

Department Director Confirmation Materials

City of Seattle



Kelli Larsen

Director,

Office of Housing

July 28, 2026



City of Seattle

Mayor Katie B. Wilson

July 28, 2026

The Honorable Joy Hollingsworth
President, Seattle City Council
Seattle City Hall, 2nd Floor
Seattle, WA 98104

Dear Council President Hollingsworth:

It is my pleasure to transmit to the City Council the following confirmation materials for my nomination of Kelli Larsen as Director of the Office of Housing. The Office of Housing (OH) works to increase access to quality, affordable homes for people across the City. OH manages investments—largely from the Seattle Housing Levy and other funding sources—to support the production, preservation, acquisition, and long-term stewardship of affordable housing in the city. The office also supports affordable housing providers and offers programs to help low-income homeowners with home repairs and weatherization. It plays a key role in shaping citywide planning and policies on housing to both prevent displacement and ensure that everyone in Seattle has a safe, healthy, and affordable home.

This packet includes Ms. Larsen's appointment, oath of office form, resume, press release, and background check.

Kelli Larsen brings nearly 20 years of experience within the affordable housing sector and has held a senior role within the Seattle Office of Housing over the last five years as their Policy and Planning Director. She led the reauthorization of the Seattle Housing Levy—one of the largest of its kind in the nation, created new funding programs for permanent supportive housing and affordable housing with JumpStart funding, and led other efforts in the City, including Multifamily Tax Exemption reauthorization, housing operator stability, and responding to federal funding threats.

I am nominating Kelli as the Director of the Office of Housing because she brings exactly the thoughtful, values-based, and decisive leadership our city needs to advance my housing agenda. Kelli has already demonstrated her deep commitment to creating, preserving, and stabilizing affordable homes across Seattle. As Director, she will strengthen our work to expand permanently affordable housing, protect existing investments, and accelerate solutions that help more people move inside and thrive. Her leadership aligns with my dedication to treating housing as a human right and ensuring Seattle acts boldly, swiftly, and collaboratively to meet this moment and build a city where everyone has a healthy, affordable place to call home.

QUOTES FROM COMMUNITY LEADERS:

Colleen Echohawk, Chief Executive Officer, Community Roots Housing

"I am thrilled to see Kelli Larsen appointed as Director of the Seattle Office of Housing. I have known Kelli for more than a decade and have long admired her steady leadership, innovative approach, and deep commitment to serving our community. Kelli understands that safe, affordable housing is foundational to opportunity and well-being. As we continue to navigate uncharted waters and deep-seated challenges in this work, I can't imagine a better leader to help housing developers and the City meet the moment together. I look forward to partnering with Kelli and Mayor Wilson to advance bold solutions that expand access to affordable housing and ensure every Seattle resident has a

place to call home.”

Daniel Malone, Executive Director, DESC

“Kelli Larsen is the ideal choice to be the Director of the Office of Housing. For more than 15 years, she has demonstrated deep commitment to creating, improving, and preserving affordable housing in this community. Her understanding of the range of issues at the systems level and at the operational level makes her effective at interacting with diverse stakeholders. Most importantly, she is guided by exactly what we need in a public servant responsible for housing: commitment to the community, our most vulnerable members, and the people who do the hard work to carry it all out.”

Derrick Belgarde (Siletz & Chippewa-Cree), Chief Executive Officer, Chief Seattle Club

"Kelli brings a deep commitment to equity, justice, and the people at the center of this work. At Chief Seattle Club, we see every day how housing changes lives, and we know lasting solutions require leaders who see the humanity in every person and remain committed to those most impacted by housing instability and homelessness. Kelli is grounded, compassionate, and exactly the kind of leader this moment calls for."

Susan Boyd, Chief Executive Officer, Bellwether Housing

“Kelli is what this role needs now. She has high integrity, is a great listener and thinker, and understands the complexities of local government. She is deeply familiar with the challenges of developing and operating affordable housing in today’s environment. And she will put the needs of the diverse community of people we serve first.”

Joel Ing, Principal, Edge Developers

“We are thrilled with the selection of Kelli Larsen as the new Office of Housing Director. Her involvement in the development of important housing policies, including managing the Seattle Housing Levy and Oversight Committee, has ensured reporting on progress and outcomes is transparent and readily accessible to the public. With an approachable demeanor, Kelli has built strong and trusting relationships with staff and within the affordable housing community, which will translate to success in her new role. This appointment makes sure that critical housing initiatives in the city get the care and dedication they deserve.”

Jon Scholes, President and CEO, Downtown Seattle Association

“Kelli Larsen brings a deep understanding of Seattle's housing ecosystem, shaped by experience across local government, affordable housing development and human services roles. That perspective includes insight into the full continuum of housing options Seattle needs—from permanent supportive housing to workforce and family housing that will help make our city more accessible. Seattle voters have demonstrated an extraordinary commitment to addressing our housing challenges, and the city is now receiving record levels of revenue. Seattle can benefit from an Office of Housing that can move boldly and swiftly to get those abundant resources out the door and make an impact more expeditiously. Kelli's experience, collaborative leadership, and focus on execution positions her well to ensure those resources translate into more housing, stronger neighborhoods and better outcomes for the people of Seattle.”

Billy Hetherington, Political Director, LiUNA Local 242

“On behalf of labor, I want to thank Mayor Wilson and the City for including us in this process and ensuring that working people had a seat at the table. That collaboration is essential to building policies that serve both our communities and our workforce. I also want to congratulate Kelli on this appointment. We look forward to working closely with the Office of Housing to maximize apprenticeship opportunities, reduce wage theft, and create good-paying jobs for Seattle residents. Together, we can continue building the affordable housing our city so desperately needs while ensuring it is built by a skilled, well-trained workforce under fair labor standards. Labor is committed to being a strong partner in making that vision a reality.”

I trust that after reviewing Ms. Larsen's application materials, meeting with her, and following the thoughtful review of Councilmember Foster's Housing, Arts, & Civil Rights Committee, you will find that Ms. Larsen is the ideal leader for Seattle's Office of Housing.

If you have any questions about the attached materials or need additional information, Chief of Staff Esther Handy would welcome hearing from you. I appreciate your consideration.

Sincerely,

A handwritten signature in black ink that reads "Katie B. Wilson". The signature is written in a cursive, flowing style.

Katie B. Wilson
Mayor of Seattle



City of Seattle

Mayor Katie B. Wilson

July 17, 2026

Kelli Larsen
Seattle, WA
Transmitted via e-mail

Dear Kelli,

It gives me great pleasure to appoint you to the position of Director of Housing at an annual salary of \$242,020.

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 of Housing will thrive under your leadership.

Sincerely,

A handwritten signature in black ink that reads "Katie B. Wilson". The signature is fluid and cursive, with the first letters of each name being capitalized and prominent.

Katie B. Wilson
Mayor of Seattle

cc: Seattle Department of Human Resources file



City of Seattle Department Head Notice of Appointment

Appointee Name: Kelli Larsen	
City Department Name: Office of Housing	Position Title: Director
☒ Appointment OR ☐ Reappointment	City Council Confirmation required? ☒ Yes ☐ No
Appointing Authority: ☐ City Council ☒ Mayor ☐ Other: Fill in appointing authority	Term of Position: * Council Confirmation to Mayor's Discretion ☐ Serving remaining term of a vacant position
Background: Kelli Larsen brings nearly 20 years of experience within the affordable housing sector and has held a senior role within the Seattle Office of Housing over the last five years as their Policy and Planning Director. She led the reauthorization of the Seattle Housing Levy—one of the largest of its kind in the nation, created new funding programs for permanent supportive housing and affordable housing with JumpStart funding, and led other efforts in the City, including Multifamily Tax Exemption reauthorization, housing operator stability, and responding to federal funding threats.	
Authorizing Signature:  Date Signed: July 28, 2026	Appointing Signatory: Katie B. Wilson Mayor of Seattle

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



CITY OF SEATTLE ▪ STATE OF WASHINGTON
OATH OF OFFICE

State of Washington

County of King

I, Kelli Larsen, 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 Director of Office of Housing.

Kelli Larsen

Subscribed and sworn to before me

this ____ day of _____, 2026.

[Seal]

Scheereen Dedman, City Clerk

PROFESSIONAL EXPERIENCE

City of Seattle Office of Housing

2021 - Present

Director of Policy & Planning (2023-2026), Strategic Initiatives Manager (2021-2023)

- Leads the Department's policy and strategy across the Office's five operating divisions, responds to new Mayor- and Council-driven policy and funding concepts, and creates new programs that are operationalized by OH across the operating divisions. Consults with and seeks alignment with a variety of community partners, government staff, and OH staff to collaboratively shape and implement new investments and policies.
- Leads the work of the Policy & Planning team, comprised of four Strategic Advisors and two Data Analysts, responsible for working on major projects on public land, competitive funding releases, innovative program and policy development, strategic communications and external presentations of OH work, and analysis and reporting to enable data driven decision making.
- Oversees development of the Housing Levy Administrative and Financial Plan and the Office's Housing Funding Policies, which guide the expenditure of \$350 million annually for affordable housing investments.
- Led the effort to reauthorize the 2023 Seattle Housing Levy, developed programs and investments, complex policy and strategy, detailed financial modeling, and deliberative work and sensitive negotiations with diverse interest groups.
- Supports ongoing implementation and evaluation of the 2023 Seattle Housing Levy, including management of the Seattle Housing Levy Oversight Committee.
- Oversees major funding releases that have offered over \$100 million for affordable and supportive housing development and operating needs, including federal and local fund sources, and development of program theories of change and performance metrics.
- Coordinates policy and investment work with other jurisdictions, including King County, the King County Regional Homelessness Authority, Seattle Housing Authority, and Washington State, including representing the Department, the City, and the Director on interdepartmental and interjurisdictional committees and task forces.
- Serves as OH's City Council liaison, leads on city, state and federal advocacy efforts, developing policy priorities, examining impacts of new and proposed legislation, providing strategic direction and recommendations for federal and local investments in equitable housing development and sustainable long-term housing operations.

Plymouth Housing

2013 - 2020

Chief Program Officer (2017-2020), Director of Strategic Initiatives (2013-2017)

- Oversaw Social Services and Compliance Departments, supporting staff to provide evidence-based services and programs to Plymouth's residents, and perform critical compliance functions to support the organization.
- Served on Executive Team to provide policy and program expertise and represent concerns of staff and residents.
- Represented and advocated for the interests of Plymouth's residents and staff with major funding entities, government planners, elected officials, advocacy partners, community leaders, and other key stakeholders.
- Managed external relations with local government and served on various subcommittees and workgroups, proactively engaging in planning efforts to positively impact policies and funding for Plymouth residents and staff.
- Maintained and increased funding and programs by working collaboratively with fundraising team to present data and develop compelling messaging to support the work of Plymouth with donors, foundations, and business partners.

- Supported the organizational growth of Plymouth by managing multiple internal strategic initiatives, including strategic planning for new programs and policies, racial equity and social justice, internal and external communications, and public funding analysis.

King County Department of Community and Human Services

2008 – 2013

Project Manager – Supportive Housing Planner – Homeless Housing Programs

- Developed and implemented the annual Request for Proposals for Operating, Rental Assistance, and Supportive Services (ORS), with numerous partners to allocate over \$10 million for permanent housing projects countywide.
- Managed the full ORS funding portfolio (approx. \$41 million), which included monitoring program and expenditure performance for approximately 70 permanent housing contracts countywide. Ensured reporting and contract compliance for six different fund sources, including the 2009 federal stimulus program.
- Coordinated and participated in communitywide planning processes related to homeless housing programs, providing strategic analysis, policy briefs, and data appropriate to inform policy decisions.
- Collected, reviewed, and analyzed program and community data to inform and support policy and budget decisions, as well as to inform community leaders and elected officials about the impact of programs.
- Monitored scope, schedule, performance, and budget for various agreements associated with the Veterans and Human Services Levy Service Improvement Plan, guiding expenditures for approximately \$13 million annually.
- Assisted with writing and editing the levy website, quarterly and annual reports, contracts, memoranda of agreement, procurement plans, Requests for Proposals, and other related documents.

EDUCATION

University of Washington – Seattle, WA

2004 –2006

Master of Public Administration

Cornell University – Ithaca, NY

1997 –2001

Bachelor of Arts in English: Concentration in Ethnic, Minority and Post-Colonial Literature

PROFESSIONAL SERVICE

- Member, Washington State Permanent Supportive Housing Advisory Committee (2022 – present)
- Member, Evergreen Treatment Services Board (2022 – present)



City of Seattle Office of the Mayor

Press Release

For Immediate Release

Contact Information

Dawn Schellenberg

Phone: 206-889-8638

Email: dawn.schellenberg2@seattle.gov

Mayor Wilson Announces Kelli Larsen as Director of Seattle Office of Housing

SEATTLE – Today, Mayor Katie B. Wilson announced her appointment of Kelli Larsen as the next director of the Seattle Office of Housing.

Mayor Wilson led an intentional and intensive selection process for this role, searching for someone who could lead her housing agenda. Engaging with key affordable housing partners and community organizations, a clear candidate rose to the top.

“Housing is a critical issue in our city. Kelli Larsen brings exactly the kind of thoughtful, values-based, and decisive leadership we need to make my housing agenda a reality,” said Mayor Wilson. “I’m excited to work with Kelli to create the housing Seattle needs so that more people can move inside and all residents can thrive.”

Larsen will begin the role on Wednesday, July 29.

“It is a privilege to accept this appointment from Mayor Wilson,” said Acting Director Larsen. “I believe housing is the solution to homelessness, and I will

continue supporting our teams and partners to protect existing investments while building new permanently affordable housing for our neighbors who need it most. I am honored to work alongside dedicated colleagues, providers, and residents who strive to make our vision a reality: a city where everyone lives in a healthy and affordable home.”

Larsen brings nearly 20 years of experience within the affordable housing sector and has held a senior role within the Seattle Office of Housing over the last five years as their Policy and Planning Director. She led the reauthorization of the Seattle Housing Levy—one of the largest of its kind in the nation, created new fundings programs for permanent supportive housing and affordable housing with JumpStart, and led other efforts in the City, including Multifamily Tax Exemption reauthorization, housing operator stability, and responding to federal funding threats.

“I want to thank Interim Director Andréa Akita for taking the helm during this time of transition,” said Mayor Wilson. “She ensured that the Office of Housing’s important work had continuity and support and I am grateful for her partnership during this time of transition.”

What People Are Saying

Colleen Echohawk, Chief Executive Officer, Community Roots Housing

“I am thrilled to see Kelli Larsen appointed as Director of the Seattle Office of Housing. I have known Kelli for more than a decade and have long admired her steady leadership, innovative approach, and deep commitment to serving our community. Kelli understands that safe, affordable housing is foundational to opportunity and well-being. As we continue to navigate uncharted waters and deep-seated challenges in this work, I can’t imagine a better leader to help housing developers and the City meet the moment together. I look forward to partnering with Kelli and Mayor Wilson to advance bold solutions that expand access to affordable housing and ensure every Seattle resident has a place to call home.”

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understanding of the range of issues at the systems level and at the operational level makes her effective at interacting with diverse stakeholders. Most importantly, she is guided by exactly what we need in a public servant responsible for housing: commitment to the community, our most vulnerable members, and the people who do the hard work to carry it all out.”

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City of Seattle

Seattle Human Resources

Dr. Kimberly Loving, Director

July 27, 2026

TO: Pam Inch – Senior Executive Recruiter - SHR

FROM: Annie Nguyen – Citywide Employment Compliance Advisor - SHR

SUBJECT: Background check for **Larsen, Kelli Yukino**

The Seattle Human Resources has received a copy of **Larsen, Kelli Yukino** background check provided by Global Screening Solutions. There were no findings that would impact their employment eligibility.

Cc: Personnel File

Seattle Department of Human Resources

Seattle Municipal Tower, 700 5th 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

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