

#5

CF. 313583

City of Seattle



Director Office of Housing

**Confirmation Packet
January 30, 2014**

Stephen Walker



City of Seattle
Mayor Edward B. Murray

January 30, 2014

The Honorable Tim Burgess
President, Seattle City Council
Seattle City Hall, 2nd Floor
Seattle, WA 98104

Dear Council President Burgess:

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

The materials in this packet are divided into two sections:

A. Director name

This section contains Steve Walker's appointment and oath of office forms, his resume, and the press release announcing his appointment.

B. Background Checks

This section contains the Mayor's Office report on Steve Walker's background check.

Steve Walker has worked in affordable housing policy, planning and finance for nearly twenty-five years. He joined the Washington State Housing Finance Commission (WSHFC) in 1996, serving there since 2002 as the Director of the Multifamily Housing and Community Facilities Division and Director of the Housing Tax Credit Division. He has overseen the strategic development and administration of WSHFC programs, involving the issuance of approximately \$200 million of tax exempt bonds and the allocation of \$200 million in housing tax credits each year for preservation and production of affordable multifamily housing throughout Washington state. Prior to coming to WSHFC, Steve worked at the City of Seattle's Department of Housing and Human Services; the Family Emergency Shelter Coalition in the San Francisco Bay Area; and New York City's Department of Housing, Preservation and Development. Much of Steve's work has involved legislative and advocacy efforts at the federal, state, and regional levels.

The Honorable Tim Burgess

January 30, 2014

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The positive impact quality, affordable housing has on mental and physical health, education, transportation, and economic stability are well documented. Steve is looking forward to bringing this perspective and a fresh set of eyes to broaden the City's housing affordability discussions. Steve received his Master of Urban Planning (MUP) from the University of Washington and received his B.A. in Urban Studies from Columbia University.

Steve's wealth of experience in affordable housing policy and financing will be an asset to the City, I urge you to confirm him.

If you have any questions about the attached materials or need additional information, please contact Uriel Ybarra of my office, at 206-684-8162, or via e-mail, at uriel.ybarra@seattle.gov.

Sincerely,



Edward B. Murray
Mayor, City of Seattle

SECTION

A



Edward B. Murray
Mayor of Seattle

January 2, 2014

Steve Walker
Seattle, WA 98103

Dear Steve,

It gives me great pleasure to appoint you to the position of Director of the Office of Housing (Executive 3) at an annual salary of \$145,000 effective January 15, 2014.

Your term of office is at the discretion of the Mayor. Also, your appointment as Director is subject to City Council confirmation. Therefore, you will need to attend the confirmation hearings of the full City Council.

Your contingent offer letter provided employment information related to the terms of your employment, benefits, vacation, holiday and sick leave. If you have questions about your employment with the City of Seattle please contact Galen Mauden, FAS Human Resources Director, at (206) 684-0516.

I look forward to working with you in your role as Director for the Office of Housing and wish you success. We have much work ahead of us, and I am confident that the Office of Housing will thrive beyond expectation under your leadership.

Sincerely,

Edward B. Murray
Mayor of Seattle

cc: Human Resources

City of Seattle

Notice of Appointment

Name: Stephen C. Walker	<input checked="" type="checkbox"/> Executive Appointment <input type="checkbox"/> Legislative Appointment
Appointed to: Director, Office of Housing	Date of Appointment: 1/15/2014
Authority (Ord., Res.): SMC: 3.14.720	Term of Office From: City Council Confirmation To: Serves at discretion of the Mayor
<p>Comments: Steve Walker has worked in affordable housing policy, planning and finance for nearly twenty-five years. He joined the Washington State Housing Finance Commission (WSHFC) in 1996, serving there since 2002 as the Director of the Multifamily Housing and Community Facilities Division and Director of the Housing Tax Credit Division. He has overseen the strategic development and administration of WSHFC programs, involving the issuance of approximately \$200 million of tax exempt bonds and the allocation of \$200 million in housing tax credits each year for preservation and production of affordable multifamily housing throughout Washington state. Prior to coming to WSHFC, Steve worked at the City of Seattle's Department of Housing and Human Services; the Family Emergency Shelter Coalition in the San Francisco Bay Area; and New York City's Department of Housing, Preservation and Development. Much of Steve's work has involved legislative and advocacy efforts at the federal, state, and regional levels.</p> <p>The positive impact quality, affordable housing has on mental and physical health, education, transportation, and economic stability are well documented. Steve is looking forward to bringing this perspective and a fresh set of eyes to broaden the City's housing affordability discussions. Steve received his Master of Urban Planning (MUP) from the University of Washington and received his B.A. in Urban Studies from Columbia University.</p>	
Authorizing Signature: 	Name and Title of Officer Making Appointment: Edward B. Murray, Mayor



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

STATE OF WASHINGTON

COUNTY OF KING

I, Stephen C. Walker, swear that I possess all 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 the Office of Housing*.

Stephen C. Walker

**Subscribed and sworn to before me
this _____ day of _____, 2014**

(affix seal)

Monica Martinez Simmons, City Clerk

STEPHEN C. WALKER

EMPLOYMENT HISTORY

Washington State Housing Finance Commission
Multifamily Housing and Community Facilities Division

Seattle, WA

Director (6/02-present)

Direct strategic development, administration, implementation and evaluation of the principal resources for the financing of statewide affordable multifamily housing, non-profit facilities, energy efficiency and production programs, housing for seniors, land banking, and beginning farmers and ranchers programs. Primary objectives of this position are to maximize the production efficiency of Commission programs, involving the issuance annually of approximately \$200 million of tax exempt bonds and the allocation of \$200 million in housing tax credits, in order to maximize benefits for Washington State's citizens and its economy.

Key responsibilities include: Plan, organize and oversee of the work performed under these programs; Lead, direct and manage division staff of 14, encompassing recruitment and hiring, orientation and training, evaluation and recognition; Develop, monitor and maintain the Division work plan and budget of approximately \$5 million in revenue and \$2 million in expenses; Develop program administration policies and procedures; Prepare annual reports to the Governor and legislature summarizing the year's program activity; Coordinate and maintain sound communication with the legislature, industry representatives, and other public and private stakeholders; Serve on the Commission's Executive Management Team and represent the Commission before national and state policy making bodies as required.

Manager, Tax Credit Division (1/00-6/02)

Managed the Commission's Low-Income Housing Tax Credit Program. Key responsibilities included: Revising program policies and streamlining program procedures to create a more responsive, user-friendly program; designing and implementing an open and participatory public process; implementing new federally-mandated program requirements; briefing Commissioners and other stakeholders on program activity, policy changes, and recommendations for annual credit allocations; recruiting and hiring, providing orientation and training, and evaluating and recognizing staff of 7; planning, developing, monitoring and maintaining the Division work plan and budget of approximately \$1.1 million in revenue and \$800k in expenses.

Senior Development Analyst, Tax Credit Division (5/96-1/00)

Project manager for federal low-income housing tax credit projects. Key responsibilities included: Reviewing applications and analyzing financial feasibility for both housing tax credit and tax credit/tax-exempt bond projects; coordinating process involving developers, lenders, public funders, attorneys, title companies and appraisers; analyzing partnership agreements and contracts and real estate purchase and sale agreements; monitoring development process through project completion; reviewing attorneys' legal opinions, accountants' cost certifications, and owners' sworn statements; supervising production of Regulatory Agreements and IRS Form 8609s; conducting tax credit trainings and workshops; researching and drafting recommendations based on project review and Commission policies.

City of Seattle, Department of Housing and Human Services
Division of Housing and Community Services

Seattle, WA

Planning & Development Specialist (1994-1996)

Part-time position while in graduate school. Prepared written and graphic descriptions of Housing Levy program options. Responded to Mayor's Office and City Council inquiries regarding Housing Levy. Staffed Housing Levy Citizens Advisory Committee meetings. Additional duties included data collection and analysis; preparing annual performance reports for federally funded housing programs; supporting lending and construction management staff.

**Family Emergency Shelter Coalition (FESCO)
Non-Profit Housing and Social Service Agency**

Hayward, CA

Housing Director (1991-1994)

Responsible for the development, implementation and supervision of housing program for homeless and at-risk families. Oversaw property management for properties leased and owned by FESCO, including lease and sublease negotiations and maintenance. Provided outreach to people attending job training programs to create interest in developing shared housing program. Activities included counseling, development of a shared living plan, budgeting and rent determination, life skills training, problem solving and mediation and negotiation. Assisted in feasibility analysis and proposal writing for property acquisition. Assisted in developing on-site support service component for 50-unit /affordable permanent housing development. Managed rehabilitation project on shelter, including scope of work writing, contract bidding and contractor selection process, contract execution, scheduling, invoicing and work sign-off. Supervised area housing coordinators.

**New York City, Department of Housing, Preservation and Development
Homeless Housing Division**

New York, NY

Project Development Coordinator (1988-1989)

Member of a team responsible for managing \$107 million Harlem Rehabilitation Project with Tishman Construction Inc. serving as the construction manager. Coordinated various components of this 46 building, scattered site, gut rehab project including zoning, design review, construction, administration, budget, and equal opportunity compliance.

EDUCATION

University of Washington, June 1998

Seattle, WA

Master Degree in Urban Design and Planning from the U.W. College of Architecture and Planning.

Columbia College, Columbia University, May 1988

New York, NY

Bachelor of Arts in Urban Studies
Sociology concentration

RELATED AFFILIATIONS, TRAININGS AND COMMITTEES

- Washington Low Income Housing Alliance, Board Member 2012-present
- Seattle Housing Levy Oversight Committee 2006-present
- State Department of Trade and Economic Development, Policy Advisory Team 2000-present
- State Housing Trust Fund, Credit Committee 1999-present
- National Conference of State Housing Agencies, Member 1996-present
- Gates Foundation, Sound Families Program Funding Committee 2001-2010
- Transpire, Inc., Board Member, Washington DC 2007-2010
- Executive Leadership Certificate, University of Notre Dame, Indiana 2004
- Management Action Program, Certificate, Seattle, WA 2000

FOR IMMEDIATE RELEASE:

December 11, 2013

Contact: Jeff Reading, Office of the Mayor-elect
(206) 684-3952, Jeff.Reading@Seattle.gov

Murray announces key 'staffing innovations' and staff hires

SEATTLE – Seattle Mayor-elect Ed Murray today announced key staff roles and hires within the Office of the Mayor, outlined three major 'staffing innovations' and named several new City department head appointments.

"My administration, as with any administration, will be judged on how we serve Seattle residents, and my standard will be one of excellence," said Murray. "To me, excellence means an administration that functions with a high level of inclusiveness, transparency, responsiveness and collaboration – and that brings innovation to solving problems for the people of Seattle."

At a press conference today, Murray was flanked by his selections for his executive leadership team, his newly-created Office of Policy & Innovation, and his proposed appointments for interim and permanent department head positions.

"For my administration to serve with excellence, my surrounding team must be excellent," said Murray. "This is an excellent team, an innovative team, a *winning* team. These are highly capable individuals who are ready to bring their energy, experience and expertise with them on Day One of my administration."

Murray also emphasized his commitment to a Mayor's Office and an Administration that reflects the diversity of the Seattle community, both in today's announcement and in future announcements.

Mayor's executive leadership team

Murray detailed the make-up of his executive leadership team, which begins with an innovative concept for two Deputy Mayors: "one with a focus on what's going on in our communities, and one with a focus on what's going on within city government."

The external-facing Deputy Mayor will function as Murray's 'chief liaison' and will maintain a "systematic engagement with the many diverse communities and groups throughout Seattle and beyond." To the position, Murray named Hyeok Kim, Executive Director of InterIm Community Development Association, calling her "an incredibly well-respected voice in our community, and someone known near and far for her integrity."

The internal-facing Deputy Mayor will function as Murray's 'operations lead,' and will assist in managing "how the city delivers on our commitment to serve the residents of Seattle." Murray said the role will focus on breaking down silos and promoting cross-department collaboration. To fulfill the position on an interim basis, Murray coaxed out of retirement Andrea Riniker, who previously served as Bellevue City Manager and director for the Port of Tacoma, the Sea-Tac airport and the state Department of Ecology. Riniker "will help assess the status of departments while helping to provide a clearer picture of how this position can best function," Murray said. "She will also help define the profile of the person who will take this role on permanent basis – and I'm happy to have a former administrator of her stature, with her talent and regional focus to help me craft this critical role."

As a second staffing innovation, Murray announced that he is bringing the Budget Director back into the Mayor's Office "to reflect the nature of the budget and the importance of the Budget Director role." He named Ben Noble, current Director of Seattle City Council Central Services, to the role, describing Noble as someone "widely respected for his competence and professionalism." Murray also said he will bring the Communications Director into his executive leadership team "to help ensure that our communications and policy strategies are aligned," and named Jeff Reading, formerly his Deputy Chief of Staff with the Democratic Caucus in the state Senate, to the role. And, in what he described as 'a real coup,' Murray announced that Robert Feldstein, current Chief of Staff in New York City Mayor Michael Bloomberg's Office of Policy and Strategic Planning, will be the Director for the newly-created Office of Policy & Innovation.

Office of Policy & Innovation

As a third major staffing innovation, Murray laid out his plans to create the Office of Policy & Innovation within the Mayor's Office, calling it a 'new model' that will function as an "in-house consultancy to the Mayor." Murray said that his approach to policy aims to break down the silos that tend to form around issue areas, and will instead "place a premium" on analytic and strategic skills, on the ability to identify and scope out a problem, on talent in facilitating and assessing and communicating solutions, on excellence in project management, and an ability to deliver clear and measureable results.

Staff under this model will be interchangeable among policy areas, Murray said, and announced several early hires for the Office. Mike Fong, currently an analyst with the Seattle City Council Central Staff, will be Deputy Director of the Office. Former City Council member and current Community Police Commission member Tina Podlodowski will be the project lead on police reform issues. Jared Smith, head of Northwest Operations for the planning, engineering and construction management firm Parsons Brickerhoff, will be the director for the Waterfront and Seawall project. Steve Lee, former project management consultant to the White House, will be project lead for organizational effectiveness. And Andrew Glass Hastings, current Government Relations Officer for the King County Department of Transportation, will be project lead on transportation and transit issues.

"I'm very excited about this approach to policy," said Murray. "It puts the emphasis on an ability to drive progress – which is a dynamic thing – rather than domain knowledge, which is a static thing. Our emphasis needs to be – and will be – on the clear, compelling and measurable progress we are able to deliver."

Permanent department heads

Murray announced three new City department head appointments, subject to confirmation by the City Council. For the Office of Civil Rights, Murray has selected Patricia Lally, a civil-rights leader in the community who has served an Assistant U.S. Attorney and as a member of the Washington State Minority and Justice Commission. For the Office of Housing, Murray has selected Steve Walker, former division director for the Washington State Housing Finance Commission and advisor for the City of Seattle's Department of Housing and Human Services, the Family Emergency Shelter Coalition in the San Francisco Bay Area, and New York City's Department of Housing, Preservation and Development. And for the Office of Personnel, Murray has selected Susan Coskey, a former US House of Representatives Judiciary Subcommittee and private practice labor and employment lawyer, human resources executive, and organizational and human resources consultant in the private, public and not-for-profit sectors.

Interim department heads

Murray also appointed two interim heads to City departments for which he has said he will conduct a national search to identify his permanent hires. To the Seattle Department of Transportation, Murray has named Goran Sparrman, current deputy director at SDOT and the former director of transportation at the City of Bellevue and at Portland's Bureau of Traffic Management, as Interim Director. To the Office of Immigrant and Refugee Affairs, Murray has named Aaliyah Gupta, founding Executive Director of Chaya, a community based nonprofit working on domestic violence issues in the South Asian community, as Interim Director.

"My vision is of a city that gets results in addressing our common challenges in public safety, in transportation, in making sure that ours is a growing city at the same time that it's a fair and affordable city," said Murray. "I have confidence in the ability of the individuals announced today to help me carry out this vision successfully."

Murray also directed people to his transition website, where application from people interested in joining the administration are still being accepted. The website can be found at www.seattle.gov/mayoraltransition.

A complete list of positions announced today and attendant salaries can be found below. Biographies are listed in attachment.

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SECTION

B



City of Seattle
Department of Finance & Administrative Services

January 2, 2014

To: Uriel Ybarra, Mayor's Office
From: Galen Mauden, Human Resources, FAS
Subject: **BACKGROUND CHECK – STEPHEN WALKER**

The Department of Finance & Administrative Services has completed the criminal history and background review for Stephen Walker. There were no findings that would impact the employment eligibility of Mr. Walker.

cc: FAS Mayor's Transition File

2/28/14

Questions for Steve Walker for Confirmation to Office of Housing Director

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

It is imperative that we address housing and human service needs in partnership and from a regional perspective. The challenges are not challenges that government alone can solve, so we must be open new ideas and new partners. We will need to ensure that post-economic recovery residential growth is smart and sustainable and avoids marginalizing our region's most vulnerable populations.

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

My approach will be rooted in open dialogue, responsiveness and collaborative communication and problem solving. Working closely with the Housing Committee Chair, I intend to stay informed of Council concerns as well as share my work plan.

The Mayor has set an expectation for fostering a collaborative relationship with Council, and I feel confident in my abilities to both honor and harness the best thinking from both branches to advance solutions focused on making Seattle a great place to live and work.

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?

It's in our mutual interest that City Council makes sound policy and budgetary decisions. We want to be sure that the information OH provides is accurate, clear, responsive to the inquiry, and timely. Fully understanding the context of questions posed to OH will be critical. Legislative staff can play a key role by explaining its objectives, purpose and what is driving timelines. I look forward to developing a collaborative rapport with legislative staff.

4. How will you work with other Departments to achieve the goals of the City? How about outside stakeholders?

Operating in silos is the epitome of bureaucracy. I have never subscribed to that.

The same applies to stakeholders. I know I'm going to start sounding repetitive at some point during this interview. That said, a sound stakeholder process requires predictability, inclusiveness, transparency and willingness to make tough but informed decisions.

5. What is your organizational management approach? How will you review internal operations at the Office of Housing to determine if they warrant improvement? What is your leadership approach?

I talk to my staff. I utilize my staff. I trust my staff. I empower my staff.

I operate with an open door policy and welcome feedback from staff of all levels about how we can be smarter, more efficient, more customer service oriented, and more supportive of each other, our partners (government and non-government alike), and the public with the end goal of raising the bar at the Office of Housing.

6. Give an example of your strategic planning abilities and describe an experience using strategic planning.

During my 17+ years at the Washington State Housing Finance Commission (WSHFC), I participated as both professional staff and as senior management in multiple short- and long-term strategic planning initiatives. Given the unpredictability of the marketplace the last several years, what years ago may have been 7 to 10 year strategic planning efforts have become 2 to 5 year strategic planning efforts.

An example: figuring out how to incorporate 3 HOPE VI redevelopments that were happening in the region at the same time into one heavily oversubscribed Housing Tax Credit program. This involved a year-long transparent statewide process, resulting in a 5-year phased funding strategy for meeting the competing priorities of multiple stakeholder interests. Another example: In 2009, under the American Recovery and Reinvestment Act (ARRA), WSHFC was charged with quick deployment of nearly \$200 million of stimulus money in Washington State. Facilitating an inclusive and transparent stakeholder process resulted in a near doubling of the originally projected number of housing units produced and jobs created. Our success in terms of measurable economic and social impact on an extremely ambitious timeframe gained our team national recognition.

7. What experience do you have balancing budget priorities in an environment where budget reductions are necessary?

Like most, WSHFC was heavily impacted by the Great Recession. The strategies we employed included: restructuring the organization to gain efficiencies, looking at any and all opportunities to lower operational expenses, opting not to fill positions vacated by retirements or voluntary departures, and self-imposing salary cuts. Knowing that staff is always an agency's greatest resource, we were thankfully able to ride out the worst of the recession without layoffs.

8. City of Seattle is currently implementing the Race and Social Justice Initiative to address racial and social inequities. In your position, how will you support and implement the Race and Social Justice Initiative? Can you provide some specific examples?

Given that racial and ethnic minority populations are the ones disproportionately represented among severely cost burdened and homeless households, the work of the Office of Housing is part and parcel with addressing race and social justice objectives. Households benefiting from OH programs funded by the Seattle Housing Levy and other funds have consistently proven higher minority representation than the general Seattle population.

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

Outcomes will include:

- Measures mandated by the Countywide Planning Policies, which will be incorporated into the Housing Element of Seattle's Comprehensive Plan.
- Stated goals of the current and future Seattle Housing Levy.
- Measures committed to under our RSJI annual work plan.

10. What options might the Office of Housing consider to guarantee significantly increased production of rental housing affordable to households earning between 60% and 80% of area median income (AMI) and expanded homeownership opportunities for those earning between 80% and 100% AMI? (those struggling to live and work in Seattle, yet not served by the multiple government programs that target under 60% AMI).

While the Office of Housing cannot guarantee the production of rental and ownership housing in these income ranges since public subsidies at the federal, state, and local level are targeted to households demonstrated to have the greatest housing needs in our city, we can continue to incentivize the production of housing affordable to households toward the higher end of the low-income spectrum through programs such as the Multifamily Tax Exemption and Housing Bonus. In addition, the Office of Housing will be working closely with the Department of Planning and Development on strategies to encourage production of diverse affordable housing options.

Lastly, OH must maintain an active dialogue with Cities across the country that struggle with many of our same issues. Whether considering best practices or keeping a watchful eye on innovative thinking we can learn a good deal by staying connected.

11. What is your vision for Office of Housing coordination with the city's Department of Human Services to reduce homelessness in Seattle and the region?

I first need to get up to speed with conversations already well underway with the Committee to End Homelessness, the Interagency Council, the Gates Foundation, other

philanthropic organizations and other stakeholders. The bottom line is Seattle is at the cutting edge in dealing with the complexities of addressing the housing and human services needs of our homeless population.

12. 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 thoughts on renewing the levy?

In the first four years of the current, 7-year levy, we've produced or preserved 1,643 rental housing units, provided rental assistance to help nearly 1,300 households avoid homelessness, and provided affordable loans for over 100 first-time home buyers.

The current housing levy was passed with 66% of Seattle voters in support. This was in 2009, during an economic recession. We know our City's voters care about helping vulnerable people achieve stable housing, and they care about having housing opportunities in Seattle for people earning modest wages. Our job is to demonstrate that we are successful stewards of City funding and that the housing we fund is making a real difference in people's lives. As has been the case with the 4 previous housing related ballot measures, being organized, strategic, inclusive, and transparent are the keys to ensuring continued support for housing by the Seattle voters.

The Housing Levy is up for renewal in 2016. In our current strong economy, we know people are very concerned about rising rents and displacement of Seattle's low and moderate income residents. The need for affordable housing will be clear. We will need to show that the Housing Levy continues to be an essential part of the City's overall approach to address housing affordability.

As we work with the community and the Mayor to develop a proposal for the 2016 Housing Levy, we will look closely at rising development costs and the availability of key sources of funding that City dollars leverage. Some of these sources of capital, operating and services funding are at risk or declining. We will be looking for new funding sources as well as innovations and efficiencies in our programs. Our goal will be to meet or exceed the amount of housing production and assistance achieved in the current housing levy.