



# SEATTLE CITY COUNCIL

## Finance and Housing Committee

### Agenda

Thursday, June 9, 2022

2:00 PM

### Special Meeting

Council Chamber, City Hall  
600 4th Avenue  
Seattle, WA 98104

Teresa Mosqueda, Chair  
Lisa Herbold, Vice-Chair  
Alex Pedersen, Member  
Sara Nelson, Member  
Andrew J. Lewis, Member

Chair Info: 206-684-8808; [Teresa.Mosqueda@seattle.gov](mailto:Teresa.Mosqueda@seattle.gov)

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Council Chamber Listen Line: 206-684-8566

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**SEATTLE CITY COUNCIL**  
**Finance and Housing Committee**  
**Agenda**  
**June 9, 2022 - 2:00 PM**  
**Special Meeting**

**Meeting Location:**

Council Chamber, City Hall, 600 4th Avenue, Seattle, WA 98104

**Committee Website:**

<http://www.seattle.gov/council/committees/finance-and-housing>

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This meeting also constitutes a meeting of the City Council, provided that the meeting shall be conducted as a committee meeting under the Council Rules and Procedures, and Council action shall be limited to committee business.

Members of the public may register for remote or in-person Public Comment to address the Council. Details on how to provide Public Comment are listed below:

Remote Public Comment - Register online to speak during the Public Comment period at the meeting at <http://www.seattle.gov/council/committees/public-comment>. Online registration to speak will begin two hours before the meeting start time, and registration will end at the conclusion of the Public Comment period during the meeting. Speakers must be registered in order to be recognized by the Chair.

In-Person Public Comment - Register to speak on the Public Comment sign-up sheet located inside Council Chambers at least 15 minutes prior to the meeting start time. Registration will end at the conclusion of the Public Comment period during the meeting. Speakers must be registered in order to be recognized by the Chair.

Submit written comments to Councilmember Mosqueda at [Teresa.Mosqueda@seattle.gov](mailto:Teresa.Mosqueda@seattle.gov)

*Please Note: Times listed are estimated*

**A. Call To Order****B. Approval of the Agenda****C. Public Comment****D. Items of Business**

1. [Appt 02215](#) **Appointment of Maiko Winkler-Chin as Director of the Office of Housing.**

Attachments: [Appointment Packet](#)  
[Confirmation Question Responses](#)

**Briefing, Discussion, and Possible Vote**

**Presenter:** Tiffany Washington, Deputy Mayor

2. **Office of Housing Race and Social Justice Initiative**

Supporting Documents: [Presentation](#)

**Briefing and Discussion**

**Presenters:** Maiko Winkler-Chin, Interim Director, Charles Mason, Rosey Zhou, Bin Jung, Sokha Danh, and Alexandra Chase, Office of Housing

3. **City Budget Office Race and Social Justice Initiative**

Supporting Documents: [Presentation](#)

**Briefing and Discussion**

**Presenters:** Julie Dingley, Director, Jeanette Blankenship, Miguel Jimenez, Rodha Sheikh, and William Chen, City Budget Office

**E. Adjournment**



Legislation Text

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**File #:** Appt 02215, **Version:** 1

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Appointment of Maiko Winkler-Chin as Director of the Office of Housing.

The Appointment Packet is provided as an attachment.

# 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



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 cursive script that reads "Bruce A. Harrell".

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> <i>Maiko Winkler-Chin</i>		
<b>City Department Name:</b> <i>Office of Housing</i>		<b>Position Title:</b> <i>Director</i>
<input checked="" type="checkbox"/> <b>Appointment</b> <i>OR</i> <input type="checkbox"/> <b>Reappointment</b>		<b>Council Confirmation required?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Appointing Authority:</b> <input type="checkbox"/> Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Specify appointing authority</i>		<b>Term of Office:</b> <i>City Council Confirmation to Mayoral Discretion</i>
<b>Legislated Authority:</b> <i>Seattle Municipal Code Section 3.14.720</i>		
<b>Background:</b> 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.		
<b>Date of Appointment:</b> <i>5/10/2022</i>	<b>Authorizing Signature (original signature):</b> <i>Bruce A. Harrell</i>	<b>Appointing Signatory:</b> <i>Bruce A. Harrell</i> <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)



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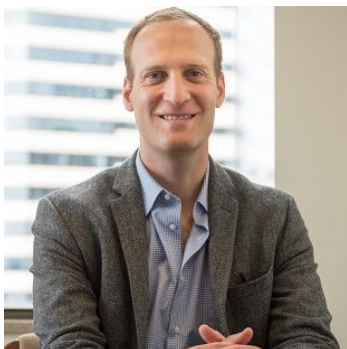
**Director of the Office of Immigrant and Refugee Affairs Hamdi Mohamed**

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.

###

## **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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## Seattle City Council Confirmation Questions

### Maiko Winkler-Chin – Director, Office of Housing

*My comments below use the word “we” often. “We” means the Executive branch – the Mayor, their executive offices (including OH) and City departments; the Legislative branch – City Council, legislative assistants, and Central staff. We work on behalf of those who call Seattle home. This is my orientation to this new role.*

**1. What are your major goals for the Office of Housing over the next several years? What 3 you see as the primary challenges facing the Office of Housing over the next several years?**

- **Send the 2023 Housing Levy to voters** – we need to work together to achieve this goal and ensure the 2023 Housing Levy reflects a bold solution for Seattle’s affordable housing needs now and in the coming years. Let us go into our joint work knowing it will be tough and challenging. We will have questions, we may disagree, and we will need to work together knowing that no levy is a “sure thing”. Through our work together, we will have productive conversations about how this critical resource differs from and interacts with other available resources, and how we will prioritize all of these to help house people in need.
- **Explicitly add a community development lens to our housing investments** – as we have demonstrated over the past 40 years, our housing investments can lead to strong outcomes not just for the residents of the development, but also for the neighborhoods in which our investments are placed. We can continue to emphasize this broader community benefit through intentional conversations about “housing AND...” which is reflective of my community development background.
- **Ensure that the Office of Housing is strong and healthy so the people who do the work, and the assets we steward, are best serving the people of Seattle** – the Office will have over 60% new staff between vacancies to be filled and newly created positions. In order for the Office to be successful, the people who work at the Office must develop as a team – improve clarity of our collective work and operate with shared values and a clear picture of what success looks like.

**2. What is your general philosophy for how to most effectively work with City Council? How will you be responsive to Council requests, in particular regarding priorities that differ with those of the Executive branch?**

I would like to build a collaborative relationship that is based on regular communication; respect for our roles, and trust; where we jointly understand what we hope to accomplish and achieve in service to the people of our city. When we differ in opinions – and we will – I hope we listen and try to understand each other so we can jointly problem solve. While I work in the Executive branch and report up to the Mayor, Mayor Harrell encourages an open and collaborative relationship between Cabinet members and Council. I intend to work closely with Council and staff, as I have for many years, because the best work often involves listening to others’ ideas and working through issues to come up with the best solutions.

**3. How will you ensure that Council members and Legislative staff receive timely information needed from your department for Council to make sound policy and budgetary decisions?**

The city benefits when Council makes informed policy and budgetary decisions, and that means OH's role is to get Council the information they need in a timely manner. Understanding the information request – the why – is important. I have heard from staff who work in policy areas that they would like to be more involved in the deliberative space of creating the policy – of thinking through the issue that the policy is trying to address. I would like to explore this for staff work satisfaction and to build upon staff expertise.

Other than having OH staff provide timely information to Council, we also need the right data tools, which we are starting to plan and implement this year.

**4. What is your vision for Office of Housing coordination with the city's Department of Human Services, Seattle Housing Authority, regional partners, and the King County Regional Homelessness Authority to reduce homelessness in Seattle and the region?**

Quite simply, we know that housing is what ends homelessness. We will produce housing and bring people inside in partnership with these key entities in our region. We will build as much housing as we can – as much as the funding environment allows, and as much as the provider community supports – to contribute to the important cause of reducing homelessness.

We need to coordinate to improve our existing work and develop trust and confidence with each other as we jointly seek to access resources – money, time, and ideas. We have smart and talented people in these entities, but they may be asked to work and think differently as the different organizational roles intersect. I look forward to continued work with these partners, and ongoing learning as I explore and further define the role of OH in this effort.

**5. In your position, how will you promote racial and social equity? Can you provide some specific examples?**

I feel that much of my work life has been focused towards the goal of equity. It is not a term I grew up with or used until recently, but it is a thread that runs through my past 25+ years.

In my 2 months in OH, I hear “equity” often, but I am not sure if we as a team have a common definition, which is necessary so we can examine our work – our programs and processes – through that lens. I'm bringing my staff together to build a common definition, which is needed soon because our team is exponentially growing.

Since I have been at OH, some of my most interesting conversations have been with the Change Team, which includes 25% of staff across the Office. They have been promoting equity at OH, and I would like to work with them to set measurable goals around our equity work. I am excited about working with and supporting them as we together make our organization stronger.

I look forward to ensuring that we live our definition of equity as we develop the proposal for the 2023 Housing Levy, create, evaluate, and award our upcoming project RFPs, assess recently

implemented policies, and as the Executive and Council hold OH accountable and highlight areas for improvement.

**6. What opportunities do you see to promote equitable, community-driven affordable housing development rooted in and serving communities most at risk of displacement in Seattle?**

This question goes back to one of my goals. I see an investment by OH as an invitation to consider other City investments in this place. What else could be there – childcare, small businesses, other public benefits? Which City departments help inform and support our work – where do we choose to invest? Who do we work with to help do the “housing AND…” work?

For some projects – for example, the site in the Mt. Baker light rail station area – we need to explore the most creative approach to developing the site, including an examination of how we can implement what we hear from community, how we create the best conditions to produce the most positive outcomes for both residents and the broader community, and how we learn to do this work better with each project. As with equity work, this more expansive type of community development can require more process and time, but I see this work as critical to building resilient and equitable neighborhoods.

**7. How will you promote and support developers to use community preference/affirmative marketing policies in their new developments?**

All Office of Housing-funded projects should be affirmatively marketed per policy. There is confusion around what “affirmative marketing” means – honestly, I was confused between governmental agencies (specifically OH/SOCR and HUD) because that process was defined very differently depending on the agency. We have an opportunity to further evaluate affirmative marketing practices across agencies and continue to improve these practices through more clearly defined guidelines in our Housing Funding Policies.

The community preference program, developed to potentially disrupt displacement, is new but has been implemented in a couple completed OH-funded buildings. I recognize that some owners, developers, and/or investors may be concerned about using this new policy. If developments are resistant to using the community preference, OH needs to understand why. We could then design ways to improve or adjust the policy to achieve the performance we seek.

**8. What are some innovative opportunities you have identified to strengthen and expand OH’s core work of providing permanently affordable housing at 0-30% AMI and between 30-60% AMI?**

I believe innovation requires resources (especially time), trust between partners, and a tolerance for failure and reexamination. If we fail in this process of innovation, we need to remedy the situations, which often cost money, reputation, trust and perhaps pride. This innovation process may be challenging for governmental entities. I could take this question as an invitation from Council for OH to experiment, to “design/do” projects to learn along the way, and I welcome that if that is the case.

I view innovation as the compilation of ideas I hear from those smart people around me. I am curious, I like to learn, I often “talk story” with others to explore what they are learning and brainstorm the possibilities with experts working on the ground. OH has very smart, dedicated, creative people who want to serve our communities; my role is to listen, ask clarifying questions, clear barriers, and support them in their work.

In the past few years, the world turned upside down, and people at OH tried new ways of working and investing in projects, and we held a sense of urgency. I hope we can carry some of this energy forward as we tackle issues in our work, such as trying to shorten the time it takes to build housing (getting units open quicker, reducing time to save money); acquiring new buildings and looking to purchase more; decreasing displacement (and bringing back those already displaced) through creating permanently affordable homeownership; working with organizations to steward our joint asset (our properties); trying new policies to improve outcomes; and publicly bidding properties for developments that intentionally meet a broad range of public goals.

I am looking forward to the conversations with Council, OH staff, our communities, and our extended community of those who are experts in housing across the country. It is in those types of conversations that I gain energy and learn, and from which we can come up with adaptive solutions.

**9. How do you balance the need to invest in housing for the lowest income workers (0-30% AMI) and the desire to make progress on middle income housing? How will you leverage OH resources to meet the specific housing needs of diverse communities in Seattle? Can you provide some examples?**

People who work in our city should be able to live here. OH will continue using its existing financial resources to serve the lowest income residents – at properties that need that resources for sustainability.

We need to work with partners – City departments and all sectors (public, private, and not for profit) – to create and utilize all the tools we can. The tools will not be the same for 0-30% AMI housing as it may be for housing offered for people with higher incomes. As a city, the information around the specific housing needs of diverse communities sits in various workgroups. Our office needs to listen and understand so we can help determine how to meet the need. Our staff are known as technical experts, and we need to apply that expertise alongside community knowledge to improve housing affordability across the city.

I hope we can pursue demonstration projects with unconventional partners. Not everything is going to work out the way we plan (see question #8 above), and we will always look at the data. We should also revisit past recommendations around affordability and livability in our city to see how applicable those recommendations remain and consider what other methods to explore.

**10. What opportunities do you see to increase OH’s activity in preserving existing affordable housing by removing it from the speculative market?**



OH has historically tracked properties exiting Section 8 and other programs with an eye towards acquisition. The City's Notice of Intent to Sell policy and Rapid Acquisition program will continue, and OH will continue examining how these programs have worked and how we need to adjust different aspects of these policies to achieve the best possible outcomes.

OH will continue to ensure that our communities are aware of OH funding to support low-income homeowners to maintain their homes and provide weatherization assistance to stabilize homeowners and enable them to remain in their homes.

Seattle is not alone – and I will look to our peer cities, particularly high-cost cities along the west coast, to explore the work they have done and examine the ways we may apply their learnings in Seattle.

**11. What are your thoughts about how to support affordable housing providers and residents who have been impacted by the pandemic, and what lessons learned can be drawn to help strengthen our affordable housing system against future crises?**

Having worked in the field, we have really experienced numerous crises since 2020 –increasing homelessness, public safety concerns, behavioral health system challenges, racial justice reckoning, anti-Asian hate, severe workforce shortages among housing providers, extreme heat, wildfire smoke, etc. Some of these crises existed before COVID-19 but became much more evident over the past two years. These crises have all been felt and experienced throughout our portfolio of city-funded and regulated affordable housing, and they are not over yet.

OH served as an information source and resource deployer. That is what OH does, but the Office stepped in to deploy additional resources, such as rental assistance and capacity building funds. The past few years have shaped the way providers and OH think about how spaces are developed, and the systems that serve the properties (e.g., air filtration, cooling and heating, internet access, food access, common areas). OH is committed to working directly with providers to hear about the impacts of the pandemic and these numerous crises, and to collectively develop our work to address these challenges.

**12. How will you work with the Council to ensure continued resources for resident services and other vital programs to support affordable housing residents?**

As someone who advocated for resident services, this remains a needed resource for both residents and property operations staff. At OH, we see the needs for adequate services to support residents across the full continuum of housing in which we invest. OH will work with Council to ensure resources to support our residents, by learning from our current investments in services and capacity building, convening provider conversations, helping articulate the outcomes of these services, and ensuring that the multiple fractured systems that exacerbate challenges in our affordable housing investments are known and hopefully addressed.

**13. What steps will you take to prepare Seattle's affordable housing system for equitable expansion as new resources come online?**

To promote equitable expansion, OH will improve transparency around the criteria necessary for an organization or project to receive investment. Having worked at an organization that was not seen as “fundable” in the traditional leveraged system, I have strong feelings about this work and will work hard to be objective in this area.

In terms of new resources, I appreciate the new Payroll Expense Tax revenue because I believe it encourages OH to work with non-traditional groups to meet their community’s housing and development goals. The Office has started this work with the new JumpStart Acquisition & Preservation Program that offers capacity building dollars and access to a distinct loan fund. The capacity building and training will allow organizations to make educated decisions on their path towards developing and stewarding assets. This program places OH in a different role and relationship with a new set of organizations and by creating this program, I believe we are becoming more transparent in our requirements.

I believe we will see different types of projects than we have seen in recent history, and I am looking forward to working on this new program and defining what success looks like with these new resources.

This work requires OH to be fully staffed to support organizations and policy development, and I thank Council for supporting the added positions and resources.

**14. How do you see the City’s investment in homeownership development evolving in the coming years?**

Housing is foundational to a family’s success, and permanently affordable homeownership is critical in our work to prevent displacement, as well as promote asset building. Government programs have harmed certain communities, including my own (my home has a racial covenant – it of course is no longer in effect and is an artifact of the recent past). I see homeownership investments increasing, but they may look different. We will continue looking for land and exploring partnerships with other public agencies for sites to develop. We have developed permanently affordable townhomes and cottages, and we may see new models, such as condos, co-operative ownership models, and other new forms to meet our communities’ needs.

**15. What are your priorities and thoughts about including higher labor standards on affordable housing development efforts around the city—including opportunities for workers to enter a career in the construction industry; opportunities within contracting processes for women, members of the BIPOC community, and economically distressed communities; and accountability for contractors and subcontractors to decrease wage theft and other violations on Office of Housing projects—and where have you seen higher labor standards be included and be successful?**

Our investments should create public benefits beyond the creation of units, extending beyond the construction period and into the life of the property. Our investments should create opportunities for economic benefit to our residents – those that live in OH-invested buildings, and the neighborhoods that surround them – to access careers and create business opportunities. There should be a pipeline of projects for them to work on in their city. If this is a

goal that we agree on, we should explore it with our partners – those that develop, operate, and work on our investment – determine what our desired outcomes should be, and implement new ways of working.

Wage theft is absolutely unacceptable, and should be enforced by the Office of Labor Standards, no matter the project.

OH relies on a diverse array of workers to build and operate our affordable housing portfolio, and I look forward to exploring how we can better support all the employees in our ecosystem to thrive.

**16. As the Director of Office of Housing what steps would you take to ensure as many affordable housing units as possible are filled?**

Ensuring that our affordable housing portfolio is fully utilized is mission critical to our department. We are committed to housing as many people as possible with this precious housing resource that we steward.

The OH vacancy rate target includes the time needed for unit turns between different occupants, and this time is often dependent on staffing and availability of supplies and contractors to repair and maintain properties.

As mentioned in question #11, we are living through a very difficult time, which has deeply impacted people experiencing homelessness and poverty, residents of our affordable housing portfolio, and organizations themselves. There are significant supply chain challenges that are currently impacting maintenance of properties across the city, there are significant rental arrears at existing properties, and there are staff shortages onsite and among contractors. We are working alongside our affordable housing partners to ensure that units are fully utilized, and we know it is also mission critical for our affordable housing providers to achieve the highest occupancy standards possible to serve people in need.

OH employs an asset management team that regularly monitors our affordable housing projects to ensure compliance with numerous regulations and hold operators accountable to specific metrics, such as vacancy rates. We work very closely with providers to provide technical assistance and support when metrics fall below expectations.

**17. How you will ensure that residents of all neighborhoods and districts, throughout the city, benefit from new affordable rental housing units?**

Every neighborhood should have affordable housing options – it's part of the promise of the Fair Housing Act. The recent OH Annual Investments Report presentation to Council's Finance & Housing Committee highlight areas of success and opportunity for improvement. The City's Comprehensive Plan process and the 2023 Housing Levy development efforts, as well as conversation around major policy areas, will lead to action to address this issue. We must be deliberate in planning for geographical spread and investing in different housing types in order to shape our strategy and implementation plan.

**18. What specific and measurable outcomes should the Office of Housing look to when measuring success?**

In the time since I've been at the Office of Housing, it's clear that the following outcomes should be used to measure success:

- Outcomes for our different housing programs and policies, including the number of new homes developed and added to the permanently affordable housing portfolio, the outcomes for residents living in those homes, the efficiency of organizations operating those homes, and the impact felt by different policies managed by OH
- Equity metrics around our investments and the outcomes for residents in our affordable housing portfolio, to be further developed with the OH Change Team
- Outcomes in the area of homelessness to be developed with our providers and funding partners

I expect the list of goals will continue to be refined based on upcoming conversations with the Executive, Council, and our stakeholders.

**19. What are your thoughts on the outcomes of the current Housing Levy (# of units produced, # of units in the pipeline, # of units projected to be completed, income levels served, etc.) and opportunities to build on this work through the upcoming Housing Levy renewal?**

- We have exceeded or are on track to meet our 2016 goals, which is incredible.
- We must reflect on how we are currently performing, what we need to improve, and what new outcomes and related metrics should be.
  - I look forward to examining the unit count metric, which may not adequately capture or support the development of different bedroom sizes, for example, or adequately reflect equity outcomes.
  - I also look forward to future conversations around the concept of leverage of other fund sources, the ways that OH maximizes other funding opportunities, and the methods that OH uses to deploy the resources efficiently and effectively.
- As a community developer, I hope that we jointly create goals and outcomes to sustain community resilience in all our city's neighborhoods.



Legislation Text

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**File #:** Inf 2064, **Version:** 1

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Office of Housing Race and Social Justice Initiative



# Office of Housing Change Team/RSJI:

## Report to Finance & Housing Committee

SPRING 2022

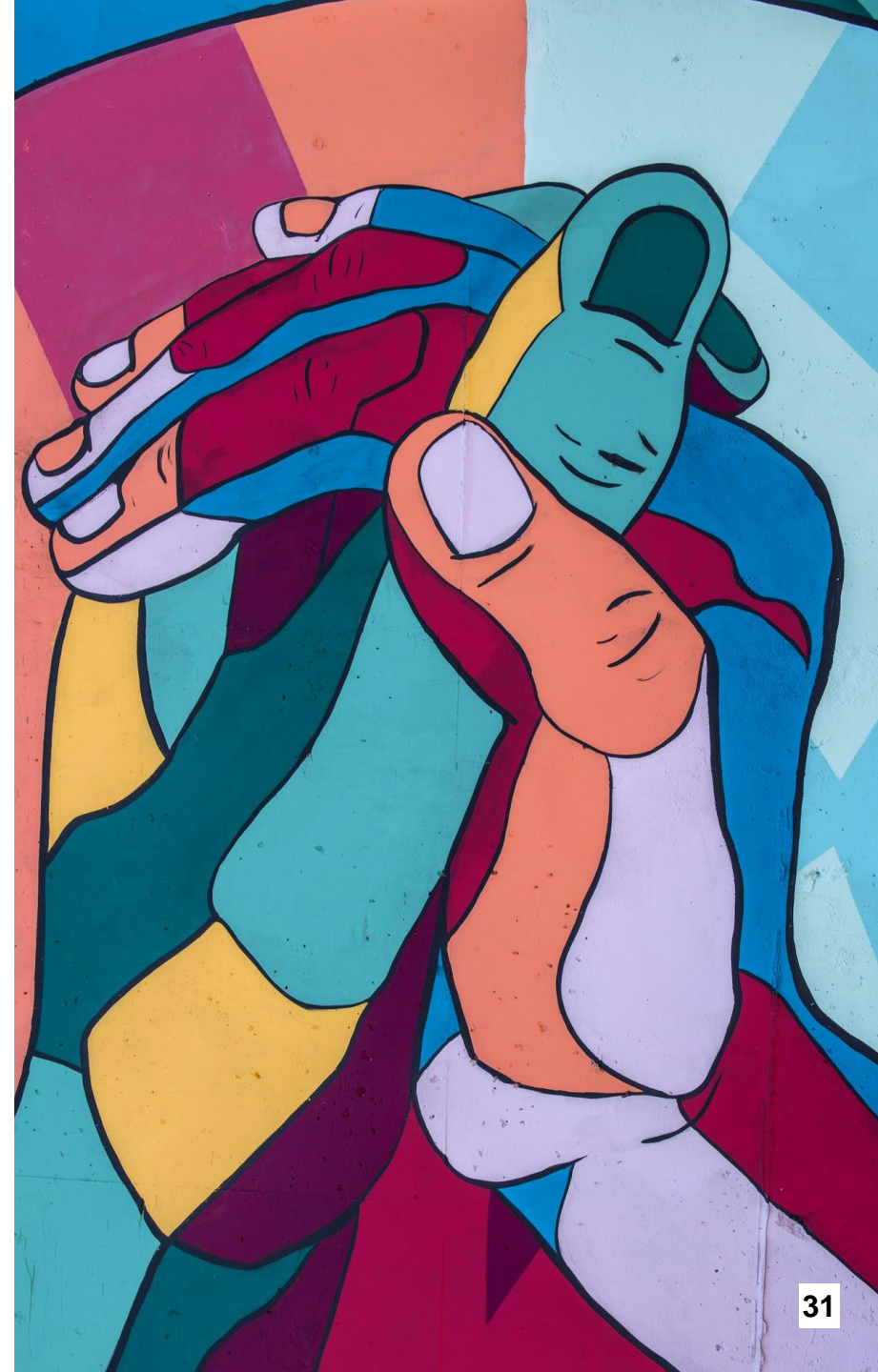


Seattle  
Office of Housing<sup>30</sup>

# Presentation

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- OH and equity
- Demographics served
- Investments
- Policy and programs
- Capacity building



# How does OH's work address issues of equity?

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Investments in  
**affordable rental**  
and  
**homeownership/**  
**homeowner**  
**stabilization**  
opportunities



Development of  
affordable  
housing **policies**  
and **programs**



**Support for**  
**organizations**  
rooted in BIPOC  
communities



# Demographics served

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- Rental housing program

60% of rental households are BIPOC

72% of households are Extremely Low-income (30% AMI)

42% are special needs households (elderly, mental illness, chemical addiction, etc.)

- Home repair, weatherization, and homeownership programs

45% of homebuyer assistance households are BIPOC

58% of households in the Home Wise program are Extremely Low-Income (30% AMI)

# Investments in Affordable Rental Housing

In 2021, **33%** of new development projects funded were with developers grounded in BIPOC communities

**All Rapid Acquisition funding** went to BIPOC organizations

## Rental Housing Funded in 2021



BUILDING HOPE AND A FUTURE



CHIEF SEATTLE CLUB



# Investments in Affordable Rental Housing

- **El Centro de la Raza – Columbia City**

- 87 homes, funded Fall NOFA 2021
- El Centro is a Latinx-led organization grounded in the Latinx community



- **Chief Seattle Club – Goldfinch**

- 63 homeless units, Rapid Acquisition funding
- Chief Seattle Club is dedicated to physically and spiritually supporting American Indian and Alaska Native People



- **Filipino Community Village**

- 94 homes, completed 2021
- Filipino Community of Seattle vision has served the Filipino community for over 80 years

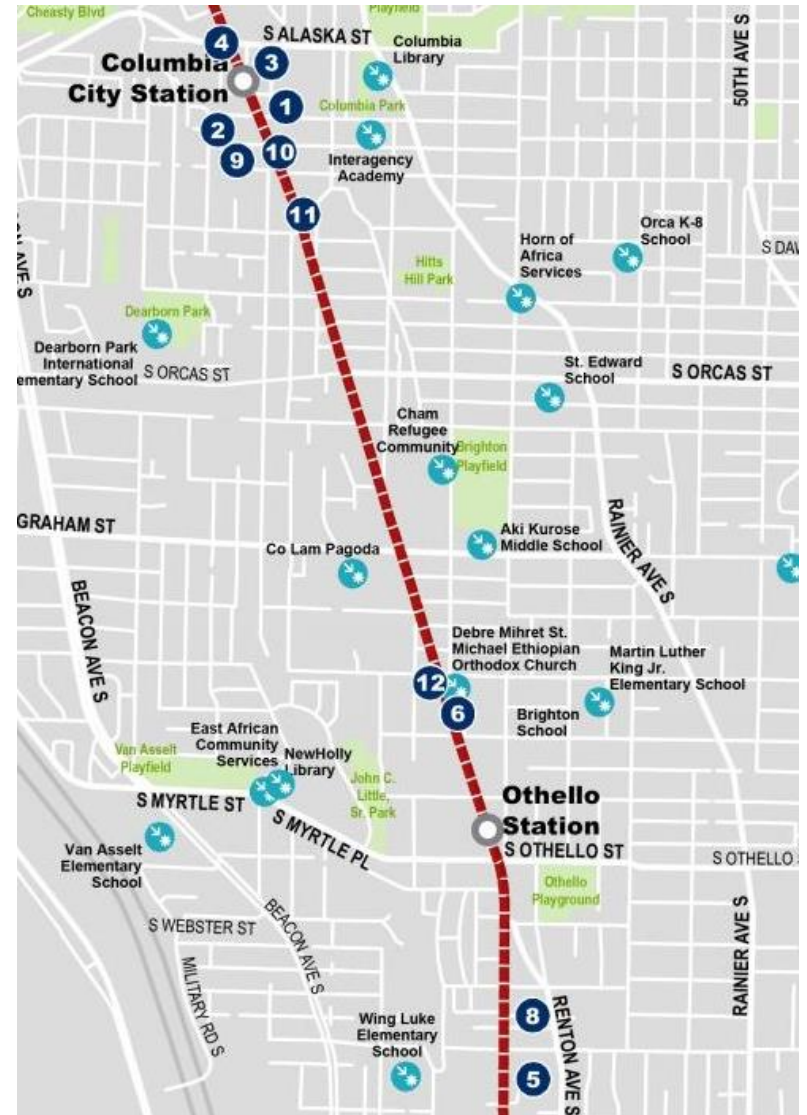


# Investments – Rainier Valley Homeownership Initiative

Create at least **100 permanently affordable homes** for first-time homebuyers

**Prevent displacement** of current Rainier Valley residents

Build capacity for CBOs to participate in **development and long-term stewardship** of land



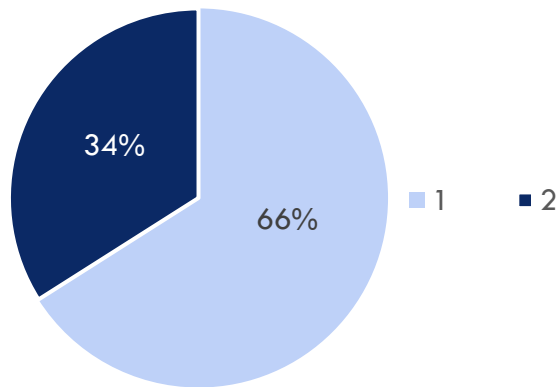
# Policy and programs

- COVID-19 Response – Emergency Rental Assistance

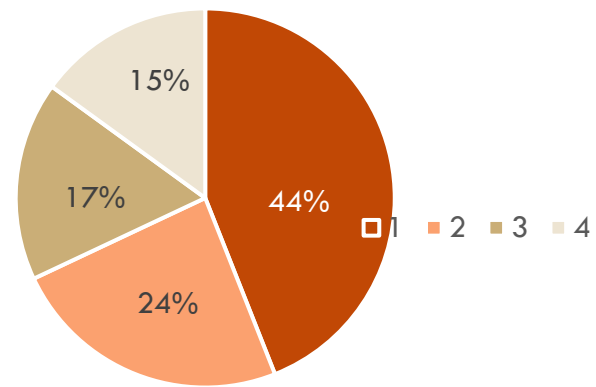
Distributed over **\$30.1M to over 7,000 households** between July 2021 and March 2022

Partnered with United Way of King County and numerous community-based organizations

Head of households served



Incomes served



# Policy and programs

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- Notice of Intent to Sell (NOIS)

**Preservation program focused on providing early notification of the sale** of naturally recurring affordable housing to the City, affordable housing providers and tenants

OH is currently reviewing gaps in the program with the goal to make the program more equitable and responsive to community needs

- Clean Heat Program

Free program converting oil-heated homes to electric heated system to **reduce energy costs and help City achieve its carbon reduction goals**

Outreach and engagement **focused on environmental justice in BIPOC communities** of Duwamish Valley, Beacon Hill, and Rainier Valley

Goal to convert 125 low-income, single-family households in 2022

# Policy and programs

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- 2020/21 Racial Equity Reflection and Visioning

Change Team completed a two years-long process of collecting and prioritizing racial equity ideas

Letter from former Director Alvarado committed to priority work areas: Equitable Homeownership, Place-Based Community Wellness, Capacity Building and Removing Barriers, and Team-Generated Ideas

OH continuing to develop priority work areas with Director Winkler-Chin



# Policy and programs

- Community Preference



**Gardner House**



**Jackson Heights**



# Capacity building of organizations



Building a database of homeowners at risk of displacement

Assist with resources and information



Partnering with Rebuild Together Seattle to provide homeowners with home repair grants



Capacity building for BIPOC organizations in homeownership through LISC



**Thank you!**



SPRING 2022



**Seattle**  
Office of Housing<sup>42</sup>



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City Budget Office Race and Social Justice Initiative

# Race and Social Justice Initiative Update - CBO

Presented to Finance & Housing Committee  
June 9, 2022



# Presentation Overview

- Anti-Racist Principles & RSJI Truths
- Race and Social Justice in Budget Changes
- Budget Process Changes
- CBO Internal Changes
- CBO Change Team and Work Plan
- RSJI Budget Development Evaluation Draft Rubric
- CBO & OCR Collaboration





# Anti-Racist Principles & RSJI Truths

- Anti-Racist Principles and RSJI Truths are important RSJ resources discussed within CBO and with department Finance Managers.
- A couple to highlight:

## Gatekeeping (Anti-Racist Principles: <https://pisab.org/our-principles/>)

- Persons who work in institutions often function as gatekeepers to ensure that the institution perpetuates itself. By operating with anti-racist values and networking with those who share those values and maintaining accountability in the community, the gatekeeper becomes an agent of institutional transformation.

## Truth 4: We're all part of the picture. None of us asked for this and we all have roles to play. (RSJI Truths: [https://www.seattle.gov/Documents/Departments/RSJI/RSJI%20Truths\\_10.13.20.pdf](https://www.seattle.gov/Documents/Departments/RSJI/RSJI%20Truths_10.13.20.pdf))

- It's not possible to live in the United States and not experience the impacts of colonialism, structural racism, and other intersecting forms of oppression (unearned advantage or disadvantage) on our lives. None of us are responsible for the past; but all of us are responsible for the present and to some extent, the future.

# Race and Social Justice in Budget Changes

- Budget requests include an assessment of equity impacts:

*How does this proposal increase or decrease racial equity or affect vulnerable or historically disadvantaged communities? Please note if you used or plan to use the Racial Equity Toolkit (RET) for this proposal.*

*How does this proposal incorporate Language Access Plan strategies (translation, interpretation and in-language community outreach), and what is the estimated expenditure?*

*If this proposal has negative effects on RSJI or Language Access, what mitigation have you considered?*

- Impacts discussed in review with Mayor's Office

# Budget Process Changes

- Budget Process
  - Encouraged departments to broaden budget deliberations to include department change teams or equity leads
  - Provided racial equity questions for department finance staff to consider in budget development
  - Hosted feedback/listening sessions with departments to debrief and learn from 2021 in preparation for 2022



# CBO Internal Changes

- **Officewide**
  - Created a new stand-alone CBO Change Team to sharpen focus and attention
  - Adopted a change team charter and created work plan
  - Elected Co-chairs, Core Team members representing each department division
- **Hiring**
  - Updated job posting to remove barriers, focus on talent and alignment not just experience/education
  - Promoted more actively to underrepresented potential applicants

# CBO Change Team

## Values

- Establishing a culture of experimentation
- Building on existing groups and resources
- Recognizing CBO's role as stewards of equity in the City's budget

# Change Team Work Plan

## 1. Internal Equity Forum

- a. Creating an internal system of wholistic analysis to use during the budget process

## 2. Identifying Equity Indicators

- a. Crafting tools to measure and track equity progress
- b. Working with existing program evaluation efforts in the City

## 3. Budget Development Evaluation Rubric

- a. Enhancing existing rubric
- b. Supporting departments with tools to help them practice internal budget process transparency

# RSJI Budget Development Evaluation Draft Rubric

- CBO and RSJI debriefed 2022 budget input.
- RSJI developed a rubric inspired by the [Continuum on a Becoming an Antiracist Multicultural Organization](#)
- Rubric developed by OCR to guide conversations between:
  - RSJ advocates (e.g., Equity Leads, Change Teams)
  - Department leadership and finance team
- CBO asked departments to try using the rubric during budget process, provide feedback.
- Anticipate learning from implementing the rubric and continue to refine.

# CBO & OCR Collaboration

- Partnered with Seattle Office for Civil Rights to provide training for finance staff and City Budget Office staff.
- Partnered with WEPAC (Workforce Equity Planning Action Committee) to develop budget decision Staffing Equity Tool and RSJ questions to support budget development.
- RSJI Change Team Co-leads, other RSJ advocates invited take on a larger consulting role in budget development.
- Responses from departments on RSJ questions were analyzed and used to inform future policy considerations.
- Continue to meet bi-weekly to deepen relationships and advance progress.

# Questions?