

# City of Seattle



## **Director Office of Housing**

**Confirmation Packet  
September 6, 2019**

**Emily Alvarado**



# City of Seattle

Mayor Jenny A. Durkan

September 6, 2019

The Honorable Bruce A. Harrell  
President, Seattle City Council  
Seattle City Hall, 2<sup>nd</sup> Floor  
Seattle, WA 98104

Dear Council President Harrell:

I am pleased to transmit to the City Council the following confirmation packet for my appointment of Emily Alvarado as Director of the Office of Housing.

The materials in this packet are divided into two sections:

**A. Emily Alvarado**

This section contains Ms. Alvarado'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. Alvarado's background check.

Acting Director of the Office of Housing Emily Alvarado has spent over a decade in the public and nonprofit sectors, working to build a more equitable and inclusive Puget Sound Region. Ms. Alvarado was the Manager of Policy and Equitable Development at the City of Seattle Office of Housing, where she led policy and program development, place-based equitable development work, and affordable housing incentive programs. Emily spent several years at nonprofit organizations engaged in affordable housing and community benefits policy and advocacy efforts, including at the Housing Development Consortium of Seattle-King County, the Housing Consortium of Everett and Snohomish County, and Pittsburgh UNITED. Ms. Alvarado has a J.D. from the University of Washington, where she was a Gates Public Service Law Scholar, and bachelor's degree from Scripps College.

The process used to identify and recommend candidates for my consideration included a search of potential applicants for the position. This was informed by Mayor's Office staff meetings and my own meetings with various stakeholders over the last several months, attending Office of Housing and other affordable housing events, seeing the work of Ms. Alvarado in her current role at the Office of Housing, and evaluating the needs of the Office in today's Seattle and the City's future.


Outreach was conducted with a diverse set of housing stakeholders to understand input on ideal candidate qualifications. Stakeholders included City staff and community leaders who work directly with

the Office of Housing. Additionally, we obtained feedback from a variety of OH staff during the recruitment process and feedback on candidate qualifications.

The selection of Emily as the final candidate was also informed by her commitment to racial equity and social justice, commitment to creating a more affordable, inclusive Seattle for all our neighbors, and her extensive knowledge of Seattle's affordable housing crisis and the solutions required to address this challenge.

If you have any questions about the attached materials or need additional information, please contact Deputy Mayor David Moseley at 206-684-3790, or via e-mail, at [david.moseley@seattle.gov](mailto:david.moseley@seattle.gov).

Sincerely,



Jenny A. Durkan  
Mayor of Seattle



## **SECTION**

**A**



## City of Seattle

Mayor Jenny A. Durkan

September 5, 2019

Emily Alvarado  
Seattle, WA  
Transmitted via e-mail

Dear Emily,

It gives me great pleasure to appoint you to the position of Director of the Office of Housing at an annual salary of \$173,880.29.

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, your service is 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 of Housing will thrive under your leadership.

Sincerely,



Jenny A. Durkan  
Mayor of Seattle

cc: Seattle Department of Human Resources file



## City of Seattle Department Head Notice of Appointment

<b>Appointee Name:</b> <i>Emily Alvarado</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> <b>OR</b> <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 Mayor's Discretion</i>
<b>Legislated Authority:</b> <i>Seattle Municipal Code §3.14.720</i>		
<b>Background:</b> Acting Director of the Office of Housing Emily Alvarado has spent over a decade in the public and nonprofit sectors, working to build a more equitable and inclusive Puget Sound Region. Ms. Alvarado was the Manager of Policy and Equitable Development at the City of Seattle Office of Housing, where she led policy and program development, place-based equitable development work, and affordable housing incentive programs. Emily spent several years at nonprofit organizations engaged in affordable housing and community benefits policy and advocacy efforts, including at the Housing Development Consortium of Seattle-King County, the Housing Consortium of Everett and Snohomish County, and Pittsburgh UNITED. Ms. Alvarado has a J.D. from the University of Washington, where she was a Gates Public Service Law Scholar, and bachelor's degree from Scripps College.		
<b>Date of Appointment:</b> <i>9/6/2019</i>	<b>Authorizing Signature (original signature):</b> 	<b>Appointing Signatory:</b> <i>Jenny A. Durkan</i> <i>Mayor</i>



**CITY OF SEATTLE - STATE OF WASHINGTON  
OATH OF OFFICE**

**STATE OF WASHINGTON**

**COUNTY OF KING**

**I, Emily Alvarado, swear or affirm that I possess all the qualifications prescribed in the Seattle City Charter and the Seattle Municipal Code for the position of Director of 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 *Director of the Office of Housing*.**

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**Emily Alvarado**

**Subscribed and sworn to before me  
this \_\_\_\_\_ day of \_\_\_\_\_, 2019**

(affix seal)

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**Monica Martinez Simmons, City Clerk**



# Emily L. Alvarado

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## Education

**University of Washington School of Law**, Seattle, WA

**Juris Doctor**, June 2009

Gates Public Service Law Scholar, Full Tuition, Room and Board Scholarship

Sampson Fellowship in Comparative Public Interest Law, Belfast, Northern Ireland

Advocate, Unemployment Compensation Clinic; Statewide Representative, Law Students for Reproductive Justice

**Scripps College**, Claremont, CA

**Bachelor of Arts**, Honors American Studies, June 2003

summa cum laude; Phi Beta Kappa Academic Honors Society, 2003; Dean's List, 2001-2003

## Professional Experience

**City of Seattle, Office of Housing**, Seattle, WA

***Acting Deputy Director***, April 2019-present

Direct the work of five Senior managers in the areas of Rental Production and Preservation, Asset Management, Home Ownership and Weatherization, Policy and Planning, and Finance. Coordinate OH's work related to Mayor's Office requests and priorities.

***Manager of Policy and Equitable Development***, September 2014-April 2019

Lead Office of Housing's (OH) policy and equitable development unit. Supervise staff of seven, including senior staff. Develop and present policy options and recommendations to expand affordable housing supply, advance housing affordability through both production and preservation strategies, and ensure equitable housing access. Oversee OH's research agenda, including responsibility for data analysis related to demographic trends and housing availability. Design new and refine existing programs both proactively and in response to emerging trends. Oversee development and periodic updates to the Administrative and Financial Plan governing investment of housing resources, housing elements of the City's Comprehensive Plan, Consolidated Plan, and Assessment of Fair Housing. Oversee administration of OH's three major housing incentive programs: Multifamily Property Tax Exemption, Incentive Zoning, and Mandatory Housing Affordability. Represent housing issues under the City's equitable development strategy; develop and implement anti-displacement strategies, including Community Preference and Affirmative Marketing. Analyze opportunities for major land acquisitions and dispositions, including public property, and develop place-making opportunities with housing and child care, community centers, and arts and cultural spaces. Engage in cross-department policy and planning efforts. In partnership with the City's Office of Intergovernmental Relations, oversee the City's housing-related legislative agenda and advocacy efforts and relations with the State of Washington, King County, and the Puget Sound Regional Council. Prepare and present City legislation. Represent OH in discussions with the public, community leaders, elected officials, the media, and other external audiences. Engage in regular strategic planning and coordination with office Director.

**Pittsburgh UNITED**, Pittsburgh, PA

***Director of Policy and Outreach***, July 2013-August 2014

Collaborated with coalition members and strategic partners, including municipal leaders, labor unions, faith groups and neighborhood and environmental organizations to develop, research and implement campaign strategies on local economic development issues. Developed policies and positions on areas of organizational interest and shared them with coalition members, elected officials, community and the media. Built and fostered strategic relationships with diverse individuals, policy makers and organizations. Provided strategic leadership in crafting policy solutions and messaging on equitable development and utility issues for the Clean Rivers Campaign—an effort to transform the region's largest public infrastructure investment (\$3 billion) into one that maximizes community benefits. Created strategic plan to support the establishment of a citywide Land Bank. Supported efforts to increase affordability in new development with inclusionary requirements. Served on Mayor Peduto's Mixed Income Housing & Neighborhood Health Transition Team.

**Housing Development Consortium of Seattle-King County**, Seattle, WA

***Policy Director***, January 2011-May 2013

Drafted legislation, fact sheets and white papers, conduct policy research, provide public testimony, and strategize with partners and elected officials on affordable housing and community development issues. Collaborated with Board of Directors and over 100 non-profit, private and public sector member organizations to develop and execute



annual state and local policy priorities. Educated member organizations about relevant policies through meetings, newsletters, action alerts and social media. Built coalitions with diverse partners, including human services, social equity, neighborhood, environmental and transportation organizations. Successfully led campaign to increase public benefits by 30% as part of large-scale downtown neighborhood rezone, by conducting research, building coalitions, generating media and writing editorials, and lobbying City Council members. Served on Affordable Housing and Equity Network Steering Committee for Puget Sound Regional Council's \$5 million regional planning effort Growing Transit Communities. Managed staff. Developed expertise in transit-oriented development, surplus public land policy, land use incentives, and public funding for affordable housing.

**Housing Consortium of Everett and Snohomish County, Everett, WA**

***Advocacy Project Coordinator, October 2009-January 2011***

Analyzed federal, state and local policies on affordable housing, community development and homelessness. Lobbied elected officials. Educate member organizations about relevant policies. Drafted issue white papers and fact sheets. Organized and trained nonprofit clients, staff and Board Members to advocate for affordable housing. Serve on statewide coalitions to coordinate advocacy. Delivered civic education and advocacy trainings for hundreds of low-income people throughout the county. Designed and implemented all aspects of grant-funded Advocacy Project, including meeting grant deliverables and administering budget.

**Legal Action Center, Seattle, WA**

***Legal Intern, June 2008-September 2008***

Conducted interviews and performed legal research to support eviction defense litigation. Participated in show cause hearings. Maintained a client caseload. Coordinated Neighborhood Legal Clinic for clients. Provided follow-up from client advice sessions, including reasonable accommodation requests, fact investigation, and settlement negotiations.

**Planned Parenthood of Southwestern Oregon, Eugene, OR**

***Public Affairs Organizer, December 2004-July 2006***

Designed and implemented grassroots strategic plan for the Public Affairs program in four Oregon counties. Lobbied state and federal legislators on reproductive health care issues; organized a statewide lobby day with 500 participants. Identified and trained over 1000 community residents to perform advocacy activities, including public messaging, canvassing and phone-banking. Developed an organizational diversity plan for the Multicultural Capacity Committee. Awarded 2006 Planned Parenthood Vision Innovation Award.

**Peace Action West, Berkeley, CA**

***Community Organizer/Trainer, August 2003-August 2004***

Coordinated neighbor-to-neighbor outreach throughout Northern California, educating voters about peaceful and pragmatic foreign policy solutions. Prepared and conducted weekly trainings for 10-15 organizers. Analyzed program results and developed strategies for growth.

**Associations and Activities**

Member, Washington State Bar Association, 2009-present

Board Member, Washington Low Income Housing Alliance, 2019-present

Board Member, Washington Housing Alliance Action Fund, 2019-present

Board President, Gates Public Service Law Program Advisory Board, 2011-2014

Commissioner, Seattle Women's Commission, 2011-2013

Volunteer Attorney, Latino Bar Association of Washington, Community Legal Clinic, 2010-2012

Member, Washington Low Income Housing Alliance, Public Policy Committee, 2009-2011, 2017-2018

Intern, Barbara Lee for Congress, 2003-2004



## **NEWS RELEASE FROM THE OFFICE OF THE MAYOR**

**Contact:** Kamaria Hightower, [Kamaria.Hightower@seattle.gov](mailto:Kamaria.Hightower@seattle.gov)

### **Mayor Jenny Durkan to Nominate Office of Housing Acting Director Emily Alvarado to Serve as Permanent Director**

*Alvarado Has Served at City's Office of Housing Since 2014*

*City Has Made Unprecedented New Investments in Affordable Housing Since Mayor  
Durkan Took Office*

**SEATTLE** (September 5, 2019) – Mayor Jenny A. Durkan announced today she will nominate the City's Office of Housing (OH) Acting Director Emily Alvarado to serve as the department's permanent Director.

"Our housing crisis is one of the central challenges facing Seattle, and we must continue to create more affordable and mixed-income housing across Seattle. As we continue to make new, unprecedented investments in housing, the next few years will be critical ones for OH and our entire City," said Mayor Durkan. "Emily is passionate about creating a more affordable, inclusive Seattle for all our neighbors, and she is committed to centering racial equity and social justice. She has been key to delivering on our Housing Seattle Now initiative to make historic investments in housing for this generation and the next. She will also play a critical role as we work to ensure our workers and middle income families can live in Seattle. I know that Emily is the right person to continue leading the Office of Housing."

"It is an honor for me to join Mayor Durkan's administration at a pivotal time for our growing city," said Emily Alvarado. "Housing is a basic human need, but it is so much more than that. Housing is a launching pad for children's success, it is the connection to family and cultural communities, jobs and opportunity. Building affordable housing is essential urban infrastructure that helps to ensure we are an equitable and inclusive city. I look forward to working with community partners and the skilled team at the Office of Housing to build a city that people of all incomes can call home."

Emily has spent over a decade in the public and nonprofit sectors, working to build a more equitable and inclusive Puget Sound Region. Emily was the Manager of Policy and Equitable Development at the City of Seattle Office of Housing, where she led policy and program development, place-based equitable development work, and affordable housing incentive

programs. Emily spent several years at nonprofit organizations engaged in affordable housing and community benefits policy and advocacy efforts, including at the Housing Development Consortium of Seattle-King County, the Housing Consortium of Everett and Snohomish County, and Pittsburgh UNITED. Emily has a JD from the University of Washington, where she was a Gates Public Service Law Scholar, and bachelor's degree from Scripps College.

"I am thrilled to support Mayor Durkan's nomination of Emily Alvarado to lead the Office of Housing," said Colleen Echohawk, Executive Director of Chief Seattle Club and Co-Chair of Mayor Durkan's Office of Housing Director Search Committee. "I know that under Emily's leadership, we can continue to best serve people with a wide range of housing and service needs. At Chief Seattle Club, we work to support the physical, cultural and spiritual needs of people in the Native community, and I look forward to Emily's continued partnership as we work to achieve these important goals."

"I applaud Mayor Durkan's nomination of Emily Alvarado to lead the Office of Housing," said Marty Kooistra, Executive Director of the Housing Development Consortium of Seattle-King County and Co-Chair of Mayor Durkan's Office of Housing Director Search Committee. "The affordable housing community looks forward to working with her on a strengthened and broadened mission for the department to address the critical need for more affordable homes in our city and region."

The Seattle Office of Housing, an executive office of the Mayor, increases opportunities for families of all incomes to live in our city. For over 30 years, the City has managed investments from the Seattle Housing Levy and incentive programs for developers to fund the preservation and production of affordable apartments and homes in Seattle. To date, nearly 12,000 affordable units have been funded and over 1,500 have been created through incentives. The Office of Housing has also provided home repair and weatherization programs for lower-income residents for over 30 years, helping over 17,000 households remain in their homes.

As [part of Mayor Durkan's "Housing Seattle Now" plan](#) to address Seattle's housing crisis, the City has provided a surge of new investments in housing for low- and middle-income families. As part of "Housing Seattle Now," Mayor Durkan has:

- In partnership with Councilmember Lisa Herbold, [updated City's tenant protections](#) to better help residents stay in their homes;
- Transmitted legislation [to renew and improve](#) the Multi-Family Tax Exemption program by limiting rent increases so homes can stay affordable;
- In partnership with Councilmember Teresa Mosqueda, invested [\\$50 million](#) in permanent supportive housing for people experiencing long-term homelessness; and
- Announced sale of the underutilized City properties at [Mercer Street](#), which amounts to nearly \$300 million in public benefits for the people of Seattle.

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## **SECTION**

**B**



## Seattle Department of Human Resources

Bobby Humes, Director

September 4, 2019

TO: Adam Schaefer, City Budget Office  
FROM: Terry Wittman, Seattle Department of Human Resources  
SUBJECT: Background check for Emily Alvarado

The Seattle Department of Human Resources has received a copy of Emily Alvarado's background check run by Global Screening Solutions.

There were no findings that would impact her employment eligibility.

