



**South Sound Housing Affordability Partners
Advisory Board**

Special Meeting Agenda

3602 Pacific Ave Tacoma, WA 98418 | Muckleshoot Conference Room

Dial: +1253 215 8782 Meeting ID: 944 1877 8878

Webinar Link: <https://piercecountywa.zoom.us/j/94418778878>

August 15, 2023 5:30 P.M.

Adria Buchanan, Alex Harrington, Amanda DeShazo, April Elliott, Ben Ferguson, Corey Orvold, Desniege Haywood, Faaluaia 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

5:30

ROLL CALL

II. REVIEW AGENDA/AGENDA MODIFICATIONS

III. CONSENT AGENDA

A. July 18, 2023 SSHA³P Advisory Board Minutes

Purpose: Motion to approve minutes from the July 18, 2023 SSHA³P Advisory Board meeting.

ATTACHMENTS: Minutes of July 18, 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 and entering the Meeting ID 944 1877 8878 or through Zoom at <https://piercecountywa.zoom.us/j/94418778878>. Written comments may be submitted to mary.connolly@piercecountywa.gov Tuesday before 4:00 p.m. 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. ACTIONS AND RESOLUTIONS

A. Resolution No. 2023-03: Regular Meeting Schedule 5:40

Purpose: Presentation of Resolution No. 2023-03 to adopt a regular meeting schedule for the SSHA³P Advisory Board, changing the time for regular meetings from 6:00 PM to 5:30 PM the third Tuesday of each month.

Action: Advisory Board questions and direction

Recommended Motion: Move to adopt Resolution No. 2023-03.

ATTACHMENTS: Resolution No. 2023-03 Regular Meeting Schedule [Document Link](#)

VI. PRESENTATIONS AND DISCUSSION

A. Review Meeting Agreements 5:45

Purpose: Review meeting agreements, which have been included in the agenda on [page 3](#).

Action: Advisory Board questions

B. Discussion re: Buddy System 5:50

Purpose: Discussion on creating a buddy system to facilitate relationship-building amongst Advisory Board members.

Action: Advisory Board questions and discussion

ATTACHMENTS: Buddy Group Assignments [Document Link](#)

C. Discussion re: Evaluation Framework 5:55

Purpose: Provide additional feedback on the evaluation framework that will be used to evaluate policies and programs for inclusion in the Advisory Board's Work Plan.

Action: Advisory Board discussion and direction

ATTACHMENTS: Evaluation Framework Presentation [Document Link](#)
Evaluation Framework [Document Link](#)

D. Maureen Howard Affordable Housing Act Expenditure Plan Presentation 6:45

Purpose: Presentation by Bryan Schmid from Pierce County Human Services to inform the Advisory Board on the draft expenditure plan for the Maureen Howard Affordable Housing Act and ask for feedback.

Action: Advisory Board questions, discussion, and feedback

ATTACHMENTS: Maureen Howard Affordable Housing Act Expenditure Plan Presentation [Document Link](#)

VII. SSHA³P STAFF UPDATE 7:25

A. 2024 SSHA³P State and Federal Legislative Agendas

B. 2024 SSHA³P Work Plan and Budget

ATTACHMENTS: 2024 SSHA³P Work Plan and Budget [Document Link](#)

VIII. UPDATES/COMMENTS OF THE ADVISORY BOARD

IX. ADJOURN 7:30

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. Be respectful and make space for minority opinions or points of view
6. During discussion, everyone has the opportunity to contribute before members contribute a second time
7. Raise hand to speak and wait for acknowledgement from the chair
8. Be open to new ways of thinking
9. Recognize the best efforts of our staff
10. Make our decisions based on the available information, and in the best interest of the Executive Board goals
11. Board members come prepared for each meeting



South Sound Housing Affordability Partners
Advisory Board Meeting Minutes

July 18, 2023
6:00 – 7:55 p.m.

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

Staff: Mary Connolly, Program Specialist 2
Becki Foutz, Administrative Assistant

Guest: Dorsol Plants, SKHHP, Jason Gauthier

MINUTES

TOPIC/ WHO	DISCUSSION	ACTION
Call to Order Adria	Adria Buchanan called the meeting to order at 6:01 p.m. She called roll, per above; a quorum was present.	Wel-come!
Review/ Modify Agenda Adria	Any requests to modify the agenda? Rian moved to approve the consent agenda. Lua seconded. Vote was taken - none opposed, no abstentions.	The agenda was approved.
Public Comment Adria	Adria opened for public comment. None. No written comments have been received.	

TOPIC/WHO	DISCUSSION	ACTION
<p>Regular Meeting Time & Length Adria</p>	<p>Adria sent a meeting to the Board a couple of weeks ago explaining that the meetings will be two hours. She asked if there was any discussion about that. None.</p>	<p>The next meeting will be on 8/15 at 5:30 p.m.</p>
<p>Meeting Norms & Land Acknowledgement Adria</p>	<p style="text-align: center;">South Sound Housing Affordability Partners (SSHA³P) Advisory Board Meeting Norms</p> <ol style="list-style-type: none"> 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. 	
	<p>The above draft meeting norms compiled by Adria and Mary were shared with the Board in advance in the meeting packet. Adria asked if there were any comments about them.</p> <p>Rian asked, in line with #4, if we should specifically add making space for minority opinions. We can't shout down anything; there are 20 members and many opinions. If someone disagrees with something, chances are that there many members of the public feel the same way. Jeff, Nicholas, and Zac indicated that they felt the meeting norms were well-written and they liked them.</p> <p>How does the Board feel about making land acknowledgements? Is it meaningful?</p> <p>Ben doesn't see a downside to having a land acknowledgement. It might be very important to some, and we should honor the people who were here before us.</p>	<p>Language will be added around Rian's suggestion.</p>

TOPIC/WHO	DISCUSSION	ACTION
<p>Land Acknowledgement continued</p>	<p>Nicholas generally agrees with Ben; he expressed concern about doing it just to check the box, when in reality a lot of the outcomes the Board will discuss doesn't take tribal issues into consideration. He prefers a call to action, like Ecotrust makes, for members and the public who may be watching to do more performative actions to advance equity, or to advise the Executive Board to do so.</p> <p>Alex said that he questions the usefulness of this body doing it and disagrees with the premise in general; it seems disingenuous to make the acknowledgement without accompanying action, and if that's not the focus of this Board, he'd suggest focusing on the work plan at hand. ...focus more on the work plan at hand.</p> <p>Riley pointed out that Puyallup Tribe is a member of SSHA³P – have they been consulted about this question?</p> <p>Mary noted that the SSHA³P Executive Board does not currently make a land acknowledgement. The Pierce County Council, and some other Boards, do.</p> <p>Ben sees land acknowledgements as confirmations. If we do it over and over again, it brings it to the front of the mind, and we can't ignore it. It's a good way to approach what's happening in our community respectfully.</p> <p>Isabella agreed that it's a good idea to consult with the Tribe; they have a section on their website about land acknowledgements.</p> <p>Adria hears what everyone's saying. It disrupts the norm to make a land acknowledgement, acknowledging things not consistently acknowledged in the past. As we further develop criteria, this group's work plan, agenda, and other aspects of how we approach the work, we may find that there are opportunities to take proactive measures to advance equity.</p> <p>Rian asked if there's native representation on this Board. Yes, a couple of Board members identified as Native American when they applied. Rian said if we didn't, then we should definitely have a land acknowledgement, but since we do, perhaps we should consult with them.</p>	<p>Adria asked members to send Mary comments about land acknowledgements.</p>

TOPIC/WHO	DISCUSSION	ACTION
<p>Policies & Programs to Consider for Work Plan Inclusion Mary</p>	<p>Mary provided an overview of the work plan. It will outline the Board's work areas for 2023 and 2024 and will be updated annually and will include analysis of and recommendations on policies and programs (P&Ps) to include in SSHA³P's housing toolkit, for eligible member governments to consider for adoption.</p> <p>P&Ps should relate to SSHA³P's mission to create and preserve affordable, attainable, and accessible housing in Pierce County, and must be able to be implemented by city, county, and/or tribal government.</p> <p>P&Ps should also align with the Executive Board's priorities: increasing number of units developed, increasing speed of development to meet housing targets over the next 20 years, encourage regional alignment without a one-size-fits-all approach, and consider equity in P&Ps.</p> <p>P&Ps in the workplan should be neither too vague, nor too specific.</p> <p>The process will be as follows: brainstorm ideas, evaluate P&Ps, seek feedback from the Executive Board and staff, then submit recommended work plan to the Executive Board.</p> <p>The P&Ps suggested come from an advisory board survey, one on one conversations between Board members and staff, and policies considered by the Executive Board last year.</p> <p>The housing typology spectrum ranges from single family homes to middle housing (duplex, triplex, fourplex, cottage housing, courtyard apts and townhomes) to multifamily mid- and high-rise housing.</p> <p>Mary gave a quick overview of the P&P categories: Incentives, Permitting and Planning, Programming, and Accessibility.</p> <p>Pierce County's currently working on a capacity building grant opportunity to establish a community land trust!</p> <p>Adria asked Board members to review the raw data in the Excel spreadsheet included in the meeting packet. Are there any suggested additional ideas to consider?</p>	<p>Informational</p>

TOPIC/WHO	DISCUSSION	ACTION
<p>Discussion on P&Ps Adria & Group</p>	<p>Adria asked Board members to look at the raw data in the Excel spreadsheet included in the meeting packet to see if there are any other ideas to consider.</p> <p>Amanda suggested more funding for affordable housing, such as a trust fund or down payment assistance. HB 1220 requires that all jurisdictions create affordable housing. Equity's one of the things we're concerned about – what does that look like? Do we use a tool to analyze potential racial equity measure impacts of policies? Adria said that equity will be considered as part of the evaluation step.</p> <p>Nicholas pointed out that affordable housing public funding often comes with strings and requirements that make it expensive. He suggested considering a public bank. In theory there could be a public infrastructure bank, offering financing on a mass scale for public and private developers. Also, a scale back opportunity to alleviate construction costs could help. He added that the list provided is great.</p> <p>Alex noted that raising short plat thresholds was mentioned, in addition to that, changing density calculations from net (only after roads, wetlands) to gross (entire area) would raise the number of units 25%. Also, in addition to the in-lieu, we should think about shared roadways, and how to use existing roadways to accommodate more units than are currently allowed.</p> <p>Corey said that down payment assistance (DPA) is only offered to low-income homebuyers, but those with moderate incomes need it too. DPA interest rates need to be addressed; they're significantly higher than other homebuyers' interest rates. (Adria wants to come back to this – in terms of a policy or program, what would be the language around that?) DPA is effective, however other homebuyers have an advantage. People from the BIPOC community don't have, for example, as many financial gifts from family, accounts available, etc. This widens the wealth gap. (How would we articulate that in a policy? Set up a reserve?) Can we offer an owner-occupied incentive? Some people with extra funds are investors.</p> <p>Ben sees his clients apprehensive about creating affordable housing – property managers have tried and true ways of vetting tenants and they don't want to create new ones for lower affordability. Maybe SSHA³P or the County could create an augmentation to mitigate developers' risk. If we could get most housing developers to make some units affordable, it would open up a ton of units in a short amount of time. Perhaps a nonprofit or government entity specialized in vetting affordable tenants could augment the onboarding process so developers and property managers would be less apprehensive.</p>	<p>Discus- sion</p>

TOPIC/WHO	DISCUSSION	ACTION
<p>Discussion on P&Ps continued</p>	<p>Nicholas suggested considering a supplemental fund to use when someone qualifies and has down payment assistance and closing assistance from the Covenant Reinvestment Account (CRA) and is outbid, for example. Tacoma Housing Authority (THA) does income verifications for their voucher program, and their process is robust enough that the City of Tacoma accepts it – it alleviates private landlords from doing the vetting process. Expanding THA’s verifications purview to non-voucher holders would create a lot more work for THA, but it makes sense. We could create programs within SSHA³P jurisdictions so that landlords won’t need to do the vetting. If there’s a baseline denominator qualification program, it would take the burden off of property managers or others who want to develop affordability and allow THA essentially to do the work to ensure that there are qualified people to enter into affordable units. One agency could serve each region.</p> <p>Zac noted that third party compliance is interesting. 98% of his development company’s portfolio is affordable. There are third party services that do vetting; it wouldn’t necessarily need to be THA. He agrees with Alex about gross vs. net density calculations. He also agrees with creating a supplemental fund for bidding wars and rate buydown; he agreed that DPA has a much higher rate.</p> <p>Riley (from PCHA) noted that PCHA’s significantly smaller (40 people – 2000 voucher holders) than THA. They would love to have developers encouraged to create more units – doing the vetting would be a big lift and we need to be mindful that there’s liability and it’s going to get complicated.</p> <p>Adria encouraged the group to think about things without limitations.</p> <p>Rian would like to see incentive programs for first-time buyers or people who would be the first in their family to own a home. Generational wealth generally establishes homeownership.</p> <p>Corey wants to be sure that the recommended policies incorporate the BIPOC community.</p> <p>Ben sees failures in the system, where it’s easier not to do something than to do something. He’s hoping that the government will be able to create incentives significant enough to make a difference and help people do the right thing.</p> <p>Adria pointed out that there is a dramatized narrative that certain populations are more high-risk than others.</p> <p>Rian suggested offering a public bounty for housing solutions; we could offer a financial reward for coming up with good proposals, to spur people to think about and do innovative, pilot work. We could build on those ideas.</p>	<p>This will be added to the list.</p>

TOPIC/WHO	DISCUSSION	ACTION
<p>Discussion on P&Ps continued</p>	<p>Jeff offered comments and contextual thoughts – for the last 25 years he’s been out of the business. When he looked at the list, one thing that struck him was there were meetings held 25 years ago regarding the identical issues. How do we make sure that what we’re doing is not just doing the same things, expecting different outcomes? We have an opportunity to do something truly profound, and to be a model for communities across the country. This would require a lot of out-of-the-box thinking. As we consider policies, we need to do a gut check to see if we’re being bold and transformative enough.</p> <p>Adria said that the Executive Committee –Judson, Rian, Mary, and herself, have been thinking a lot about how to get people to think of innovative projects, and she’s quite pleased with this conversation.</p> <p>Nicholas said that he really likes Rian’s bounty idea.</p> <p>William asked about how we can make sure we’re heading in the right direction around probability and impact? Are we considering a format for evaluating all the suggestions? (Good segue to next topic!)</p>	<p>Discus- sion</p>
<p>SSHA³P 2024 Work Plan Next Steps Mary</p>	<p>Mary provided an overview of next steps. Typically, staff presents information to gather feedback from Board members, staff will then make a recommendation based on the feedback, have the Board discuss and finalize it, then submit to the Executive Board.</p> <p>Mary brought forward two recommendations: one on evaluation framework, and one on forming a subcommittee.</p> <p>Mary presented a template of a recommended evaluation framework, using a matrix to evaluate P&Ps on a set of criteria. Evaluation results to discuss tradeoffs and select P&Ps for inclusion in the work plan.</p> <p>CRITERIA: <u>Minimum</u> criteria for P&Ps included in the workplan: <u>can be implemented by local or tribal government and aligns with SSHA³P’s mission.</u></p> <p><u>Resources</u> needed to implement will be considered as criteria as well: staff time needed to implement, staff time needed for ongoing administration, and financial resources to implement.</p> <p><u>Impact:</u> Measurable, potential on number of housing units created or preserved, units created or preserved affordable to households with less than 80% AMI, impact on racial equity, and short-term or long-term.</p> <p><u>Other Priorities:</u> Increases homeownership opportunities for low-income households, aligns with new housing legislation.</p>	<p>Informa- tional</p>

TOPIC/WHO	DISCUSSION	ACTION
<p>SSHA³P 2024 Work Plan Next Steps continued</p>	<p>Adria added that the Executive Committee wants to put together a very transparent process, so that everyone understands how the Board arrived at the work plan. With input from this meeting, there are approximately 75 ideas. Ideally a subcommittee would evaluate the programs against the agreed-upon criteria.</p> <p>One of the things discussed at the Exec Committee was that the Board could begin the criteria conversation, task the subcommittee to flesh it out, and discuss it further at the next meeting.</p> <p>Mary said that staff will recommend that a subcommittee flesh out the framework. Staff will bring back the final version at the next meeting.</p> <p>Jeff likes the framework presented. It's important to be careful how we look at the scoring – some programs could score low but have the most profound impact of any program suggested. For example, a very expensive program could have financial offsets. We need to go big and not do what's already been done.</p> <p>Nicholas agreed: if the impact of a program is high enough, the other factors shouldn't matter. Having said that, he likes Mary's framework.</p> <p>Rian said that he'd like to see the affordability and accessibility impact clearly included, to be sure we're on track with the mission.</p> <p>Amanda would like impact on racial equity included. Cost shouldn't prohibit a program from being recommended, although jurisdictions should take the costs into account. Adria agreed. We need to think about the parameters to evaluate equity and racial equity.</p> <p>William enjoyed the graphic and observed that the matrix grades our ideas. Ratings aren't necessarily tethered to how effective they are, such as staff time, for example. We should consider the likelihood of ideas being enacted and creating meaningful impact.</p> <p>Adria said that perhaps we a number system should be considered, rather than High, Medium & Low. Then the total numbers could be used to consider recommendations.</p> <p>Ben suggested that it might be worth weighting – there might be something that's important, but if we put it up against another category that rates the same, but one is 20x more impactful...we should weigh criteria by priority. Nicholas agreed.</p> <p>Adria pointed out that we should consider political will and/or will of the Executive Board to implement a program. Rian thinks that could fold into the first criterion – can be implemented by local or tribal government.</p>	<p>Discus- sion</p>

TOPIC/WHO	DISCUSSION	ACTION
<p>SSHA³P 2024 Work Plan Next Steps continued</p>	<p>Rian acknowledged that Adria and Mary have done a lot of work offline to create the list and framework and it's very much appreciated. When staff takes recommendations to the Exec Board it should give us a hint re: political will.</p> <p>Adria called for an Ad Hoc subcommittee of up to nine members, based on the staff recommendation.</p> <p>STAFF RECOMMENDATION</p> <p>Form a subcommittee of up to 9 people to:</p> <ul style="list-style-type: none"> • 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. <p>The subcommittee will meet at least once a month for the next four months. Staff will support the subcommittee's activities. Work products will be presented to the Advisory Board for discussion and feedback.</p> <p>It will take some time to go through all of the 70-some programs and policies and evaluate them!</p> <p>Lua, Nicholas, Riley, Rian, Zac, Amanda, Alex, Isabella, Desniege, and Adria volunteered to serve on the subcommittee.</p>	<p>Discus- sion</p>
<p>SSHA³P Staff Update Mary</p>	<p>What to expect at future meetings: Mary will email those who volunteered to serve on the subcommittee about when their first meeting will be.</p> <p>At the next Advisory Board meeting, members will approve the evaluation framework, and decide whether they'd like 5:30 to be the regular start time. Jason Gauthier will present on SSHA³P legislative priorities and request feedback from the Board. Adria asked if Jason could speak to the process, including how the Executive Board arrived at their legislative priorities.</p>	<p>Informa- tional</p>

TOPIC/WHO	DISCUSSION	ACTION
Board Members' Updates & Comments Group	<p>Nicholas thanked Mary – it was a heavy agenda and a lot of work to prepare – great job!</p> <p>Adria brought forward the idea of a buddy system. Essentially, the Executive Committee will assign groups of three. The idea is to encourage connection between meetings, and to build community, at whatever frequency is desired.</p>	<p>Members will be notified who's in their group.</p>
Adjournment	<p>Ben moved to adjourn the meeting. Lua seconded. Vote was taken; none opposed. The meeting adjourned at 7:55 p.m.</p> <p>Corey asked if we'd had any community members attend. No, we've had Mary's counterpart from SKKHP and Jason Gauthier tonight. Mary explained to Corey how to view attendees.</p>	<p>Meeting adjourned!</p>

The next SSHA³P Advisory Board meeting will be Tuesday, August 15 at 5:30 p.m. via Zoom.

Becki Foutz
 Administrative Assistant



RESOLUTION NO. 2023-03

A RESOLUTION OF THE ADVISORY BOARD OF THE SOUTH SOUND HOUSING AFFORDABILITY PARTNERS AMENDING THE SCHEDULE FOR REGULAR MEETINGS.

WHEREAS, Section 9a of the South Sound Housing Affordability Partners (“SSHA³P”) Intergovernmental Agreement (“IGA”) requires the SSHA³P Advisory Board (“the Board”) to meet, “as often as it deems necessary, but not less often than quarterly”; and,

WHEREAS, Resolution No. 2023-02 of the Board adopted a regular meeting schedule of the third Tuesday of each month at 6:00 PM; and,

WHEREAS, the Board wishes to meet at an earlier time than 6:00 PM to allow enough time to cover meeting agenda topics.

NOW, THEREFORE, THE BOARD RESOLVES as follows:

Section 1. The Board will meet monthly on the third Tuesday of each month at 5:30 PM. If that date falls on a holiday, the regular meeting shall be held on the next business day.

Section 2. Meetings will be held in a hybrid format. Virtual login information and an in-person location will be indicated on the Board meeting agenda.

Section 3. This Resolution will take effect and be in full force upon passage and signature.

Adopted this _____ day of _____, 2023.



37 **SOUTH SOUND HOUSING AFFORDABILITY PARTNERS**

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42 _____
Adria Buchanan, CHAIR

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46 ATTEST:

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49 _____

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51 _____



South Sound Housing Affordability Partners
Advisory Board
“Buddy” Group Assignments

Group 1	Ben Ferguson Noemi Cagatin-Porter Jeff Bell
Group 2	Zac Baker Alex Harrington Riley Guerrero
Group 3	Nicholas Carr Desniege Haywood April Elliott
Group 4	William Towey Isabella Rivera Kjaer Rian Booker
Group 5	Kevin Bates Faaluaina Pritchard Jay Worley Adria Buchanan
Group 6	Amanda DeShazo Corey Orvold Judson Willis

UPDATE: WORK PLAN EVALUATION FRAMEWORK

ADVISORY BOARD SPECIAL MEETING

AUGUST 15, 2023

MARY CONNOLLY, PROGRAM SPECIALIST II

WHAT IS THE EVALUATION FRAMEWORK?

- Tool to evaluate policy and program ideas on a set of criteria
- Purpose: assist in selecting policies and programs for inclusion in work plan

CONSIDERATIONS WHEN USING TOOL

- Meant as a rudimentary tool for discussion and filtering
- Not meant to be scientific or give a definitive answer
- Scoring will be subjective
- A more in-depth analysis will come later when developing recommendations

CHANGES MADE WITH ADVISORY BOARD FEEDBACK

- Scoring uses points (0-4) instead of Low/Medium/High
- Weights assigned to each criterion
- Points and weights used to create overall effort and impact scores
- Changes to criteria

A NOTE ON POLITICAL FEASIBILITY

- Political feasibility is not included in the framework
- Feedback from Executive Board and staff workgroup will help filter for political feasibility

MINIMUM CRITERIA

A specific policy or program that can be implemented by local or tribal government	Aligns with SSHA³P's mission
Yes	Yes
No: Policy/program should not be considered	No: Policy/program should not be considered

EFFORT

Criterion	Weight
Staff time needed to launch	1
Staff time needed for ongoing administration	2
Financial resources needed to implement (besides staffing)	2

Points	Value
4	Low
3	Low-Medium
2	Medium
1	Medium-High
0	High

IMPACT

	Criterion	Weight
Housing Inventory	Affordable Housing: Increases number of housing units created or preserved that are income-restricted and affordable to households with less than 80% AMI	4
	Attainable Housing: Increases number of housing units created or preserved that are affordable to households with incomes between 80 - 120% AMI	3
	Other Housing: Increases number of housing units created that are affordable to households with incomes above 120% AMI	2
Housing Barriers	Financial Barriers: Increases affordability of housing through a method other than production or preservation of housing	1
	Accessibility for People with Disabilities: Increases number of units that are accessible to people with physical, intellectual, or developmental disabilities	1
	Social Barriers: Increases accessibility by removing social barriers to accessing housing	1
Other Priorities	Homeownership: Increases homeownership opportunities for low- and moderate-income households	2
	Racial Equity: Increases racial equity by decreasing disparities in housing outcomes for people of color	1

Points	Value
4	High
3	Medium-High
2	Medium
1	Low-Medium
0	Low

REMOVED CRITERIA

- Short-term vs. long-term impact
 - One is not necessarily better, so this isn't helpful for scoring
- Alignment with 2023 housing legislation
 - Most jurisdictions will need to complete these updates anyway; Commerce will be providing model legislation
 - Policies facilitating the production of middle housing and ADUs score well on attainability
- Impact is measurable
 - Not clear if this is useful in scoring

PUTTING IT ALTOGETHER

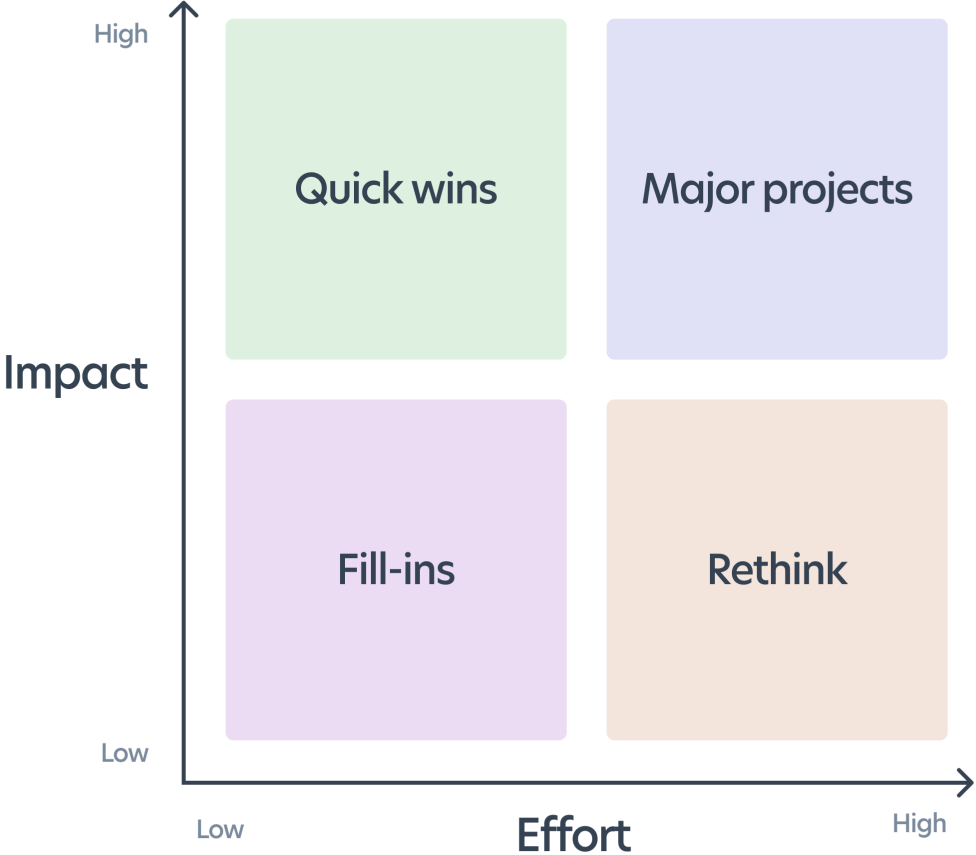
			Policies/Programs			
	Criterion	Weight	Tax incentive for owner-occupied homes	Land banking program	Increase short plat threshold	Multifamily Property Tax Exemption (MFTE)
Minimum Criteria	Able to be implemented by tribal or local government	N/A	No	Yes	Yes	Yes
	Aligns with SSHA ³ P's mission	N/A	Yes	Yes	Yes	Yes

Effort	Staff time needed to launch	1		0	3	2
	Staff time needed for ongoing administration	2		2	4	2
	Financial resources needed to implement	2		0	4	4

Impact	Affordable Housing	4		4	0	1
	Attainable Housing	3		2	1	4
	Other Housing	2		0	2	1
	Financial Barriers	1		0	0	0
	Accessibility for People with Disabilities	1		1	0	0
	Social Barriers	1		0	0	0
	Homeownership	2		2	1	1
	Racial Equity	1		2	0	1

Overall	Overall Effort			0.8	3.8	2.8
	Overall Impact			1.9	0.6	1.4

USING OVERALL EFFORT AND IMPACT SCORES



UPDATE: WORK PLAN EVALUATION FRAMEWORK

ADVISORY BOARD SPECIAL MEETING

AUGUST 15, 2023

MARY CONNOLLY, PROGRAM SPECIALIST II

DRAFT Evaluation Framework

	Criterion	Notes on Criterion	Values	
Minimum Criteria	A specific policy or program that can be implemented by tribal or local government		Yes	No: Policy/program should not be considered
	Aligns with SSHA3P's mission	SSHA3P's mission is to create and preserve affordable, attainable, and accessible housing.	Yes	No: Policy/program should not be considered

	Criterion	Notes on Criterion	Weight	Point Values				
				4	3	2	1	0
Effort	Staff time needed to launch the program/policy	Includes time to design/create/set up the policy or program	1	Low: Minimal staff time needed to launch	Low-Medium	Medium: Some staff time needed to launch	Medium-High	High: Significant staff time needed to launch
	Staff time needed for ongoing administration of the program/policy		2	Low: Minimal staff time needed for ongoing administration	Low-Medium	Medium: Some staff time needed for ongoing administration	Medium-High	High: Significant staff time needed for ongoing administration
	Financial resources needed to administer the program/policy (besides staffing)		2	Low: No or minimal resources needed with little impact on government budget	Low-Medium	Medium: Some impact on government budget	Medium-High	High: Significant impact on government budget
Overall Effort				Multiply each score by the criterion's weight, add, and scale to 4				
Housing Inventory	Affordable Housing: Increases number of housing units created or preserved that are income-restricted and affordable to households with less than 80% AMI	Here, preservation of affordable housing refers to efforts to prevent existing units from becoming market-rate by keeping or making them income-restricted	4	High: Potential to create or preserve many income-restricted affordable housing units that are affordable for more than 30 years	Medium-High	Medium: Potential to create or preserve some income-restricted affordable housing units that are affordable for more than 30 years; OR potential to create or preserve income-restricted housing units that are affordable for less than 30 years	Low-Medium	Low: No potential to create or preserve income-restricted affordable housing units
	Attainable Housing: Increases number of housing units created or preserved that are affordable to households with incomes between 80 - 120% AMI	Units affordable to people with incomes between 80-120% AMI are not income-restricted but tend to be more affordable, such as middle housing, multifamily units, and ADUs Here, preservation of attainable housing refers to efforts to keep naturally occurring affordable housing affordable to people with moderate incomes	3	High: Potential to create or preserve many attainable housing units	Medium-High	Medium: Potential to create or preserve some attainable housing units	Low-Medium	Low: No potential to create or preserve attainable housing units
	Other Housing: Increases number of housing units created that are affordable to households with incomes above 120% AMI		2	High: Potential to create or preserve many units	Medium-High	Medium: Potential to create or preserve some units	Low-Medium	Low: No potential to create or preserve units
Impact	Financial Barriers: Increases affordability of housing through a method other than production or preservation of housing		1	High: Potential to greatly decrease financial barriers for a small number of people OR somewhat decrease financial barriers for a large number of people	Medium-High	Medium: Potential to somewhat decrease financial barriers for some people	Low-Medium	Low: No potential to decrease financial barriers
	Accessibility for People with Disabilities: Increases number of units that are accessible to people with physical, intellectual, or developmental disabilities		1	High: Potential to greatly increase the number of units accessible to people with disabilities	Medium-High	Medium: Potential to somewhat increase the number of units accessible to people with disabilities	Low-Medium	Low: No potential to increase the number of units accessible to people with disabilities
	Social Barriers: Increases accessibility by removing social barriers to accessing housing	Social barriers include barriers experienced due to someone's identity or experiences, such as discrimination during the tenant application process	1	High: Potential to greatly increase accessibility for a disadvantaged group	Medium-High	Medium: Potential to somewhat increase accessibility for a disadvantaged group	Low-Medium	Low: No potential to increase accessibility
Other Priorities	Homeownership: Increases homeownership opportunities for low- and moderate-income households	Low- and moderate- income households include households with incomes less than 120% AMI	2	High: Policy or program applies specifically to increasing homeownership opportunities for low- and/or moderate-income households	Medium-High	Medium: Policy or program may increase opportunities for low- and/or moderate-income households; e.g. affects low-income housing generally, both rental and homeownership; OR creates homeownership opportunities that tend to be affordable to moderate-income households	Low-Medium	Low: No potential to increase homeownership opportunities for low- or moderate- income households
	Racial equity: Increases racial equity by decreasing disparities in housing outcomes for people of color	Housing outcomes include homeownership rates, rates of cost-burden, and displacement	1	High: Potential to decrease disparities in housing outcomes for people of color through place-based strategy, anti-displacement policy, community partnership, removing barriers that tend to be experienced by people of color at higher rates, or other similar strategies	Medium-High	Medium: Potential to decrease disparities in housing outcomes for people of color by increasing opportunities for low-income people	Low-Medium	Low: No potential to decrease disparities in housing outcomes for people of color OR potential to increase racial disparities in housing outcomes for people of color
Overall Impact				Multiply each score by the criterion's weight, add, and scale to 4				



Pierce County
Human Services

August 4, 2023



Housing and Related Services Sales Tax

Bryan Schmid | Affordable Housing Supervisor

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Housing and Related Services Sales Tax - State Legislative Background

- In 2015 the State Legislature **passed House Bill 2263** which created a local option sales and use tax for Housing and Related Services. This option required passage by both the legislative authority of a City or County and a public vote.
- In 2020 the State Legislature **passed House Bill 1590** which amended the Revised Code of Washington (RCW) and allowed the legislative authority of a City or County to impose a sales tax up to one tenth of one percent for Housing and Related Services. This removed the requirement for a public vote.

Housing and Related Services Sales Tax - Eligible Uses RCW 82.14.530

- A minimum of 60 percent of the moneys collected must be used for the following purposes:
 - Constructing affordable housing, which may include new units of affordable housing within an existing structure, and facilities providing housing-related services; or
 - Constructing mental and behavioral health-related facilities; or
 - Funding the operations and maintenance costs of new units of affordable housing and facilities where housing-related programs are provided, or newly constructed evaluation and treatment centers.

Housing and Related Services Sales Tax - Eligible Uses RCW 82.14.530

- The affordable housing and facilities providing housing related programs must be provided to persons within any of the following population groups whose income is at or below sixty percent of the median income:
 - Persons with (mental illness) behavioral health disabilities;
 - Veterans;
 - Senior citizens;
 - Homeless, or at-risk of being homeless, families with children;
 - Unaccompanied homeless youth or young adults;
 - Persons with disabilities; or
 - Domestic violence survivors.
- The remainder of the moneys collected must be used for the operation, delivery, or evaluation of mental and behavioral health treatment programs and services or housing related services.

Local Legislative Actions

- **The City of Tacoma** Council passed Ordinance No. 28747 in 2021 implementing the Housing and Related Services sales tax within the City of Tacoma.
- The **City of Orting** and **City of Ruston** passed ordinances adopting the tax.
- The **Pierce County** passed ordinance 2022-81s (“The Maureen Howard Affordable Housing Act”) in March 2023 implementing the tax for the rest of Pierce County outside the cities of Tacoma, Orting, and Ruston.
- The **one tenth of one percent sales tax** represents 10 cents on a \$100 purchase.
- This will generate nearly **\$20 million in revenue annually** in the County outside the City of Tacoma. Tacoma generates roughly \$7 million from the tax within the City.
- This is a **four-fold increase in affordable housing** resources for Pierce County.

Pierce County Ordinance 2022-81s (The Maureen Howard Affordable Housing Act)

- The ordinance implementing the tax directs the Human Services Department to **create a six-year advisory expenditure and implementation plan** based on the allowed uses of the fund, the Council's identified priorities, the goals and strategies contained in the 2022 Pierce County Housing Action Strategy, the Comprehensive Plan to End Homelessness, and the most recent Behavioral Health Improvement Plan.

Pierce County Council Priorities

A. Attract affordable housing development and preservation and permanent supportive housing throughout the County;

B. Address the racial and rural wealth gap through increasing homeownership; and

C. Dedicate up to:

- **30 percent** of the funds to projects serving individuals whose income is at or below 30 percent of the area median income;
- **50 percent** of the funds to projects serving individuals whose income is between 30 and 60 percent of the area median income; and
- **20 percent** of the funds to housing-related services and behavioral health.

Key Goals

- Increase affordable housing production for lower income households.
- Create diversity of housing options.
- Expand permanent housing options for homeless households.
- Prevent homelessness.
- Geographic and racial equity.

Draft Plan Summary

- Fund Allocations

- **Use of 80 percent** of the program funds on the capital development and preservation of affordable housing and the operations and maintenance of newly created affordable housing.
 - 50% would be allocated to affordable housing targeted at households with income between 30% and 60% of Area Median Income.
 - 30% would be targeted at households with income below 30% of Area Median Income including permanent supportive housing and housing targeted at homeless or at risk of homelessness households.
- **Use of 20 percent** of the program funds for the delivery of housing services to support the homeless crisis response system. Funding target to maintain and expand supportive housing.

Draft Plan Summary - Program Administration

- Administer funds thru competitive Notice of Fund Availability (NOFA) and through contracts with the Pierce County Community Development Corporation.
- Affordable Housing project types:
 - Rental Housing
 - Homeownership Housing
 - Permanent Supportive Housing
- Homeless Housing project types include:
 - Permanent Supportive Housing

Draft Plan Summary

- Fund Management

Project Expenditures

- Must be approved by Executive and Council.

Oversight

- Biennial performance reports due to Council.

Performance Audit

- Every six years program will be audited.

Monitoring

- Project monitored consistent with existing affordable housing programs.

Council Review

- Every 10 years review need for fund.

Draft Plan Summary

- Target Goals

Affordable Housing Target Goals:

Biennium Budget	Units Below 30% of AMI	Units 30% to 60%	Total
2024-2025	195	325	520
2026-2027	210	350	560
2028-2029	230	370	600

Timeline

March 2023

- County Passed Ordinance 2022-81s.

June 2023

- Human Services drafts expenditure and implementation plan.

July to September 2023

- Public engagement and community outreach.

October 2023

- Final Review.

November 2023

- Submission of the plan to Council for approval.

2024

- Deployment of funding to the community.

Questions and Feedback?



August 4, 2023



THANK YOU!

Bryan Schmid, Affordable Housing Supervisor
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2024 WORK PLAN

SOUTH SOUND HOUSING AFFORDABILITY PARTNERS



2024 WORK PLAN

SOUTH SOUND HOUSING AFFORDABILITY PARTNERS



ABOUT

The SSHA³P Work Plan is adopted on an annual basis by the Executive Board with input from the Advisory Board, member governments and community stakeholders, to inform a plan to serve our members and their affordable, attainable, and accessible housing goals.



MEMBERS

City of Auburn
City of Dupont
City of Edgewood
City of Fife
City of Fircrest
City of Gig Harbor
City of Lakewood
City of Milton
Pierce County
Puyallup Tribe of Indians
City of Puyallup
City of Sumner
Town of Steilacoom
City of Tacoma
City of University Place



4 AREAS OF FOCUS

FACILITATE THE DEVELOPMENT OF AFFORDABLE HOUSING

Coordinate public resources and private resources to create and/or preserve affordable housing in the SSHA³P service area

SUPPORT POLICY AND PLANNING EFFORTS

Support member governments in their development of local appropriate policies and programs to meet their housing goals, including working with our state and federal legislative delegations to ensure appropriate funding is made available

INFORM AND ENGAGE

Provide information and engagement to support the development of housing and access to housing support programs

MANAGE GOVERNANCE AND ADMINISTRATION

Ensure operational commitments are met and the interlocal collaboration is well governed and administered



FOCUS AREA 1

FACILITATE THE DEVELOPMENT OF AFFORDABLE HOUSING



WORK ITEMS



INDICATORS

FACILITATING DEVELOPMENT

Facilitate the identification of publicly owned real estate for potential affordable housing development

Support predevelopment services for affordable housing project development

Coordinate with private funders to maximize investments in affordable housing development

- Number of publicly owned properties identified for possible acquisition and affordable housing development
- Number of identified properties acquired for future affordable housing development
- Annual update on development of properties identified in previous Work Plan years
- Number of affordable housing projects supported by SSHA³P predevelopment assistance
- Number of philanthropy affordable housing roundtables hosted

COLLABORATIVE FUNDING

Pool resources from contributing member governments for the SSHA³P Housing Capital Fund (“the Fund”)

Seek additional philanthropic and/or private support for Fund-awarded affordable housing projects and/or programs

Support the development of priorities and recommendations for fund distribution

- Total moneys pooled by member governments for contribution to the Fund
- Total private moneys contributed to projects awarded by the Fund
- Total moneys allocated through the Fund award(s)
- Number of new affordable units that will be created and/or preserved with award(s)

FOCUS AREA 2

SUPPORT POLICY AND PLANNING EFFORTS



WORK ITEMS



INDICATORS

HOUSING PROGRAMS AND POLICIES

Respond to member requests for assessments, research, and recommendations on housing policies and programs

Consider policies and programs for addition into the [Housing Toolkit](#)

- Number of requests for technical assistance fulfilled
- Number of member governments assisted
- Number of policies and programs adopted for member government consideration
- Quarterly tracking report of member government consideration of policy and program recommendations adopted by the Executive Board

COMPREHENSIVE PLAN HOUSING ELEMENT UPDATE

Maintain and update Comprehensive Plan guidance matrix including guidance, data support, and advisory documents

Support member governments in updating the housing element of their Comprehensive Plans, which may include:

- Gathering and visualizing data
- Supporting community engagement
- Developing outreach and presentation materials for stakeholder engagement
- Facilitating collaboration amongst member government staff

- Member government staff made aware of matrix updates
- Number of member governments assisted

GRANT SUPPORT

Support member governments with the identification of and application for grants related to housing and land use

Support RFP development and marketing of grant-funded contracts related to affordable housing

- Number of grant applications submitted with SSHA³P staff assistance
- Number of RFPs developed with SSHA³P's assistance

FOCUS AREA 2

SUPPORT POLICY AND PLANNING EFFORTS



WORK ITEMS



INDICATORS

STATE LEGISLATIVE AGENDA

Develop state legislative agenda in collaboration with member governments.

Support agenda by:

- Providing weekly update hot sheets on legislative activity affecting land use and housing
- Responding to member requests for information and data in support of pertinent legislative priorities
- Attending committee hearings to provide oral and written testimony
- Providing briefings to member government Councils and staff on activity pertinent policy

- Amount of capital funding directly allocated by the State Legislature to support affordable housing development in SSHA³P communities
- Number of bills supported by SSHA³P that are signed into law
- Number of bills opposed by SSHA³P that are not signed into law

FEDERAL LEGISLATIVE AGENDA

Develop federal advocacy priorities in collaboration with member governments. Respond to member requests for information and data

- Amount of capital funding allocated via Congressionally Directed Spending to support affordable housing development in SSHA³P communities

FOCUS AREA 3

INFORMATION AND ENGAGEMENT



WORK ITEMS



INDICATORS

INFORMATION

Update annual Affordable housing production and housing services map to include projected affordable housing development pipeline

Maintain database of affordable housing developers and pertinent information on their development pipelines, service priorities, and housing production types

- Map update completed by August 1, 2024

- Database is updated regularly and shared with member governments at their request

ENGAGEMENT

Facilitate relationships between SSHA³P member governments and the developer community

Promote SSHA³P's Developer Portal and utilize feedback from developers and SSHA³P member governments for continuous improvement

Host an Affordable Housing Developer Forum for affordable housing developers to engage with SSHA³P member government staff and learn about development opportunities within the geographic purview of member governments

Highlight local success stories of policy changes that have attracted residential and mixed-use development

- Number of member governments and affordable housing developers in attendance

HOUSING SERVICES

Broaden awareness and usage of home repair and property tax exemption programs through:

- Tax Exemption Seminars and Community Education Events
- Designing and distributing locally applicable marketing materials
- Identifying communities that are underserved by housing support programs and performing targeted outreach

- Number of property tax and housing services seminars hosted
- Number of attendees at seminars

FOCUS AREA 4

GOVERNANCE AND ADMINISTRATION



WORK ITEMS



INDICATORS

ADVISORY BOARD

Facilitate recruitment and selection of new members and/or reappointment of members with expiring terms

Support the Advisory Board in completing tasks from their current Work Plan and in creating a 2025 Work Plan

Present Advisory Board recommendations to the Executive Board for their consideration

- Number of months during the year that Advisory Board membership meets ILA requirements
- Executive Board adopts a 2025 Advisory Board Work Plan
- Number of policy and program recommendations made to the Executive Board

FY 2025 WORK PLAN AND BUDGET DEVELOPMENT

Coordinate the development of the 2025 Work Plan and Budget

- 2025 Work Plan and Budget approved on or before July 1, 2024

QUARTERLY REPORTING

Provide quarterly Work Plan and Budget performance reporting

- Executive Board reported on the following timeline:
 - FY24, Q1 – May 2024
 - FY24, Q2 – August 2024
 - FY24, Q3 – November 2024
 - FY24, Q4 – February 2025

HOUSING-RELATED POLICY BOARDS

Represent SSHA³P on the Washington State Affordable Housing Advisory Board

- Number of AHAB meetings attended
- Number of post-meeting briefings provided to the Executive Board

EXTERNAL FUNDING

Seek operating funding for SSHA³P from philanthropic and aligned organizations

- Total amount of moneys contributed by philanthropic and aligned organizations



Shaping the future of housing opportunities in our Pierce County

WHO WE ARE

The South Sound Housing Affordability Partners is an intergovernmental collaboration of 15 Pierce County governments working to create and preserve affordable, attainable, and accessible housing throughout our community.

www.SouthSoundAffordableHousing.org

CONTACT SSHA³P

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