SSHA³P

South Sound Housing Affordability Partners
Advisory Board
Special Meeting Agenda

3602 Pacific Ave Tacoma, WA 98418 | Brekke Conference Room
Dial: +1253 215 8782 Meeting ID: 939 0747 6275
Webinar Link: https://piercecountywa.zoom.us/j/93907476275
October 27, 2026, 5:30 P.M.

Adria Buchanan, Ahndrea Blue, Doris Smith, Elaine Tuisila, Faaluaina Pritchard, Jay Worley, Jonah Kinchy, Lacey Barker, Landon Jones, 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. August 18, 2026, and September 15, 2026 SSHA³P Advisory Board Minutes

Purpose: Approval of minutes from August 18, 2026, and September 15, 2026 SSHA³P Advisory Board meeting.

ATTACHMENTS: Minutes of August 18, 2026, Advisory Board meeting

Minutes of September 15, 2026, Advisory Board meeting

IV. SSHA³P STAFF UPDATE

V. PRESENTATIONS AND DISCUSSION

A. Tacoma Pierce County Affordable Housing Consortium (ACH) Presentation

Purpose: Amanda DeShazo, Executive Director for the Tacoma Pierce County Affordable Housing Consortium, will give a presentation on recent updates in operations and maintenance long and short-term strategies for affordable housing.

Action: Presentation

ATTACHMENTS: Agenda Memorandum: Affordable Housing Consortium Presentation

Presentation: Affordable Housing Consortium Provider Feedback & Findings

B. Draft 2027 SSHA3P Work Plan

Purpose: Jason Gauthier, SSHA3P Program Manager, will seek feedback on the draft 2027 SSHA3P Work Plan.

Action: Discussion

ATTACHMENTS: Agenda Memorandum: Draft 2027 Work Plan

Presentation: Draft 2027 Work Plan

Draft 2027 SSHA3P Work Plan

C. 2027 SSHA3P Advisory Board Work Plan

Purpose: Alyssa Torrez, SSHA3P Program Specialist II, will begin the process for creating the 2027 SSHA3P Advisory Board Work plan.

Action: Presentation

ATTACHMENTS: Agenda Memorandum: 2027 SSHA3P Advisory Board Work Plan

Presentation: 2027 SSHA3P Advisory Board work Plan

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 939 0747 6275or through Zoom at https://piercecountywa.zoom.us/j/93907476275 . Written comments may be submitted to alyssa.torrez@piercecountywa.gov Tuesday before 4:00 p.m. for the Public Comment period. Comments will be compiled and sent to the Advisory Board and posted on the SSHA^{3}P website at: https://southsoundaffordablehousing.org.

VII. UPDATES/COMMENTS OF THE ADVISORY BOARD

VIII. ADJOURN

South Sound Housing Affordability Partners (SSHA^{3}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

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).

SSHA^{3}P Regular Advisory Board Meeting

August 18, 2026

Members Present: Adria Buchannon, Doris Smith (Vice Chair), Elaine Tuisila, Faaluaina Pritchard, Jay Worley, Jonah Kinchy, Laura Mullen, Lori Wada, Marcella Taylor, Sara Delano, Tim Fairley (Chair), Zac Baker

Members Excused: Ahndrea Blue, Isabella Rivera Kjaer, Landon Jones

Members Absent: Lacey Barker, Rosey Zhou, Sean McKenna

Staff: Alyssa Torrez, Jason Gauthier

Call to Order

Chair Fairley called the meeting to order at 5:35 PM.

Roll Call

Alyssa Torrez called roll; a quorum was present.

Land Acknowledgement

Chair Fairley read the land acknowledgement.

Housekeeping

Review Agenda/Agenda Modifications

There were no requests for agenda modifications.

Consent Agenda

Motion was made by Adria Buchannon to adopt consent agenda. Second by Sara Delano. Motion passed.

SSHA^{3}P Staff Update

SSHA3P staff shared updates from the Executive Board meeting, including information on the update to the rules and procedures that will begin in coming months, an overview of the briefing from the new Executive Director of Housing Pierce County covering the work they are doing, information on funds received from Enterprise Community Partners for the Pierce County Community Development Corporation East Tacoma site feasibility support, and legislative agenda updates.

Staff also shared that Advisory Board recruitment would begin in September for new members to be appointed to begin service in January 2027, and shared that the Board Resources webpage is live for members to access information, resources and support documents to help onboard and support board members' experience on the board year-round.

Presentations and Discussion

2027 Legislative Priorities

Jason Gauthier, SSHA3P Program Manager, gave the third presentation on the creation of 2027 SSHA3P Legislative Agenda and provided a review of the input received from the Advisory Board at the June 16, 2026, and July 21, 2026, meetings and the three items that the Advisory Board identified as potential priorities for inclusion.

Chair Fairley asked for a motion to adopt the three priority recommendations to move to the Executive Board for consideration for inclusion in the final 2027 SSHA3P Legislative Agenda. Motion was made by Jay Worley and seconded by Faaluaina Pritchard. Discussion on the motion included a proposed amendment to include lived experience and 60% AMI requirement for the proposed Landlord-tenant Advisory Board. This amendment failed to receive a unanimous vote. Motion to adopt the three proposed priorities passed unanimously.

Universal Design Recommendation

Alyssa Torrez, SSHA3P Program Specialist, completed the presentation of the feedback and updates made to the Universal Design incentives, including changes in the incentives offered and removal of utility connection and impact fee reductions. After the presentation, the board had a short discussion about the latest updates and next steps and were overall in agreement with the current status of the tool. Chair Fairley asked for a motion to recommend the Universal Design tool as presented to the Executive Board for adoption. Adria Buchannon moved to recommend the tool, and the motion was seconded by Faaluaina Pritchard. The motion passed unanimously.

Public Comment

There were no public comments.

Updates/Comments of the Advisory Board

No updates

Adjourn

A motion to adjourn the meeting was moved and seconded. Meeting adjourned at 6:42 PM.

SSHA^{3}P Regular Advisory Board Meeting

September 15, 2026

Members Present: Doris Smith (Vice Chair), Jay Worley, Landon Jones, Lori Wada, Marcella Taylor, Sean McKenna,

Members Excused: Adria Buchannon, Ahndrea Blue, Jonah Kinchy, Laura Mullen, Sara Delano, Tim Fairley (Chair)

Members Absent: Elaine Tuisila, Lacey Barker, Rosey Zhou, Zac Baker

Staff: Alyssa Torrez, Jason Gauthier

Call to Order

Co- Chair Worley called the meeting to order at 5:36 PM.

Roll Call

Alyssa Torrez called roll; a quorum was not present.

Land Acknowledgement

Co- Chair Worley read the land acknowledgement.

Housekeeping

Review Agenda/Agenda Modifications

There were no requests for agenda modifications.

Consent Agenda

Consent agenda was removed due to lack of quorum for vote.

SSHA^{3}P Staff Update

SSHA3P staff shared updates from the Executive Board, including an update on legislative agenda discussions at the Executive Board meeting including some changes that were made and were reflected in the draft included in the board packet. Invitation for the October Executive Board meeting being held in -person at Aubirn City Hall with a tour of a nearby housing project.

Universal Design update- did not make it to the September meeting for the executive board to review due to time so it will be added to the October meeting

Presentations and Discussion

Pierce County Community Action Programs presentation

Donn Falconer with Pierce County Human Services gave an overview of the Community Action Programs (CAP) such as weatherization and home repair that are meant to help community members in Pierce Conty remain in their homes and reduce displacement. The presentation went

through the CAP website to demonstrate where to find information on the available resources and how the programs work, including application processes, qualifications, timelines, income requirements and locations for the programs. Discussion included questions about the challenges to the program, including technical access, cultural barriers and outreach efforts and how they can be helped in order to reach more households.

2027 SSHA3P Work Plan

Jason Gauthier, SSHA3P Program Manager, began the discussion on creating the 2027 SSHA3P annual Work Plan, covering the purpose of the Work Plan, the current work plan and areas of focus, prior ideas and recommendations on the Work Plan from the Advisory Board, and the next steps in the development of the Work Plan. Advisory Board members shared ideas that could be included in the 2027 Work Plan, including certification of low-income housing complexes or units, creation of a labor pool, preservation of affordable housing, IDD units, incentives for TOD, sewer connection or mapping for extensions, predevelopment support and cost reduction efforts. Staff will take these ideas into consideration and return to the Advisory Board in October to present an update on the draft Work Plan.

2026 End of year Preview

Alyssa Torrez, SSHA3P Program Specialist, gave a presentation to provide an overview of the current progress on the 2026 Advisory Board Work Plan and preview the end of the tear timelines to complete outstanding items, including incentives for small scale affordable housing, incentives to sell vacant property and conversion of market-rate apartments into condos for affordable homeownership. Other items to be completed by the Advisory Board by the end of the year include creation of the 2027 Advisory Board Work plan and recruitment of new board members for 2027.

Public Comment

There were no public comments.

Updates/Comments of the Advisory Board

No updates

Adjourn

Doris Smith moved to adjourn the meeting. Landon Jones seconded the motion. The motion passed. The meeting adjourned at 7:22 PM.

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SSHA³P Advisory Board

AGENDA BILL

October 27, 2026

AGENDA CATEGORY: External Presentation

SUBJECT: Tacoma-Pierce County Affordable Housing Consortium

PRESENTED BY: Amanda DeShazo, Executive Director of the Tacoma-Pierce County Affordable Housing Consortium

SUMMARY/BACKGROUND:

The Advisory Board's 2026 work plan includes researching policy areas to identify specific policies that may be included in the 2027 Advisory Board work plan for further research and potential recommendation. This includes an item to learn about operations and maintenance long and short-term strategies for affordable housing.

This presentation from Amanda DeShazo, Executive Director of the Tacoma-Pierce County Affordable Housing Consortium will provide recent updates on affordable housing operations and maintenance long and short-term strategies options to support the sustainability of current affordable housing units and efforts to support affordable housing providers in the region.

ATTACHMENTS:

- Presentation Affordable Housing Consortium Provider Feedback & Findings

STAFF RECOMMENDATION:

N/A

ALTERNATIVES:

N/A

RECOMMENDED MOTION:

N/A

FROM DEVELOPMENT TO OPERATIONS

WHAT WE HEARD FROM AFFORDABLE HOUSING PROVIDERS

AMANDA DESHAZO
EXECUTIVE DIRECTOR

Affordable HOUSING CONSORTIUM
TACOMA/PIERCE COUNTY

Pierce County Affordable Housing Provider Roundtables





State Funding Discussions:

- Development (14 participants)
- Operating, Maintenance, and Services (9 participants)

Purpose:

- Inform AHC's Advocacy
- Report to Legislators

SIX MAJOR THEMES

Across all participants, six key themes emerged:

1. Infrastructure costs are a significant development barrier.
2. State capital funding is limited and unpredictable.
3. Predevelopment costs create barriers before construction begins.
4. Capital must be paired with operating and services resources.
5. Other costs are increasing and affecting feasibility.
6. Fragmented programs and timelines make development more difficult.



WHAT WE HEARD



Infrastructure Costs

Connecting Housing to Infrastructure Programs is a valuable tool but needs more funding and affordable housing providers need to be able to apply directly.

Local fee waivers are helpful, but administratively burdensome and requires a replacement revenue source.

Federal infrastructure dollars are available but administratively burdensome.



State Capital Funding

State capital funding is limited and unpredictable.

Amount of funding in the Housing Trust Fund is never enough, project level caps make it difficult to finance the project, the competition is extremely high, there is a geographic preference for King County projects, and timing of funding as “last money in” causes uncertainty for project financing.

Smaller jurisdictions have a hard time competing for these resources.

More projects are seeking direct appropriations.



Predevelopment Costs

Predevelopment expenses are substantial and reimbursement-based funding creates cash-flow challenges.

Many providers have to spend a lot of money before even getting to the point where they can apply for capital funding.

Administrative processes, third-party verification, and Dept of Commerce response times can be difficult, especially for smaller and emerging organizations.

Third-party verification and repeated reviews create delays.

WHAT WE HEARD



Capital & OMS Resources

For supportive and homeless housing, capital funding does not make a project feasible. Long-term operating support, services, and rental subsidies are critical for financial feasibility.

Two-year operating contracts make it difficult to underwrite projects with tax-credit investors and private financing.

The loss or uncertainty of operating support can make homeless housing infeasible. To pencil, services and vouchers are part of the equation.



Other Cost Pressures

Insurance, environmental cleanup, infrastructure charges, energy-code requirements, and federal compliance costs can make otherwise viable projects more difficult or expensive to finance.

Insurance is still going up with providers - some having experienced 100% increase.

Environmental cleanup can make viable sites financially infeasible.

Energy-code changes may increase costs without sufficient benefit for affordable housing.

Federal requirements such as BABA can be too costly or burdensome to pursue.



Programs and Timelines

Multiple funding sources operate on different schedules, which creates delays and uncertainty.

City/county commitments are often needed before state funding, but state funding may be needed before other pieces can be finalized.

Staff turnover and inconsistent processes within Dept. of Commerce create delays.

Processes with Dept. of Commerce should be codified so they don’t depend on individual staff.

Better coordination among funders would help projects move forward more efficiently.

SIX MAJOR THEMES

Across all participants, six key themes emerged:

1. Operating costs are increasing faster than resources.
2. Insurance has become a significant and unpredictable expense.
3. Short-term operating subsidies limit their long-term value.
4. A predictable approach to preservation and major capital needs is needed.
5. Operating pressures affect staffing and resident services.
6. The sustainability of existing affordable housing needs greater attention.



WHAT WE HEARD



Operating Increases

Rising operating expenses include utilities, insurance, staffing, repairs and maintenance, contractor costs, unit turnover, compliance, and major building expenses.

Rising costs are affecting decisions about staffinf, maintenance, and long-term ownership.



Insurance Increases

Increasing premiums, higher deductibles, and fewer carriers willing to insure affordable housing has caused significant uncertainty from year to year.

Filing claims can lead to further rate increases, making it difficult to manage risk.



Short-Term Subsidies

Providers need funding commitments that are long enough and predictable enough to support long-term planning and project underwriting.

Investors and permanent lenders need proof that operating subsidy will continue for 10 years or more.

Current state contracts are 2 years at most.

WHAT WE HEARD



Needed Predictability

Providers distinguished between routine maintenance and larger, predictable lifecycle expenses.

Sufficient reserves are needed to handle roofs, siding, water heaters, mechanical systems, and other building components. Many funders cap the amount a provider can have in reserves.

Delayed maintenance and major repairs are happening due to limited resources available.

Because of financial liabilities and high repair costs, nonprofits are evaluating whether to keep older properties.



Staffing and Services

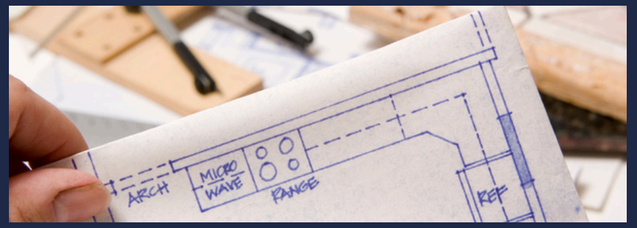
Higher operating costs and limited funding are leading to reduced and stretched staffing with less consistent resident services.

Staff are being stretched across properties and more units.

Limited funding leads to fewer or reduced resident services.

Staff turnover and recruitment are ongoing challenges.

The loss of services affects resident stability and housing outcomes.



Sustainability Needs

Preserving and sustaining existing affordable housing is just as important as producing new housing.

Operating and preservation challenges threaten long-term affordability.

Without adequate operating and preservation support, some affordable housing could be lost.

Focus needs to be on sustaining the existing affordableh ousing stock and new production.



OPPORTUNITIES

1. Increase and Sustain CHIP Funding
2. Increase and Improve Predictability of State Capital Funding
3. Expand Flexible Predevelopment Resources
4. Align Capital, Operating, and Supportive Services
5. Improve Funder Coordination and Administrative Consistency
6. Address Costs Threatening Feasibility



OPPORTUNITIES

1. Increase Operating, Maintenance & Services Funding
2. Provide Longer-Term Operating Commitments
3. Create Predictable Preservation and Lifecycle Funding
4. Address Affordable Housing Insurance
5. Improve Alignment Between Housing and Services Funding
6. Protect Existing Affordable Housing Investment

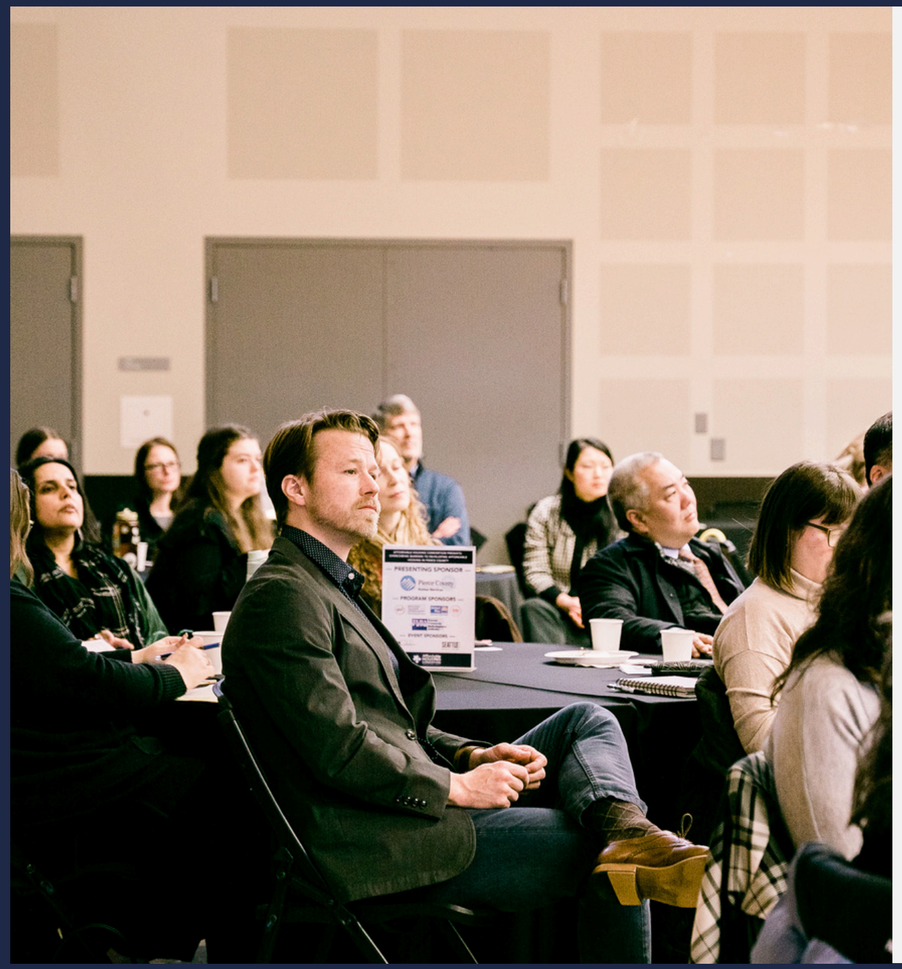
LEGISLATIVE AGENDA

Across all participants, six key themes emerged:

1. Support for Housing Trust Fund at $728M or more.
2. Increased Operating, Maintenance and Services funding.
3. Support preservation funding and expanded eligibility.
4. Increase $150M for CHIP and expanded use.
5. Property tax exemptions for non-profits.
6. Passage of HB 1717, sales tax remittance program for affordable housing.



NEXT STEPS



- 2027 Legislative Agenda
- Legislative Session 2027
  - Session begins Jan 11
  - Prefiling Dec. 7
- Dept. of Commerce Administrative Advocacy

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SSHA³P Advisory Board

AGENDA BILL

October 26, 2027

AGENDA CATEGORY: Staff Presentation

SUBJECT: 2027 Work Plan

PRESENTED BY: Jason Gauthier, SSHA³P Manager

SUMMARY/BACKGROUND:

The SSHA³P Intergovernmental Agreement requires the Executive Board to adopt an annual work plan and annual operating budget.

The annual work plan is designed to direct and prioritize workflow for SSHA³P staff and set expectations for the Executive Board, Advisory Board, member governments, and the public.

SSHA³P staff anticipate that the Executive Board will adopt the 2027 Work Plan at its regular meeting in December

The purpose of this presentation is to receive feedback on the draft 2027 Work Plan.

ATTACHMENTS:

- 2027 Draft Work Plan Presentation
- 2027 DRAFT SSHA³P Work Plan

STAFF RECOMMENDATION:

N/A

ALTERNATIVES:

N/A

RECOMMENDED MOTION:

N/A

WORK PLAN PURPOSE

- An annual work plan is a requirement of SSHA^{3}P Intergovernmental Agreement
- Directs and prioritizes workflow
- Set expectations for Executive Board, Advisory Board, member governments, and public

WORK PLAN AREAS OF FOCUS

- Affordable Housing Development
- Program and Policy
- Advocacy
- Advisory Board
- Administration

AFFORDABLE HOUSING DEVELOPMENT

- **Capital Fund**
- **Feasibility Assistance and Site Testing (FAST)**
- **Fife's Levee Road Property**
- **Faith Communities and Affordable Housing**

PROGRAM AND POLICY

- **Grant Support**
- **Planning Support**
- **Monitoring and Compliance**
- **Accessory Dwelling Units**

ADVOCACY

- **State**
- **Federal**

ADVISORY BOARD

- **Recruitment and Appointments**
- **Recommendations**
- **Work Plan**

ADMINISTRATION

- **Website**
- **Committees**

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Affordable Housing Development

A. Capital Fund

Project Pipeline

Work with the Fund Committee, member governments, and project sponsors to identify and evaluate potential affordable housing projects, with the goal of issuing a solicitation for funding proposals by the **end of the third quarter of 2027.**

Reporting

Strengthen procedures for tracking and managing pooled fund contributions, commitments, and expenditures. Coordinate with the Washington State Department of Commerce to ensure timely, complete reporting on the commitment and expenditure of revenues collected under RCW 82.14.540, consistent with applicable state requirements.

B. Feasibility Assistance and Site Testing (FAST)

Launch the FAST Program Request Form in January 2027. FAST is designed to help member governments assess whether properties can support affordable or mixed-income housing by providing early feasibility assistance that helps elected officials and staff understand site constraints, evaluate development potential, and determine practical next steps.

PROPERTY EVALUATION	DEVELOPMENT ANALYSIS
Phase I environmental assessments, geotechnical studies, critical areas assessments, and other site-specific testing.	Building massing studies and architectural reports that explore how housing could be accommodated on the property.

C. Fife's Levee Road Property

At the City of Fife's request, manage final procurements for site feasibility studies and predevelopment analyses and assist the City in preparing for the property's transfer for future housing development, including developing a request for proposals and identifying recommended conditions of transfer.

D. Faith Communities and Affordable Housing

In collaboration with Associated Ministries, Seeds for Peace, and the Pierce County Human Services Department support the advancement of the development of affordable housing on faith-based organization owned property. Actions to support this work can include:

- Outreach and communications efforts
- Attend and co-host convenings of faith-based institutions and community members
- Co-create and deploy a referral program for member jurisdictions
- Policy research and recommendations for improvements to support additional development
- Distribution of development opportunities through partner request for proposals (RFPs)
- Research and provide assistance to access potential funding

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Program and Policy Support

A. Grant Support

Assist member governments in identifying and pursuing grant funding that advances affordable housing planning, site readiness, infrastructure, and development. Match potential projects with funding opportunities, clarify eligibility and application requirements, and support application preparation through project scoping, narrative development, data gathering, and coordination with funding partners. Potential funding sources include:

- Regional Approaches Program
- Connecting Housing to Infrastructure Program (CHIP)
- Home & Hope

B. Planning Support

At the request of member governments, provide technical assistance, evaluation, and implementation of housing-related actions, including but not limited to the following:

- Incentive Programs (density, parking and tax incentives)
- Research on housing and related land-use and regulatory topics
- Creation of public engagement materials and campaigns
- Support on presentations and other materials for elected officials
- Comprehensive plan updates and implementation

C. Monitoring & Compliance Program

In coordination and alignment with Pierce County, finalize the development of the SSHA^{3}P Monitoring and Compliance Program to administer local housing incentive compliance with affordable housing requirements. This development of this program will include the creation and deployment of the following items:

- Website/Portal Development
- Member Government Service Agreements
- Guidance Documents for member governments and property managers d

D. Accessory Dwelling Units

Continue to support regional efforts to promote the development of accessory dwelling units (ADUs) including aiding Pierce County Planning and Public works in the development and distribution of information and resources related to pre-approved ADU plans.

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Advocacy

A. State Advocacy

Develop a state legislative agenda that advances the creation and preservation of affordable, attainable, and accessible housing. Engage member governments, the Advisory Board, and housing partners to identify shared legislative and funding priorities that address regional housing needs and support local implementation. Present the proposed agenda to the Executive Board for consideration and coordinate with legislators, state agencies, and advocacy partners to advance adopted priorities. Track legislative proposals and budget decisions, provide updates to member governments, and identify opportunities for coordinated advocacy.

POLICY DEVELOPMENT

Develop 1-3 targeted legislative policy priorities to support the creation and preservation of affordable housing.

CAPITAL BUDGET

Work with member governments and affordable housing developers to coordinate and support capital budget requests for the development of affordable housing.

B. Federal Advocacy

Develop a federal legislative agenda that advances the creation and preservation of affordable, attainable, and accessible housing. Engage member governments, the Advisory Board, and housing partners to identify shared priorities, including federal funding, regulatory improvements, and support for local housing implementation. Present the proposed agenda to the Executive Board for consideration and coordinate with congressional offices and regional partners to advance adopted priorities.

CONGRESSIONALLY DIRECTED SPENDING

Work with member governments and affordable housing developers to coordinate and support capital budget requests for the development of affordable housing.

FORMULA GRANT FUNDING

Advocate for increasing investments in the HOME Investment Partnership (HOME) and Community Development Block Grant (CDBG) programs.

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Advisory Board

A. Recruitment & Appointments

Coordinate Advisory Board recruitment and appointments consistent with the intergovernmental agreement and Executive Board direction. Identify upcoming vacancies and expiring terms, conduct outreach to prospective applicants, and support the application and appointment process. Seek members whose expertise, experience, and perspectives reflect the region's housing needs, and provide orientation to prepare new members to contribute effectively.

B. Policy Recommendations

Support the Advisory Board in developing policy and program recommendations consistent with its work plan and requests from member governments. Provide research, analysis, and opportunities for discussion to help members evaluate options and develop actionable recommendations. Present recommendations to the Executive Board or member governments, as appropriate, and communicate how the Advisory Board's input informs subsequent decisions and agency work.

C. Agency Advisory Work

The SSHA³P Advisory Board advises staff and the Board of Directors on the development of key documents that guide the agency's priorities and work. Since 2025, the Advisory Board's role has expanded significantly, strengthening the agency's planning and ensuring its work is informed by a broad range of expertise and perspectives. This advisory work includes:

Annual Work Plan

Engage the Advisory Board in developing the SSHA³P annual work plan, including identifying emerging housing needs, evaluating potential activities, and recommending priorities. Incorporate members' expertise and perspectives to align proposed work with member government needs, agency goals, and available staff capacity.

Annual Budget

Support Advisory Board review of the proposed annual budget, including how planned expenditures support work plan priorities. Provide clear financial information and facilitate discussion of resource needs and tradeoffs to inform budget recommendations to the Board of Directors.

State Legislative Agenda

Assist the Advisory Board in developing recommendations for the annual state legislative agenda. Provide policy research, gather input from member governments and housing partners, and facilitate discussion to identify and recommend legislative and funding priorities that address regional housing needs and support local implementation.

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Administration

A. SSHA³P Website

Review and update the SSHA³P website.

MEMBER GOVERNMENT HIGHLIGHTS

Update SSHA³P website with a new, member government highlight section to update the work of members on create housing supportive policy and land use conditions.

AFFORDABLE HOUSING MAPPING UPDATE

Deploy newly updated affordable housing mapping across Pierce County. The new mapping will include a full inventory of publicly funded affordable housing projects across our communities and include their affordability period.

B. Committees

Review

Evaluate SSHA³P's current ad hoc committee structure, including committee purposes, membership, responsibilities, and alignment with the agency's governance and work plan. Identify needs for new or continued ad hoc committees or standing committees to support ongoing responsibilities.

Recommendations

Develop and present recommendations to the Board of Directors on the committee structure needed to support SSHA³P's work. Address whether to establish, continue, modify, or conclude committees, with proposed purposes, membership, responsibilities, reporting expectations, and timelines, as appropriate.

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SSHA³P Advisory Board

AGENDA BILL

October 27, 2025

AGENDA CATEGORY: Staff Presentation

SUBJECT: 2027 Advisory Board Work Plan

PRESENTED BY: Alyssa Torrez, SSHA³P Program Specialist

SUMMARY/BACKGROUND:

The SSHA3P Advisory Board Bylaws state "The Advisory Board's work plan shall include work areas for one calendar year. 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.

This discussion will focus on identifying policy priorities for the 2027 Advisory Board Work Plan. Reviewing previous year's topics and brainstorming ideas and generating potential new topics for inclusion in the 2027 SSHA3P Advisory Board Work Plan.

ATTACHMENTS:

- 2027 SSHA3P Advisory Board Work Plan Presentation
- 2026 Advisory Board Work Plan
- 2026 Brainstorm Topics & Categorization

STAFF RECOMMENDATION:

- Advisory Board feedback and discussion

ALTERNATIVES:

N/A

RECOMMENDED MOTION:

N/A

2027 ADVISORY BOARD WORK PLAN

SSHA^{3}P ADVISORY BOARD SPECIAL MEETING

OCTOBER 27TH, 2026

ALYSSA TORREZ, PROGRAM SPECIALIST

SSHĀ^{3}P Pierce County Human Services



Agenda

- Review Work plan components
- 2027 Work Plan Development Process
- Review Past Ideas
- Begin Brainstorming Session
- Next Steps

Focus Area 1: Advice & Feedback

- Review and provide feedback on:
  - 2028 SSHA^{3}P Work Plan and Budget
  - 2028 SSHA^{3}P Legislative Agendas
  - Other housing-related efforts in Pierce County
    - 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 SSHA^{3}P housing toolkit

- **Begin research** on the following policy area to identify specific policies that may be included in the 2028 Advisory Board work plan for further research and potential recommendation

Focus Area 3: Education

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

Focus Area 4: Governance

- Elect chair and vice chair(s)

Work Plan Development Process

- Review past ideas
- Brainstorming session
- Categorization into focus areas
- Vote for topics via online tool
- Advisory Board Work Plan Recommendation
- Executive Board adoption

Idea Review

- Last year's ideas on Miro board
- Categorized in Excel sheet
- Can revisit past items



Brainstorming

- New Miro Board
  - https://bit.ly/4eSyjFu
- Color categories
- Add ideas on virtual post it notes
- Begin discussion



Next Steps

- **Tonight:** Begin discussion and brainstorming
- **November:** Categorizing and Voting, Advisory Board recommendation of Work Plan
- **December:** Executive Board action

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SSHA³P Advisory Board
2026 Work Plan

Advise and Provide Feedback

- Provide feedback on:
  - 2027 SSHA³P Work Plan
  - 2027 SSHA³P Budget
  - 2027 SSHA³P State and Federal 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 2025 Advisory Board work plan)

- 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:
  - Homeownership opportunities for underserved communities
  - Incentives for small-scale affordable housing
  - Incentives to sell vacant property
  - Operations and Maintenance long and short-term strategies

Education

- Learn about relevant and foundational topics related to housing and land use policy through presentations from qualified speakers
  - Maintenance grants for low-income and affordable housing
  - Conversion of market-rate apartment into condos for affordable home ownership
  - Vouchers for different types of housing
  - Methodologies for making construction easier (i.e. prefabrication)

Administration

- Elect chair and vice chair(s)

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		Q1	Q2	Q3	Q4
Advice and Feedback	2027 Work Plan and Budget	X	X		
	2027 Legislative Priorities		X		
	Other housing-related efforts in Pierce County	TBD, pending requests for feedback from SSHA³P member governments and/or other entities			
Housing Toolkit Recommendations	Universal Design Recommendation	X	X		
	Housing Toolkit Research Items		X	X	X
Education	Education	TBD, pending scheduling of presenters			
Governance	Elect Chair and Vice Chairs	X			

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

Policy Idea		Notes:
More homeownership opportunities for underserved communities in Pierce County	Focus Area 2: Housing Toolkit Recomendations (research)	Consolidate with other homeownership efforts
Incentives to sell vacant property to affordable housing developers Sara Delano	Focus Area 2: Housing Toolkit Recommendations (research)	Legislative possibility
Permitting and Affordability	Focus Area 2: Housing Toolkit Recommendations (research)	
Explore potential cap on HOA fees/Co-Op Fees	Focus Area 2: Housing Toolkit Recommendations (research)	
More incentives for small-scale affordable housing interspersed in existing Residential Zones, I.E. 4-plexes, 3-plexes Sara Delano	Focus Area 2: Housing Toolkit Recommendations (research)	
I would like to discuss O&M long/short term strategies.	Focus Area 2: Housing Toolkit Recommendations (research)	
universal means- bulk buy of simple items for multiple projects	Focus Area 2: Housing Toolkit Recommendations (research)	
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	Focus Area 2: Housing Toolkit Recommendations (research)	
Affirmative marketing and how to connect folks to available affordable housing - marketing dollars for developers/managers?	Focus Area 2: Housing Toolkit Recommendations (research)	
Incentivize affordable housing for families near schools	Focus Area 2: Housing Toolkit Recommendations (research)	
Conversion of market-rate apartment buildings into condos for more affordable homeownership opportunities Sara Delano	Focus Area 3: Education	

Train case managers to become property managers to utilize their past training for a new job career	Focus Area 3: Education	
Homeownership classes	Focus Area 3: Education	
Accessibility upgrade grants for low-income homeowners and/or seniors Sara	Focus Area 3: Education	For Housing Toolkit in the fu
Maintenance grants for low-income homeowners Sara Delano	Focus Area 3: Education	Combine for learning opportunities
Maintenance grants for existing affordable housing stock Sara Delano	Focus Area 3: Education	
More funding for Home Repair and Aging in place programs	Focus Area 3: Education	Combine for learning opportunities
More incentives for energy efficiency upgrades for seniors to reduce utility use and maintenance costs Sara Delano	Focus Area 3: Education	
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?	Focus Area 3: Education	Eventually for legislation
I know there is ongoing discussion on Land Banking. Where is that headed and how can we help guide that policy?	Focus Area 3: Education	
Incentives to remove oil furnaces -- Seniors, low-income homeowners Sara	Focus Area 3: Education	
Chages 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.	Focus Area 3: Education	
Longer tax exemption for affordable developers, especially since permitting/ development approvals take so long.	Focus Area 3: Education	
Planning Depts. better Understand and integrate "alternative" construction methods... i.e. modular and off site construction	Focus Area 3: Education	
Condo conversion- fully separated	Focus Area 3: Education	
Methodoligies to make construction easier (prefabrication)	Focus Area 3: Education	
Health insurance paying rent for clients	Focus Area 3: Education	
Weatherization or flood plain mitigation	Focus Area 3: Education	
Vouchers for different housing (ie ADU, conversions, etc.)	Focus Area 3: Education	
Empowering people bring housing to the area (community based organizations to bring more resources)	Focus Area 3: Education	
Remove elevator requirements for 4 story buildings	Legislative	Additional research
Taxing marshmallows (must create the food categories) for low income housing for people with physical disabilities	Legislative	

Special needs housing, such as IDD, homeless, should have a separate set-a-side funding-programs	Legislative	
Rental Escrow account- Adria (for dispute resolution purposes) county?	Legislative	
Classes / outreach for permitting / ADUs Sara Delano	In progress/connect to current	Connect to ADU one-pager
Pre Approved plans for ADUs and other smaller housing types	In progress/connect to current work	Pierce County Planning and Development work
Lack of multifamily units for larger families, 3+ bd RMS for low/lower income.	In progress/connect to current	
Targeted Universal Design	In progress/connect to current	iversal Design Incentives w
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?	Uncategorized	
Single occupant homes are few and far between	Uncategorized	