



**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: 982 0661 9590

Webinar Link: <https://piercecountywa.zoom.us/j/98206619590>

January 16, 2024 5:30 P.M.

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Adria Buchanan, Alex Harrington, Amanda DeShazo, Ben Ferguson, Corey Orvold, Desniege Haywood, Dominique Cruz, Faaluaina Pritchard, Isabella Rivera Kjaer, Jay Worley, Judson Willis, Kevin Bates, Lindsey Sehmel, Nicholas Carr, Noemi Cagatin-Porter, Riley Guerrero, William Towey, Zac Baker

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**I. CALL TO ORDER**

5:30

**ROLL CALL**

**LAND ACKNOWLEDGEMENT**

We acknowledge that we are on the traditional homelands of the Coast Salish people. They have lived on and stewarded these lands since the beginning of time, and continue to do so today. We honor their legacy by:

- Welcoming new ways of thinking about our relationship to the land
- Asking -- not assuming -- tribal preferences and needs
- Identifying opportunities to improve our collective stewardship

This board commits to these objectives.

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**II. REVIEW AGENDA/AGENDA MODIFICATIONS**

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**III. CONSENT AGENDA**

**A. December 19, 2023 SSHA<sup>3</sup>P Advisory Board Minutes**

**Purpose:** Approval of minutes from the December 19, 2023 SSHA<sup>3</sup>P Advisory Board meeting.

ATTACHMENTS: Minutes of December 19, 2023 Advisory Board meeting

[Document Link](#)

**Recommended Motion:** Motion to approve the consent agenda.

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## IV. PRESENTATIONS, DISCUSSION, AND ACTION

### A. Election of Chair and Vice Chair(s) *(Moved forward in agenda)*

5:35

**Purpose:** Election of Advisory Board Chair and Vice Chairs for the 2024 calendar year.

**Action:** Advisory Board nominations for Chair and Vice Chairs, and election votes.

ATTACHMENTS: SSHA<sup>3</sup>P Advisory Board Bylaws

[Document Link](#)

### B. Board Member Introductions *(Moved later in agenda)*

5:55

**Purpose:** Opportunity for board members to introduce themselves to one another and to newly appointed members.

**Action:** Advisory Board members, please introduce yourself with your name and pronouns, and share what you are looking forward to doing this year as a member of the Board.

### C. Affordable Housing Development and Financing Presentation *(Moved later in agenda)*

6:15

**Purpose:** Educational presentation from Brian Lloyd and Roberta Schur from Beacon Development on affordable housing development and financing.

**Action:** Advisory Board questions.

ATTACHMENTS: Affordable Housing Development and Financing Presentation

[Document Link](#)

### E. SSHA<sup>3</sup>P Fund Balance Policy Presentation

6:45

**Purpose:** Presentation from Jason Gauthier, SSHA<sup>3</sup>P Manager, on developing a SSHA<sup>3</sup>P fund balance policy for the purpose of collecting feedback from Advisory Board members.

**Action:** Advisory Board questions, discussion, and feedback.

ATTACHMENTS: SSHA<sup>3</sup>P Fund Balance Policy Presentation

[Document Link](#)

### F. 2024 Advisory Board Work Plan Presentation

7:05

**Purpose:** Presentation from Mary Connolly, SSHA<sup>3</sup>P Program Specialist II, on the 2024 Advisory Board Work Plan adopted by the Executive Board.

**Action:** Advisory Board questions.

ATTACHMENTS: Executive Board Resolution No. 2024-01

[Document Link](#)

2024 Advisory Board Work Plan Presentation

[Document Link](#)

Letter from Chair Markley to Advisory Board

[Document Link](#)

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**V. PUBLIC COMMENT**

7:20

This is the time set aside for the public to provide comment to the Advisory Board on the business of the Board. 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 982 0661 9590 or through Zoom at <https://piercecounitywa.zoom.us/j/98206619590>. Written comments may be submitted to [mary.connolly@piercecounitywa.gov](mailto:mary.connolly@piercecounitywa.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 SSHA<sup>3</sup>P website at: <https://southsoundaffordablehousing.org>.

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**VI. SSHA<sup>3</sup>P STAFF UPDATE**

**A. Legislative Update**

**B. 2023 SSHA<sup>3</sup>P Year in Review**

ATTACHMENTS: 2023 SSHA<sup>3</sup>P Year in Review

[Document Link](#)

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**VII. UPDATES/COMMENTS OF THE ADVISORY BOARD**

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**VIII. ADJOURN**

7:30

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## **South Sound Housing Affordability Partners (SSHA<sup>3</sup>P)**

### **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



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## SSHA3P Advisory Board Meeting

Tuesday, December 19, 2023

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**Members Present:** Adria Buchanan (Chair), Rian Booker (Vice Chair), Judson Willis (Vice Chair), Alex Harrington, April Elliott, Ben Ferguson, Corey Orvold, Faaluaina Pritchard, Isabella Rivera Kjaer, Jay Worley, Jeff Bell, Kevin Bates, Nicholas Carr, Noemi Cagatin-Porter, Riley Guerrero, Zac Baker

**Members Excused:** Amanda DeShazo, William Towey

**Members Absent:** Desneige Haywood

**Staff:** Mary Connolly, Becki Foutz

**Guests:** Debby Herbert, Janee

### Call to Order

Adria called the meeting to order.

### Roll Call

Mary called roll; a quorum was present.

### Land Acknowledgement & Meeting Norms

Adria made the land acknowledgement and reviewed meeting norms.

### Approval of Agenda

Nicholas moved to approve the agenda. Corey seconded the motion. Vote was taken, none abstained, none opposed; motion approved.

### 2024 Advisory Board Work Plan

Mary presented the draft *2024 Advisory Board Work Plan* for Board members' input. Items recommended by the Work Plan Subcommittee for inclusion in the Housing Toolkit are: Universal Design Incentives, and either Height and Density Bonuses for Affordable Housing, or Permit Process Improvement. Discussion took place. Mary shared that the Executive Board and Staff Workgroup would like more concrete recommendations on how to improve the permitting process. Changes will be required by July 1, 2024, per 5290.

Alex moved to add permit process improvements, with a focus on service level agreements, and accountability processes, to the work plan. Corey seconded the motion. Discussion took place. Vote was taken: Adria abstained, Alex aye, April nay, Ben abstained, Corey aye, Lua aye, Isabella abstained, Jay nay, Jeff aye, Judson aye, Kevin aye, Nicholas nay, Rian aye, Riley nay, Zac aye. (Noemi had to leave before the vote was taken.) The motion carried. Mary will share other options discussed with the Executive Board.

Rian moved to recommend the Work Plan to the Executive Board. The motion was seconded. Vote was taken. Two abstentions (Jay and Nicholas), none opposed. The motion carried.

### Public Comment

Adria opened the meeting for public comment. None.

## **SSHA3P Staff Update**

- A. 2024 Advisory Board Appointments – Mary reminded the group that terms were staggered. Six members who were appointed in April have terms that expire December 31. These slots need to be filled and interviews are in process. Members with expiring terms have been invited to serve again.
- B. Elections for 2024 Chair and Vice-Chair(s) will be held at the January meeting. If you're interested in running, please let Mary know.
- C. Mary thanked those who completed the End of Year Survey. Once the Chair and Vice Chair(s) are elected, Mary will share the survey with them to explore areas of potential improvement.
- D. The 2024 Meeting Schedule was included in the packet; meetings will remain on the third Tuesday evenings from 5:30 to 7:30 p.m. Mary has sent members calendar appointments.

## **Board Members' Updates & Comments**

Alex reported that Pierce County Planning and Public Works are recruiting housing developers.

Adria thanked Rian and April for their service, as this is their last meeting.

## **Adjournment**

Lua moved to adjourn. April seconded the motion. The meeting adjourned at 7:05 p.m.



**BYLAWS OF THE  
SOUTH SOUND HOUSING AFFORDABILITY PARTNERS  
ADVISORY BOARD**

ADOPTED June 20, 2023

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# SSHA<sup>3</sup>P

## I. AUTHORITY

The authority to adopt and amend bylaws for the operations of the South Sound Housing Affordability Partners (“SSHA<sup>3</sup>P”) Advisory Board is derived from Resolution No. 2023-02 by the SSHA<sup>3</sup>P Executive Board which states in Section 3(A), “Advisory Board members shall work with SSHA<sup>3</sup>P staff to adopt bylaws and a decision-making structure consistent with the SSHA<sup>3</sup>P Interlocal Agreement.”

In the event of conflict between these bylaws and the guidance provided in the SSHA<sup>3</sup>P Intergovernmental Agreement (“IGA”), the IGA will take precedence. In the event of conflict between these Rules and Procedures and Resolution No. 2023-02 by the SSHA<sup>3</sup>P Executive Board, Resolution No. 2023-02 will take precedence.

## II. NAME

The name of this Board shall be the South Sound Housing Affordability Partners (SSHA<sup>3</sup>P) Advisory Board.

## III. PURPOSE

Generally, the purpose the SSHA<sup>3</sup>P Advisory Board is to:

1. Provide advice and recommendations to the SSHA<sup>3</sup>P Executive Board on the work of SSHA<sup>3</sup>P by drawing on a variety of relevant experiences and expertise;
2. Provide connection and advancement of the broader interests of the local community(ies) and/or interests they represent;
3. Strengthen Executive Board, staff workgroup, and other interested parties’ understanding of community needs and interests related to affordable/attainable housing in Pierce County.

## IV. ROLE

1. Under the advice and direction of the Executive Board, the Advisory Board shall create a work plan annually that outlines the Advisory Board’s work areas. The work plan shall be adopted by the Executive Board. The work plan may be amended after review and adoption by the Executive Board.

# SSHA<sup>3</sup>P

2. The Advisory Board's initial work plan shall include work areas for 2023 and 2024. Each subsequent work plan shall include work areas for one calendar year.
3. The Advisory Board shall work in collaboration with SSHA<sup>3</sup>P staff, the SSHA<sup>3</sup>P staff workgroup, and the SSHA<sup>3</sup>P Executive Board to develop and implement the SSHA<sup>3</sup>P Interlocal Agreement and SSHA<sup>3</sup>P's annual work plan priorities. With SSHA<sup>3</sup>P staff support, possible areas of focus include:
  1. Recommendations on SSHA<sup>3</sup>P's work plan and budget;
  2. Evaluation, development, and recommendation of policies and programs related to housing affordability and attainability; and
  3. Suggested approaches to federal, state, and regional legislative advocacy.

## V. MEMBERS

1. Members shall be appointed by the SSHA<sup>3</sup>P Executive Board.
2. The Advisory Board shall consist of not more than twenty (20) and not less than fifteen (15) community members and/or key stakeholders.
3. Appointed members must have knowledge and understanding of affordable/attainable housing and be committed to the furtherance of improving access to affordable/attainable housing for all in Pierce County.
4. Membership should reflect a geographic diversity of Pierce County cities, towns, tribes and unincorporated areas.
5. Membership shall reflect:
  - a. One-third consumers of affordable/attainable housing (rental and ownership housing), who shall fill "Consumer Seats"
  - b. One-third developers, designers, planners, managers of affordable/attainable housing, who shall fill "Developer/Manager Seats"
  - c. One-third advocates and advisors who work on land use and housing issues, who shall fill "Advisor/Advocate Seats"
6. Advisory Board members may have experiences that align with more than one of the categories listed in section V.5. When appointed, Advisory Board members shall be assigned to a seat for one of the categories that they represent.

## VI. TERMS

1. When the Advisory Board is created, the initial terms of members shall be staggered as follows:
  - a. One-third shall be appointed for a one-year term.
  - b. One-third shall be appointed for a two-year term.
  - c. One-third shall be appointed for a three-year term.
  - d. The membership categories of the Advisory Board, described in section V.5, shall be evenly distributed across the three initial terms.
2. Following the completion of initial appointments, appointments shall be for a three-year term unless otherwise indicated.
3. Advisory Board members retain the right to resign from their position at any time for any reason.
4. Vacancies occurring for any reason other than the expiration of a term of office may be filled by appointment for the remainder of the unexpired term.
5. Any member desiring to resign from the Advisory Board shall submit such resignation in writing to the SSHA<sup>3</sup>P Manager and Advisory Board Chair.

## VII. MEETINGS

1. The Advisory Board will meet as often as it deems necessary, but not less often than quarterly.
2. Regular meetings shall be held at the time(s) and place(s) established by the Advisory Board. The time and location of a meeting may be changed with at least 24 hours' notice.
3. If the scheduled meeting date is a legal holiday, the regular meeting shall be held on the next business day.
4. Special meetings of the Board may be called by the Chair. Special meetings of the Board may also be called by a majority of the Board. A minimum notice of 72 hours shall be provided for special meetings in accordance with State law.

# SSHĀ<sup>3</sup>P

5. A meeting may be canceled by the Chair or by a majority of the Board with at least 24 hours' advance notice.
6. Per the terms of the IGA, meetings of the Board shall be conducted in conformity with the requirements of the Washington State Open Public Meetings Act, Chapter 42.30 of the Revised Code of Washington (RCW). Executive sessions can only be held in accordance with the provisions of Section 42.30.110 RCW.
7. The Board may conduct business in closed session as allowed in conformity with Section 42.30.140 RCW.
8. The Advisory Board shall be staffed by SSHA3P staff who will provide technical assistance in the form of meeting organization and meeting minutes.
9. An agenda shall be prepared in advance of every regular and special meeting of the Board. Meeting agendas for a regular meeting shall be provided to members of the Board not less than five (5) working days in advance of the regular meeting. Meeting materials regarding items on an agenda shall be provided to members of the Board not less than two (2) working days in advance of the regular meeting. Meeting agendas and materials regarding items on an agenda for a special meeting shall be provided to members of the Board as promptly in advance of the meeting as can reasonably be accomplished.
10. Attendance of regular and special meetings is expected of all Advisory Board members. An absence shall be considered excused if communication of intended absence is delivered to staff in advance of the missed meeting. If a member does not attend a meeting, they should review the agenda packet and minutes from the missed meeting prior to the next meeting.
11. Reasonable accommodations will be provided to any member of the Advisory Board upon request.

## **VIII. ELECTION OF OFFICERS**

1. The officers of the Board shall consist of one Chair and at least one but not more than two Vice Chairs elected from the appointed members of the Board and such other officers as the Advisory Board may, by the majority vote, approve and appoint.
2. The election of officers shall take place once each year at the Board's first regular meeting of each calendar year, or as soon thereafter as possible. The term of office of each officer shall run until the subsequent election. Officers



may serve no more than two successive terms in the same office. Officers may serve no more than four successive terms in any office.

3. If the Chair or a Vice Chair vacates their position mid-term, the Board will re-elect officers at their next scheduled meeting and as their first order of business. If it is the Chair position that has been vacated, one of the Vice Chairs will administer the election proceedings.

## **IX. CHAIR**

1. The Chair shall preside over the meetings of the Advisory Board and may exercise all the powers usually incident of the office. The Chair is a member of the Advisory Board and has the full right to have their own vote recorded in all deliberations of the Advisory Board.
2. The Chair shall have power to create ad hoc committees of one or more members. Standing committees of the Advisory Board shall be created at the direction of the Advisory Board and appointed by the Chair. Standing or ad hoc committees may be charged with such duties, examinations, investigation, and inquiries relative to one or more subjects of interest to the Board. No standing or ad hoc committee shall represent a quorum of the group. No standing or ad hoc committee shall have the power to commit the Board to the endorsement of any plan or program without approval at the regular or special meetings of the Advisory Board.
3. One of the Vice Chairs shall, in the absence of the Chair, perform all the duties incumbent upon the Chair.
4. In the event of the absence of the Chair and both Vice Chairs, the Chair shall delegate the responsibility to another member.

## **X. QUORUM**

A quorum at any meeting of the Advisory Board will consist of the Board members who represent a simple majority of the Board's membership. Advisory Board members may participate in any meeting by phone and/or video conferencing for all purposes, including but not limited to voting and establishing a quorum.

## XI. VOTING

1. No action may be taken except at a meeting where a quorum exists. Action by the Advisory Board requires an affirmative vote by a majority of those members attending a Board meeting where a quorum exists. Official action by the Advisory Board may be conducted by motion, resolution, declaration, or other means as determined to be necessary by the Advisory Board. Proxy voting is not allowed.
2. The Chair, or on request from a Board member, may take a roll call vote.
3. It is the responsibility of each member of the Board to vote when requested on a matter before the full Board. However, a member may abstain from discussion and voting on a motion because of a stated conflict of interest. Any member, including the Chair, not voting or not voting in an audible voice shall be recorded as abstaining on the motion.
4. If any member of the Board wishes to abstain or has disclosed a conflict of interest and must abstain from a vote on the motion, that member shall so advise the Chair and, if there is no objection to the abstention, shall not participate in any deliberations, and considerations of the motion, and shall have no further participation in the matter.
5. If the intended abstention can be anticipated in advance, the member should notify the Board Chair as soon as practicable.
6. If a tie vote exists, after recording the Chair's vote, the motion fails.
7. At a minimum, in order to ensure an efficient, clear and organized record of Advisory Board decision making, the following types of actions shall be taken under Resolution:
  - a. Adoption and amendments to the Advisory Board's bylaws
  - b. Establishment of the frequency, day, and time of the Advisory Board's meeting schedule in order to ensure meetings are categorized as a general meeting
  - c. Official recommendations for the SSHĀ<sup>3</sup>P Executive Board

## XII. RULES OF ORDER

Except as modified by these bylaws, all meetings of the Advisory Board shall be conducted in accordance with the latest edition or revision of Robert's Rules of Order.

## XIII. CONFLICT OF INTEREST

1. A potential conflict of interest arises when an Advisory Board member or an Advisory Board member's immediate family member stands to benefit from an action the Advisory Board takes or has another interest that impairs, or could be seen to impair, the independence or objectivity of the Advisory Board. Potential conflicts of interest may include situations in which an Advisory Board member or an Advisory Board member's immediate family member or business:
  - a) Has an ownership or investment interest in any third party that SSHĀ<sup>3</sup>P is considering dealing with;
  - b) Serves on the board, participates in the management of, or is otherwise employed by or volunteers with any third party that SSHĀ<sup>3</sup>P deals with or is considering dealing with;
  - c) Receives or may receive compensation or other benefits in connection with a transaction into which SSHĀ<sup>3</sup>P enters;
  - d) Receives or may receive personal gifts or loans from third parties dealing with SSHĀ<sup>3</sup>P;
  - e) Has a close personal or business relationship with a participant in a transaction being considered by SSHĀ<sup>3</sup>P;
  - f) Would like to pursue a transaction being considered by SSHĀ<sup>3</sup>P for their personal benefit.
2. Whenever an Advisory Board member or any of their immediate family members have a financial interest in or any other personal interest in a matter coming before the Advisory Board, they must:
  - a) Fully disclose the nature of the interest; and
  - b) Recuse themselves from discussing, lobbying, or voting on the matter.
3. Advisory Board members must disclose any actual or potential conflicts of interest regarding any business included in the meeting's agenda at the beginning of each Advisory Board meeting. Any matter in which Advisory Board members have an actual or potential conflict of interest will be decided only by a vote of disinterested individuals. The minutes of any board meeting at which a matter involving an actual or potential conflict of interest was

# SSHA<sup>3</sup>P

discussed or voted upon shall include: the name of the interested party, the nature of the interest, and the decision as to whether the interest presented a conflict of interest.

## **XIV. REMOVAL FROM ADVISORY BOARD**

1. A member may be removed from the Advisory Board by the Executive Board with or without cause on a majority vote of membership of the Executive Board.
2. A member of the Advisory Board may be recommended for removal to the SSHA<sup>3</sup>P Executive Board for malfeasance, neglect of duty, or inability to perform their official duties.
3. A member who misses 25 percent or more of meetings within a 12 month period without an excused absence or who misses 50% or more of meetings within a 12 month period, whether excused or unexcused, may be recommended for removal to the SSHA<sup>3</sup>P Executive Board.

## **XV. AMENDMENT**

These bylaws may be amended at any regular meeting of the Board by a majority vote of a quorum. The proposed amendment shall be presented in writing at a preceding regular meeting.

# SSHA3P ADVISORY BOARD

1/16/24



**BEACON**  
DEVELOPMENT  
GROUP

**Roberta Schur, Sr Housing Developer**  
**Brian Lloyd, Vice President**

# Session Outline

- 1. Who is Beacon Development Group**
  - Area projects
- 2. How is Affordable Housing Funded?**
  - Greater Christ Temple Church (GCTC) case study
- 3. Q and A?**

# Our Experience

## Project Experience

	Projects	Units	Value
Completed	95	5,811	\$730M
Under Construction	5	567	\$147M
Fully Funded	0	0	\$71M
In Development	2	140	\$64M
<b>Total</b>	<b>102</b>	<b>6518</b>	<b>\$1.4B</b>

## Project Types

Family	52 projects
Agricultural Workers	25 projects
Sustainable Building	30 projects
Historic	8 projects
Senior	30 projects
Special Needs	32 projects
Acquisition/Rehab	23 projects
Urban/Mixed Use	33 projects

# Korean Women's Association

Senior Housing  
Urban/Mixed Use

15<sup>th</sup> and Tacoma  
Korean Women's Association





# Salishan Gardens



Senior Housing

Salishan Gardens  
HumanGood Affordable Housing





# Shiloh Baptist Church

**Family Housing**  
**Urban In-fill**

Shiloh Baptist Church





# Greater Christ Temple Church

**Senior Housing**  
**Urban In-fill**  
Greater Christ Temple Church



# Greater Christ Temple Church – Case Study

## Key project facts/goals/population

- Partnership project between HumanGood Affordable Housing & Greater Christ Temple Church
- Site – 37,700 sq. ft; .87 acres
- Zoned Downtown Residential
- 66 units – 65 1-bedroom units for residents & 1 manager unit
- 30 surface parking spots
- 20% set aside for homeless seniors (13 units)
- Affordable to seniors at 40% and 50% of AMI
- On-site amenities include: community room, fitness room, computer room, library, coffee bar, outdoor patio

# Rent and Income Chart

Maximum incomes and rents by household (HH) size and Area Median Income (AMI) for GCTC

<b>Pierce County</b>	<b>30% AMI</b>	<b>40% AMI</b>	<b>50% AMI</b>
1 person HH – income	\$22,590	\$30,120	\$37,650
2 person HH – income	\$25,800	\$34,400	\$43,000
1 bedroom rent	\$604	\$806	\$1008

# Capital Stack

## Proposed funding sources

Low Income Housing Tax Credit-9%	\$16.8M
Washington State Housing Trust Fund	\$ 5.0M
Tacoma Community Redevelopment Authority	\$ 3.7M
Pierce County	\$ 3.7M
Deferred Developer Fee	\$ .7M
Permanent Loan	\$ 1.0M
Other	\$ 1.0M
<b>Total Project cost:</b>	<b>\$31.8M</b>

# Capital Stack

## 1. City of Tacoma/Pierce County

- \* Only 1 funding round per year
- \* Relatively small amount of funding available
- \* Demand far exceeds supply
- \* May take multiple funding rounds to get full amount

## 2. Housing Trust Fund

- \* only 1 funding round per year
- \* Subject to biannual capital appropriation from the legislature
- \* Demand exceeds supply

## 3. LIHTC – 9%

- \* 1 funding round per year
- \* subject to scoring criteria
- \* 1 project per year for Pierce County- highly competitive
- \* equity pricing

# What is the Low-Income Housing Tax Credit?

- Began with Tax Reform Act of 1986
- Section 42 of the Internal Revenue Code
- Federal tax incentive to encourage private investment
- Tax credits are now the primary vehicle for low-income rental housing construction and rehabilitation in the U.S.
- 3 Million units of housing since inception

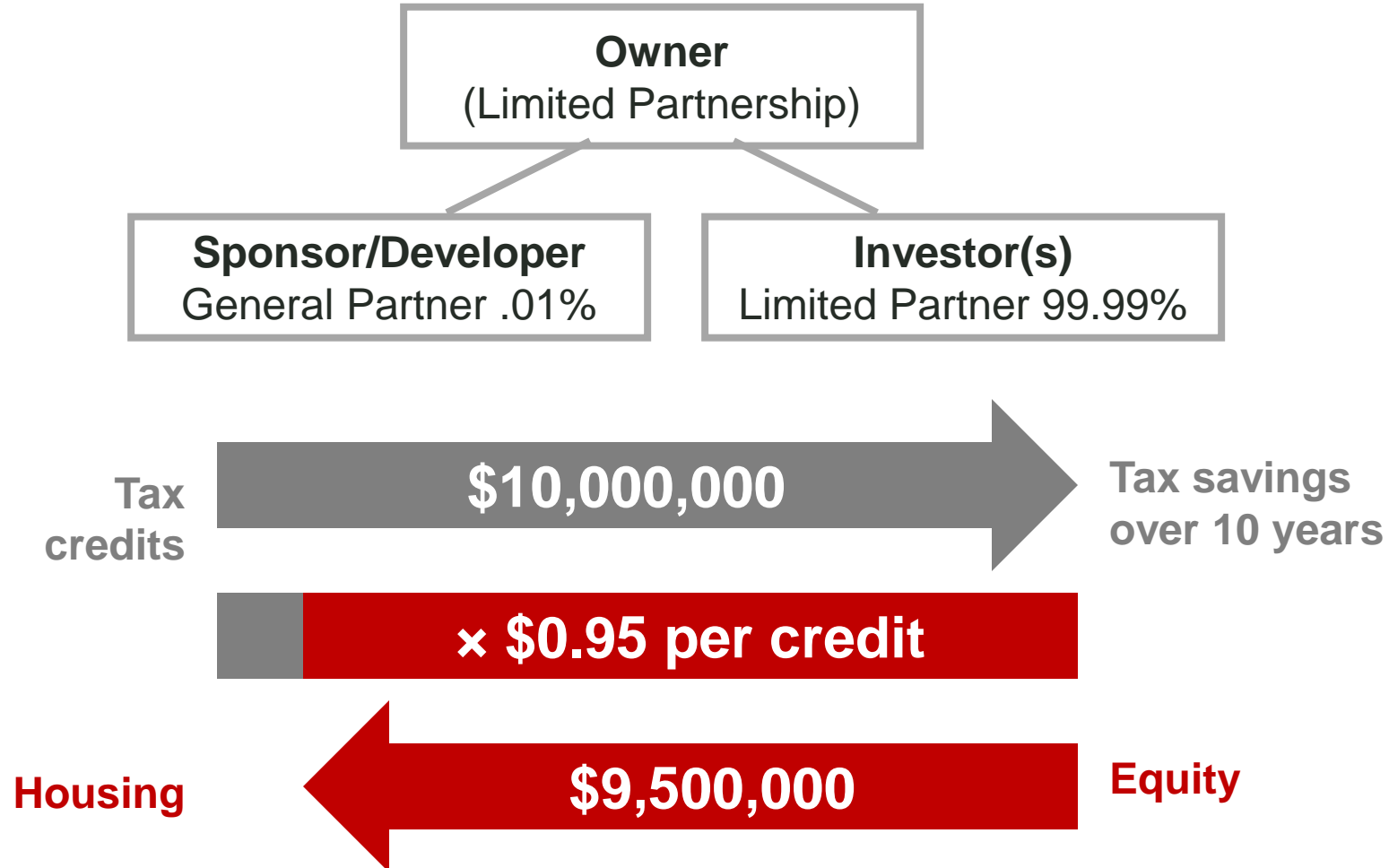


# What is the Low-Income Housing Tax Credit?

- Dollar for dollar reduction in federal tax liability
- 10 year credit period; 15 year recapture period; 15+ exit
- Investors purchase the tax credits by providing equity for the construction or rehab of housing
- 9% (competitive) vs. 4% (automatic w/ bond cap)
- Money comes from Community Reinvestment Act (CRA) investors (banks) and economic investors (insurance companies, Google, Verizon)
- Syndicators vs. Direct Investors
- Money is equity, not debt, returns are from benefits, not cash

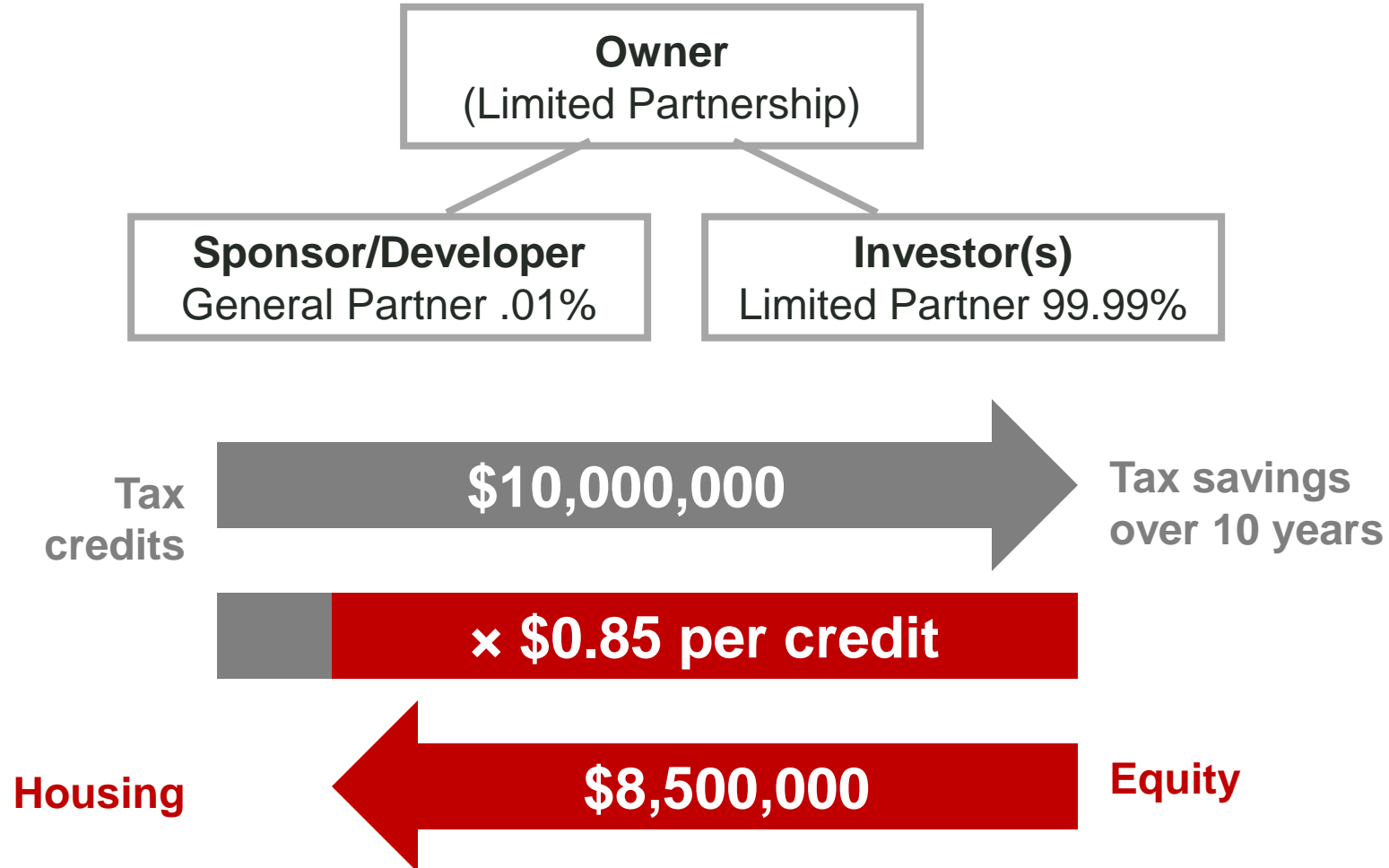
# Credit to Equity

## Example : \$1,000,000 in Credit



# Credit to Equity

## Example : \$1,000,000 in Credit



# Operating Pro Forma

Operating Proforma					Yr. 1	Yr. 2	Yr. 3
	Units	Max Rent Tax Credit	Utility Allowance	Net Rents	<i>inflation: 2.0%</i>		
1 Bedroom - 40% AMI	33	806	62	744	294,624	300,517	306,527
1 Bedroom - 50% AMI	32	1008	62	946	363,264	370,529	377,940
<b>Gross Rents</b>	<b>65</b>				<b>657,888</b>	<b>671,046</b>	<b>684,467</b>
Rental or Operating Subsidy	-	0			-	-	-
Vacancy	5%				(32,894)	(33,552)	(34,223)
<b>EFFECTIVE GROSS INCOME</b>					<b>624,994</b>	<b>637,493</b>	<b>650,243</b>

Year 1 Expenses = \$470,425

Year 1 Cash Flow = \$54,806

# Resource Questions

- 1. How do local and state resources keep up with demand**
  - Pipeline bottleneck
  - Wait time for funding
- 2. How can we expand the federal resources to leverage local dollars**
  - LIHTC expansion
  - Other sources

# Thank You for supporting Affordable Housing



<http://beacondevgroup.com>



# FUND BALANCE USAGE

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SSHA<sup>3</sup>P ADVISORY BOARD REGULAR MEETING  
JANUARY 16, 2024

# BACKGROUND

## 2024 Operating Budget

- Utilized \$40,000 of fund balance to reduce member fees
- June 26 Special Meeting
  - Executive Board requested examination of fund balance usage policy/prioritization/guidelines/strategy

## 2024 Work Plan

- Seek operating funding for SSHA<sup>3</sup>P from philanthropic and aligned organizations



# REASON FOR FUND BALANCE USAGE STRATEGY

- Define SSHA<sup>3</sup>P's resource allocation priorities
- Build transparency and accountability for member governments and public
- Create a framework to adapt to opportunities and challenges

## ***Strategy Statement***

*A fund balance usage strategy serves as a foundational element for sound financial management, promoting transparency, and accountability. It enables the organization to navigate opportunities and challenges, and make informed decisions, to further the goal of creating and preservation affordable, attainable, and accessible housing in our communities.*

# USAGE OPTIONS

- Member Government Annual Fee Reduction
- SSHA<sup>3</sup>P Housing Capital Fund
- Member Government Capacity Building and Technical Assistance
- Pre-development Services

# PROJECTED NEXT STEPS





**RESOLUTION NO. 2024-01**

A RESOLUTION OF THE EXECUTIVE BOARD OF THE SOUTH  
SOUND HOUSING AFFORDABILITY PARTNERS (SSHA<sup>3</sup>P),  
ADOPTING THE 2024 SSHA<sup>3</sup>P ADVISORY BOARD WORK PLAN.

WHEREAS, on April 7, 2023 the SSHA<sup>3</sup>P Executive Board adopted Resolution  
2023-02, establishing the SSHA<sup>3</sup>P Advisory Board and providing for the purpose and  
duties of the board; and

WHEREAS, pursuant to Resolution No. 2023-02, under the advice and direction  
of the Executive Board, the Advisory Board shall create a work plan annually that outlines  
the Advisory Board's work areas; and

WHEREAS, pursuant to Resolution No. 2023-02, possible areas of focus include  
recommendations on SSHA<sup>3</sup>P's work plan and budget; the evaluation, development, and  
recommendation of policies and programs related to housing affordability and  
attainability; and suggested approaches to federal, state, and regional legislative  
advocacy; and

WHEREAS, pursuant to Resolution No. 2023-02, the work plan shall be adopted  
by the Executive Board; and

WHEREAS, at the December 19, 2023 regular meeting of the Advisory Board, the  
Advisory Board recommended a work plan that was presented for the Executive Board's  
consideration at their special meeting on January 12, 2024.

# SSHA<sup>3</sup>P

25 NOW, THEREFORE, THE EXECUTIVE BOARD RESOLVES as follows:

26 **Section 1. Adoption of 2024 SSHA<sup>3</sup>P Advisory Board Work Plan**

27 The Executive Board adopts the SSHA<sup>3</sup>P 2024 Advisory Board Work Plan as  
28 shown in Exhibit A.

29

30 **Section 2. Effective Date.**

31 This Resolution will take effect and be in full force on passage and signature.

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33 Adopted this 12<sup>th</sup> day of January, 2024.

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38 SOUTH SOUND HOUSING AFFORDABILITY PARTNERS

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TRACIE MARKLEY, CHAIR

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44 ATTEST:

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## Exhibit A

### SSHA³P Advisory Board 2024 Work Plan

#### Advise and Provide Feedback

- Provide feedback on:
  - 2025 SSHA³P Work Plan
  - 2025 SSHA³P Budget
  - 2025 SSHA³P State and Federal Legislative Priorities
  - Other housing-related efforts in Pierce County, as requested

#### Housing Toolkit Recommendations

- Framework for Analysis and Recommendation
  - Develop a framework for analyzing policies and programs for inclusion in the Housing Toolkit
- Analyze and make a recommendation to the SSHA³P Executive Board on inclusion in SSHA³P's housing toolkit:
  - Universal Design Incentives

#### Education

- Learn about relevant and foundational topics related to housing and land use policy through presentations from qualified speakers

#### Administration

- Member Government Consideration
  - Consider recommended process for SSHA³P member governments to consider Housing Toolkit recommendations
- Elect chair and vice chair(s)

## 2024 ADVISORY BOARD ADOPTED WORK PLAN

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ADVISORY BOARD REGULAR MEETING

JANUARY 16, 2024

MARY CONNOLLY, PROGRAM SPECIALIST II

# Agenda

- Work Plan Purpose
- Work Plan Focus Areas
  - Advise & Provide Feedback
  - Housing Toolkit Recommendations
  - Education
  - Administration



# Work Plan Purpose

- An annual work plan is a requirement of the Advisory Board bylaws
- Directs and prioritizes workflow
- Set expectations for Executive Board, Advisory Board, member governments, and public

# Focus Area #1: Advise and Provide Feedback

- Provide feedback on:
  - 2025 SSHA<sup>3</sup>P Work Plan
  - 2025 SSHA<sup>3</sup>P Budget
  - 2025 SSHA<sup>3</sup>P State and Federal Legislative Agendas
  - Other housing-related efforts in Pierce County, as requested

# Focus Area #2: Housing Toolkit Recommendations

- Framework for Analysis and Recommendation
    - Develop a framework for analyzing policies and programs
  - Analyze for inclusion in SSHAP's Housing Toolkit:
    - Universal Design Incentives
- “Permitting process improvement with a focus on service level agreements and accountability processes” – removed from the work plan
  - Executive Board requested that an item related to permitting process improvement be considered for inclusion in the 2025 Advisory Board Work Plan

## Focus Area #3: Education

- Learn about relevant and foundational topics related to housing and land use policy through presentations from qualified speakers

Begin education on permitting process improvement, including through engagement with SSHA<sup>3</sup>P member government staff workgroup members and surveying jurisdictions to identify best practices.

# Focus Area #4: Administration

- Member Government Consideration
  - Consider recommended process for SSHA<sup>3</sup>P member governments to consider Housing Toolkit recommendations
- Elect chair and vice chair(s)

## 2024 ADVISORY BOARD ADOPTED WORK PLAN

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ADVISORY BOARD REGULAR MEETING

JANUARY 16, 2024

MARY CONNOLLY, PROGRAM SPECIALIST II

January 12, 2024

RE: Resolution No. 2024-01

Chair Buchanan and Members of the SSHA<sup>3</sup>P Advisory Board:

At the special meeting of the SSHA<sup>3</sup>P Executive Board on January 12, 2024, the Board considered Resolution 2024-01, adopting the 2024 SSHA<sup>3</sup>P Advisory Board Work Plan. Executive Board members discussed the following item from the recommended work plan at length: "permitting process improvement with a focus on service level agreements and accountability processes." Board members noted jurisdictional efforts already underway to improve permitting timelines and comply with the requirements of 2SSB 5290 (2023).

The Executive Board amended the recommended work plan to remove this item from the adopted 2024 Advisory Board work plan. The Executive Board requests that the Advisory Board consider including an item related to permitting process improvement in its 2025 Work Plan and ensure education on this topic during 2024, including through engagement with SSHA<sup>3</sup>P member government staff workgroup members and surveying jurisdictions to identify best practices.

Thank you for your service and I look forward to your work in 2024,

Sincerely,



Mayor Tracie Markley, City of Gig Harbor  
Chair, SSHA<sup>3</sup>P Executive Board

Cc: Jason Gauthier, SSHA<sup>3</sup>P Manager  
Mary Connolly, SSHA<sup>3</sup>P Program Specialist 2





# South Sound Housing Affordability Partners 2023 Year in Review

[www.SouthSoundAffordableHousing.org](http://www.SouthSoundAffordableHousing.org)

**SSHĀ<sup>3</sup>P**





# About SSHA<sup>3</sup>P

Established in 2021, the South Sound Housing Affordability Partners (SSHA<sup>3</sup>P) is an intergovernmental collaboration between the Cities and Towns of Auburn, DuPont, Edgewood, Fife, Fircrest, Gig Harbor, Lakewood, Milton, Puyallup, Sumner, Steilacoom, Tacoma, and University Place, Pierce County and the Puyallup Tribe of Indians, working together to create and preserve affordable, attainable, and accessible housing throughout our communities.



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# Affordable Housing Development

A roof over your head is one of the most basic needs you must meet for health and stability. Creating and preserving homes, with an emphasis on affordability, is a key priority for SSHA<sup>3</sup>P and a challenge in a real estate market that continues its upward climb.



SSHA<sup>3</sup>P has an established common goal to ensure the availability of housing that meets the needs of residents and workers at all income levels in Pierce County, and to complement the efforts of local government and existing public and private organizations to address housing needs in Pierce County.

- In December, the SSHA<sup>3</sup>P Executive Board took action to create the SSHA<sup>3</sup>P Housing Capital Fund. This fund, with initial collaboration between the cities of Auburn, Fife, Sumner, and Pierce County, will be used to accelerate affordable housing development and leverage additional local, state, and federal funds.
- In early 2023, SSHA<sup>3</sup>P staff identified a property owned by the Department of Natural Resources (DNR) in unincorporated Pierce County that showed potential for moderate residential development. SSHA<sup>3</sup>P facilitated meetings between DNR and Pierce County staff regarding potential acquisition, and in early 2024 Pierce County will acquire this property for the future development of 24-40 affordable housing units.

# Housing Policy and Planning

- The City of Fife [adopted](#) the 12-year multi-family property tax exemption (MFTE) program, with strong SSHA<sup>3</sup>P staff support, including the drafting of code amendments and enacting legislation, as well as facilitating a financial feasibility analysis on the program.
- Through a grant from the Department of Commerce and in collaboration with 5 member cities, SSHA<sup>3</sup>P contracted BERK Consulting to conduct research and create policy recommendations related to middle housing and racial equity. SSHA<sup>3</sup>P staff summarized the findings by identifying [regionally applicable policy recommendations](#).
- In February, SSHA<sup>3</sup>P adopted the first policy items for the [Housing Toolkit](#), which included recommendations that eligible SSHA<sup>3</sup>P member governments consider the usage of SEPA Urban Infill and Categorical Exemptions to streamline the development of certain types of housing, and later in the year saw the City of University Place take action to increase its SEPA categorical exemption thresholds.



- SSHA<sup>3</sup>P staff supported member governments in completing their Comprehensive Plan periodic updates by supporting community engagement efforts, providing feedback on draft goals and policies, and facilitating conversation and collaboration amongst planners across Pierce County. SSHA<sup>3</sup>P also created an [online resource](#) to provide a one-stop-shop for member government staff to access materials to support their Comprehensive Plan Periodic Update work.



# Housing Planning and Policy

- SSHA<sup>3</sup>P staff supported the City of Fircrest's application to the Department of Commerce's middle housing grant, which was awarded.



- During the 2024 State Legislative Session, SSHA<sup>3</sup>P staff worked to advance capital budget funding for member government priority projects, with 3 of 4 projects funded, and more than \$20 million directly appropriated to support affordable housing development in Pierce County. SSHA<sup>3</sup>P staff also worked with the Legislature to increase local government capacity to provide funds for affordable housing and services through SB 5604. To ensure transparency and accountability, SSHA<sup>3</sup>P staff developed and distributed weekly hot sheets on legislative activity.



## Education and Outreach

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- SSHA<sup>3</sup>P staff collaborated with the Pierce County Assessor-Treasurer's Office, Pierce County Human Services, and other community service providers to hold a series of six property tax exemption seminars around the county where low-income seniors and people with disabilities were able to learn about the exemptions and other community resources. These seminars resulted in the group receiving the prestigious Pierce County [Standing Ovation Award](#), which recognizes excellence in effective government service.
- SSHA<sup>3</sup>P staff created graphics for each member jurisdiction illustrating data on housing attainability. These graphics are posted to SSHA<sup>3</sup>P's [website](#) and can be used by members for educational purposes.



# Administration and Governance

SSHA<sup>3</sup>P established its [Advisory Board](#) and appointed 19 community members to support the Executive Board's work with subject matter expertise and lived experience.











# SSHĀ<sup>3</sup>P

2023 Year in Review