

**City of Seattle**



**Director  
Office of Housing**

**Confirmation Packet  
May 10, 2022**

**Maiko Winkler-Chin**



May 10, 2022

The Honorable Debora Juarez  
President, Seattle City Council  
Seattle City Hall, 2<sup>nd</sup> Floor  
Seattle, WA 98104

Dear Council President Juarez:

It is my pleasure to transmit to the City Council the following confirmation packet for my appointment of Maiko Winkler-Chin as Director of the Office of Housing.

The materials in this packet are divided into two sections:

**A. Maiko Winkler-Chin**

This section contains Ms. Winkler-Chin's appointment and oath of office forms, her resume, and the press release announcing her appointment.

**B. Background Check**

This section contains the report on Ms. Winkler-Chin's background check.

Maiko Winkler-Chin recognizes the twin pressures of a dire need for more affordable housing and the critical importance of supporting Seattle's longstanding communities, especially those at risk of displacement. She knows solutions to these challenges don't have to be mutually exclusive if efforts are collaborative and forward-thinking. That's why today, I wholeheartedly nominate Maiko to serve as permanent Director of our Office of Housing.

We're fortunate to gain from Ms. Winkler-Chin's depth of experience at the Seattle Chinatown International District Preservation and Development Authority (SCIDpda) where she served in roles including Housing Manager, Director of Housing & Facilities, and as Executive Director for the last 12 years. At SCIDpda, she dedicated her career to preserve, promote, and foster the resilient Chinatown International District community, managing hundreds of units of affordable housing and advancing new real estate projects in the neighborhood. I've been so pleased to see her proven leadership in action since she's served as the Office of Housing's Interim Director – advancing major investments, improving office processes, and bringing an innovative approach and a culturally-adept lens to her work.

As we collectively develop a Housing Levy renewal for voters' consideration next year, I trust we'll all rely on Maiko's insight, both as a past member of the Housing Levy Oversight Board and as someone with deep roots in affordable housing production, particularly permanent supportive housing. She understands the challenges affordable housing developers face right now, informed by her strong relationships with existing institutions, providers, developers, architects, financiers, contractors, non-profit organizations, and local residents. Maiko brings a demonstrated connection to community and understands the value of maintaining positive working relationships when driving negotiations for new and ongoing projects. Further, she's served on more volunteer boards and task forces than I can count, including as Board Chair of the Crescent Collaborative where she built bonds across Seattle's multicultural communities.

The Honorable Debora Juarez  
Maiko Winkler-Chin Confirmation Letter  
May 10, 2022  
Page 2 of 2

I announced Maiko Winkler-Chin as Interim Director in January. In the time since, my office consulted with stakeholders regarding her performance, including two former Office of Housing Directors, the Chair of the Housing Levy Oversight Committee, the Chair of the Seattle Housing Authority Board, representatives from the Crescent Collaborative, Housing Development Consortium, Plymouth Housing, El Centro de la Raza, the Urban League of Metropolitan Seattle, and several employees at the Office of Housing. The resounding conclusion from stakeholders was that Maiko Winkler-Chin is the correct and obvious choice for this critical moment in Seattle's history. Review of her past community development efforts, knowing her to be a person of resourcefulness and high moral character, and the strong support shown by the affected stakeholders is the process that informed my decision to advance Ms. Winkler-Chin for your consideration today.

I trust that after reviewing Maiko's application materials, meeting with her, and following Councilmember Mosqueda's thoughtful Finance & Housing Committee review, you will find that she is well suited to serve as permanent Director of the Office of Housing. Maiko is a talented mission-driven collaborator who centers community in everything she does, drawing on her integrity, humility, and creativity as she looks to create housing opportunities that benefit our residents.

If you have any questions about the attached materials or need additional information, Deputy Mayor Tiffany Washington would welcome hearing from you. I appreciate your consideration.

Sincerely,

A handwritten signature in cursive script that reads "Bruce A. Harrell". The signature is written in black ink and is positioned above the printed name and title.

Bruce A. Harrell  
Mayor of Seattle

**SECTION**

**A**



**City of Seattle**

Mayor Bruce Harrell

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May 4, 2022

Maiko Winkler-Chin  
Seattle, WA  
Transmitted via e-mail

Dear Maiko,

It gives me great pleasure to appoint you to the position of Director of the Office of Housing at an annual salary of \$180,000.

Your appointment as Director is subject to City Council confirmation; therefore, you will need to attend the Council's confirmation hearings. Once confirmed by the City Council, you serve at the pleasure of the Mayor.

Your contingent offer letter provided employment information related to the terms of your employment, benefits, vacation, holiday and sick leave.

I look forward to working with you in your role as Director and wish you success. We have much work ahead of us, and I am confident that the Office will thrive under your leadership.

Sincerely,

A handwritten signature in blue ink that reads "Bruce A. Harrell". The signature is fluid and cursive.

Bruce A. Harrell  
Mayor of Seattle

cc: Seattle Department of Human Resources file



# City of Seattle Department Head Notice of Appointment

|   |   |   |
|---|---|---|
| <b>Appointee Name:</b><br><i>Maiko Winkler-Chin</i>   |   |   |
| <b>City Department Name:</b><br><i>Office of Housing</i>  | <b>Position Title:</b><br><i>Director</i>   |   |
| <input checked="" type="checkbox"/> <b>Appointment</b> <i>OR</i> <input type="checkbox"/> <b>Reappointment</b>  | <b>Council Confirmation required?</b><br><input checked="" type="checkbox"/> Yes<br><input type="checkbox"/> No |   |
| <b>Appointing Authority:</b><br><input type="checkbox"/> Council<br><input checked="" type="checkbox"/> Mayor<br><input type="checkbox"/> Other: <i>Specify appointing authority</i>  | <b>Term of Office:</b><br><i>City Council Confirmation to Mayoral Discretion</i>                                |   |
| <b>Legislated Authority:</b><br><i>Seattle Municipal Code Section 3.14.720</i>  |   |   |
| <b>Background:</b><br>Maiko Winkler-Chin recognizes the twin pressures of a dire need for more affordable housing and the critical importance of supporting Seattle’s longstanding communities, especially those at risk of displacement. She knows solutions to these challenges don’t have to be mutually exclusive if efforts are collaborative and forward-thinking. That’s why today, I wholeheartedly nominate Maiko to serve as permanent Director of our Office of Housing.<br><br>We’re fortunate to gain from Ms. Winkler-Chin's depth of experience at the Seattle Chinatown International District Preservation and Development Authority (SCIDpda) where she served in roles including Housing Manager, Director of Housing & Facilities, and as Executive Director for the last 12 years. At SCIDpda, she dedicated her career to preserve, promote, and foster the resilient Chinatown International District community, managing hundreds of units of affordable housing and advancing new real estate projects in the neighborhood. I’ve been so pleased to see her proven leadership in action since she’s served as the Office of Housing’s Interim Director – advancing major investments, improving office processes, and bringing an innovative approach and a culturally-adept lens to her work. |   |   |
| <b>Date of Appointment:</b><br><i>5/10/2022</i>   | <b>Authorizing Signature (original signature):</b><br><i>Bruce A. Harrell</i>                                   | <b>Appointing Signatory:</b><br><i>Bruce A. Harrell</i><br><i>Mayor</i> |



CITY OF SEATTLE ▪ STATE OF WASHINGTON  
OATH OF OFFICE

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State of Washington

County of King

I, Maiko Winkler-Chin, swear or affirm that I possess all of the qualifications prescribed in the Seattle City Charter and the Seattle Municipal Code for the position of Director of the Office of Housing; that I will support the Constitution of the United States, the Constitution of the State of Washington, and the Charter and Ordinances of The City of Seattle; and that I will faithfully conduct myself as the Director of the Office of Housing.

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Maiko Winkler-Chin

Subscribed and sworn to before me

this \_\_\_\_ day of \_\_\_\_\_, 2022.

[Seal]

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Monica Martinez Simmons, City Clerk

# Maiko K. Winkler-Chin

Community development professional with broad experience in property and asset management, development, and neighborhood revitalization. Proven team player in a leadership or contributing role. Recognized for consistently achieving high levels of productivity; ability to prioritize, problem-solve at micro and macro levels, learn quickly; and willingness to take on new challenges.

## **Work Experience**

### **Seattle Chinatown Int'l District Preservation & Development Authority, Seattle, WA      2004 – Present**

*Executive Director (2009 to present).* Responsible for the overall direction and sustainability of SCIDpda

- Ensure the SCIDpda meets its mission to promote, preserve and develop the Seattle Chinatown International District as a vibrant community and unique ethnic neighborhood through its various programs and initiatives.
- Represent the organization to our partners, organizations, elected officials, government officials and staff, and community leaders and residents. Utilize these relationships to advocate for our community.
- Provide leadership and vision for SCIDpda's pro-active, long term strategic planning. Work with Senior Management on meeting the organization's strategic plan. Ensure the organization's health by identifying and addressing internal and external issues and thoughtfully growing the organization.
- Ensure organizational capacity to carry out the vision, mission and core values. Lead and motivate staff.
- Oversee SCIDpda-sponsored commercial, residential and historical development projects, including feasibility studies, obtaining site control and/or development authority, preparing development and operating proformas, structuring and managing project subsidies and financing.

*Director of Housing and Facilities (2008 to 2009).* Responsible for providing safe, decent, and affordable homes for our residents, and maintaining the diverse properties in SCIDpda's portfolio.

- Oversee the operations of the housing and maintenance divisions. Create division and property budgets, and review and analyze financial reports. Establish and track performance standards, and identify improvements. Work with staff to continually refine systems for greater efficiency and improved communication. Continue in a similar role as the Housing Manager position, but in a less direct management role.
- Select, motivate and train a diverse work group tasked with a wide range of responsibilities to the organization, property owners, residents and tenants, and the greater community. Manage staff to meet budget and organizational goals. Mentor and coach staff in professional development, priority- and goal-setting, and provide constructive criticism when necessary.
- Plan for the long term viability of SCIDpda's physical assets. Create and maintain capital needs assessments, implement capital projects, develop recommendations for long-term sustainability and recapitalization strategies and sources.

*Housing Manager (2004 to 2008).* Hired to provide leadership and stability to the housing division.

- Oversaw day to day operations of 360 units in 7 buildings. Managed building managers and assistants to meet property needs. Created and monitored property budgets, and maximized revenue through initiating HUD contract renewals, and HUD and Seattle Housing Authority Porchlight rent increases. Acted as the resource and internal expert on housing-related issues for housing division and Legacy House.
- Reported to owners, funders and regulatory agencies on operations, compliance, finances, and other issues. Ensured that operations are compliant with various regulatory requirements to include Federal Low Income Housing Tax Credits, HUD Section 8, Seattle Housing Authority Porchlight, City, and State. Trained staff to understand different regulatory requirements. Developed and maintain positive relationships with funders.



- Assisted in the selection, design and implementation of the Yardi software system. Set up the affordable housing module and merged data from previous software system and paper files to new software. Trained staff on daily activities, and worked with accounting to ensure that the system worked properly. Continue to debug system, test operations, and work on system upgrades.

### **Southeast Effective Development (SEED), Seattle WA**

**1997 - 2004**

*Asset Manager (2001 to 2004).* Ensured that SEED's properties served its mission over the long term.

- Analyzed feasibility of commercial, housing, and mixed-use developments by creating development and operating pro formas, identifying funding sources, determining consistency with neighborhood desires. Advised Executive Director on appropriate course of action to ensure projects met organizational goals.
- Managed development projects. Structured and obtained funding, and worked with development team to ensure that projects were completed on schedule and on budget. Managed a phased rehabilitation of an occupied building. Assisted Executive Director in managing a renovation of a rehabilitation center.
- Developed and analyzed performance indicators to ensure property performance. Instructed staff on performance measures, identified performance problems, and identified improvement methods when necessary. Ensured that third-party managed properties met SEED's community and financial goals. Acted as liaison between accounting, property management and senior management to improve communications, understanding and accountability.

*Main Street/Economic Development Coordinator (1997-2000).* Provided economic development and other assistance based on the "Main Street" revitalization approach in neighborhood business districts.

- Advised start-up business owners of technical assistance programs and small business lenders focused on Southeast Seattle. Provided GIS data and researched and obtained other demographic data in assistance with business plan development. Reviewed and edited business plans. Referred potential businesses to property owners with vacant space; maintained data on for-sale and lease properties, and rental rates for comparable properties.
- Marketed and administered a façade improvement program funded through Community Development Block Grant funds. Worked with fund users to troubleshoot and obtain approval through the Landmarks process, obtaining approval and getting projects completed more quickly.
- Worked on visibility programs with Columbia City business owners, which included fundraising and rehabilitating large electrical holiday ornaments; initiating Trick or Treat in the district; creating and updating the business district brochure and monthly "table top" ads.

### **Professional Development and Community Involvement**

Master of Public Administration, University of Washington Evans School of Public Affairs; Seattle WA  
Bachelor of Arts in International Affairs and Asian Studies, University of Puget Sound; Tacoma WA

Served on various city task forces and advisory committees related to community development, transportation, and planning. Current National Coalition of Asian Pacific American Community Development Secretary (past president, Transition Committee Chair).

Training includes: Nonprofit Housing Management Specialist, Affordable Housing Asset Manager (Consortium of Housing and Asset Management); Housing Development Finance Professional, classes in Economic Development Finance, New Markets Tax Credits and Public Private Partnerships (National Development Council); Specialist in Housing Credit Management (National Affordable Housing Management Association), Certified Occupancy Specialist (Affordable Housing Management Association of Washington)



**City of Seattle**

Mayor Bruce Harrell

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## Press Release

For Immediate Release

### Contact Information

Jamie Housen

Phone: 206-798-5002

Email: [jamie.housen@seattle.gov](mailto:jamie.housen@seattle.gov)

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## Mayor Harrell Appoints New Department Leaders and Hires Director of Public Safety

Hamdi Mohamed will direct the Office of Immigrant and Refugee Affairs; Maiko Winkler-Chin will lead the Office of Housing; Andrew Myerberg will join the Mayor's Office as Director of Public Safety

**Seattle** – Today, Seattle Mayor Bruce Harrell announced additional members of his Cabinet, appointing new directors to the Office of Housing and the Office of Immigrant and Refugee Affairs. Harrell also announced the hiring of a director of public safety within the Mayor's Office.

Harrell will appoint Hamdi Mohamed to serve as director of the Office of Immigrant and Refugee Affairs. Recently elected King County Port Commissioner, Mohamed brings more than a decade of experience working on immigrant and refugee issues, including as a policy advisor for King County. As director, she will serve Seattle's diverse immigrant community by fostering relationships citywide, facilitating meaningful outreach, and creating a proactive office centered on inclusion.

"I sponsored the legislation that created the Office of Immigrant and Refugee Affairs and continue to advocate for it to be a chief conduit in driving authentic connections between communities and City government," **said Mayor Harrell**. "We can't be One Seattle without sustained and consistent input from our immigrant and refugee communities – they cannot be an afterthought. I am confident that Hamdi Mohamed shares this vision and will develop the authentic, on-the-ground partnerships needed to take this office to the next level.

"I want to thank Director Cuc Vu for her service to our City and for her thoughtful, steadfast support for immigrant and refugee communities in our region."

Harrell will appoint Maiko Winkler-Chin, longtime housing leader and executive director of the Seattle Chinatown International District Preservation and Development Authority as director of the Office of Housing. Winkler-Chin will be charged with leading the office at a time of rapid change, as it receives significant resources for building and maintaining housing and provides rental assistance and support for tenants and small landlords.

“Maiko Winkler-Chin recognizes the twin pressures of a dire need for more affordable housing and the critical importance of supporting Seattle's longstanding communities, especially those at risk of displacement,” **said Mayor Harrell**. “She knows solutions to these challenges don’t have to be mutually exclusive if efforts get beyond soundbites and are instead collaborative and forward-thinking. Maiko wouldn’t be willing to leave her job of nearly two decades if we didn’t have a real opportunity to make positive change for our City at this unprecedented moment. I’m so excited to see her proven leadership in action – advancing major investments, improving office processes, and bringing an innovative approach and a culturally-adept lens to make Seattle’s Office of Housing a national leader.

“I want to express my gratitude to Interim Director Robin Koskey for her leadership – stepping up to direct this department during difficult and fast-changing times.”

Finally, Andrew Myerberg, the current director of the Office of Police Accountability, will join Harrell’s office as director of public safety. Working with Senior Deputy Mayor Monisha Harrell, Myerberg will play a key role in developing new models of public safety, working collaboratively with Seattle Police and Fire Departments, and helping guide oversight and reform efforts.

“Facing a changing landscape and so many new and ongoing safety crises, my administration is putting public safety at the top of the agenda,” **said Mayor Harrell**. “Andrew Myerberg brings an expert’s understanding of the issues in front of us, along with a diverse set of professional experiences working toward a safer City for *all* residents. I have no doubt Andrew will enhance our efforts and help originate the bold ideas needed to make change as we enter negotiations on a police contract, stand up a new department of unarmed public safety officers, and build a Seattle Police Department with staffing levels and a culture to match our local needs and local values.”

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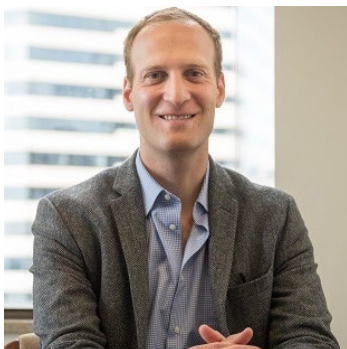
**Director of the Office of Immigrant and Refugee Affairs Hamdi Mohamed**

Hamdi Mohamed is a civil servant with more than a decade of experience serving immigrant and refugee communities. Mohamed currently serves as a Policy Advisor to King County, where she manages initiatives directing funds and investments in small businesses, community organizations, and COVID-19 responses. Before working for King County, she served as the Deputy District Director for U.S. Congresswoman Pramila Jayapal. She also worked for CARE International and the Refugee Women Alliance in roles dedicated to fighting poverty and empowering immigrants. Mohamed is a graduate of the University of Washington, earning both a bachelor's and master's degree, along with a Global Business Certificate from Harvard Business School. Last year, Mohamed became the first Black woman elected to the Port of Seattle Commission and the first Somali woman elected in office in Washington state.



**Director of the Office of Housing Maiko Winkler-Chin**

Maiko Winkler-Chin currently serves as Executive Director of the Seattle Chinatown International District Preservation and Development Authority (SCIDpda), working to preserve, promote and develop the Chinatown International District as a vibrant community and unique ethnic neighborhood. She brings 25+ years' community development experience in asset management, property management, real estate development and finance. Winkler-Chin was a founding member of Puget Sound Regional Council's HUD Sustainable Communities Regional Equity Network, co-chaired the Urban Land Institute's Center for Sustainable Leadership, and was a UW Runstad Center for Real Estate Studies Affiliate Fellow. She currently serves on the boards of the Housing Development of Seattle King County, Crescent Collaborative, National Coalition of Asian Pacific American Community Development and the Seattle University Youth Initiative. Winkler-Chin was born in Japan, raised in Hawaii, and came to the mainland for college. She lives in Seattle's Beacon Hill neighborhood with her husband, teenager, and puppy.



**Director of Public Safety Andrew Myerberg**

Andrew Myerberg has served as the Director of Seattle's Office of Police Accountability (OPA) since 2017. Myerberg came to OPA from the Seattle City Attorney's Office, where he was the lead attorney for the City in the Consent Decree over the Seattle Police Department and provided legal advice to City departments on criminal justice and law enforcement issues. Myerberg also previously served as legal counsel to the Seattle Community Police Commission. Myerberg has a Juris Doctorate from American University's Washington College of Law and a Bachelor of Arts from Hamilton College.

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## **SECTION**

**B**



# City of Seattle

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## Seattle Department of Human Resources

Kimberly Loving, Interim Director

**March 16, 2022**

TO: Adam Schaefer, City Budget Office

FROM: Annie Nguyen, Seattle Department of Human Resources

SUBJECT: Background check for Maiko Winkler-Chin

The Seattle Department of Human Resources has received a copy of **Maiko Winkler-Chin** background check provided by Global Screening Solutions. There were no findings that would impact their employment eligibility.

Cc: Personnel File

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Seattle Department of Human Resources

Seattle Municipal Tower, 700 5<sup>th</sup> Avenue Suite 5500, PO Box 34028, Seattle, WA 98124-4028  
(206) 684-7999 • TTY:7-1-1 Fax: (206) 684-4157 • Employment Website: [www.seattle.gov/jobs](http://www.seattle.gov/jobs)

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