



**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>

December 19, 2023 5:30 P.M.

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

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.

II. REVIEW AGENDA/AGENDA MODIFICATIONS

III. CONSENT AGENDA

A. November 21, 2023 SSHA³P Advisory Board Minutes

Purpose: Review and approval of minutes from the November 21, 2023 SSHA³P Advisory Board meeting.

ATTACHMENTS: Minutes of November 21, 2023 Advisory Board meeting

[Document Link](#)

Recommended Motion: Motion to approve the consent agenda.

IV. PRESENTATIONS AND DISCUSSION

A. 2024 Advisory Board Work Plan Recommendation

5:40

Purpose: Presentation from Mary Connolly, SSHA³P Program Specialist II, on the Work Plan Subcommittee’s recommendation on policies and programs to include in the 2024 Advisory Board Work Plan.

Action: Advisory Board discussion and recommendation to Executive Board.

ATTACHMENTS: 2024 Advisory Board Work Plan Presentation

[Document Link](#)

DRAFT 2024 Advisory Board Work Plan

[Document Link](#)

~~2024 Advisory Board Meeting Schedule with Agenda Topics~~

Examples of Policy and Program Implementation Memorandum

[Document Link](#)

Recommended Motion: Motion to recommend to the SSHA³P Executive Board the adoption of the 2024 Advisory Board Work Plan.

V. PUBLIC COMMENT

7:10

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 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>.

VI. SSHA³P STAFF UPDATE

7:15

A. 2024 Advisory Board Appointments

B. 2024 Chair and Vice-Chair Elections

C. End of Year Survey and Feedback

D. 2024 Meeting Schedule

ATTACHMENTS: 2024 Advisory Board Meeting Schedule

[Document Link](#)

VII. UPDATES/COMMENTS OF THE ADVISORY BOARD

7:20

VIII. 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

SSHAP³

South Sound Housing Affordability Partners Advisory Board Meeting Minutes

November 21, 2023

5:30 – 7:42 p.m.

Advisory Board Members: Adria Buchanan, Chair – present
 Alex Harrington - present
 Amanda DeShazo – present
 April Elliott – absent
 Ben Ferguson – present
 Corey Orvold - present
 Desniege Haywood - present
 Faaluaina Pritchard - present
 Isabella Rivera Kjaer - excused
 Jay Worley – present
 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 – excused

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

Guests: Debby Herbert, Jane Fox, Matt Costanti

MINUTES

TOPIC/ WHO	DISCUSSION	ACTION
<p>Call to Order Adria</p>	<p>Adria called the meeting to order at 5:33. Mary called roll, per above; a quorum was present. The land acknowledgement was made.</p> <p><i>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.</i></p> <p><i>We honor their legacy by:</i></p> <ul style="list-style-type: none"> • <i>Welcoming new ways of thinking about our relationship to the land</i> • <i>Asking -- not assuming -- tribal preferences and needs</i> • <i>Identifying opportunities to improve our collective stewardship</i> <p>This board commits to these objectives.</p>	<p>Welcome!</p>

TOPIC/WHO	DISCUSSION	ACTION
Welcome & Thank You	Adria welcomed all to the first in-person meeting of the Board! She thanked Lua and Asia Pacific Cultural Center (APCC) for hosting. She reviewed meeting norms.	Welcome!
Approval of Consent Agenda Adria	Any requests to modify the agenda? No. Noemi moved to approve the consent agenda. It was seconded. Vote was taken - none opposed, no abstentions.	The agenda was approved.
Public Comment Adria	<p>Adria opened for public comment. No written comments have been received.</p> <p>Janee Fox is a rental housing provider who lives and rents out units near APCC. The median two-bedroom rent in Tacoma is \$1800; Janee charges under \$1300. 94% of rental housing providers with rental business licenses are small providers with gross rents of less than \$250,000, and she feels she's typical of them. Only 6% of licensed rental housing providers have large apartments. Th small providers worked very hard together against Measure 1, losing by 360 votes. Many of them will be selling their properties. She gets offers for hers all the time. Buyers will likely raise the rents to median or above, and this could wipe out affordable housing stock. The measure's not a good strategy.</p> <p>Debby Herbert – what can we do to reduce the massive costs anticipated as a result of Measure 1 in Tacoma? Rent will need to increase significantly to offset these costs. What can the Board or the system provide to housing providers to make it possible to keep rent affordable? The measure requires that if a household has students or school employees, they cannot be evicted during the nine-month school year, and no one can be evicted during the five months of cold weather. Rent is already increasing in preparation of this. Those with the most affordable rents are going to be the ones selling, because they won't be able to afford renting any longer.</p> <p>Adria said we'll need to look at data of rent costs before and after the measure, and how many people aren't paying their rent. We'll need to figure out how to mitigate homeowner risk. The city of Tacoma's likely going to be working with landlords and tenants on how to address this, in hopes of mitigating their losses. It's strongly suggested to contact your city Council representative. That will be the best way to have your comments heard by people who can do something about this.</p> <p>Corey thanked both community members who spoke. Landlords are not just big corporations. A lot of times when rentals sell, affordable units are removed from the mix.</p> <p>Not paying rent is only one reason to evict someone; there are other reasons to evict. Hold on to properties a little bit longer if you can.</p>	Discussion

TOPIC/WHO	DISCUSSION	ACTION
<p>Public Comment continued</p>	<p>The measure is new, and people are often hyperalert when things change. It's important to understand that housing is an eco-system; it's not "me vs. you." It's too bad when people are afraid to speak their truths in fear of being cancelled. SSHA³P can try to establish trust by listening to both sides. There are many aspects to this crisis. Members are here because they want to improve our community; all perspectives are needed.</p> <p>Jay added that we all need to stand up and tell our government that it needs to do its due diligence. What are they doing with our tax dollars?</p> <p>Real estate prices have doubled, and rents have not doubled yet (?), so we can anticipate this getting worse.</p>	<p>Discussion</p>
<p>Work Plan Subcommittee Update Mary</p>	<p>Adria, Alex, Faaluaina, Isabella, Jay, Nicholas, Rian, Riley, and Zac comprised the subcommittee.</p> <p>The Work Plan will direct 2024 workflow and will include four focus areas: advise & provide feedback, housing toolkit recommendations, education, and administration. The focus of tonight's discussion is housing toolkit recommendations.</p> <p>The Work Plan has placeholders for two policies and programs to be analyzed for inclusion in the housing toolkit.</p> <p>How are the two policies and programs being selected? The Advisory Board brainstormed and came up with 63 ideas. The subcommittee defined unique policies and programs, adding to those, totaling 94 ideas. Mary and Jason scored policies and programs using the evaluation framework created by the Advisory Board and filtered the number down to 27. The subcommittee scored them, using the evaluation framework, and selected the policies and programs presented to the Advisory Board tonight.</p> <p>The next step is for the full Advisory Board to recommend two to five policies and programs to present to the Executive Board for final decision. Jason and Mary will present the Work Plan to the Executive Board for feedback at their 12/1 meeting.</p> <p>The subcommittee shared that they met as often as they could and were pleased with the staff's role vs. theirs. Adria suggested debriefing about this process, discussing what worked and what didn't, after the process concludes.</p> <p>Both low effort and high effort policies and programs have been selected. Degree of effort is determined by the amount of time needed to set up the program or policy, the amount of time to keep it going, and to obtain financial resources.</p>	<p>Thank you, subcommittee!</p> <p>This process will be debriefed once it's concluded.</p>

TOPIC/WHO	DISCUSSION	ACTION
<p>Work Plan Subcommittee Update continued</p>	<p>How many of the programs and policies selected can be used by both large companies and smaller renters? Evaluation criteria provided analyzing for different AMI levels. The range was considered, and the policies selected for discussion apply across the board. Alex feels that the selected policies will affect smaller developments on a larger scale. Riley noted that these policies and programs impact the development process, as opposed to how housing providers get housing to users and maintain them in it. That's not ideal in the long term. There's a lot of work that can be done after developments are built. Lots more to do in 2024 for sure! Adria encouraged the group to keep in mind the Executive Board's focus – how to bring more units on line.</p> <p>Jay wants us to look at the work that we've done and keep in mind that there's housing out there that's falling apart. People are using 2x4s to lodge up appliances so they can be used, and cabinetry's falling apart.</p> <p>There are only two things on the list that a City Council can get done; everything else has to go through zoning process planning committees. Process improvement items can be accomplished by staff. (?) It might be best to put those forward.</p> <p>Lua agreed with Ben and Nicholas. It would be smart to look at these carefully and put forward programs and policies that can be accomplished in a year or two. We need to do our homework! Adria said that a point of consideration, when you make recommendations, it would be nice to make recommendations for things we know some municipalities are already working on.</p> <p>Cities need more money; they're not going to penalize themselves. It might be helpful for us to come up with some policies that are already being worked on.</p> <p>Mary anticipates that she and/or Jason will draft a policy stating what impact the proposed policies or programs will have, and how they can be implemented.</p> <p>Adria said that we can consider putting forward all of the selected policies and programs for the Executive Board to select from; they may know more about what has and hasn't worked in the past.</p> <p>There's danger in sending them the whole list without prioritizing them further. Why are universal design standards high impact? Everyone's different and many people have disabilities and other issues.</p>	<p>Discus- sion</p>

TOPIC/WHO	DISCUSSION	ACTION
<p>Work Plan Subcommittee Update continued</p>	<p>All of these policies are helpful. If we wait for all of them to be started somewhere, we won't move forward. These are hard decisions. If they were easy, this would be done already.</p> <p>We don't have adequate public transit for people to go without cars yet. Some people can't keep their vehicles safely and reliably in the their neighborhoods. We can't provide the requested tree coverage and adequate parking; can one be traded off for the other?</p> <p>Alex moved that we put forth the following policies and programs: permitting process improvement, impact fees/and frontage improvement, general parking, and general design standards. The motion was seconded.</p> <p>Discussion: Jay said that parking's great as long as we include an addendum to explore expanding public transit. Parking requirements are minimum standards. We could propose reducing or completely removing parking requirements, depending on market needs. New standards could be set according to users, not "one size fits all."</p> <p>Rian noted that the motion includes two short-term and two long-term policies/programs. Mary reiterated that this Board's recommendation will go to the Executive Board for final action. How detailed does the Board's recommendation need to be? Policies included in the Work Plan should be specific; does the recommendation need to be specific and super detailed? It will need to be fleshed out anyway. We don't want to give them a shopping list.</p> <p>Riley thinks we should be careful about the parking standards conversation. Outside the city of Tacoma, rent's not collected on parking space. Budgets are razor-thin. Parking is important; people don't want to let go of their cars because they provide a last resort for housing. We'll need to include stipulations and have more conversation.</p> <p>Parking standards don't have mean a lack of parking. It can be different sizes of parking, and/or smarter development. Member governments fund Pierce Transit. Routes will need to be added where we there's reduced parking. Perhaps we don't need to put all impact costs on developers.</p> <p>Amanda appreciates the others' comments. She doesn't feel that parking and design standards are quickly implemented. Process improvement includes three different things. Pierce County's exploring impact fees, and they're quite complicated.</p> <p>Jay said that people on SSI may own cars. The one thing that DSHS will help people keep and maintain is a car. The car and the ability to get around is the only freedom that poor people have. She encouraged the group to self-educate about what poor people are going through. Please research and don't assume.</p>	<p>Discus- sion</p>

TOPIC/WHO	DISCUSSION	ACTION
<p>Work Plan Subcommittee Update continued</p>	<p>Keeping the recommendation relatively general will help get Executive Board feedback and help us gauge “where they’re at.”</p> <p>(Ben?) He hears Jay’s comments; we’re all trapped in our own biases. He appreciates that he has something to learn. We need to assume good intent, and that we’ll do the right thing. He does know that the less rent costs, the more money people will have left. He’d like to see an ecosystem in which people spend their money on the things that matter most. We can all learn from each other and not struggle.</p> <p>As a reminder, the motion on the table is putting forth process improvement including expedited permitting, impact fee and frontage improvement, parking standards, and design standards.</p> <p>Each will take a lot of time. Can we go into in more detail and whittle them down at future meetings? The hope is that the Work Plan will be adopted at the next meeting so we can start working on it in January.</p> <p>Reiterating the motion – we’ll put forward the following programs and policies for the Executive Board’s consideration: permitting process improvements, impact fees and frontage improvements, parking standards, parking reductions, design standards, and universal design standards.</p> <p>Vote was taken, there was one abstention. The motion passed.</p>	<p>Discus- sion</p>
<p>Adjournment</p>	<p>Lua moved to adjourn. The motion was seconded. Vote was taken; none opposed, no abstentions. The meeting adjourned at 7:42 p.m.</p>	<p>Meeting ad- journed!</p>

The next SSHA³P Advisory Board meeting will be on Tuesday, December 19, at 5:30 p.m. via Zoom.

Becki Foutz
Administrative Assistant



2024 ADVISORY BOARD WORK PLAN

ADVISORY BOARD REGULAR MEETING

DECEMBER 19, 2023

MARY CONNOLLY, PROGRAM SPECIALIST II

Agenda

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

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
- Resolution No. 2023-02 identifies possible areas of focus:
 - Recommendations on SSHA³P's work plan and budget
 - Evaluation, development, and recommendation of policies and programs related to housing affordability and attainability
 - Suggested approaches to federal, state, and regional legislative advocacy

Work Plan Development

- Aligns with SSHA³P ILA and Resolution No. 2023-02
- Feedback from Advisory Board, member government staff, and Executive Board
- Extensive process to identify policies and programs as options to evaluate for inclusion in SSHA³P's housing toolkit

Focus Area #1: Advise and Provide Feedback

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

For example, requests from member governments for feedback on housing-related plans (such as a request for feedback this year on Pierce County's Maureen Howard Affordable Housing Act Implementation Plan)

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
 - One of the following:
 - Height and Density Bonuses for Affordable Housing
 - Permit Process Improvement

Opportunity to provide feedback later in the presentation.

Focus Area #3: Education

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

Example:

- Affordable housing development process and financing

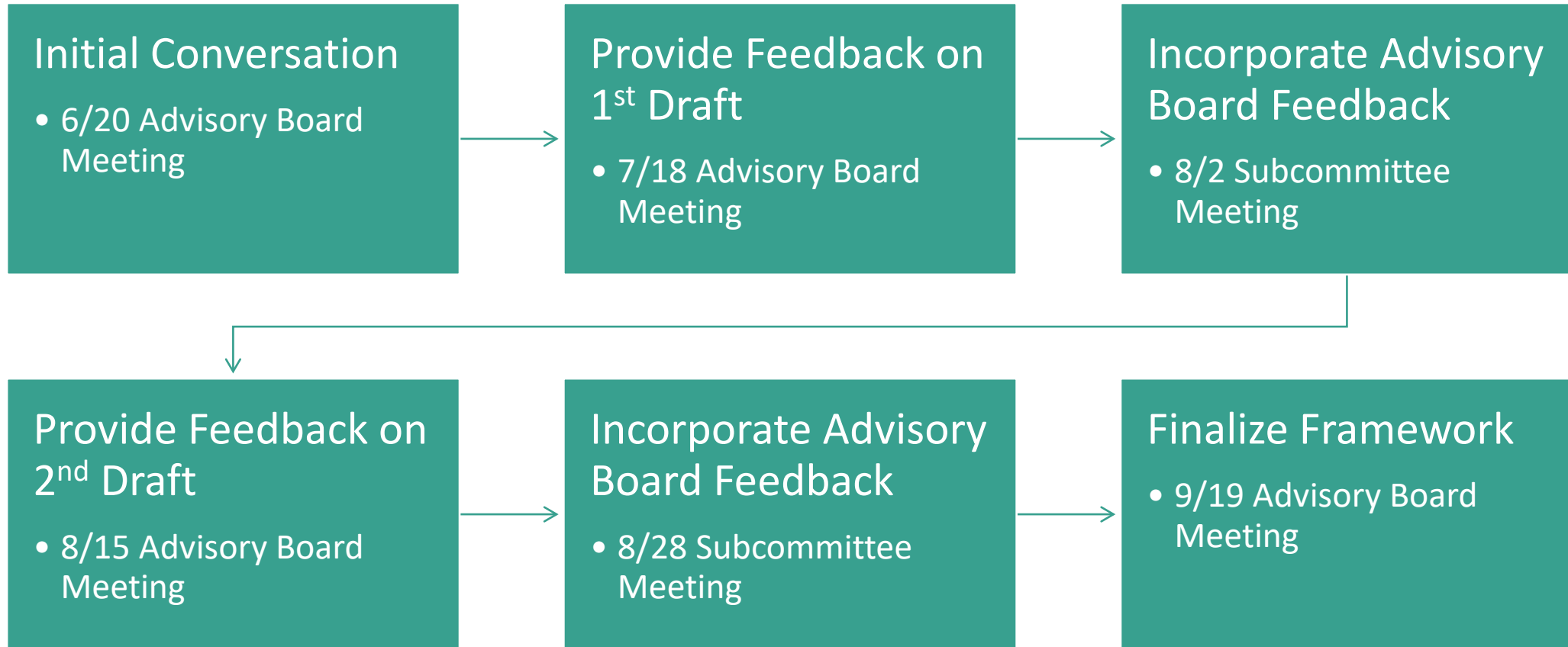
Focus Area #4: Administration

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

Process to Identify Policies and Programs



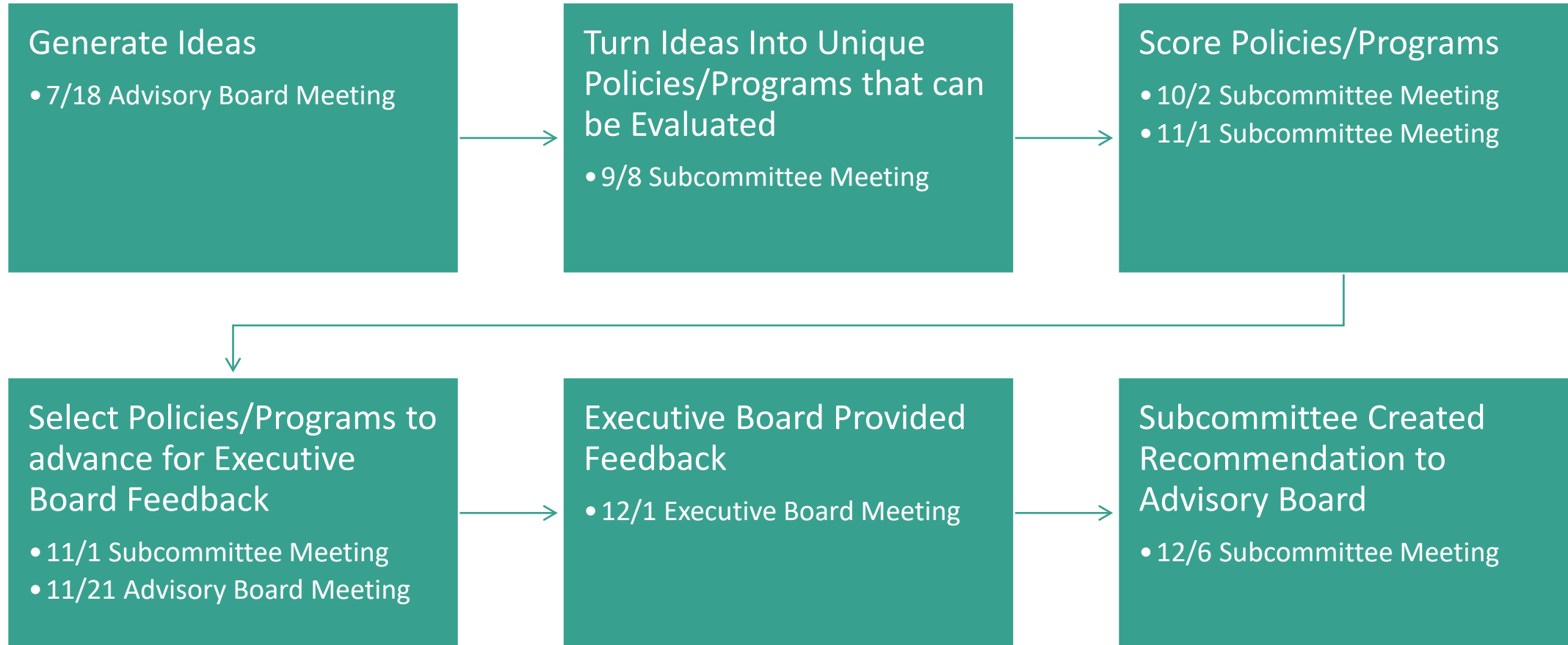
1. Create Evaluation Framework



2. Generate Policy and Program Ideas

- Informed by Executive Board feedback on priority areas for Advisory Board work plan:
 - Increase number of units developed and speed of development to meet housing targets over the next 20 years
 - Increase number of affordable units developed
 - Encourage regional alignment without a one-size-fits-all approach
 - Consider equity in policies and programs

3. Use Evaluation Framework to Filter Policies and Programs



Policy Areas Advanced to Executive Board

- Process Improvement
- Impact Fees
- Frontage Improvements
- Parking
- Design Standards
- Universal Design Incentives

Executive Board and Staff Workgroup Feedback

	Positive Feedback from Executive Board	Positive Feedback from Staff Workgroup
Permitting Process Improvement		✓
Fee-in-lieu program for frontage improvements	✓	
Minimum requirement for number of off-street parking stalls	✓	✓
Parking reductions for affordable housing	✓	✓
Height limits and flexibility	✓	✓
Density and height bonus for affordable housing	✓	✓
Universal Design Incentives	✓	✓

Policies/Programs Recommended by the Work Plan Subcommittee

- Universal Design Incentives
- One of the following:
 - Height and Density Bonuses for Affordable Housing
 - Permitting Process Improvement

Next Steps





2024 ADVISORY BOARD WORK PLAN

ADVISORY BOARD REGULAR MEETING

DECEMBER 19, 2023

MARY CONNOLLY, PROGRAM SPECIALIST II

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
 - [Placeholder for Policy/Program #2]

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)

FROM: Mary Connolly, Program Specialist II
TO: SSHA³P Advisory Board
CC: Jason Gauthier, SSHA³P Manager
SUBJECT: Examples of Policy and Program Implementation by SSHA³P Member Governments
DATE: December 15, 2023

BACKGROUND

The Advisory Board requested information from SSHA³P staff on which policies and programs being considered for inclusion in the Advisory Board's 2024 work plan have already been implemented by SSHA³P member governments. Primarily using data from a survey recently completed by 10 of SSHA³P's member governments, staff collected examples of current policy and program implementation by SSHA³P member governments. This is not an exhaustive list.

CONTEXT

The same type of policy may be implemented differently in different jurisdictions. Even if multiple jurisdictions already implement a policy, there may be opportunity for alignment and improvement of the policy.

EXAMPLES OF POLICY AND PROGRAM IMPLEMENTATION BY SSHA³P MEMBER GOVERNMENTS

Process Improvement

- Expedited Permitting – The City of Tacoma has a fee-based service for expedited third-party reviews, which can benefit all types of housing developers. It also has a shortened review timeline for affordable housing projects, which typically see a 25% to 50% reduction on their overall permit review time.
- Permitting Process Improvement – Pierce County is an example of a member government dedicated to long-term process improvement. Their most recent effort is the Permit Workflow Improvement Project, which aims to redesign the permit application review process and update organizational structure to facilitate a more streamlined review process for all applications.
- Timelines for Utility Connections with Cost-Recovery - SSHA³P staff haven't identified any jurisdictions in Pierce County implementing timelines for utility connections with cost-recovery. SB 5290, which was passed by the Washington State Legislature during their 2023 session, requires jurisdictions to have a fee recovery policy when permit timelines are exceeded.

Impact Fees

- No Impact Fees – The Cities of Fircrest, Lakewood, and Tacoma do not charge impact fees.

- Impact Fee Reductions/Waivers for Affordable Housing – Pierce County and the City of Edgewood offer impact fee waivers for affordable housing.
- Impact Fee Reductions/Waivers for ADUs – The City of Puyallup and Town of Steilacoom offer impact fee reductions or waivers for accessory dwelling units (ADUs). Specifically, Puyallup offers an 80% reduction of the standard dwelling unit fee while Steilacoom, which only has school impact fees, does not charge this fee for ADUs. HB 1337, passed in 2023, requires that impact fees for ADUs be no more than 50% of the fee for standard dwelling units.

Frontage Improvements

- Fee-in-Lieu Program – The Cities of Milton and Puyallup have fee-in-lieu programs for frontage improvements.

Parking

- Parking Reductions for Affordable Housing – The Cities of Lakewood and Puyallup offer reduced parking requirements for affordable housing. Additionally, the Cities of Fircrest and University Place have parking reductions for affordable senior housing, while Pierce County offers parking reductions for shared affordable housing.

Design Standards

- Density, Height, and FAR Bonuses for Affordable Housing – Pierce County and the Cities of Edgewood, Lakewood, Puyallup, and Tacoma offer density, height, and/or FAR¹ bonuses for affordable housing. The Cities of Milton and Sumner offer density and/or height bonuses for senior housing.

Universal Design

- Universal Design Incentives – Staff haven't identified any jurisdictions in Pierce County implementing incentives for universal design. However, this kind of incentive program isn't unprecedented. The City of Redmond is working on consolidating its incentive programs into a package that includes a variety of different public benefits which a developer can include in their building design in exchange for increased density. Universal design is included as a public benefit for which developers may receive points in the incentive program.

¹ Floor Area Ratio



2024 Advisory Board
Meeting Calendar

January 16

February 20

March 19

April 16

May 21

June 18

July 16

August 20

September 17

October 15

November 19

December 17