




City of Seattle Boards & Commissions Notice of Appointment

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|--|---------------------------|--|
| Appointee Name: <i>Kristin Winkel</i> | | |
| Board/Commission Name: <i>Community Roots Housing Public Development Authority</i> | | Position Title: <i>Board Member</i> |
| <input type="checkbox"/> Appointment OR <input checked="" type="checkbox"/> Reappointment | | City Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Appointing Authority: <input type="checkbox"/> City Council <input type="checkbox"/> Mayor <input checked="" type="checkbox"/> Other: <i>PDA Governing Council</i> | | Term of Position: * 4/1/2024 to 3/31/2027 <input type="checkbox"/> <i>Serving remaining term of a vacant position</i> |
| Residential Neighborhood: <i>Leschi</i> | Zip Code: 98122 | Contact Phone No.: [REDACTED] |
| Background: <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> <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> <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> | | |
| Authorizing Signature (original signature):  Date Signed (appointed): April 8, 2024 | | Appointing Signatory: <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.

Kristin Winkel



Experience

Jewish Family Service of Seattle

Chief Impact and Operating Officer & Acting CEO (2021) March 2017 – present

- Serve as CIOO, overseeing program development, service delivery, and operations for this major regional social service organization with 105 employees. Served as Acting CEO in 2021 during planned sabbatical for existing CEO.
- Lead program departments providing services and tracking program outcomes 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 Human Resources, Finance, Strategy and Data Services.
- Led external and internal communications response to 2021 Afghan refugee crisis situation. Brought in national public relations and crisis response firm. Conducted all regional media requests and communications during summer and fall of 2021. Coordinated advocacy response with local and national politicians, other refugee-serving agencies around the country. Oversaw successful resettlement of 130 refugees in eight week period in summer 2021.
- Championed and created agency's first Diversity, Equity, and Inclusion initiative (Equity and Belonging). Successfully advocated to JFS Board to fund initial trainings and contracted equity consultants to guide the agency toward a more inclusive workplace. Currently oversee implementation of the initiative, including staff-led Human Resources audit.
- In collaboration with Human Resources, designed and implemented new compensation philosophy, bringing greater transparency to salary determinations and pay structure throughout the agency.

King County Housing Authority

Director of Leased Housing Programs April 2014 – June 2016

- Managed KCHA's Housing Choice Voucher program (Section 8), totaling over \$100 million 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 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 the 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. Collaborated closely with Section 8 Director to develop policy modifications or clarifications for KCHA's Project-Based Administrative plan.
- Led 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. Sample projects 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

- Under MTW authority, 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.

University of Massachusetts, Center for Health Policy and Research

Consultant 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 \$2.9 million in federal Medicare resources to Massachusetts for planning, program development and implementation activities to strengthen the system of community-based long-term supports.

Abt Associates Cambridge, MA

Associate 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 applications, 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 Public Development Authority

15 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.

- 11 Board Appointed-appointed
- 2 Mayor-appointed
- Other Appointing Authority-appointed (specify):

Roster:

| *D | **G | RD | Position No. | Position Title | Name | Term Begin Date | Term End Date | Term # | Appointed By |
|----|-----|-----|--------------|-----------------|-----------------------------|-----------------|---------------|--------|-------------------|
| 6 | F | 3 | 1. | Member | Ann T. Melone | 4/1/2024 | 3/31/2027 | 1 | Governing Council |
| 3 | F | 3 | 2. | Member | Sara Cubillos | 4/1/2023 | 3/31/2026 | 2 | Governing Council |
| 3 | M | 3 | 3. | Chair | Frank F. Alvarado III | 4/1/2024 | 3/31/2027 | 3 | Governing Council |
| 2 | F | 4 | 4. | Member | M. Michelle Purnell-Hepburn | 4/1/2023 | 3/31/2026 | 2 | Governing Council |
| 2 | M | 2 | 5. | Member | Shaun Frazier | 4/1/2023 | 3/31/2026 | 1 | Governing Council |
| 6 | F | 6 | 6. | Member | Jill Cronauer | 4/1/2023 | 3/31/2026 | 3 | Governing Council |
| 4 | M | N/A | 7. | Vice Chair | Derrick Belgarde | 4/1/2022 | 3/31/2025 | 2 | Governing Council |
| 2 | F | N/A | 8. | Secretary | Michelle Morlan | 4/1/2024 | 3/31/2027 | 2 | Governing Council |
| 6 | M | 3 | 9. | Member | Bob Fikso | 4/1/2023 | 3/31/2026 | 4 | Governing Council |
| 6 | F | 3 | 10 | Member | Kristin Winkel | 4/1/2024 | 3/31/2027 | 2 | Governing Council |
| | | | 11. | | VACANT | | | | Governing Council |
| | | | 12. | | VACANT | | | | Mayor |
| 6 | M | 3 | 13. | Treasurer | Chasten Fulbright | 4/1/2023 | 3/31/2026 | 3 | Mayor |
| 2 | F | N/A | 14. | Member | Shalimar Gonzales | 4/1/2023 | 3/31/2026 | 3 | Mayor |
| 9 | F | 3 | 15. | Resident Member | Saunatina Sanchez | 4/1/2022 | 3/31/2025 | 1 | Governing Council |

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 | 1 | 1 | - | - | - | 1 | - | - | - | 1 | - | - | - |
| Council | 4 | 7 | - | - | - | 3 | 2 | 1 | - | 4 | - | - | 1 |
| Other | 1 | 1 | - | - | - | - | - | - | - | 2 | - | - | - |
| Total | 6 | 9 | - | - | - | 4 | 2 | 1 | - | 7 | - | - | 1 |

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.