SSHĀ³P

South Sound Housing Affordability Partners
Advisory Board
Regular Meeting AMENDED Agenda

3602 Pacific Ave Tacoma, WA 98418 | Muckleshoot Conference Room

Dial: +1253 215 8782 Meeting ID: 927 0847 2473

Webinar Link: https://piercecountywa.zoom.us/j/92708472473

July 18, 2023 6:00 P.M.

Adria Buchanan, Alex Harrington, Amanda DeShazo, April Elliott, Ben Ferguson, Corey Orvold, Desniege Haywood, Faaluaina Pritchard, Isabella Rivera Kjaer, Jay Worley, Jeff Bell, Judson Willis, Kevin Bates, Nicholas Carr, Noemi Cagatin-Porter, Rian Booker, Riley Guerrero, William Towey, Zac Baker

---

I.	CALL TO ORDER	6:00

ROLL CALL

II.   REVIEW AGENDA/AGENDA MODIFICATIONS

III.   CONSENT AGENDA

A. June 20, 2023 SSHA³P Advisory Board Minutes

Purpose: Motion to approve minutes from the June 20, 2023 SSHA³P Advisory Board meeting.

ATTACHMENTS: Minutes of June 20, 2023, Advisory Board meeting   Document Link

Recommended Motion: Move to approve the consent agenda.

IV.   PUBLIC COMMENT

This is the time set aside for the public to comment on Resolutions, Ordinances, and Final Action. To request to speak virtually, please press the Raise Hand button near the bottom of your Zoom window or *9 on your phone; if speaking in person, please sign in on the on the public comment form in the conference room. Your name or the last four digits of your phone number will be called out when it is your turn to speak.

The Advisory Board meeting can be heard by dialing 253-215-8782 or through Zoom at https://piercecountywa.zoom.us/j/92708472473 and entering the Meeting ID 927 0847 2473. Written comments may be submitted to mary.connolly@piercecountywa.gov Tuesday before 4:00 p.m. prior to the monthly Advisory Board meeting for the Public Comment period. Comments will be compiled and sent to the Advisory Board and posted on the SSHA³P website at: https://southsoundaffordablehousing.org.

V.   PRESENTATIONS AND DISCUSSION

A. Discussion re: Regular Meeting Time and Length   6:10

Purpose: Discussion on the Advisory Board's regular meeting time and length.

Action: Advisory Board discussion

B. Discussion re: Advisory Board Meeting Norms and Land Acknowledgement   6:20

Purpose: Discussion on creating Advisory Board meeting agreements and using a land acknowledgement.

Action: Advisory Board discussion

ATTACHMENTS: DRAFT Advisory Board Meeting Norms   Document Link

C. Discussion re: Policies and Programs to Consider for Inclusion in Work Plan   6:40

Purpose: Discuss policies and programs to consider for inclusion in the Advisory Board's 2023-2024 Work Plan.

Action: Advisory Board discussion

ATTACHMENTS: Policy and Program Ideas Presentation   Document Link

                  Policy and Program Survey Results   Document Link

D. Advisory Board Work Plan Next Steps Presentation   7:15

Purpose: Staff presentation to follow up from last meeting's discussion on process for creating a work plan and criteria for selecting policies and programs.

Action: Advisory Board discussion and direction

ATTACHMENTS: Advisory Board Work Plan Next Steps Presentation   Document Link

                  DRAFT Evaluation Framework   Document Link

VI.   SSHA³P STAFF UPDATE   7:55

VII.   UPDATES/COMMENTS OF THE ADVISORY BOARD

VIII.   ADJOURN   8:00

SSHĀ³P

South Sound Housing Affordability Partners
Advisory Board Meeting Minutes
June 20, 2023
6:00 – 7:33 p.m.

Advisory Board Members:	Adria Buchanan, Chair – present
	Judson Willis, Vice Chair - present
	Rian Booker, Vice Chair - present
	Alex Harrington - present
	Amanda DeShazo - present
	April Elliott - present
	Ben Ferguson – present
	Corey Orvold - present
	Desniege Haywood - present
	Faaluaina Pritchard – excused
	Isabella Rivera Kjaer -present
	Jay Worley - present
	Jeff Bell - present
	Kevin Bates - present
	Nicholas Carr - present
	Noemi Cagatin-Porter - present
	Riley Guerrero - present
	William Towey - present
	Zac Baker - present
Staff:	Jason Gauthier, SSHA³P Manager
	Mary Connolly, Program Specialist
	Becki Foutz, Administrative Assistant
Guest:	Dorsol Plants
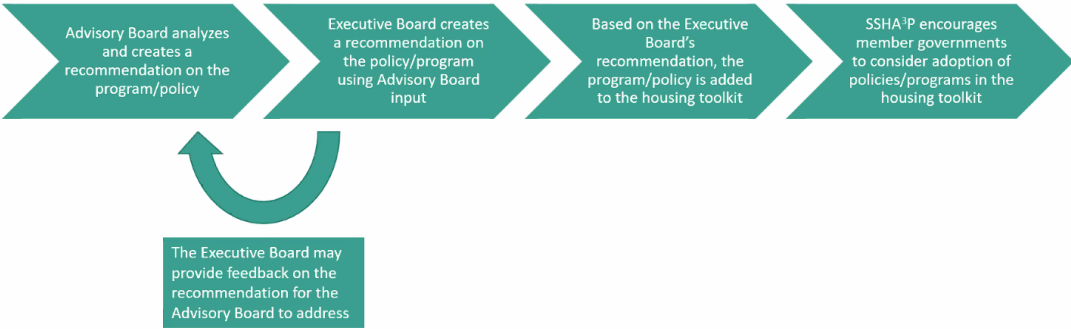
MINUTES

TOPIC/ WHO	DISCUSSION	ACTION
Call to Order/ Roll Call	Mary Connolly called the meeting to order at approximately 6:03 p.m. Mary called roll, per above; a quorum was present. Mary asked the group not to discuss agenda items in the Chat; it's confusing when two threads are in progress.	Welcome!
Review/ Modify Consent Agenda	Any requests to modify the agenda? None. Mary explained Robert's Rules motion/voting process and asked if there were any questions. None. Rian moved to approve the consent agenda. Alex seconded. Vote was taken; none opposed.	The meeting agenda was approved.
Public Comment	Mary invited the public to comment. None.	

TOPIC/WHO	DISCUSSION	ACTION
Resolution 2023-01: Advisory Board Bylaws Mary	Mary shared the proposed bylaws, revised per Advisory Board members' input at the last meeting. Some highlights: The Advisory Board's Executive Team shall consist of one Chair and at least one but not more than two Vice Chairs. It will not be required for officers to represent different categories. Officers may serve no more than four successive terms in any office. Attendance is expected at all meetings. Members will be excused if they let staff know in advance that they can't make it. If a member misses 25% or more of meetings within a 12-month period without an excused absence or misses 50% or more of meetings within a 12-month period, they may be recommended for removal. Vacancies occurring for any reason other than the expiration of a term of office may be filled by appointment for the remainder of the expired term. Mary opened for clarifying questions. Kevin noted that Robert's Rules provides for discussion after a motion has been seconded. Rian moved to adopt the proposed bylaws per Resolution 2023-01. Corey seconded the motion. Mary asked if there was any discussion. None. Vote was taken; none opposed.	The Advisory Board bylaws were accepted, via Resolution 2023-01.
Election of 2023 Chair & Vice Chair Mary	Mary requested nominations for Advisory Board Chair. Nominees will have up to 90 seconds to provide a statement of interest. April asked if there had been any volunteers to serve as Chair. Yes. Jay nominated Rian Booker for Chair; April seconded. When they worked together on homelessness, Jay valued the work Rian's done in long-term housing, his contacts, development ideas, and valid points. Amanda nominated Adria Buchanan for Chair; Nicholas seconded. Amanda nominated Adria because as Executive Director of the Fair Housing Center of WA, she has a great understanding of the housing need, those trying to access housing, and the barriers they face. Also a woman and a person of color, Adria would do really great. Rian said that he's more of an operations person and doesn't need to have his name on the door. His expertise is taking ideas from all walks of life and finding the happy path. He'd be happy to serve as Chair or Vice Chair, as the committee prefers.	Discussion

TOPIC/WHO	DISCUSSION	ACTION
Election of 2023 Chair & Vice Chair continued	Adria thanked Amanda for the nomination. This would be her first time serving as Chair. As a certified mediator, she's used to working with people with different perspectives, finding commonalities and navigating conversations. It's important to build rapport; many members she's not yet had the opportunity to work with, so she'd be interested in having one-on-one meetings with some members if she becomes Chair. Mary asked Rian if he's interested in serving as Chair. Rian declined the nomination for Chair; he's more interested in Vice Chair. Mary asked for a vote of all those in favor of electing Adria Buchanan as Chair – vote was taken; none opposed. Alex nominated Judson Willis for Vice Chair. Nicholas seconded. Alex explained that Judson's work in the development community and with Veterans makes him a great candidate. Judson accepted his nomination. Kevin nominated Rian Booker and Judson Willis for Vice Chair. Mary asked for a vote of all in favor of electing Rian Booker and Judson Willis as Vice Chairs – vote was taken; none opposed.	Adria Buchanan is Advisory Board Chair! Rian Booker and Judson Willis are Advisory Board Vice Chairs!
Resolution 2023-02: Regular Meeting Schedule Mary	Resolution 2023-02 sets a regular meeting time for the Board's hybrid meetings: third Tuesdays at 6:00 p.m., unless there's a holiday, in which case the meeting will fall on the next business day. Any clarifying questions? None. Adria requested a motion. Rian moved to accept Resolution 2023-02; April seconded. Adria asked if there was any discussion – none. Vote was taken; none opposed, no abstentions.	Resolution 2023-02 was adopted, setting the regular meeting time as third Tuesday at 6:00 p.m.

TOPIC/WHO	DISCUSSION	ACTION
Advisory Board 2023-2024 Work Plan Mary	Mary provided an overview of the proposed 2023-24 SSHA³P Advisory Board Work Plan. It will be created annually for each calendar year; the first one will be for 2023-2024 and will include analysis of and recommendations on policies and programs for inclusion in SSHA³P's housing toolkit. The Housing Toolkit (link at right) is a set of policy and program recommendations for eligible member governments to consider for adoption. For example, policies added this year were SEPA Categorical Exemption and SEPA Urban Infill Exemption. Jason explained that nine policies were considered and the two above-mentioned were adopted. A diagram illustrating the process for adding a policy or program to the Housing Toolkit is below:	SSHA³P Housing Toolkit
	## NEW PROCESS FOR ADDING A POLICY OR PROGRAM TO THE HOUSING TOOLKIT Advisory Board analyzes and creates a recommendation on the program/policy → Executive Board creates a recommendation on the policy/program using Advisory Board input → Based on the Executive Board's recommendation, the program/policy is added to the housing toolkit → SSHA³P encourages member governments to consider adoption of policies/programs in the housing toolkit The Executive Board may provide feedback on the recommendation for the Advisory Board to address	
	Mary opened for any questions thus far. Ben asked if the seven items on the list are the only ones open for consideration. No, the Board's not limited to those choices. Amanda asked if the seven items need to be approved by the Executive Board. They have not been prioritized at this time. If the Advisory Board wants to move forward with them, they may make recommendations to the Executive Board to do so. As the Toolkit's been created, is what's been approved been tracked on the website? Mary said that they will be Executive Board work plan indicators and will be reported to the Advisory Board. Amanda recommended that the items approved in the Toolkit be tracked on the website. Kevin agreed with Amanda; he feels we're best served by recording every step that's taken, and we should celebrate our wins. Rian asked if SSHA³P's partnership is partly to build continuity across the county. Yes, regional alignment while allowing for differences (not a one-size-fits-all approach) is the goal. Rian agreed with Amanda and Kevin that these Toolkit changes be tracked on the website. Adria asked for any more comments. None.	Tracking Toolkit approvals on the website was advised.

TOPIC/WHO	DISCUSSION	ACTION
Advisory Board 2023-2024 Work Plan continued	Discussion Question 1 *What process do you prefer for the creation of the Work Plan?* **Option 1** – a subcommittee of up to nine members will develop a recommendation on the work plan outside of regular Advisory Board meetings. **Option 2** – no subcommittee – the full Board will develop the work plan during Board meetings. This would take about one month longer, anticipating presenting the work plan to the Executive Board in October Which option does the Board prefer? Adria asked if these were the only options or if there's wiggle room for adjustment. There can be adjustments. Corey asked if both options allow for community input. Yes, they both allow for community input via the Public Comment section of the meetings. Rian asked why the subcommittee's limited to less than half the group. If more than half the group meets, the work sessions would have to be open public meetings. Rian asked if there could be more than one subcommittee? Yes, if they don't talk to each other. Rian asked to clarify – who is staff? Jason and Mary. Member government staff may be asked for feedback as well. Would the Advisory Board be able to change options provided by staff, or be locked in? They're not locked in. Kevin asked Jason if he's understanding correctly that this Board advises along the way and staff puts the Work Plan together. Knowing that SSHA³P's a new venture for the County, it would be Kevin's preference, and he feels that it would serve the Board well, for all to work together. Kevin asked Jason what his preference is, between the two options? Staff doesn't have a recommended preference. Jason said that the Executive Board will be adopting their third annual work plan in July. In the past, they have used subcommittees and outside meetings to develop their work plan. Using a subcommittee still allowed a healthy amount of Executive Board members to dive deep into plan development. Kevin noted that Jason and Mary have some momentum developing work plans already and he doesn't want to hold that up. He asked Jason and Mary to teach the Board along the way. Adria asked Board members to keep their comments succinct. Ben said that Option 2 seems more practical, since members have already factored the regular meetings into their schedules. The strength of a big group like this is brainstorming and then letting a smaller group delve into details.	Discussion

TOPIC/WHO	DISCUSSION	ACTION
Advisory Board 2023-2024 Work Plan continued	Adria asked about flexibility of the timeline; it seems aggressive. If the work plan will be done in the larger group during 1-1/2 hr meetings, she's not sure how much will get done each time. Mary said that the timeline's not set in stone; it can be adjusted. Amanda noted that 19 is a lot of people to develop a work plan. Rian proposed a hybrid option, in which staff comes up with an initial, draft plan and then have smaller subcommittees of three to five people work on the details. Jay asked how many Board members are interested in working on the plan? If we have nine people genuinely interested that would lead us to Option 1; if all are interested, then Option 2. Adria asked the group to either type in the Chat or raise their hand to indicate their interest in working on the plan. Eleven raised their hands; two agreed to drop to get to the subcommittee down to the previously suggested size of nine. Mary clarified that creating the work plan entails prioritizing policy areas. April said that since staff already has a work plan in mind, it should only take one meeting to flesh it out. Adria requested a vote between Option 1 and 2. Mary added that a subcommittee would probably not meet until after the next meeting, so the decision can be made at the next meeting. Corey suggested that what Mary just said should be Option 3: Option 1 – Nine-person subcommittee to work with staff Option 2 – staff primarily comes up with work plan Option 3 – wait until the next meeting to decide about this Any other options proposed? Kevin asked if the Board could please get a paragraph on each option. Rian said that as he understands it, Option 1 is drawing a work plan up from scratch, while Option 2 is getting a template from staff. Mary explained that even if there's a subcommittee, staff will provide a draft work plan. William likes Option 2, because it gives staff the opportunity to give the Board a draft that's baseline congruent. When we get to the review stage, everyone on the Board will have the opportunity to weigh in.	Discussion

TOPIC/WHO	DISCUSSION	ACTION
Advisory Board 2023-2024 Work Plan continued	Mary said that a vote's not needed. She proposed going with Option 2, and after conversation next month if it seems that a subcommittee's needed, it can be created then. Adria asked if anyone was opposed to that? No. Discussion Question 2 Recommendations should relate to SSHA³P's mission to create and preserve affordable, attainable, and accessible housing in Pierce County, must be able to be implemented by city, county, and/or tribal government, and should align with the Executive Board's priorities. *What other criteria should be considered when selecting policies and programs for inclusion in the work plan?* Alex suggesting including new legislation passed this year; jurisdictions will need to determine how to implement those. Amanda suggested calling out racial equity, and re: affordable housing, focusing on the breakdown of housing units by different AMIs as related to HB 1220. Jeff likes the criteria listed; he'd like to also consider the extent/degree of impact of those criteria, instead of using them all as a filter. Criteria can have dramatically different levels of impact upon those seeking housing. Some have profound impacts; they're not all equal. Adria asked if there's other criteria we can add to get to that level of impact? If we want to avoid unintended consequences, what is it that we need to be mindful of? Rian said that time to market is measurable. New construction might take years, while refurbishing can be relatively quick. Due to budget concerns, we need to get projects to practical costs. Riley said that speed of impact should be considered, as well as speed of development. We might want to consider front-loading policies that could have quicker results (speed of delivery) vs policies that could take four or five years to impact folks. Ben said we need to understand projects, for example will they be public or private, use a large developer or small developer. Some good ideas are simply not possible. Corey said we have so many investors – how can we provide incentives to owner occupants? Adria asked, in terms of criteria, would that be more preventative? Corey explained Idaho provides tax breaks for owners occupants.	Discus-sion

TOPIC/WHO	DISCUSSION	ACTION
Advisory Board 2023-2024 Work Plan continued	April likes the criteria; how do we prioritize it? What's measurable? What can be marketed out, and/or tracked? What's viable? What creates the biggest impact? Forever returns on investment should be prioritized. She likes the idea of prioritizing options that promote home ownership to create generational wealth. Nicholas noted that a lot of people mentioned that criteria should have a component that can be evaluated as to its impact. Adria encouraged those who hadn't shared yet to do so. Jay said that it's really important that, as much as we want to see reaction and impact, we need to look at the big picture. We're dealing with drastic changes in economy, housing, anticipating AI taking over jobs, etc. Immediate/measurable response is great, but we need to think about what's going to happen in five years, when many jobs are lost to automation. Amanda suggested we move forward to the next question, in which many questions may be covered. Adria asked if anyone else had comments or questions about criteria. Discussion Question 3 *What goals should be prioritized in policy and program recommendations?* Goals may address a policy area or focus on a certain type of housing. Rian pointed out that goals are more important than criteria; the group can work backwards to measure success towards goals.	Discussion Mary will send the group examples and asked Board members to share goals they come up with between meetings.
Preview for Next Meeting Mary	Isabella suggested including what's happening at the state level in goal conversations, for example, the Growth Management Act, ADUs, etc. Mary thanked Isabella; Mary's in touch with Commerce and can ask them to come present to the group. Next meeting will include a continuation of the Work Plan discussion. Mary will check in with leadership to see what else will be on the agenda.	
SSHA3P Staff Update Mary	Mary reminded the group to please complete the OPMA training by July 8.	

TOPIC/WHO	DISCUSSION	ACTION
Updates/ Comments of Advisory Board Members	Corey gave Kudos to Adria for jumping in and chairing the meeting – great job!	Thank you, Adria!
Adjournment	Nicholas moved and it was seconded to adjourn. Vote was taken; none opposed. The meeting adjourned at 7:33 p.m.	Thank you!

The next SSHA³P Advisory Board meeting will be Tuesday, July 18 at 6:00 p.m. via Zoom.

Becki Foutz
Administrative Assistant

SSHA³P

South Sound Housing Affordability Partners (SSHA³P)

Advisory Board

Meeting Norms

1. Challenge ideas, not individuals
2. Assume positive intent; assume responsibility for impact
3. Recognize it is more beneficial to share what you are thinking with the group during the discussion than with an individual afterwards
4. Listen with curiosity to what everyone has to say – we all come with different perspectives and priorities that bring depth to the conversation
5. During discussion, everyone has the opportunity to contribute before members contribute a second time
6. Raise hand to speak and wait for acknowledgement from the chair
7. Be open to new ways of thinking
8. Recognize the best efforts of our staff
9. Make our decisions based on the available information, and in the best interest of the Executive Board goals
10. Board members come prepared for each meeting.

POLICY AND PROGRAM IDEAS SUMMARY

JULY 18, 2023

ADVISORY BOARD REGULAR MEETING

MARY CONNOLLY, PROGRAM SPECIALIST II

AGENDA

1. Work plan overview
2. Summary of policy and program ideas

SSHĀP³   Pierce County
         Human Services

WORK PLAN OVERVIEW

WHAT IS THE WORK PLAN?

- Outlines work areas for the Advisory Board

- Created annually

- First work plan includes work areas for 2023-2024

- Will include analysis of and recommendations on policies and programs for inclusion in SSHA³P's housing toolkit

- Adopted by the Executive Board

WHAT IS THE HOUSING TOOLKIT?

- A set of policy and program recommendations for eligible member governments to consider for adoption

- Goal of work plan development is to select policies and programs that will be evaluated and considered for inclusion in the housing toolkit

CONSIDERATIONS IN SELECTING POLICIES AND PROGRAMS

1. Policies and programs should relate to SSHA^{3}P's mission to create and preserve affordable, attainable, and accessible housing in Pierce County.

2. Policies and programs must be able to be implemented by city, county, and/or tribal government.

CONSIDERATIONS IN SELECTING POLICIES AND PROGRAMS (CONT.)

3. Policies and programs should align with the Executive Board's priorities:

- Increase number of units developed and speed of development to meet housing targets over the next 20 years

- Increase number of affordable units developed

- Encourage regional alignment without a one-size-fits-all approach

- Consider equity in policies and programs

SSHĀP³   Pierce County
Human Services

HOW SPECIFIC DO THE POLICIES/PROGRAMS IN THE WORK PLAN NEED TO BE?

Incentives for affordable housing	Density bonus	A 20% density bonus if 10% of units are affordable
Too vague	Just right	Too specific

SSHĀP³   Pierce County Human Services

8

PROCESS TO SELECT POLICIES AND PROGRAMS FOR INCLUSION IN WORK PLAN

Filtering many ideas to a handful of policies and programs

Brainstorm ideas

Evaluate policies/programs

Seek feedback from Executive Board and staff workgroup

Recommend work plan to the Executive Board

SSHĀP³   Pierce County Human Services

9

SUMMARY OF PROGRAM AND POLICY IDEAS

DATA SOURCES

- Advisory Board survey: "What policies and programs can county, tribal, and/or local governments implement to create and preserve affordable, attainable, and accessible housing in Pierce County?"

- One-on-one conversations between Advisory Board members and staff during onboarding

- Policies considered last year by the Executive Board

SSHĀP Pierce County
         Human Services

NOTE ON HOUSING TYPOLOGY TERMS

Single family home

Middle Housing:
Duplex, Triplex,
Quadplex, Cottage
Housing, Courtyard
Apartments,
Townhomes

Multifamily: Mid and
High Rise Housing

SSHĀP³   Pierce County
Human Services

12

INCENTIVES

- Multifamily Tax Exemption (MFTE)
- Impact and permit fee waivers (full or partial)
- Density bonuses
- Incentives for accessory dwelling unit (ADU) and/or middle housing production and usage as affordable housing
- Transfer of development rights (TDR)

PERMITTING & PLANNING

- Expedited permitting for affordable housing

- Aligning design review requirements for accessory dwelling units

- Over the counter permitting and reduced fees for plans that have already been approved

- Zero lot line policy

- Increase max number of lots in short subdivision

- Fee-in-lieu program

- Decreased parking requirements in areas with sufficient transit

- Expedited re-zones

- Refunding fees when building permit timelines are exceeded

PROGRAMMING

- Shared Housing: financial incentives or protections for homeowners

- Affordable housing pilot programs

- Down payment assistance for low-income homebuyers

- Community land trust

- Preservation program

- Surplus lands for affordable housing

- Program for land acquisition/ land banking

- Loan program for developers

- Incentivizing and allowing the rehabbing of empty buildings

SSHĀP³   Pierce County
         Human Services

ACCESSIBILITY

- Incentives or requirements for accessible design

- Affirmative marketing requirements for affordable housing

- Disallowing background checks for tenants

QUESTION

- Are there any ideas not captured in the summary that should be evaluated for inclusion in the work plan?

SSHĀP³

POLICY AND PROGRAM IDEAS SUMMARY

JULY 18, 2023

ADVISORY BOARD REGULAR MEETING

MARY CONNOLLY, PROGRAM SPECIALIST II

Pierce County
Human Services

POLICY AND PROGRAM BRAINSTORM

INCENTIVES
Stacked incentive programming that combines benefits to developer as they are layered. Could include utilizing TDR's, permit relief (past state mandated legislation), design preferences, construction cost mitigation...would have to work with developers of all types to identify what's impactful and feasible, then package it as program -"if you build this here, we'll give you the whole package of incentives."
Reduced impact fees and easier permitting for dwellings under a certain size (1500-1800 SF for example). Reason: Many developers are building 2500+SF luxury homes. While more inventory helps, it would be great if we could also be building some modestly sized homes that will free up older homes in that size.
Property Tax Exemptions: Offering property tax exemptions or abatements for developers who dedicate a portion of their units for affordable housing. This can incentivize developers to create affordable housing options.
Adopting incentive-only approaches to producing Affordable Housing (such as MFTE).
Pierce County municipalities should explore options that incentivize heightened density for affordable housing in High Opportunity Areas - wealthier neighborhoods with excellent access to schools, parks, jobs, etc. Not just in the form of large-scale development, but also in encouraging homeowners in suburban environments to see themselves as a part of the solution. Are there ways to incentivize the creation of ADU/DADU's/multiplexes in these areas? I don't have a specific reccomendation in this arena, but maybe some form of program or agency that could take on the burden of the landlord-management of a unit created, for a small percentage of the rent, so that homeowners who are interested in using their property to create more units and gain passive income, but wary of diving into landlord-tenant law, could still participate.
PERMITTING AND PLANNING
Similar Design Review requirements for housing that will support prototype housing/DADU products to enable products/prefab to be utilized
Reduction of land use requirements for affordable units, including lower permit fees and faster review times
Over the counter permit approval for plans that have already been approved within the same jurisdiction. Reduced fees for OTC reviews (less cost to the agency should be passed to the project)
Programs such as rapid re-zones should be considered in areas where the comprehensive plan has underlying zoning that is more favorable for development. i.e. if a parcel is zoned low density residential, but the underlying comprehensive plan has the property as commercial, there should be a program to allow rapid staff review and approval of medium or high density residential for true deed restricted housing.
Expedited permitting process
Developers will often quote development regulations or delays in the permitting processes as a significant source of increase to the cost of housing. Each government entity should conduct a careful review of what hurdles developers might be experiencing to ultimately bring down the cost of housing. Obviously, some regulations and review of new developments are necessary, but most regulatory systems around housing are not as efficient as they could be.
HB 5290 holds jurisdictions accountable for their Land Development permit timelines by requiring them to refund fees if they go over their state-mandated timeline. Jurisdictions should adopt similar cost recovery programs for permit timelines for other permits (e.g., Building Permits, etc.)
Jurisdictions should immediately begin incorporating the provisions of HB 1110 into their Comprehensive Plan updates. And smaller jurisdictions exempted from the bill should still adopt allowances for Middle Housing or abolish SFH-only zones altogether.

Creating additional mitigation funds or grant opportunities for small landlords or nonprofit providers to repair damaged units and keep them online, functional, and decent. Naturally occurring and even some subsidized/old nonprofit units are hemmoraging due to the massively inflated cost of construction materials, especially acute for small landlords who have conscientiously kept their rents - and therefore, their profits - low in the face of extraordinary increases in the market at large.

Increase mass transit priorities in underserved residential areas in communication with housing providers - transit access is a critical component of who is able to live where, and access to mass transit routes increases the number of parcels on which developers can see a feasible project, the grants and funding opportunities they can apply for, and grows the area in our county that can adequately accommodate low income residents. Transit programs should be closely married to housing programs, from conception to execution, as they hold extraordinary influence over one another. If housing is on mass transit lines, decreasing required parking area should be formalized into the zoning process - if that transit is adequate to replace the need for a car.

Governments need to modify rules and regulations that add unnecessary costs to housing (the long list of tools those including zoning, leveraging infrastructure, infilling, increased density, etc. are widely known)

PROGRAMMING

I would like to explore land trust model housing. Right now, I do not see there are many home purchase options for low to moderate income single-occupant homeowners.

Finally, I would see the county/cities to rehab derelict properties and sell to low to moderate income homebuyers.

Data informed mapping application that identifies prime locations for affordable housing projects. Using a model I pioneered for conservation acquisitions, we can take land, market, policy, population, and equity data (and more) and rank it with agreed upon metrics to create a model for affordable housing growth in the county that would inform the county, cities, and other public partners where to purchase land for future use, creating a covenant for affordability and lowering barriers to development. Could also be used to create regional TOD nodes, community land trust pilots, revamped zoning innovations, etc.

Acquisition programs that offer grants and loans to revolve a fund that purchases land for affordable housing (and other housing related amenities) to remove from speculative market. The program would also be able to purchase existing housing or newly developed housing for preservation and continuing affordability purposes.

Greater protections and financial incentives for persons who rent out rooms in their home.

Create "Pilot Program" variances that allow innovators to try new housing concepts for a year or two, then rule whether it can become permanent or need to comply to standard.

Develop a self sustaining loan program that developers can use to fund projects at less interest than hard money or other loan types

How can we incentivize or allow Tenant Improvements for existing buildings to make empty real estate livable? Flats or dorm style units with shared locker rooms/restrooms & kitchen spaces?

Provide resources or list of what energy incentives are available in order to assist developers into getting across the finish line of new Energy Code Standards?

Note many jurisdictions or moving to a neighborhood and density approach to zoning vs. single family/multi-family. What can we do to complement the MRSA to make standards for smaller versions of multi-family housing that would fit into a neighborhood (formerly single family) zone?

Down Payment Assistance: Providing down payment assistance programs to help low-income households afford homeownership. This can be in the form of grants, forgivable loans, or low-interest loans.

Washington D.C. established a "Preservation Unit", which consisted of a variety of affordable housing experts and policymakers. The mission for this unit was to identify and preserve existing affordable housing units, find new opportunities for additional affordable housing often through public-private partnerships, and to collect and maintain data on the affordable housing supply. This unit was remarkably successful at preserving housing because they reviewed each building to find out what was needed to preserve the affordable units within it.

We can no longer rely on traditional single family lots as being the main way of becoming a homeowner. Governments should investigate alternative solutions and explore options such as establishing community land trusts or incentivizing ADUs as a valid form of homeownership. While we often talk about rental units when affordable housing is being discussed, it is equally important to investigate how a low-income household might build intergenerational wealth through homeownership and gain access to this though alternative kinds of housing.

Policies and/or programs should be created to balance For-Profit and Non-Profit housing developer participation to maximize housing production while also maximizing the spectrum of income levels served. Currently non-profits receive the majority of affordable housing funding even though organizations such as JLARC have strongly recommended greater for-profit participation.

Policies should be created to promote transparency via cost certifications of the contractors associated with affordable housing projects. General contractors affiliated with the developer are required to have their costs audited by a CPA and their profits capped by the state. Third party/ disaffiliated general contractors are not. Third party contractors routinely cost 50%-120% more than affiliated contractors.

I would like to see some sort of tax incentive for owner-occupied homes. I understand Idaho has something where homeowners pay less than investors on property tax.

Adjusted tax rates for second homes or investments. Reason: We need to find ways to level the playing field for those that don't already own homes. Increased homeownership should be the long term goal.

Taxes and LIDs need to be structured in a progressive manner that provides more affordability to target groups in greatest need, however abatements and deferral programs must be structured better to minimize unintended access);

developer/builder debt guarantees in exchange for long-term rent control/stabilization could be an attractive incentive for some in the private sector;

ACCESSIBILITY

Make background checks illegal for landlords (buyers do not get background checked).

Encourage all new housing developments to have some percentage of truly accessible units

Provide preference points for new or rehab construction projects that include accessible design

Ensure all new housing projects have an affirmative marketing plan to ensure the least likely to apply are aware of the opportunity.

ADVISORY BOARD WORK PLAN NEXT STEPS

JULY 18, 2023

ADVISORY BOARD REGULAR MEETING

MARY CONNOLLY, PROGRAM SPECIALIST II

TYPICAL CYCLE OF ADVISORY BOARD WORK

Staff presentation, Advisory Board feedback → Staff recommendation, Advisory Board feedback → Implementation

AGENDA

- Staff Recommendation: Evaluation Framework

- Staff Recommendation: Forming a Subcommittee

STAFF RECOMMENDATION:
Evaluation Framework

STAFF RECOMMENDATION

- Use a matrix as an evaluation framework to evaluate policies/programs on a set of criteria.

- Use evaluation results to discuss tradeoffs and select policies/programs for inclusion in work plan.

SSHĀP³

Pierce County
Human Services

MINIMUM CRITERIA

	A specific policy or program that can be implemented by local or tribal government	Aligns with SSHA³P's mission
Meets criterion	Yes	Yes
Does not meet criterion; policy or program should not be considered	No	No

RESOURCES NEEDED TO IMPLEMENT

	Staff time needed to implement	Staff time needed for ongoing administration	Financial resources to implement (besides staffing)
Most desirable	Low	Low	Low
Somewhat desirable	Medium	Medium	Medium
Least desirable	High	High	High

IMPACT

	Impact is measurable	Impact potential on number of housing units created or preserved	Impact potential on number of housing units created or preserved that are affordable to households with less than 80% AMI	Impact on racial equity		Once implemented, is the impact seen in the short-term or long-term?
Most desirable	High	High	High	High		Short-term
Somewhat desirable	Medium	Medium	Medium	Medium		
Least desirable	Low	Low	Low	Low		Long-term

SSHĀP   Pierce County Human Services

OTHER PRIORITIES

	Increases homeownership opportunities for low-income households	Aligns with new 2023 housing legislation (middle housing and accessory dwelling units)
Most desirable	High	Yes
Somewhat desirable	Medium	
Least desirable	Low	No

SSHĀP Pierce County Human Services

PUTTING IT ALTOGETHER

Color Key

Most desirable
Somewhat desirable
Least desirable
Neither more or less desirable
Policy should not be considered

	Minimum Criteria		Resources needed to implement			Impact					Other priorities	
	A specific policy or program that can be implemented by local or tribal government	Aligns with SSHA³P's mission	Staff time needed to implement	Staff time needed for ongoing administra-tion	Financial resources to implement (besides staffing)	Impact is measurable	Impact potential on number of housing units created or preserved	Impact potential on number of housing units affordable to households with less than 80% AMI	Impact on racial equity	Once implemented, is the impact seen in the short-term or long-term?	Increases homeownership opportunities for low-income households	Aligns with new 2023 housing legislation
Policy 1	No	Yes										
Policy 2	Yes	Yes	Low	Medium	Low	High	High	High	High	Long-term	High	No
Policy 3	Yes	Yes	High	High	High	High	High	High	Medium	Long-term	Medium	Yes
Policy 4	Yes	Yes	Medium	Low	Low	Low	Low	Low	Medium	Short-term	Low	No

QUESTIONS, FEEDBACK, & DIRECTION

SSHĀP³   Pierce County
         Human Services

STAFF RECOMMENDATION:
Forming a Subcommittee

SSHĀ³P   Pierce County
Human Services

STAFF RECOMMENDATION

Form a subcommittee of up to 9 people to:

- Meet with staff in between full board meetings.

- Finalize evaluation framework with Advisory Board feedback.

- Use evaluation framework to evaluate policies and programs of interest.

- Create a draft work plan based on evaluation.

- Use feedback from the full Advisory Board to revise work plan. Iterate as needed.

- Incorporate feedback on the work plan from the Executive Board and staff workgroup.

SSHĀP³   Pierce County
         Human Services

13

STAFF RECOMMENDATION

- Subcommittee would meet at least once a month for the next 4 months.

- Staff would support the subcommittee's activities.

- Work products from the subcommittee would be presented to the Advisory Board for discussion and feedback.

- Think of a subcommittee as a group that provides staff with a round of feedback in between Advisory Board meetings.

QUESTIONS, FEEDBACK, & DIRECTION

SSHĀP³

ADVISORY BOARD WORK PLAN NEXT STEPS

JULY 18, 2023

ADVISORY BOARD REGULAR MEETING

MARY CONNOLLY, PROGRAM SPECIALIST II

Pierce County
Human Services

DRAFT Evaluation Framework

Color Key		
	Most desirable	
	Somewhat desirable	
	Least desirable	
	Neither more or less desirable	
	Policy should not be considered	

	Minimum Criteria		Resources to Implement			Impact					Other Priorities	
Criterion	A specific policy or program that can be implemented by tribal or local government	Aligns with SSHA3P's mission	Staff time needed to implement	Staff time needed for ongoing administration	Financial resources needed to implement (besides staffing)	Impact is measurable	Impact potential on number of housing units created or preserved	Impact potential on number of housing units created or preserved that are affordable to households with less than 80% AMI	Impact on racial equity	Once implemented, is the impact seen in the short-term or long-term?	Increases homeownership opportunities for low-income households	Aligns with new 2023 housing legislation
Notes on Criterion		SSHA3P's mission is to create and preserve affordable, attainable, and accessible housing.	Includes time to design/create/set up the policy or program			Is there a way to keep track of the policy or program impact?			How does the policy or program impact racial disparities in housing outcomes?		Here, low-income refers to households with incomes less than 80% AMI	Specifically, HB 1110 (middle housing) and HB 1337 (Accessory Dwelling Units or ADUs)
Values key	Yes	Yes	Low - minimal staff time needed to implement	Low - minimal staff time needed for ongoing administration	Low - no or minimal resources needed with little impact on government budget	High - Impact can be measured directly	High - potential to help create or preserve a significant number of housing units	High - potential to help create or preserve a significant number of affordable housing units	High - race-conscious policy	Short-term - impacts seen within 2 years	High - applies specifically to low-income homeownership	Yes - aligns with middle housing and/or ADU legislation
			Medium - some staff time needed to implement	Medium - some staff time needed to for ongoing administraiton	Medium - medium impact on government budget	Medium - Impact can be measured indirectly	Medium - potential to help create or preserve some housing units	Medium - potential to help create or preserve some affordable housing units	Medium - race-neutral policy that may have a positive impact on racial equity	Long-term - impacts seen in more than 2 years	Medium - affects low-income housing generally, both rental and homeownership; OR affects homeownership generally, but not specifically for low-income households	
	No	No	High - significant staff time needed to implement	High - significant staff time needed for ongoing administration	High - significant impact on government budget	Low - Impact cannot be measured	Low - does not increase number of units created or preserved	Low - does not increase number of affordable units created or preserved	Low - No impact on racial equity		Low - does not impact homeownership	No - does not apply to middle housing or ADUs