



**South Sound Housing Affordability Partners
Advisory Board**

Regular Meeting Agenda

3602 Pacific Ave Tacoma, WA 98418 | Muckleshoot Conference Room

Dial: +1253 215 8782 Meeting ID: 939 0747 6275

Webinar Link: <https://piercecountywa.zoom.us/j/93907476275>

January 20, 2026, 5:30 P.M.

Adria Buchanan, Doris Smith, Elaine Tuisila, Faaluaina Pritchard, Isabella Rivera Kjaer, Jay Worley, Jonah Kinchy, Laura Mullen, Lori Wada, Marcella Taylor, Rosey Zhou, Sara Delano, Sean McKenna, Tim Fairley, Zac Baker

I. CALL TO ORDER

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.

HOUSEKEEPING

II. REVIEW AGENDA/AGENDA MODIFICATIONS

III. CONSENT AGENDA

A. December 16, 2025, SSHA³P Advisory Board Minutes

Purpose: Approval of minutes from the December 16, 2025, SSHA³P Advisory Board meeting.

ATTACHMENTS: [Minutes of December 16, 2025, Advisory Board meeting](#)

IV. SSHA³P STAFF UPDATE

- A. Legislative Session Update**
- B. Board Member and Policy Updates**

V. PRESENTATIONS AND DISCUSSION

A. 2026 Advisory Board Member Introductions

Purpose: Opportunity for existing board members and incoming board members to introduce themselves.

Action: None

ATTACHMENTS: [Agenda Memorandum: 2026 Advisory Board Introductions](#)
[2026 Advisory Board Member Roster](#)

B. SSHA³P Advisory Board Work Plan Recommendations (Cont.)

Purpose: Continued discussion on the 2026 Advisory Board Work Plan to finalize items to include in recommendations for consideration by Executive Board.

Action: Vote

ATTACHMENTS: [Agenda Memorandum: Advisory Board Work Plan Recommendation \(Cont.\)](#)

[Presentation: SSHA³P Advisory Board Work Plan Recommendation \(Cont.\)](#)

[2026 Advisory Board Work Plan Brainstorm items](#)

[2026 Advisory Board Work Plan Categories](#)

C. Chair and Vice Chair Election

Purpose: Election of the Advisory Board Chair and Vice Chair(s) for the 2026 calendar year.

Action: Nominations and elections.

ATTACHMENTS: [Agenda Memorandum: Advisory Board Chair and Vice Chair Election](#)

[Advisory Board Bylaws](#)

VI. PUBLIC COMMENT

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 alyssa.torrez@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>.

VII. UPDATES/COMMENTS OF THE ADVISORY BOARD

VIII. ADJOURN

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

ROBERTS RULES CHEAT SHEET

To:	You say:	Interrupt Speaker	Second Needed	Debatable	Amendable	Vote Needed
Adjourn	"I move that we adjourn"	No	Yes	No	No	Majority
Recess	"I move that we recess until..."	No	Yes	No	Yes	Majority
Complain about noise, room temp., etc.	"Point of privilege"	Yes	No	No	No	Chair Decides
Suspend further consideration of something	"I move that we table it"	No	Yes	No	No	Majority
End debate	"I move the previous question"	No	Yes	No	No	2/3
Postpone consideration of something	"I move we postpone this matter until..."	No	Yes	Yes	Yes	Majority
Amend a motion	"I move that this motion be amended by..."	No	Yes	Yes	Yes	Majority
Introduce business (a primary motion)	"I move that..."	No	Yes	Yes	Yes	Majority

The above listed motions and points are listed in established order of precedence. When any one of them is pending, you may not introduce another that is listed below, but you may introduce another that is listed above it.

To:	You say:	Interrupt Speaker	Second Needed	Debatable	Amendable	Vote Needed
Object to procedure or personal affront	"Point of order"	Yes	No	No	No	Chair decides
Request information	"Point of information"	Yes	No	No	No	None
Ask for vote by actual count to verify voice vote	"I call for a division of the house"	Must be done before new motion	No	No	No	None unless someone objects
Object to considering some undiplomatic or improper matter	"I object to consideration of this question"	Yes	No	No	No	2/3
Take up matter previously tabled	"I move we take from the table..."	Yes	Yes	No	No	Majority
Reconsider something already disposed of	"I move we now (or later) reconsider our action relative to..."	Yes	Yes	Only if original motion was debatable	No	Majority
Consider something out of its scheduled order	"I move we suspend the rules and consider..."	No	Yes	No	No	2/3
Vote on a ruling by the Chair	"I appeal the Chair's decision"	Yes	Yes	Yes	No	Majority

The motions, points and proposals listed above have no established order of preference; any of them may be introduced at any time except when meeting is considering one of the top three matters listed from the first chart (Motion to Adjourn, Recess or Point of Privilege).



SSHA³P Advisory Board

AGENDA BILL

January 20, 2026

AGENDA CATEGORY: New Business

SUBJECT: 2026 Advisory Board Member Introductions

PRESENTED BY: Alyssa Torrez, SSHA³P Program Specialist II

SUMMARY/BACKGROUND:

Four new board members were appointed by the SSHA³P Executive Board in December 2025 and 11 Advisory Board members are returning to serve in 2026.

This will be an opportunity for board members to introduce themselves.

ATTACHMENTS:

- 2026 Advisory Board Member Roster

STAFF RECOMMENDATION:

- N/A

ALTERNATIVES:

- N/A

RECOMMENDED MOTION:

- N/A

Name	Term Expiration Date	Seat
Adria Buchannon	12/31/2028	Advisor/Advocate
Doris Smith	12/31/2028	Consumer
Elaine Tuisila	12/31/2028	Advisor/Advocate
Faaluaina Pritchard	12/31/2026	Developer/Manager
Isabella Rivera Kjaer	12/31/2026	Advisor/Advocate
Jay Worley	12/31/2028	Consumer
Laura Kerr	12/31/2027	Consumer
Jonah Kinchy	12/31/2027	Developer/Manager
Lori Wada	12/31/2027	Advisor/Advocate
Marcella Taylor	12/31/2028	Consumer
Rosey Zhou	12/31/2027	Advisor/Advocate
Sara Delano	12/31/2026	Consumer
Sean McKenna	12/31/2028	Developer/Manager
Tim Fairley	12/31/2026	Consumer
Zac Baker	12/31/2026	Developer/Manager



SSHA³P Advisory Board

AGENDA BILL

January 20, 2026

AGENDA CATEGORY: Old/Unfinished Business

SUBJECT: 2026 Advisory Board Work Plan Recommendations Cont.

PRESENTED BY: Alyssa Torrez, SSHA³P Program Specialist II

SUMMARY/BACKGROUND:

Resolution No. 2023-02, which established the Advisory Board states, “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.”

This presentation is a continued discussion on the 2026 Advisory Board Work Plan to finalize items to include in recommendations for consideration by Executive Board.

ATTACHMENTS:

- Presentation: SSHA3P Advisory Board Work Plan Recommendation (Cont.)
- 2026 Advisory Board Work Plan Brainstorm items
- 2026 Advisory Board Work Plan Categories
- Adopted 2025 Advisory Board Work Plan

STAFF RECOMMENDATION:

- Recommendation of the 2026 Advisory Board work plan to the Executive Board for adoption.

ALTERNATIVES:

Instead of recommending the work plan at the meeting, the Advisory Board may choose to:

- Table the agenda item until the February meeting for further discussion.
- Not recommend a 2026 Advisory Board Work Plan.

RECOMMENDED MOTION:

“I move to recommend to the Executive Board adoption of the 2026 Advisory Board Work Plan.”

2026 ADVISORY BOARD WORK PLAN RECOMMENDATIONS (CONT.)

SSHA³P ADVISORY BOARD REGULAR MEETING
JANUARY 20, 2026

ALYSSA TORREZ, PROGRAM SPECIALIST

Agenda

- 2026 Work Plan Development Process
 - Past meetings
 - Review materials
- Review and Categorize into Advisory Board 4 Focus Areas:
 - Advice & Feedback
 - Housing Toolkit Recommendations
 - Education
 - Governance
- Vote on recommendations

2025 Work Plan Development Process

- Work Plan Kick off- October
- Brainstorm Ideas - November 18, 2025
- Feedback on Draft Work plan December 16, 2025
- Recommendation January 20, 2026 (Today)

Review Ideas

- Ideas shared
 - PDF of listed items, Excel of preliminary categories
- Categorized into our 4 focus areas
- Pick which we want to recommend for 2026 Advisory Board Work Plan



Focus Area 1: Advice & Feedback

- Review and provide feedback on:
 - 2027 SSHA³P Work Plan and Budget
 - 2027 SSHA³P Legislative Agendas
 - Other housing-related efforts in Pierce County, as requested
 - Including requests from member governments

Focus Area 2: Housing Toolkit Recommendations

- **Research and potentially make a recommendation** on the inclusion of the following policies/programs in the SSHA³P housing toolkit:
 - **Policies to incentivize construction of housing with Universal Design principles (Carry over from 2025)**
 - **Potential topics from brainstorming**
 - **Policies that support special needs housing having a separate set aside for funding**
 - **Policies that support the conversion of market-rate apartment buildings into condos for more affordable homeownership opportunities.**
 - **Policies that incentivize selling vacant property to affordable housing developers.**

The SSHA³P Housing Toolkit

is a set of policies and programs recommended by the Executive Board to member governments for them to consider implementing to facilitate the creation and preservation of affordable, attainable, and accessible housing.

Focus Area 2: Housing Toolkit Recommendations (Cont.)

- **Begin research** on the following policy area to identify specific policies that may be included in the 2027 Advisory Board work plan for further research and potential recommendation:
 - **Potential topics to include from Brainstorming session:**
 - **Potential caps on HOA /Co-op fees**
 - **Affirmative marketing practices**
 - **Permitting and affordability**

Focus Area 3: Education

- Learn about relevant and foundational topics related to housing and land use policy through presentations from qualified speakers
 - **Potential educational topics from brainstorming:**
 - Homeownership classes
 - Accessibility upgrade grants, maintenance grants or energy efficiency grants for low-income homeowners and overall housing stock as well as seniors
 - Land banking or Community Land Trust models
 - Alternative construction models or prefabrication
 - Pre-approved ADUs and outreach for development

Focus Area 4: Governance

- Elect chair and vice chair(s)

Next Steps

- **Tonight:** Feedback and voting for Recommendations
- **February:** Executive Board considers adoption of recommended work plan

Focus Area 1: Advice and Feedback

Focus Area 2: Housing Toolkit Recommendations

Focus Area 3: Education

Focus Area 4: Governance

Misc or uncategorized

incentivize affordable housing for families near schools

As funding sources are becoming more scarce under current administration, housing developers/ community-based organizations are struggling to develop/ manage affordable housing. Need to find ways to support housing developers.
Lori Wade

Explore potential cap on HOA fees/Co-Op Fees

More incentives for small-scale affordable housing interspersed in existing Residential Zones, I.E. 4-plexes, 3-plexes
Sara Delano

I would like to discuss O&M long/short term strategies.

Permitting and Affordability

Conversion of market-rate apartment buildings into condos for more affordable homeownership opportunities
Sara Delano

universal means-bulk buy of simple items for multiple projects

Special needs housing, such as DD, homeless, should have a separate set-aside funding-programs

Incentives to sell vacant property to affordable housing developers
Sara Delano

Affirmative marketing and how to connect folks to available affordable housing - marketing dollars for developers/managers?

Train case managers to become property managers to utilize their past training for a new job career

Planning Depts. better Understand and integrate "alternative" construction methods... I.e. modular and off site construction

On state level, a system has been created to generalize zoning designations across jurisdictions. Is this something we can use to understand better where to increase density?

Longer tax exemption for affordable developers, especially since permitting/ development approvals take so long.

Changes to zoning for more flexibility with land lease/CLT models. City of Tacoma has a Unit Lot Subdivision type development that is just right for this.

More funding for Home Repair and Aging in place programs

I know there is ongoing discussion on **Land Banking**. Where is that headed and how can we help guide that policy?

Accessibility upgrade grants for low-income homeowners and/or seniors
Sara Delano

More homeownership opportunities for underserved communities in Pierce County

Incentives to remove oil furnaces -- Seniors, low-income homeowners
Sara Delano

weatherization or flood plain mitigation

More incentives for energy efficiency upgrades for seniors to reduce utility use and maintenance costs
Sara Delano

Maintenance grants for low-income homeowners
Sara Delano

Maintenance grants for existing affordable housing stock
Sara Delano

Taxing marshmallows (must create the food categories) for low income housing for people with physical disabilities

remove elevator requirements for 4 story buildings

Rental Escrow account-for resolution purposes
Adria

Classes / outreach for permitting / ADUs
Sara Delano

Pre Approved plans for ADUs and other smaller housing types

Lack of multifamily units for larger families, 3+ bd RMS for low/lower income.

Single occupant homes are few and far between

With the fairly recent changes to comprehensive plan requirements there are specified requirements around jurisdictions reporting accurate housing supply and housing access by income levels. How can we use this information to push for affordable housing in jurisdictions that show that they cannot offer affordable housing for the lower income level groups?

Policy Idea

With the fairly recent changes to comprehensive plan requirements there are specified requirements around jurisdictions reporting accurate housing supply and housing access by income levels. How can we use this information to push for affordable housing in jurisdictions that show that they cannot offer affordable housing for the lower income level groups?

More homeownership opportunities for underserved communities in Pierce County

Rental Escrow account- Adria (for dispute resolution purposes) county?

Train case managers to become property managers to utilize their past training for a new job career

remove elevator requirements for 4 story buildings

Taxing marshmallows (must create the food categories) for low income housing for people with physical disabilities

Special needs housing, such as DD, homeless, should have a separate set-a-side funding-programs

Homeownership classes

Accessibility upgrade grants for low-income homeowners and/or seniors Sara Delano

Maintenance grants for low-income homeowners Sara Delano

Maintenance grants for existing affordable housing stock Sara Delano

Conversion of market-rate apartment buildings into condos for more affordable homeownership opportunities Sara Delano

More funding for Home Repair and Aging in place programs

More incentives for energy efficiency upgrades for seniors to reduce utility use and maintenance costs Sara Delano

Incentives to sell vacant property to affordable housing developers Sara Delano

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Incentives to remove oil furnaces -- Seniors, low-income homeowners Sara Delano

Permitting and Affordability

Classes / outreach for permitting / ADUs Sara Delano

Changes to zoning for more flexibility with land lease/CLT models. City of Tacoma has a Unit Lot Subdivision type development that is just right for this.

Explore potential cap on HOA fees/Co-Op Fees

More incentives for small-scale affordable housing interspersed in existing Residential Zones, I.E. 4-plexes, 3-plexes Sara Delano

I would like to discuss O&M long/short term strategies.

Pre Approved plans for ADUs and other smaller housing types

Longer tax exemption for affordable developers, especially since permitting/ development approvals take so long.

universal means- bulk buy of simple items for multiple projects

Lack of multifamily units for larger families, 3+ bd RMS for low/lower income.

Single occupant homes are few and far between

Planning Depts. better Understand and integrate "alternative" construction methods... i.e. modular and off site construction

As funding sources are becoming more scarcity under current administration, housing developers/ community-based organizations are struggling to develop/ manage affordable housing. Need to find ways to support housing developers

Affirmative marketing and how to connect folks to available affordable housing - marketing dollars for developers/managers?

Condo conversion- fully separated

Methodologies to make construction easier (prefabrication)

Health insurance paying rent for clients

Targeted Universal Design

Incentivize affordable housing for families near schools

Weatherization or flood plain mitigation

Focus Area 3: Education

Legislative

Focus Area 3: Education

Legislative

Legislative

Focus Area 2: Housing Toolkit Recommendations

Focus Area 3: Education

Focus Area 3: Education

Focus Area 3: Education

Focus Area 3: Education

Focus Area 2: Housing Toolkit Recommendations

Focus Area 3: Education

Focus Area 3: Education

Focus Area 2: Housing Toolkit Recommendations

Focus Area 3: Education

Focus Area 3: Education

Focus Area 3: Education

Focus Area 2: Housing Toolkit Recommendations (research)

In progress/connect to current work

Focus Area 3: Education

Focus Area 2: Housing Toolkit Recommendations (research)

Focus Area 2: Housing Toolkit Recommendations (research)

Focus Area 2: Housing Toolkit Recommendations (research)

In progress/connect to current work

Focus Area 3: Education

Focus Area 2: Housing Toolkit Recommendations (research)

In progress/connect to current work

Focus Area 3: Education

Focus Area 2: Housing Toolkit Recommendations (research)

Focus Area 2: Housing Toolkit Recommendations (research)

Focus Area 3: Education

Focus Area 3: Education

Focus Area 3: Education

In progress/connect to current work

Focus Area 2: Housing Toolkit Recommendations (research)

Focus Area 3: Education

Focus Area 1: Advice and Feedback

Focus Area 2: Housing Toolkit Recommendations

Focus Area 3: Education

Focus Area 4: Governance

In progress/connect to current work

Legislative

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Advisory Board

2025 Work Plan

Advice and Feedback

- Provide feedback on:
 - 2026 SSHA³P Work Plan and Budget
 - 2026 SSHA³P Legislative Priorities
 - Other housing-related efforts in Pierce County, as requested

Housing Toolkit Recommendations

- Research and potentially make a recommendation to the SSHA³P Executive Board on the inclusion of the following policies/programs in the SSHA³P housing toolkit:
 - Policies to incentivize construction of housing with universal design principles (continuing work from 2024 Advisory Board work plan)
 - Policies that increase homeownership opportunities by allowing and facilitating fee simple sale of middle housing and accessory dwelling housing units, including through unit lot subdivision
- Begin research on the following policy area to identify specific policies that may be included in the 2026 Advisory Board work plan for further research and potential recommendation:
 - Incentivizing and supporting the construction of income-restricted affordable housing

Education

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

Governance

- Elect chair and vice chair(s)

SSHA³P

Tentative Calendar

		Q1	Q2	Q3	Q4
Advice and Feedback	2026 Work Plan and Budget		X	X	
	2026 Legislative Priorities			X	
	Other housing-related efforts in Pierce County	TBD, pending requests for feedback from SSHA ³ P member governments and/or other entities			
Housing Toolkit Recommendations	Accessibility: Incentivize Building with Universal Design	X	X		
	Attainability: Increase Homeownership Opportunities of Middle Housing Units		X	X	
	Affordability: Incentivize Affordable Housing Construction			X	X →
Education	Education	TBD, pending discussion with 2025 chair and vice chairs			
Governance	Elect Chair and Vice Chairs	X			



SSHA³P Advisory Board

AGENDA BILL

January 20, 2026

AGENDA CATEGORY: New Business

SUBJECT: Chair and Vice Chair(s) Election

PRESENTED BY: Chair Jay Worley

SUMMARY/BACKGROUND:

The Advisory Board's bylaws state that there shall be one chair and at least one but not more than two vice chairs elected from the appointed members of the Board. The chair and vice chairs must be elected by majority vote. Elections should take place at the Board's first regular meeting of each calendar year. This meeting will include the election of the Advisory Board Chair and Vice Chair for the 2026 calendar year.

ATTACHMENTS:

- 2026 Advisory Board Member Roster
- Advisory Board Bylaws

STAFF RECOMMENDATION:

- N/A

ALTERNATIVES:

- N/A

RECOMMENDED MOTION:

- N/A



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

ADOPTED June 20, 2023

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SSHA³P

I. AUTHORITY

The authority to adopt and amend bylaws for the operations of the South Sound Housing Affordability Partners (“SSHA³P”) Advisory Board is derived from Resolution No. 2023-02 by the SSHA³P Executive Board which states in Section 3(A), “Advisory Board members shall work with SSHA³P staff to adopt bylaws and a decision-making structure consistent with the SSHA³P Interlocal Agreement.”

In the event of conflict between these bylaws and the guidance provided in the SSHA³P 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 SSHA³P Executive Board, Resolution No. 2023-02 will take precedence.

II. NAME

The name of this Board shall be the South Sound Housing Affordability Partners (SSHA³P) Advisory Board.

III. PURPOSE

Generally, the purpose the SSHA³P Advisory Board is to:

1. Provide advice and recommendations to the SSHA³P Executive Board on the work of SSHA³P 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.

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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 SSHA³P staff, the SSHA³P staff workgroup, and the SSHA³P Executive Board to develop and implement the SSHA³P Interlocal Agreement and SSHA³P's annual work plan priorities. With SSHA³P staff support, possible areas of focus include:
 1. Recommendations on SSHA³P'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 SSHA³P 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 SSHA³P 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.

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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 SSHĀ³P 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 SSHAP³ 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 SSHAP³ deals with or is considering dealing with;
 - c) Receives or may receive compensation or other benefits in connection with a transaction into which SSHAP³ enters;
 - d) Receives or may receive personal gifts or loans from third parties dealing with SSHAP³;
 - e) Has a close personal or business relationship with a participant in a transaction being considered by SSHAP³;
 - f) Would like to pursue a transaction being considered by SSHAP³ 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

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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 SSHA³P 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 SSHA³P 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.