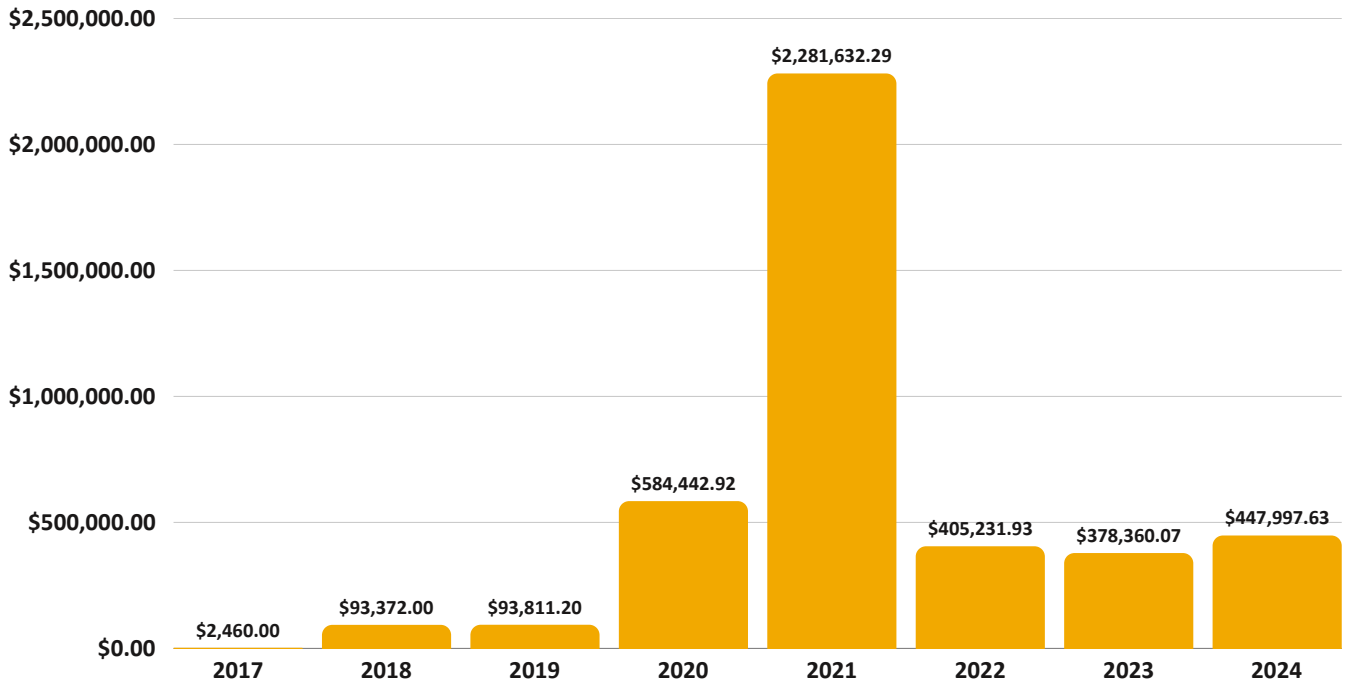
2024

The Kairos Impact Foundation is launched.



# FOUNDATION'S IMPACT BY THE NUMBERS

## VALUE OF GOODS & SERVICES DELIVERED 2017-2024



From 2017 – 2024, the value of goods and services provided to residents has steadily climbed to reach a current total value of \$4,287,997.\* \*Includes \$2.5M in Pandemic rent relief (2020-2022) from public and private sources.

## POPULAR PROGRAMS



### FOOD PROGRAMS

As part of our nutrition category, we provide a range of food programs, including Summer Meals and Senior Grocer, to support the nutritional needs of our residents.



### BACK TO SCHOOL

Providing necessary supplies helps children begin the school year prepared to learn. This program is vital for our resident children and contributes to reducing essential expenses for their families.



### HOLIDAY GIFTS FOR KIDS

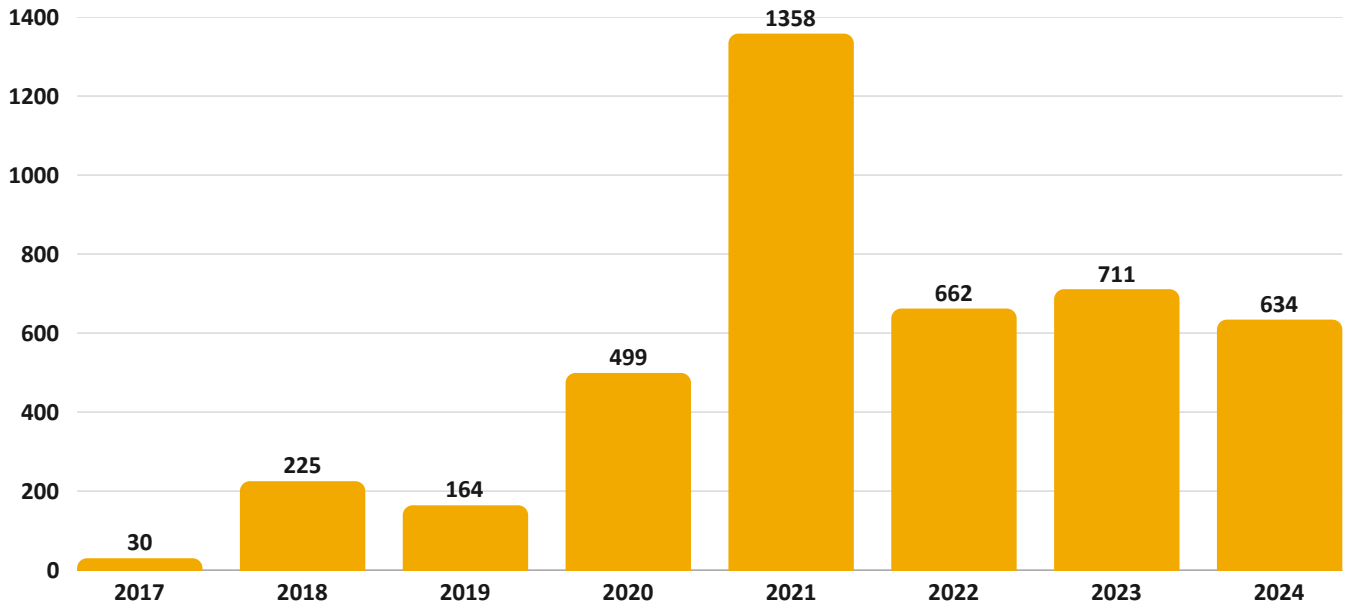
Included in our Children & Families initiative, our longest-running program, Holiday Gifts, supports parents by providing for their children and alleviating financial strain during high-stress times.



# FOUNDATION'S IMPACT BY THE NUMBERS

CONT.

## NUMBER OF PROGRAMS OFFERED 2017-2024



From 2017 – 2024, the number of programs offered to our affordable apartment communities has fluctuated to accommodate the diverse needs of our communities.



## CREDIT BUILDING & RENTAL ASSISTANCE BY ESUSU

### NUMBER OF RESIDENTS REPORTING

7,526

The Esusu program has helped residents improve creditworthiness to qualify for better financial products, lower interest rates, and more favorable loan terms.

### CREDIT SCORES IMPROVED

59%

The Esusu program has increased credit scores which unlocks better financial opportunities, lower costs, and greater financial stability.

### AMOUNT IN RENTAL RELIEF LOANS

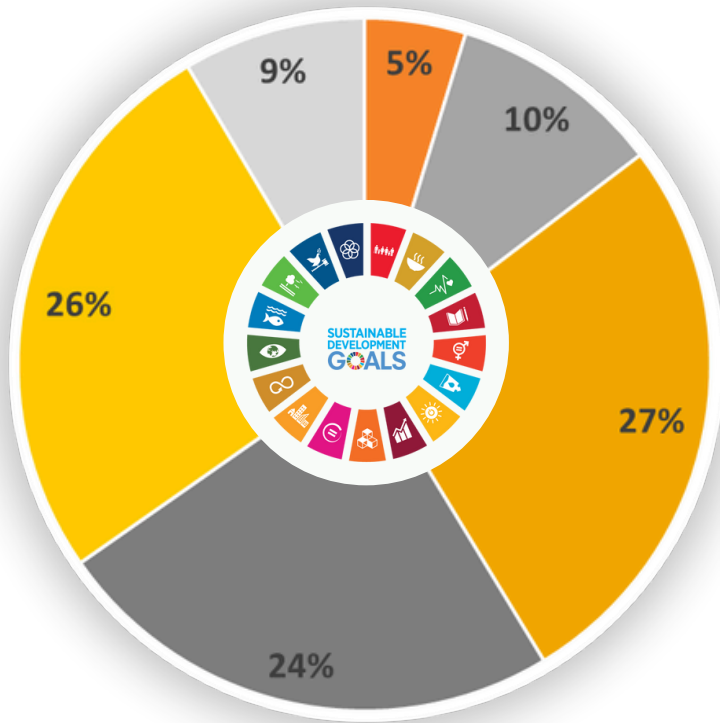
\$172,000

The Esusu program has helped keep 111 residents in their home by providing interest-free, zero-fee rent relief loans which allows for financial assistance to cover rent without adding additional financial burden.



# SUSTAINABLE DEVELOPMENT GOALS

## Integrating Sustainable Development Goals into our Model



The 17 United Nations Sustainable Development Goals (SDGs) offer a transformative framework for fostering a better world.

At the Kairos Impact Foundation, we have prioritized six SDGs that align closely with our mission and overarching objective: empowering families to achieve economic stability.

This chart demonstrates our dedication to these SDGs, showcasing the distribution percentage of programs supporting these goals from 2017 to 2024.

- 8 - Decent Work & Economic Growth
- 4 - Quality Education
- 3 - Good Health & Well-Being
- 2 - Zero Hunger
- 17 - Partnerships for the Goals
- 16 - Peace, Justice & Strong Institutions

## OUR 6 SDGS AND THEIR RELATED PROGRAMS

**02. Zero Hunger**  
**Related Programs:** Food Programs for Seniors, Children and other Vulnerable Populations

**03. Good Health & Well Being**  
**Related Programs:** Senior Wellness, Flu Clinics, Health Classes

**04. Quality Education**  
**Related Programs:** Back to School Supplies, Online Learning, Mobile Library

**08. Decent Work & Economic Growth**  
**Related Programs:** Career Advancement Classes and Coaching, Job Training, Job Fairs, Job Postings

**16. Peace, Justice & Strong Institutions**  
**Related Programs:** National Night Out, Disaster Preparedness, Child Safety

**17. Partnerships for the Goals**  
**Related Programs:** Free Tax Preparation, Financial Literacy, Credit Building





# HIGHLIGHTED PROGRAMS

## FOOD, SAFETY, AND JOY

After the pandemic, three key areas became the focus of our programs: Food Resource, Resident Safety, and Community Engagement Opportunities.



### Food Programs

In 2024, through a partnership with FOOD for Lane County in Eugene, Oregon, we implemented 61 food programs, with residents participating 2,330 times. These efforts delivered an estimated \$212,625 in food assistance.

### National Night Out

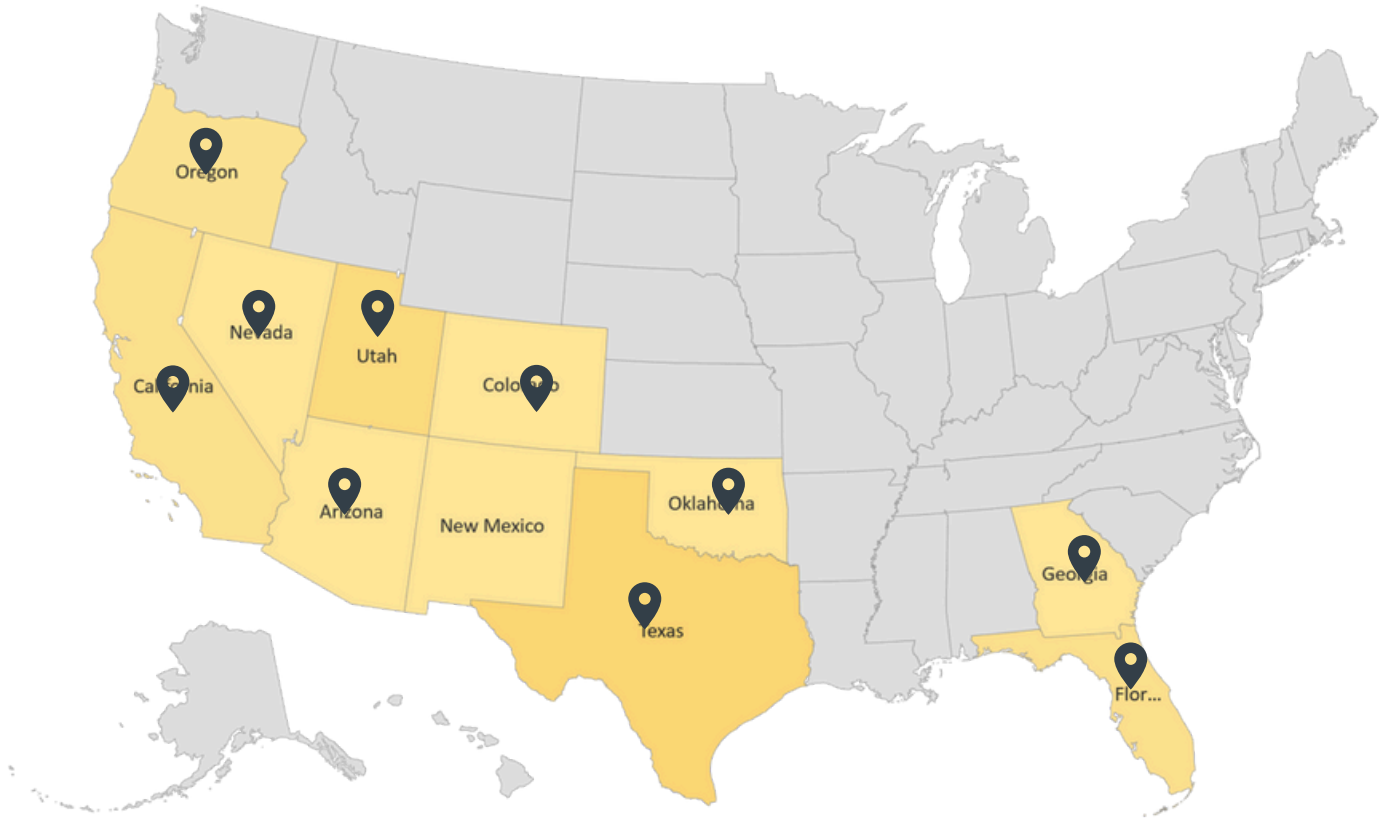
In 2024, as part of our resident safety initiatives, we organized 25 in-person community engagement events in celebration of National Night Out. These events attracted 781 participants and featured contributions from community partners, who generously donated in support of the events.



### Bicycles for Kids!

A newer program, in 2024, we have partnered with nonprofits that provide free bikes for kids! Bikes create opportunities for outdoor play, enhance social connections, and empower children with a sense of freedom and adventure. For many, a bike is a simple but life-changing tool for personal growth and exploration.





# RESIDENT PARTICIPATION SERVING A DIVERSE POPULATION

**11**

States

**32**

Properties

**6,003**

total units

**312,760**

total resident  
participations\*

Located in Arizona, California, Colorado, Florida, Georgia, Nevada, Oklahoma, Oregon, New Mexico, Texas, and Utah, our social impact programs are serving thousands of individuals and families across a diverse population.

From 2017 – 2024, the number of resident participations in Social Programs grew to approximately **312,760**.\*

One common thread occurs across all communities and that is the collaborative support from our partners who have worked tirelessly to bring important resources to our residents.

\*This data includes instances where the same resident participated in multiple programs, resulting in a total number of participations that exceeds the total number of residents in the portfolio.



# IN GRATITUDE

## IMPACT PARTNERS

Partner list from 2017-2024

*We are grateful for all of the nonprofit, academic, government agencies and businesses that collaborate with us each year to help bring enrichment programs and resources to residents each year.*

101 Fathers of America  
2-1-1 Info Sheet  
4J Nutrition Services, Eugene School District  
A New Leaf  
AARP Foundation  
Amazon  
American Heart Association  
American Red Cross  
Andrea Smotherman  
Arapahoe County  
Araphaoe Libraries  
ASPCA  
Austin Police Department  
BakerRipley  
Benefits in Action  
Blue Peak  
Blue Zones Project of Pottawatomie County  
Board & Brush of League City  
Boys & Girls Club of Brazoria  
Brazoria County Dream Center  
Brazoria County Library System  
Brazoria County Office of Emergency Management  
Brazoria County Sheriff's Department  
Cascade Health  
Catholic Community Services  
Centers for Disease Control and Prevention  
Central Harvest Food Bank of Central Florida  
Children's Safety Village  
Christian Outreach International  
CHRISTUS Foundation for Healthcare  
City of Austin  
City of Clute  
City of Eugene Police Department  
City of Glendale  
City of Layton, Utah  
City of Pasadena Police Dept (TX)  
City of Pasadena, California  
City of Phoenix, Arizona  
City of Rocklin Police  
City of Rocklin, California  
City of Santa Fe, New Mexico  
City of West Jordan Police Department  
City of West Jordan, Utah  
Clarity Advanced Optometry  
Clark County Public Library  
Clute Police Department  
Cobb and Douglas Public Health  
Cobb County Police Department  
Colorado Alliance for Health Equity and Practice  
Colorado State University Extension  
Community Action Agency of Oklahoma  
Community Health 1st ER  
Community Market of Pottawatomie County  
Community Nursing Services  
Community Renewal of Pottawatomie County  
Connie Mahan Real Estate Group  
County of Manatee  
Creative Edge Art Studio  
Creative Multicare, Inc.  
CrossPurpose  
Deputy Pierson  
Dogtopia of Rocklin  
Dollar Days  
Dr. Charmaine Powell  
Draper Police Department  
ECHO Inc.  
Edible Earth Resources  
Esusu, Inc.  
Eugene Police Department  
Eugene Public Library  
Eugene School District 4J  
Evangeline Carter  
Everyday People Yoga  
Federal Communication Commission  
Federal Trade Commission  
Fleet Farming/IDEAS for Us  
Florida's Vision Quest  
Free Bikes 4 Kidz - New Mexico  
FOOD for Lane County  
Freddie Mac  
Galveston County Food Bank  
Genoa Healthcare  
Glendale Police Service  
Goodwill  
Growing Up New Mexico  
Gulf Coast Regional Blood Center  
H&R Block  
Harris County Constable  
Harris County Public Health  
Harris County Public Library  
Harris County Sheriff's Department  
Health Access Project  
Healthy Start Coalition of Orange County  
Henrie Insurance Group  
Homeless Veterans Fellowship  
Housing Connect  
Houston Children's Museum  
Houston Food Bank  
Houston Housewives of Finance  
Houston Office of Emergency Management  
Judah Brown Project  
Kairos Investment Management Company  
Kits for Kidz  
Lane County Public Health  
Las Vegas Metropolitan Police Department  
Layton City Police Department  
League City Board & Brush  
League City Police Department  
League City, Texas  
Life Church  
Literacy Action Center



# IN GRATITUDE IMPACT PARTNERS

Partner list continued

Literacy Advance  
Medicare Advantage  
Medsource Mobility  
Meeker Youth Group  
MidFirst Bank  
Mission Shawnee  
Murray Park Church of Christ  
Murray Police Department  
National Safety Council  
Nevada Cancer Coalition  
New Hope for Kids Orlando  
New Mexico Department of  
Public Health  
New Mexico State University Extension  
Nova Health  
Officer Sean Michael Arena  
Ogden Regional Medical Center  
Oklahoma Blood Institute  
Oklahoma State University Extension  
OneBlood  
Open Doors  
Operation HOPE, Inc.  
Orange County (Florida) Sheriff's Office  
Orange County Florida  
Orange County Public Library System  
Oregon Health Authority  
Oregon State University Extension  
Pasadena City Library  
Pasadena Health Center  
Pasadena Public Library  
Passport Health  
PCs for People  
PeopleFund  
Phoenix Police Department  
Phoenix Public Library  
Pinnacle Prevention  
Pioneer Library System  
PJ's Services, LLC  
Place for Restoration Resource Center

Placer County  
Placer SPCA  
Placer Union High School District  
Pressed Juicery  
Primerica  
Resident Relief Foundation  
Rocklin Library  
Salt Lake City Aging & Adult Services  
Salt Lake County  
Salvation Army  
Santa Fe Police Department  
School District of Manatee County  
Seattle Police Department  
Second Harvest Food Bank  
Senior Charity Care Foundation  
Seth Charlestin  
Shawnee Police Department  
Shift Community Cycles  
South Davis Community Clinic  
South Davis Community Hospital  
South Ogden Police Department  
Southern Manatee Fire & Rescue  
Spradley Services  
Spring Branch Community  
Health Center  
Substance Abuse and Mental Health  
Services Administration (SAHMSA)  
SunCoast Blood Centers  
Sweetwater Mission  
Tarrytown Pharmacy  
Terrell Thomas, Realtor  
Texas A&M AgriLife Extension  
The Ceramic & Pottery Center  
The Church of Christ Murray Park  
The Food Depot  
The Salvation Army  
The Seattle Public Library  
The Tax Foundation  
The Urban Easel

Three Square  
Triangle Lawn Games  
U.S. Department of Health and  
Human Services  
United Against Poverty  
United Way  
University Baptist Church  
University of Florida IFAS Extension  
University of Georgia Extension  
University of Nevada Extension, Reno  
Utah Community Foundation  
Utah Food Bank  
Utah State University Extension  
Utahns Against Hunger  
Valencia College  
Vision Source  
Washington Health Care Authority  
Weber County Library  
Weber Human Services  
West Jordan Fire Department  
Westlake Fire Department  
Xfinity  
YMCA of Shawnee

“

As we celebrate the launch of The Kairos Impact Foundation this year, we are honored to carry on our history of meaningful collaboration to meet the needs of our residents and excited to explore the new opportunities this accomplishment brings.

Thank you to our partners for joining the impact!

**Justine Ventura Mejia**  
Program Manager

*Thank you*



# FOUNDATION LEADERSHIP

The Kairos Impact Foundation is a 501(c)3 nonprofit comprised of a team of nonprofit and business professionals who, in partnership with their resident managers, corporate partners and donors, have come together to make a positive impact for those we serve.



**Jonathan Needell**  
Board President



**Carl Chang**  
Founder & Board Member



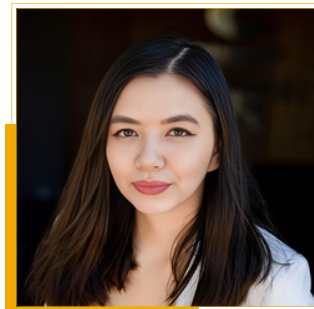
**Diana Chang**  
Board Secretary



**Beth Bermudez**  
Board Treasurer



**Anita Rodriguez**  
Executive Director



**Justine Ventura Mejia**  
Program Manager





# JOIN THE **IMPACT**



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