




## City of Seattle Boards & Commissions Notice of Appointment

<b>Appointee Name:</b> <i>Kristin Winkel</i>		
<b>Board/Commission Name:</b> <i>Community Roots Housing</i>		<b>Position Title:</b> <i>Member</i>
<input checked="" type="checkbox"/> <b>Appointment</b> OR <input type="checkbox"/> <b>Reappointment</b>		<b>City Council Confirmation required?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Appointing Authority:</b> <input type="checkbox"/> City Council <input type="checkbox"/> Mayor <input checked="" type="checkbox"/> Other: <i>PDA Governing Council</i>		<b>Term of Position: *</b> <i>4/1/2022</i> <b>to</b> <i>3/31/2024</i> <input checked="" type="checkbox"/> <i>Serving remaining term of a vacant position</i>
<b>Residential Neighborhood:</b> [REDACTED]	<b>Zip Code:</b> <i>98122</i>	<b>Contact Phone No.:</b> [REDACTED]
<b>Background:</b> <p><i>Kristin is the COO of Jewish Family Services and is responsible for the successful management of the day-to-day operations of the agency, including client services and programs, IT and facilities and budgetary accountability. She acts in the CEO's capacity in his absence. She provides daily oversight of agency activities and leadership in crafting a vision for the future direction of the agency's programs and administrative services. Kristin provides leadership in the agency's strategic planning process and transformation to an outcomes-driven model of service.</i></p> <p><i>Before coming to JFS, Kristin spent nine years at King County Housing Authority, where she led the Section 8 voucher program and Homeless Initiatives. Previously, she worked at Abt Associates in Cambridge, Massachusetts, providing technical assistance and analysis to government agencies.</i></p> <p><i>Kristin has a Bachelor of Arts from Vassar College and a Master of Public Policy from Harvard University's Kennedy School of Government.</i></p>		
<b>Authorizing Signature (original signature):</b>  <b>Date Signed (appointed):</b> February 13, 2023		<b>Appointing Signatory:</b> <i>Drew Porter</i> <i>Community Roots Housing Governing Council, Board Chair</i>

\*Term begin and end date is fixed and tied to the position and not the appointment date.

## Experience

Chief Operating Officer, Jewish Family Service

March 2017 – present

- Serve as COO, overseeing leading social service organization with revenue expansion from \$9 million to \$14 million and increase in staffing from 70 to 105 employees. Served as Acting CEO in 2021 during planned sabbatical for existing CEO.
- Lead program departments providing services to the Puget Sound community in the areas of Refugee and Immigrant Services, Domestic Violence, Food Bank, Supportive Living Services, Older Adult Services, Counseling, Eviction Prevention and Community Stabilization Services. Supervise Facilities, IT, Security, Strategy and Data Services.
- Championed and created of Agency's first Diversity, Equity and Inclusion initiative (Equity and Belonging). Successfully advocated to JFS Board to fund initial staff trainings and contracted equity consultants to guide the agency toward a more inclusive workplace. Currently oversee implementation of staff-led Human Resources audit recommendations.
- In collaboration with Human Resources, designed and implemented new compensation philosophy, bringing greater transparency to salary determinations and pay structure throughout the agency.

Director of Leased Housing Programs, King County Housing Authority

April 2014 – June 2016

- Managed KCHA's Housing Choice Voucher program (Section 8), totaling over \$100 million dollars in federal subsidy and providing assistance to almost 12,000 households throughout King County.
- Led the Homeless Housing Initiatives and Section 8 departments, including management of 70 staff.
- Developed and oversaw two department budgets totaling \$8 million.
- Implemented new tenant software conversion effort, including workflow and staffing reorganization to better align business practices with new software.
- Collaborated with Washington State Department of Enterprise Services to train and engage staff in establishing a culture of continuous process improvement that served as a model for the rest of the Housing Authority.

Senior Director, Homeless Housing Initiatives, King County Housing Authority

October 2008 – March 2014

- Designed and implemented new programs to serve homeless and special needs populations in line with Housing Authority's goals and King County's Ten Year Plan to End Homelessness. Coordinated Housing Authority funds with County-wide funding processes to best align housing and service funds to address the needs of targeted homeless populations. Represented Housing Authority in various county, regional, and state initiatives to reduce and end homelessness.
- Collaborated with multiple partner agencies to establish, maintain, improve and expand, where possible, voucher assistance programs designed to address the needs of homeless and special needs populations, including Veteran's Affairs Supportive Housing (VASH), Family Unification Program (FUP), Housing Access and Services Program (HASP), Domestic Violence, among others, including development of program operations manuals, creation of Memoranda of Understanding, and ongoing consortia meetings to monitor program operations. Oversaw department staff who regularly provide guidance and management support to Section 8 operations staff regarding voucher referrals and issuance. Served as a liaison between Section 8 and partner agencies.
- Oversaw 80+ contracts for project-based Section 8 rental assistance. Ensure compliance with Federal requirements, governing Project-based Section 8. Collaborate closely with Section 8 Director to develop policy modifications or clarifications for KCHA's Project-Based Administrative plan.



- Oversaw quality control file audit for public housing and Section 8 voucher program. Hired and managed staff to develop and implement file audit procedures resulting in identification and correction of administrative errors in tenant files.
- Using Moving To Work flexibility, identified innovative best practices in the field of homeless housing and created new programs that braided KCHA resources with other mainstream funds to house additional homeless households more effectively. Recent examples include:
  - Student and Family Stability Initiative (SFSI) – a short-term rental assistance and employment navigator program targeting McKinney-Vento eligible homeless families in the Highline School District to rapidly rehouse families within their child’s school catchment area. The program is intended to promote housing and school stability, while reducing length of time in homelessness and reducing school district transportation costs for homeless students. Developed partnership with school district staff regarding implementation. Contracted with and managed consulting and evaluation firms to collaborate on program design and measurement.
  - Next Steps program – led team of homeless young adult agency representatives to design and implement a graduated rent subsidy program designed to provide stepped-down rental assistance and services to transition formerly homeless young adults to independent living.

Senior Housing Manager, Housing Management, King County Housing Authority

September 2007 – October 2008

- Using MTW, led the Housing Authority’s two-year long rent reform initiative to streamline all aspects of rent calculations for both the Public Housing and Section 8 Housing Choice Voucher programs.
- Hired and managed external financial management consultant to test the costs and benefits of proposed rent policy changes and their impact on the Authority and tenants. Researched and met with other MTW agencies to learn about best practices in rent policies. Led teams of front-line staff to identify areas for simplification, design program improvements, leading to a new written rent policy, approved by the KCHA Board of Commissioners.
- Met regularly with Resident Advisory Committee, Board of Commissioners, and external partners to discuss plans and respond to questions and concerns.

Consultant, University of Massachusetts, Center for Health Policy and Research

February 2006 – July 2007

- As an independent consultant, led state-wide initiative under the Systems Transformation Grant to increase access to long-term care supports in housing for persons with disabilities.
- Brought together diverse stakeholders to determine allocation of \$2.89 million in federal Medicare resources to Massachusetts for planning, program development and implementation activities to strengthen the system of community-based long-term supports.

Associate, Abt Associates Inc., Cambridge, MA

January 2000 – June 2006

- Provided technical assistance and wrote consulting services to HUD-funded Homelessness Assistance providers, including Shelter Plus Care grantees.
- Wrote HOPE VI grant applications and subsequent Community Supportive Service plans for multiple public housing authorities HOPE VI applicants, including Newport, Indianapolis, and Springfield, OH.



- Conducted qualitative evaluations of HUD-funded programs, including HOPE VI, Low Income Housing Tax Credit, and various housing and disability programs.
- Provided monitoring services under contract to HUD for Moving To Work housing authorities throughout the country, including King County Housing Authority, Seattle Housing Authority, and Home Forward (Portland).

## Education

Harvard University, Kennedy School of Government, Master in Public Policy,  
focus on Housing, Transportation and Urban Development. 1997-1999

Vassar College, Bachelor of Arts in Anthropology 1986-1990

# Community Roots Housing Preservation and Development Authority

**16** Members: Pursuant to [RCW 35.21.660, 35.21.670, and 35.21.730-755, and Seattle Municipal Code Ch. 3.110], all members subject to City Council confirmation, 3-year terms however, for initial terms should be as follows:

1, 4, 7, and 10 shall be for one year; initial terms for positions 2, 5, 8, and 11 shall be for two years; and initial terms for positions 3, 6, and 9 shall be for three years.

- **12** City Council-appointed
- **3** Mayor-appointed
- **1** Other Appointing Authority-appointed (specify): non-voting member/ Emerging Leader Fellow (Board selected).

## Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
2	M	5	1.	Secretary	George Staggers	4-1-2020	3-31-2023	2	City Council
3	M	3	2.	Vice Chair	Frank Alvarado	4-1-2021	3-31-2024	2	City Council
3	F	3	3.	Member	Sara Cubillos	4-1-2020	3-31-2023	2	City Council
2	F	4	4.	Member	Michelle Purnell-Hepburn	4-1-2020	3-31-2023	1	City Council
6	M	3	5.	Member	Paul Breckenridge	4-1-2020	3-31-2023	3	City Council
6	F	3	6.	Treasure	Jill Cronauer	4-1-2020	3-31-2023	2	City Council
4	M	N/A	7.	Vice Chair	Derrick Leonard Belgarde	4-1-2022	3-31-2025	2	City Council
2	F	N/A	8.	Member	Michelle Morlan	4-1-2020	3-31-2023	1	City Council
6	M	3	9.	Member	Bob Fikso	4-1-2020	3-31-2023	3	City Council
6	F	3	10	Member	Kristin Winkel	4-1-2021	3-31-2024	1	City Council
6	M	3	11.	Chair	Drew Porter	4-1-2021	3-31-2024	4	City Council
6	M	3	12.	Member	Eric Snow	4-1-2021	3-31-2024	2	Mayor
6	M	3	13.	Member	Chasten Fulbright	4-1-2020	3-31-2023	2	Mayor
9	F	2	14.	Immediate Past Chair	Shalimar Gonzales	4-1-2020	3-31-2023	2	Mayor
9	F	3	15.	Resident Member	Saunatina A. Sanchez	4-1-2022	3-31-2025	1	City Council
2	M	N/A	16.	Non-Voting Member	Shaun Frazier	4-1-2021	3-31-2023	1	Board Selected

## SELF-IDENTIFIED DIVERSITY CHART

SELF-IDENTIFIED DIVERSITY CHART					(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Male	Female	Transgender	NB/ O/ U	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor	2	1	-	-	-	-	-	-	-	2	-	-	1
Council	6	6	-	-	-	4	2	1	-	5	-	-	1
Other	1	-	-	-	-	-	-	-	-	-	-	-	-
Total	9	7	-	-	-	4	2	1	-	7	-	-	2

## Key:

\*D List the corresponding *Diversity Chart* number (1 through 9)

\*\*G List *gender*, M= Male, F= Female, T= Transgender, NB= Non-Binary O= Other U= Unknown

RD Residential Council District number 1 through 7 or N/A

*Diversity information is self-identified and is voluntary.*