SSHA³P

South Sound Housing Affordability Partners
Executive Board
Regular Meeting Agenda

1501 Market Street, Suite 112, Tacoma, WA 98402 | Puget Sound Conference Room
Dial: 253-215-8782 Meeting ID: 937 3861 1095
Webinar Link: https://piercecountywa.zoom.us/j/93738611095
December 4, 2026, 8:30 a.m.

Councilmember Robyn Denson (Chair), Mayor Carla Bowman (Vice Chair), Mayor Nancy Backus, Councilmember Jugal Thakor, Councilmember Jason Rasmus Mayor Kim Roscoe, Councilmember Hunter George, Mayor Mary Barber, Councilmember Mike Brandstetter, Mayor Bruce White, Executive Ryan Mello, Mayor Ned Witting Councilmember Nancy Henderson, Councilmember Sandesh Sadalage, Councilmember Edward Wood

Deputy Mayor Mike Winkler (Alternate), Councilmember Summer Andriyuk (Alternate), Mayor Pro Tem Brett Wittner (Alternate) Councilmember Julie Martin (Alternate) Councilmember Philip Lindholm (Alternate), Councilmember Dave Morell (Alternate), LeighBeth Merrick (Alternate), Katie Baker (Alternate) Councilmember Latasha Palmer (Alternate), Mayor Pro Tem Denise McCluskey (Alternate)

I. CALL TO ORDER

ROLL CALL

INTRODUCTORY QUESTION: What's one thing you learned from another jurisdiction this year?

II. REVIEW AGENDA/AGENDA MODIFICATIONS

III. CONSENT AGENDA

ATTACHMENTS: November 6, 2026, Executive Board regular meeting minutes

IV. PUBLIC COMMENT

This is the time set aside for the public to comment on final action of the Executive 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 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. Public comments are limited to 3 minutes per speaker.

The Executive Board meeting can be heard by dialing 253-215-8782 or through Zoom at https://piercecountywa.zoom.us/j/93738611095 and entering the Meeting ID 937 3861 1095. Written comments may be submitted to ssha3p@piercecountywa.gov.

V. RESOLUTIONS AND PRESENTATIONS

A. Resolution No. 2026-08

Purpose: Final consideration of Resolution No. 2026-08, adopting a 2027 Executive Board Meeting Calendar

ATTACHMENTS: Agenda Memorandum: Resolution No. 2026-08
Resolution No. 2026-08

B. Resolution No. 2026-09

Purpose: Final consideration of Resolution No. 2026-09, to adopt the 2027 SSHA³P Work Plan.

ATTACHMENTS: Agenda Memorandum: Resolution No. 2026-09
Resolution No. 2026-09

C. Resolution No. 2026-10

Purpose: Final consideration of Resolution No. 2026-10, to adopt the 2027 SSHA³P Operating Budget.

ATTACHMENTS: Agenda Memorandum: Resolution No. 2026-10
Resolution No. 2026-10

D. Resolution No. 2026-11

Purpose: Final consideration of Resolution No. 2026-11, appointing SSHA³P Advisory Board members.

ATTACHMENTS: Agenda Memorandum: Resolution No. 2026-11
Resolution No. 2026-11
Presentation Resolution No. 2026-11
Recommended Applicant Profiles

E. Chair and Vice Chair Election

Purpose: Election of the Executive Board Chair and Vice Chair for the 2027 Calendar Year.

ATTACHMENTS: Agenda Memorandum: Chair and Vice Chair Election
South Sound Housing Affordability Partners – Rules and Procedures

VI. REPORT BY THE SSHA³P MANAGER

A. Advisory Board Update

B. 2027 Legislative Session Update

VII. UPDATES/COMMENTS OF THE EXECUTIVE BOARD

VIII. ADJOURN

SSHA^{3}P Executive Board Meeting

November 6, 2026

	Present	Excused	Absent
Denson	☐	☑	☐
Bowman	☑	☐	☐
Backus	☐	☐	☑
Thakor	☑	☐	☐
Rasmus	☑	☐	☐
Roscoe	☑	☐	☐
George	☑	☐	☐
Barber	☑	☐	☐
Brandstetter	☑	☐	☐
White	☐	☐	☑
Mello	☑	☐	☐
Witting	☑	☐	☐
Henderson	☑	☐	☐
Sadalge	☑	☐	☐
Wood	☑	☐	☐
Alternates			
Winkler	☑	☐	☐
Andriyuk	☐	☐	☐
Wittner	☐	☐	☐
Martin	☐	☐	☐
Lindholm	☐	☐	☐
Morell	☐	☐	☐
Merrick	☑	☐	☐
Baker	☐	☐	☐
Palmer	☐	☐	☐
McCluskey	☐	☐	☐

Call to Order

Chair Denson called the meeting to order at 8:30 AM.

Roll Call

SSHA^{3}P Manager called roll; a quorum was present.

Review Agenda/Agenda Modifications

There were no requests for agenda modifications.

Consent Agenda

Motion was made by Mayor Barber to approve the consent agenda, Councilmember Rasmus seconded the motion. The motion passed via voice vote.

Public Comment

There were no public comments.

Resolutions and Presentations

Resolution No. 2026-07

Alyssa Torrez provided a presentation Resolution No. 2026-07 adopt a recommendation for member governments to consider the implementation for a universal design incentive.

Motion to adopt the Resolution was made by Mayor Roscoe and seconded by Councilmember Rasmus. The motion passed via a voice vote.

2027 Draft Work Plan Presentation

Jason Gauthier provided a presentation on the 2027 Draft Work Plan. Following the presentation Councilmember Sadalge recommended adding an item regarding improving communication of the agency's work.

Feasibility and Site Testing (FAS) Program

Jason Gauthier provided a presentation on the FAST Program. Following the presentation Councilmember Brandstetter recommended that a decision on program repayment be based on a case-by-case basis, with the ultimate decision to be made via Executive Board action.

Report by the SSHA3p Manager

- Advisory Board Updates
    - Recruitment process underway
    - Advisory Board work a 2027 work plan recommendation is underway
- Frederickson South – Funding Update
    - The project has received an award notice of $3.5 million from Pierce County.
- 2027 Executive Board Leadership Election in December
- City of Fife's Capital Project Capacity Building Grant Project Application
    - SSHA^{3}P collaborated to support the City of Fife's grant application.
- 2027 Legislative Session Update
- 2026 Q3 Budget Update

Updates/Comments of the Executive Board

- Councilmember Rasmus introduced himself to the Board as the City of Edgewood's representative.

Adjourn

Executive Mello moved to adjourn the meeting. Mayor Roscoe seconded the motion. The motion passed via voice vote. The meeting adjourned at 9:41 a.m.

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AGENDA MEMODRANDUM

Executive Board

December 4, 2026

AGENDA CATEGORY Resolution No. 2026-08

SUBJECT: Resolution No. 2026-08, Adopting a 2027 Executive Board Meeting Calendar

PRESENTED BY: Jason Gauthier

FISCAL IMPACT: N/A ESTIMATED COST:

SUMMARY/BACKGROUND:

The SSHA³P Intergovernmental Agreement (IGA) and Rules & Procedures of the SSHA³P Executive Board both require that the Executive Board, "meet as often as necessary, but not less than quarterly."

Resolution No. 2022-01 established the regular meeting of the Executive Board on the first Friday of each month.

Resolution No. 2026-08 would adopt a 2027 Executive Board meeting calendar in alignment with the IGA and Rules & Procedures of the Executive Board.

ATTACHMENTS:

- Resolution No. 2026-08

STAFF RECOMMENDATION:

Adopt Resolution No. 2026-08

ALTERNATIVES:

Amend Resolution No. 2026-08

RECOMMENDED MOTION:

"I move adoption of Resolution No. 2026-08."

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RESOLUTION NO. 2026-08

A RESOLUTION OF THE EXECUTIVE BOARD OF THE SOUTH SOUND HOUSING AFFORDABILITY PARTNERS ("SSHA³P") ADOPTING A 2027 EXECUTIVE BOARD MEETING CALENDAR

WHEREAS, the SSHA³P Executive Board conducts regular meetings to carry out its responsibilities, provide transparency to the public, and ensure consistent and coordinated decision-making; and

WHEREAS, the Executive Board conducts regular and special meetings to carry out its responsibilities, provide transparency to the public, and ensure consistent decision-making; and

WHEREAS, the proposed 2027 Executive Board meeting calendar has been reviewed and is consistent with SSHA³P's intergovernmental agreement and the Executive Board's adopted Rules & Procedures.

NOW, THEREFORE, THE EXECUTIVE BOARD RESOLVES as follows:

Section 1. The Executive Board adopts the 2027 Meeting Calendar as shown in Exhibit A.

Section 2. This Resolution will take effect and be in full force upon passage and signature.

Adopted this_____day of_____, 2027.

SOUTH SOUND HOUSING AFFORDABILITY PARTNERS

_____

ROBYN DENSON, CHAIR

ATTEST:

_____

_____

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Exhibit A

2027 SSHA³P Executive Board Meeting Calendar

February 5, 2027

March 5, 2027

April 2, 2027

May 7, 2027

June 4, 2027

August 6, 2027

September 3, 2027

October 1, 2027

November 5, 2027

December 3, 2027

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AGENDA MEMODRANDUM

Executive Board

December 4, 2026

AGENDA CATEGORY Resolution No. 2026-09

SUBJECT: Resolution No. 2026-09

PRESENTED BY: Jason Gauthier

FISCAL IMPACT: N/A ESTIMATED COST:

SUMMARY/BACKGROUND:

The SSHA³P Intergovernmental Agreement (IGA) requires the Executive Board to adopt an annual work plan.

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. Resolution No. 2026-09 would adopt a 2027 SSHA³P Work Plan.

The annual work plan is developed with significant input from Executive Board members, member government staff, and the Advisory Board.

ATTACHMENTS:

- Resolution No. 2026-09

STAFF RECOMMENDATION:

Adopt Resolution No. 2026-09

ALTERNATIVES:

1. Adopt Resolution No. 2026-09 with amendments.
2. Motion to reschedule consideration of Resolution No. 2026-09 for a future Executive Board meeting

RECOMMENDED MOTION:

“I move to adopt Resolution No. 2026-09.”

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RESOLUTION NO. 2026-09

A RESOLUTION OF THE EXECUTIVE BOARD OF THE SOUTH SOUND HOUSING AFFORDABILITY PARTNERS (SSHA^{3}P) ADOPTING THE 2027 SSHA^{3}P WORK PLAN

WHEREAS, pursuant to the Intergovernmental Agreement the Executive Board of the South Sound Housing Affordability Partners is responsible for creation, implementation, and approval of an annual work plan to guide the work of SSHA^{3}P Staff; and

WHEREAS, the purpose of the annual work plan is to provide work guidance and implement the overarching SSHA^{3}P goals to create and preserve affordable, attainable, and accessible housing throughout Pierce County.

NOW, THEREFORE, THE EXECUTIVE BOARD RESOLVES as follows:

Section 1. The Executive Board adopts the SSHA^{3}P 2027 Work Plan as shown in Exhibit 1.

Section 2. This Resolution will take effect and be in full force upon passage and signature.

Adopted this_____day of_____, 2026.

SOUTH SOUND HOUSING AFFORDABILITY PARTNERS

_____
Robyn Denson, CHAIR

ATTEST:

_____

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EXHIBIT 1

South Sound Housing Affordability Partners

2027 Work Plan

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

Phase I environmental assessments, geotechnical studies, critical areas assessments, and other site-specific testing.

DEVELOPMENT ANALYSIS

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

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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.

C. SSHA³P Communications and Outreach

Strengthen communications and outreach to highlight SSHA³P's work, accomplishments, and regional impact for legislators, other governments, and regional partners.

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AGENDA MEMODRANDUM

Executive Board

December 4, 2026

AGENDA CATEGORY Resolution No.

SUBJECT: Resolution No. 2026-10, Adopting the 2027 SSHA³P Operating Budget

PRESENTED BY: Jason Gauthier

FISCAL IMPACT: N/A ESTIMATED COST: $401,227.13

SUMMARY/BACKGROUND:

The SSHA³P Intergovernmental Agreement (IGA) requires the Executive Board to adopt a recommended operating budget for the following fiscal year on or before July 1st of each year. Following adoption of the recommended operating budget, the resolution and budget are required to be transmitted to member governments for their budget consideration.

The SSHA³P Executive Board adopted Resolution No. 2026-04 on June 5, 2026, at a regular meeting of the SSHA³P Executive Board and that resolution and recommended budget were transmitted to all member governments following that meeting via email.

Resolution No. 2026-10 will formally adopt the 2027 SSHA³P Operating Budget, with no changes from the budget recommended by Resolution No. 2026-04.

The operating budget was developed with significant input from Executive Board members, member government staff, and the Advisory Board, and is developed in coordination with the annual work plan process.

ATTACHMENTS:

- Resolution No. 2026-10

STAFF RECOMMENDATION:

Adopt Resolution No. 2026-10

ALTERNATIVES:

1. Adopt Resolution No. 2026-10 with amendments.

RECOMMENDED MOTION:

“Motion to adopt Resolution No. 2026-10”

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RESOLUTION NO. 2026-10

A RESOLUTION OF THE EXECUTIVE BOARD OF THE SOUTH SOUND HOUSING AFFORDABILITY PARTNERS ("SSHA³P") ADOPTING THE 2027 SSHA³P OPERATING BUDGET

WHEREAS, Section 13 of the SSHA³P Intergovernmental Agreement ("IGA") requires the SSHA³P Executive Board to prepare, review, recommend, and transmit an annual operating budget to each Party of the IGA on or before July 1; and

WHEREAS, during the June 5, 2026, regular meeting of the SSHA³P Executive Board, the Executive Board adopted Resolution No. 2026-04 to recommend an annual operating budget to the Parties of the IGA; and

WHEREAS, pursuant to the IGA, the recommended annual budget included an itemization of all categories of budgeted expenses and an itemization of each Party's contribution; and

WHEREAS, the recommended annual budget was transmitted to each Party of the IGA on June 9, 2026, for approval by their legislative body; and

WHEREAS, the 2027 operating budget does not become effective until approved by the legislative body of each jurisdiction and adopted by the SSHA³P Executive Board; and

WHEREAS, if a Party does not approve the budget in a timely manner, the Executive Board may adopt the budget with a two-thirds majority vote; and

WHEREAS, the purpose of the annual operating budget is to support SSHA³P's mission to create and preserve affordable, attainable, and accessible housing through regional coordination and collaboration between Parties of the IGA and aligned

organizations.

NOW, THEREFORE, THE EXECUTIVE BOARD RESOLVES as follows:

Section 1. The Executive Board adopts the 2027 SSHA^{3}P Operating Budget in Exhibit 1.

Section 2. This Resolution will take effect and be in full force upon passage and signature.

Adopted this_____day of_____, 2026.

SOUTH SOUND HOUSING AFFORDABILITY PARTNERS

_____

ROBYN DENSON, CHAIR

ATTEST:

_____

_____

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Exhibit 1

South Sound Housing Affordability Partners		
FY 2027 Operating Budget		
	ADOPTED	
SSHA3P Fund	**FY 2027**	
OPERATING REVENUES		
City of Auburn	$	6,274.17
City of DuPont	$	6,274.17
City of Edgewood	$	6,274.17
City of Fife	$	6,274.17
City of Fircrest	$	3,764.50
City of Gig Harbor	$	6,274.17
City of Lakewood	$	25,096.68
City of Milton	$	3,764.50
Pierce County	$	157,612.00
City of Puyallup	$	15,058.01
Town of Steilacoom	$	3,764.50
City of Sumner	$	6,274.17
City of Tacoma	$	78,806.00
City of University Place	$	15,058.01
SSHA3P Operating Fund Balance	$	62,500.00
TOTAL Revenue	$	403,069.23
EXPENDITURES		
Salaries and Benefits - Manager	$	205,175.70
Salaries and Benefits - Program Specialist II	$	149,141.43
Travel and Training	$	5,000.00
Phone	$	1,320.00
Communications	$	500.00
Miscellaneous	$	1,200.00
Advisory Board Stipends	$	4,950.00
Cost Pool Allocation	$	10,640.00
Special Projects	$	25,000.00
TOTAL Expenditures	$	402,927.13

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SSHA³P Executive Board

AGENDA MEMODRANUM

December 4, 2026

AGENDA CATEGORY: Resolution No. 2026-11

SUBJECT: Resolution No 2026-11 Appointing Advisory Board Members

PRESENTED BY: Alyssa Torrez, SSHA³P Program Specialist II

SUMMARY/BACKGROUND:

The SSHA3P Advisory Board provides advice and recommendations to the Executive Board on the work of SSHA3P. The SSHA3P Intergovernmental Agreement (IGA) requires that the Advisory Board consists of 15 to 20 members. Resolution 2023-02 which established the Advisory Board requires that SSHA3P Advisory Board membership reflects one-third consumers of affordable/attainable housing who shall fill "Consumer Seats;" one-third developers, designers, planners, managers of affordable/attainable housing, who shall fill "Developer/Manager Seats;" and one-third advocates and advisors who work on land use and housing issues, who shall fill "Advisor/Advocate Seats."

At the Executive Board's regular meeting on February 6th, 2026, the SSHA³P Executive Board passed Resolution No 2026-01 to establish an ad-hoc committee, the 2026 Advisory Board Appointment Committee to appoint Advisory Board members for 2026.

In September 2026, SSHA3P staff conducted a recruitment period for new Advisory Board members for 3-year terms beginning in January 2027. In October 2026, SSHA3P staff conducted interviews and presented applicants to the Advisory Board Appointment Committee on November 16, 2026. The committee members present at the meeting were Mayor Bowman, Mayor Barber, Mayor Witting.

At this meeting, the Committee voted to recommend the following applicants:

- Appointment of Zachary Baker in the Development Seat
- Appointment of Jason Scales in the Development Seat
- Appointment of Brett Bonner in the Advisor/Advocate Seat
- Appointment of Maxwell Stagg in the Consumer Seat

Resolution No. 2026-11 would adopt the Committee's recommendations. Adoption of Resolution No. 2026-11 would result in an Advisory Board with 15 members: 4 in Consumer seats, 6 in Developer/Manager seats, and 5 in Advisor/Advocate seats.

ATTACHMENTS:

- Presentation Resolution No. 2026-11
- Resolution No. 2026-11

STAFF RECOMMENDATION:

- Adopt Resolution No. 2026-11

ALTERNATIVES:

- Amend Resolution No. 2026-11 and adopt as amended.
- Table Resolution No. 2026-11 for consideration at a future meeting.

RECOMMENDED MOTION:

"I move to adopt resolution No. 2026-11"

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RESOLUTION NO. 2026-11

A RESOLUTION OF THE EXECUTIVE BOARD OF THE SOUTH SOUND HOUSING AFFORDABILITY PARTNERS (SSHA³P), APPOINTING MEMBERS TO THE ADVISORY BOARD.

WHEREAS, SSHA³P was formed on October 12, 2021, by Intergovernmental Agreement (IGA); and

WHEREAS, the SSHA³P IGA calls for the establishment of a SSHA³P Advisory Board to provide advice and recommendations on the work of SSHA³P; and

WHEREAS, on April 7, 2023, the SSHA³P Executive Board adopted Resolution 2023-02, establishing the SSHA³P Advisory Board, providing for the purpose and duties of the board, and establishing qualifications for the board; and

WHEREAS, the SSHA³P IGA and Resolution No. 2023-02 require that the SSHA³P Advisory Board consist of 15 to 20 community members and/or key stakeholders; and

WHEREAS, Resolution No. 2023-02 requires that SSHA³P Advisory Board membership reflect one-third consumers of affordable/attainable housing (rental and ownership housing), who shall fill “Consumer Seats;” one-third developers, designers, planners, managers of affordable/attainable housing, who shall fill “Developer/Manager Seats;” and one-third advocates and advisors who work on land use and housing issues, who shall fill “Advisor/Advocate Seats;” and

WHEREAS, SSHA³P staff members conducted a recruitment and selection process to identify eligible and qualified applicants for the SSHA³P Advisory Board across all membership seats for appointment terms beginning in January 2027; and

WHEREAS, a subcommittee of the SSHA³P Executive Board recommends the following applicants for appointments to the SSHA³P Advisory Board.

NOW, THEREFORE, THE EXECUTIVE BOARD RESOLVES as follows:

Section 1. Appointment of Advisory Board Members.

The SSHA³P Executive Board hereby appoints the following individuals as stated below:

Zachary Baker Developer/Manager Seat
Second Term
Term Length: through December 31, 2029

Brett Bonner Advisor/Advocate Seat
First Term
Term Length: through December 31, 2029

Jason Scales Developer/Manager Seat
First Term
Term Length: through December 31, 2029

Maxwell Stagg Consumer Seat
First Term
Term Length: through December 31, 2029

Section 2. Effective Date.

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

Adopted this_____ day of _____, 2026.

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SOUTH SOUND HOUSING AFFORDABILITY PARTNERS

_____

Robyn Denson, CHAIR

ATTEST:

_____

_____

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RESOLUTION 2026-11 ADVISORY BOARD APPOINTMENTS

FRIDAY, DECEMBER 4, 2026

ALYSSA TORREZ

PROGRAM SPECIALIST II

Pierce County
Human Services

AGENDA

- Membership requirements
- Applicants
- Areas of Expertise
- Geographic Distribution
- Advisory Board Appointment Committee Recommendation

ADVISORY BOARD REQUIREMENTS

- 15-20 members
- Members should represent the geographic and demographic diversity of Pierce County
- Members will reflect
  - One-third consumers of affordable/attainable housing, both rental and ownership
  - One-third developers, designers, planners, and managers of affordable/attainable housing
  - One-third advocates and advisors who work on land use and housing issues

APPLICANTS

Today

5 applicants considered → 5 phone screens → 5 panel interviews → 4 applicants recommended

1 returning applicant
4 new applicants

Interviews by Alyssa, Brian Schmid of Pierce County and Jeremy Mezler of Edgewood

SSHĀP Pierce County Human Services

APPLICANTS

Name	Category	Area of expertise
Zac Baker	Developer/Manager	(Returning) For-profit affordable housing development
Brett Bonner	Advisor/Advocate	Real estate broker, TPCAR
Jason Scales	Developer/Manager	Homelessness prevention, affordable housing development
Maxwell Stagg	Lived Experience/Consumer	Homeless services navigation

CURRENT BOARD MAKEUP

Key
Current member
Term out
Leaving

Advisor/Advocate	Developer/Manager	Consumer
Lori Wada	Faaluaina (Lua) Pritchard	Sara Delano
Rosey Zhou	Zac Baker	Laura Mullen
Isabella Rivera Kjaer	Jonah Kinchy	Tim Fairley
Adria Buchannan	Sean Mckenna	Jay Worley
Elaine Tuisila	Ahndrea Blue	Marcella Taylor
Landon Jones	Lacey Barker	Doris Smith

Total 18

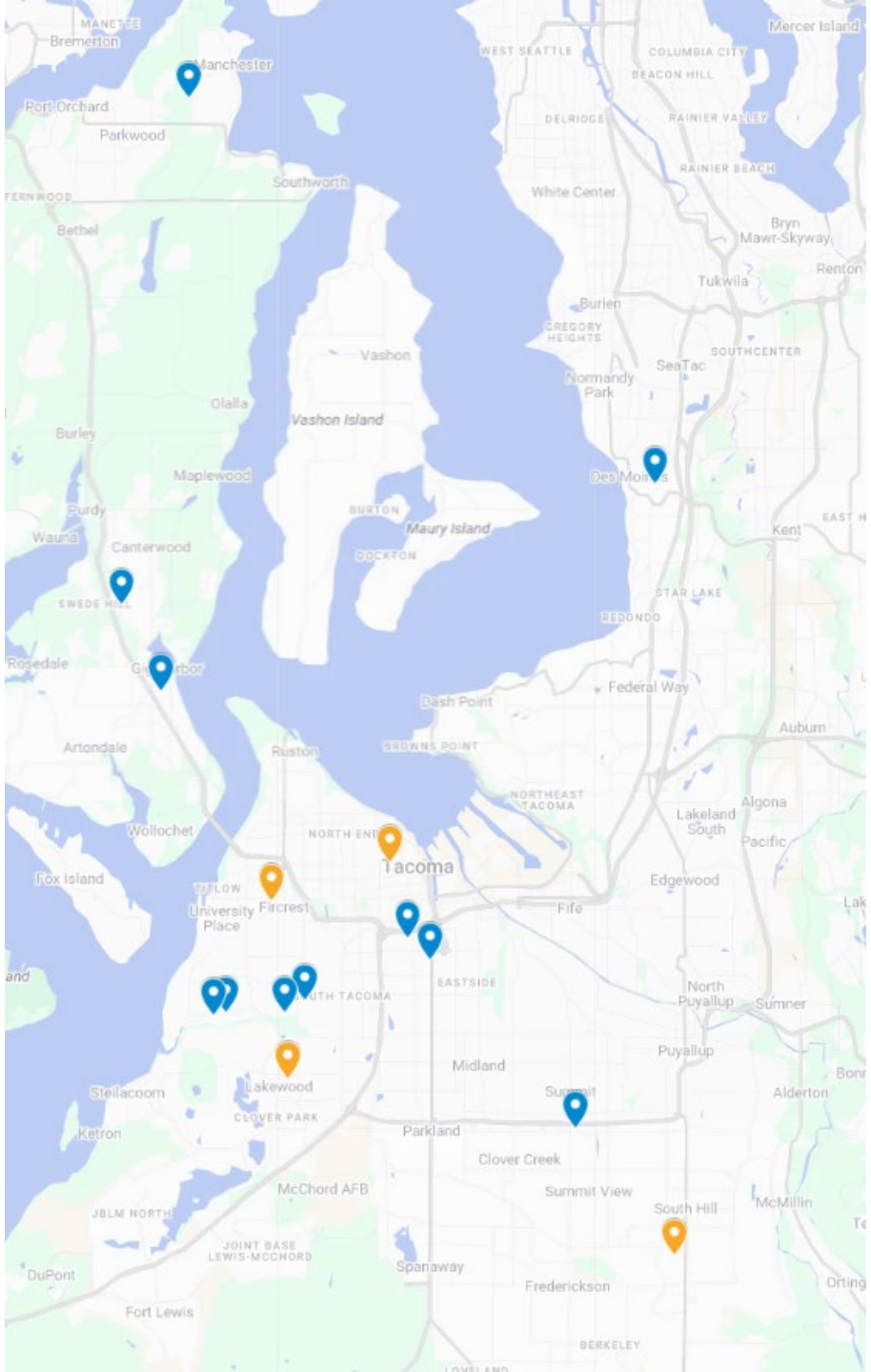
PROJECTED BOARD MAKEUP

Advisor/Advocate	Developer/Manager	Consumer
Lori Wada	Zac Baker	Laura Mullen
Rosey Zhou	Jonah Kinchy	Jay Worley
Elaine Tuisila	Sean Mckenna	Marcella Taylor
Landon Jones	Ahndrea Blue	Maxwell Stagg
Brett Bonner	Lacey Barker	
	Jason Scales	

Total 15

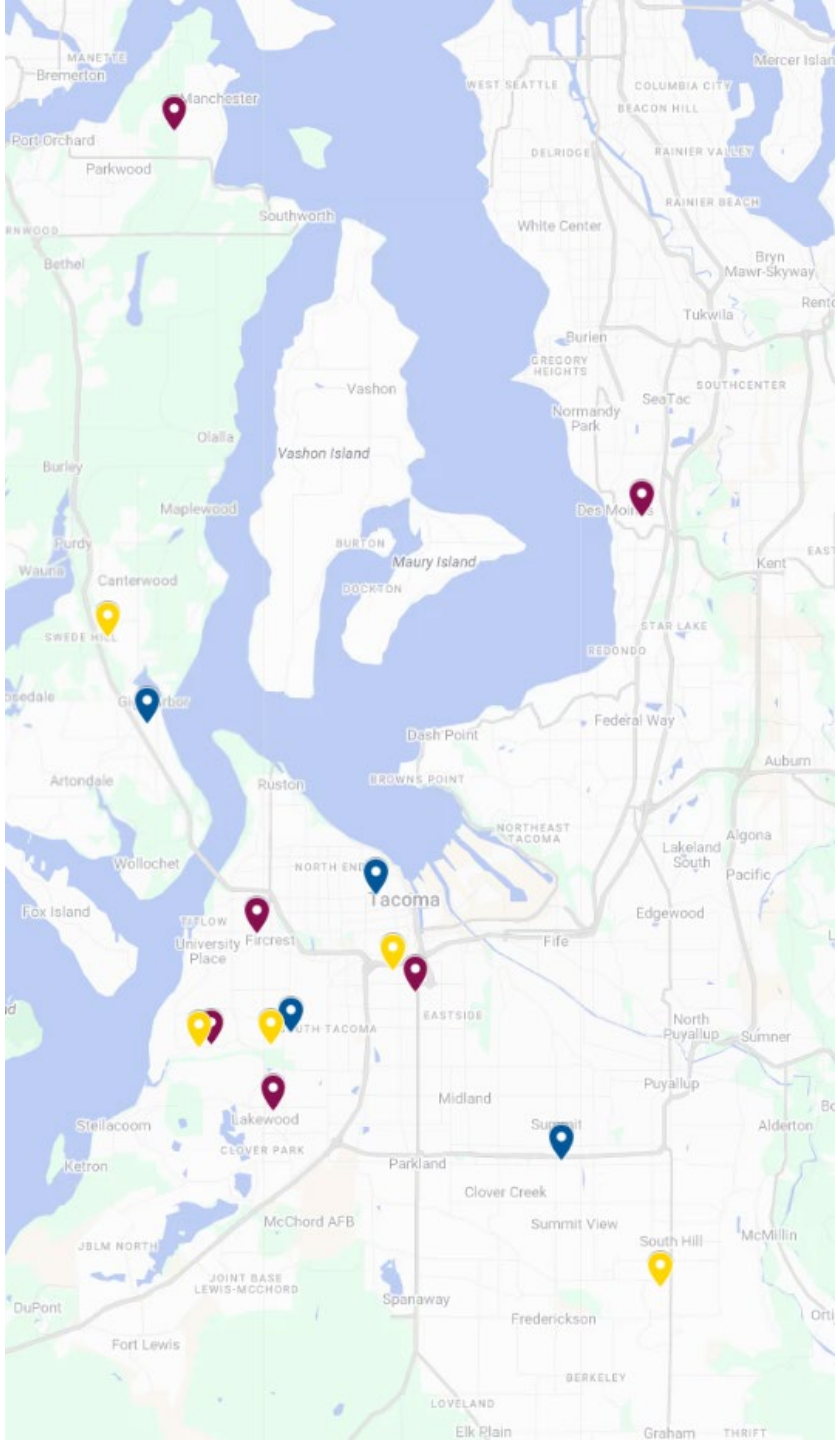
AREAS OF EXPERTISE

Jonah Kinchy	Affordable homeownership development
Zac Baker	For-profit affordable housing development
Steve McKenna	Development, asset management, PCHA Director
Ahndrea Blue	CEO Making a Difference Foundation
Lacey Barker	City of Seattle Housing Asset Manager
Jason Scales	Homelessness prevention, affordable housing development
Brett Bonner	Real estate broker
Rosey Zhou	Affordable housing finance, local government
Lori Wada	Affordable housing finance, state government
Elaine Tuisila	Outreach, engagement, resources
Landon Jones	Previous HUD experience, finance
Laura Mullen	Accounting
Jay Worley	Low-income housing advocate
Marcella Taylor	Trauma informed care
Maxwell Stagg	Homeless services navigation



Current member

New member



Developer/Manager

Consumer

Advisor/Advocate

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Pierce County Human Services

RECOMMENDATION

- Advisory Board Appointment Committee recommends the following applicants for appointment to the Advisory Board
  - Developer/Manager Seat
    - Zachary Baker
    - Jason Scales
  - Advisor/Advocate Seat
    - Brett Bonner
  - Consumer Seat
    - Maxwell Stagg

- Suggested motion “I move to adopt resolution No. 2026-11”

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RESOLUTION 2026-11 ADVISORY BOARD APPOINTMENTS

FRIDAY, DECEMBER 4, 2026

ALYSSA TORREZ

PROGRAM SPECIALIST II

Pierce County
Human Services

SSHA^{3}P Advisory Board Applicant Profile

Name: Zachary Baker
Pronouns:
Lives in: Tacoma

☐**Applying as an individual**
☒**Applying as a representative of an organization**

Name of organization (if applicable):

☐**Person with experience applying to or participating in an affordable housing program**
☒**Developer, designer, planner, builder, or manager of housing development projects**
☐**Advocate and/or advisor on land use and housing issues**

Affordable housing program(s) applied to or participated in: N/A
When did you apply to participate in this program? N/A

Education: Bachelor's degree

Occupation and employer: Development Manager- Southport Financial Services

Professional/Community Activities: Real Estate Development, Property Management, Construction

Describe your interest in serving on the SSHA3P Advisory Board: I have been on the board since inception and would like to continue in my role of promoting, advocating, and encouraging efficient production and preservation of affordable housing in Pierce County.

What traits, skills, connections, and experiences would you bring to the SSHA^{3}P Advisory Board?
With over 10 years of construction, development, and operational experience, I bring a first-hand look into how projects get permitted, financed, preserved, and re-capitalized. I have been a resident of Pierce County for more than 20 years and am well connected to businesses, organizations, and folks locally. I operate from a listen first, speak second mentality, and believe that to be a valuable trait. Particularly on a board that is composed of folks with diverse backgrounds and various walks of life.

SSHA^{3}P Advisory Board Applicant Profile

Name: Jason Scales
Pronouns: he/him
Lives in: Lakewood

☐**Applying as an individual**
☒**Applying as a representative of an organization**

Name of organization (if applicable): Lakewood Area Shelter Association (LASA)

☐**Person with experience applying to or participating in an affordable housing program**
☒**Developer, designer, planner, builder, or manager of housing development projects**
☐**Advocate and/or advisor on land use and housing issues**

Affordable housing program(s) applied to or participated in: N/A
When did you apply to participate in this program? N/A

Education: Bachelor's degree
Occupation and employer: Executive Director - Lakewood Area Shelter Association (LASA)

Professional/Community Activities: I am a board member of the Tacoma/Pierce County Affordable Housing Consortium, a steering committee member for the Pierce County Human Services Coalition, participated in the URA Operations Task Force, and participated in the Lakewood Community Collaboration. LASA also owns, operates, and develops affordable housing units. We also work with families in assisting them with obtaining and maintaining long-term safe and stable housing.

Describe your interest in serving on the SSHA3P Advisory Board: I believe the lack of affordable housing in Pierce County is the biggest issue facing our community. The shortage of housing has a number of consequences that negatively impact individuals, families and our community as a whole. As someone who sees the positive long-term impacts for people who obtain housing, and the challenges people face while they are homeless, I want to be apart in advising the system decision makers. When decision makers have good information from experts who are working every day in the systems and working in the field it benefits everyone. I would like to be a part of the SSHA3P Advisory Board to assist the government jurisdictions move affordable housing forward in Pierce County.

What traits, skills, connections, and experiences would you bring to the SSHA^{3}P Advisory Board?
As someone who has participated in other groups like this, I have learned that listening to others and being thoughtful about the information being discussed. I have worked in many systems, including the affordable housing. They are complicated and being a good listener and being thoughtful is important in groups like this. I have connections with local and state jurisdictions that LASA works closely with, other affordable housing developers and operators, human services organizations. I also work closely with state and federal representatives. I have worked with young adults, families, and individuals who found and maintained housing for over 15 years. I also have experience of developing, managing, and operating affordable housing units. I have participated on many taskforces and boards for the City of Tacoma, Pierce County, and the State of Washington.

SSHA^{3}P Advisory Board Applicant Profile

Name: Brett Bonner
Pronouns:
Lives in: Puyallup

☐**Applying as an individual**
☒**Applying as a representative of an organization**

Name of organization (if applicable): Tacoma Pierce County Association of Realtors (TPCAR)

☐**Person with experience applying to or participating in an affordable housing program**
☒**developer, designer, planner, builder, or manager of housing development projects**
☒**advocate and/or advisor on land use and housing issues**

Affordable housing program(s) applied to or participated in: N/A
When did you apply to participate in this program? N/A

Education: Bachelor's degree

Occupation and employer: Realtor

Professional/Community Activities: Coaching in the past. Managing broker. Realtor estate in the community for almost 30 years. Have done several volunteer projects over the years.

Describe your interest in serving on the SSHA3P Advisory Board: It is critical that we have experienced voices helping to liaison between the elected officials and the public they represent. Having someone with the ability to see both sides of an issue and willingness to find a way to meet in the middle is something that is sorely needed.

What traits, skills, connections, and experiences would you bring to the SSHA^{3}P Advisory Board?
I have experience dealing with attorneys and county officials. I understand the political climate and how to navigate people to help them feel comfortable engaging in conversations. I feel I am very well versed in the art of negotiating and diplomacy.

SSHA^{3}P Advisory Board Applicant Profile

Name: Maxwell Stagg
Pronouns: He/him
Lives in: Tacoma

☒**Applying as an individual**
☐**Applying as a representative of an organization**

Name of organization (if applicable): N/A

☒**Person with experience applying to or participating in an affordable housing program**
☐**developer, designer, planner, builder, or manager of housing development projects**
☐**advocate and/or advisor on land use and housing issues**

Affordable housing program(s) applied to or participated in: Helping Hands rapid rehousing
When did you apply to participate in this program? August 2026

Education: Some college, no degree

Occupation and employer: Home maker

Professional/Community Activities: I was homeless and navigated that system for three months and am now in affordable housing. I would love to give perspective on my experience and help others**.**

Describe your interest in serving on the SSHA3P Advisory Board: I want to help people who are going through a complicated system find affordable housing. It isn't easy and I would love to be a bridge for people to get what they need.

What traits, skills, connections, and experiences would you bring to the SSHA^{3}P Advisory Board?
I am a great team player and am very resourceful. I have over 20 years' experience in customer service, sales, research, call centers. I know how to build rapport and connections with people and I genuinely want to help.

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AGENDA MEMODRANDUM

December 4, 2026

AGENDA CATEGORY New Business

SUBJECT: Executive Board Chair and Vice Chair Election for 2027

PRESENTED BY: Jason Gauthier

FISCAL IMPACT: N/A ESTIMATED COST:

SUMMARY/BACKGROUND:

The SSHA³P Intergovernmental Agreement and Rules & Procedures of the SSHA³P Executive Board both require that the Board consist of a Chair and Vice Chair that are elected from appointed members of the Board.

Section III(2) of the Rules & Procedures notes two important items,

1. "The election of officers shall take place once each year at the Board's final regular meeting of each calendar year."
2. "Officers may serve no more than two years in each position."

The December 4, 2026, regular meeting of the SSHA³P executive Board is the final regular meeting of 2026.

ATTACHMENTS:

- South Sound Housing Affordability Partners – Rules and Procedures

STAFF RECOMMENDATION:

N/A

ALTERNATIVES:

N/A

RECOMMENDED MOTION:

For Chair nominations:

"I nominate _____[insert name]_____ for Chair"

For Vice Chair nominations:

"I nominate _____[insert name]_____ for Vice Chair"

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SOUTH SOUND HOUSING AFFORDABILITY PARTNERS

RULES AND PROCEDURES

ADOPTED February 4, 2022

AMENDED September 8, 2023

AMENDED September 4, 2026

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I. AUTHORITY:

The authority to adopt and amend Rules and Procedures for the operations of the South Sound Housing Affordability Partners ("SSHA^{3}P") is derived from the Intergovernmental Agreement ("IGA") providing for the formation of SSHA^{3}P executed by the Parties.

Unless otherwise specifically provided for in these Rules, these Rules apply to the Executive Board ("the Board") provided for in the IGA.

In the event of conflict between these Rules and Procedures and the guidance provided in the IGA, the IGA will take precedence.

II. MEETINGS:

1. The Executive Board shall conduct regular meetings at 8:30 a.m. on the first Friday of each month at 1501 Market Street in Suite 112, the Puget Sound Conference Room, unless otherwise ordered by the Executive Board.

2. The physical location of a meeting may be changed with at least 72 hours' notice.

3. At the final regular meeting of each calendar year the Board shall adopt a meeting calendar for the following calendar year.

4. The Board may amend the annual meeting calendar during the calendar year.

5. 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.

6. If no matters over which the Board has jurisdiction are pending upon its calendar, a meeting may be canceled at the notice of the SSHA^{3}P Chair or Manager provided at least 24 hours in advance.

7. 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.

8. The Board may conduct business in closed session as allowed in conformity with Section 42.30.140 RCW.

9. An agenda shall be prepared in advance of every regular and special meeting of the Board. Meeting agendas and materials regarding items on an agenda for a regular meeting shall be provided to members of the Board not less than five working (5)

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. For purposes of providing adequate and broad public notification of meeting details, discussion topics, and decisions of the Board, the Administering Agency will include representatives of each member of the SSHA^{3}P partnership in its public notice distribution list.

III. ELECTION OF OFFICERS:

1. Per the terms of the IGA, the officers of the Board shall consist of a Chair and Vice Chair elected from the appointed members of the Board and such other officers as the Board may, by the majority vote, approve and appoint.

2. The election of officers shall take place once each year at the Board's final regular meeting of each calendar year. The term of office of each officer shall run until the subsequent election. Officers may serve no more than two years in each position.

3. If the Chair or 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, the Vice Chair will administer the election proceedings.

IV. CHAIR:

1. The Chair shall preside over the meetings of the Board and may exercise all the powers usually incident of the office. The Chair is a member of the Board and has the full right to have their own vote recorded in all deliberations of the Board.

2. The Chair shall have power to create ad hoc committees of one or more members. Standing committees of the Board shall be created at the direction of the Board and appointed by the Chair. Standing or ad hoc committees may be charged with such duties, examinations, investigations and inquiries relative to one or more subjects of interest to the Board. No standing or ad hoc committee shall have the power to commit the Board to the endorsement of any plan or program without the approval at the regular or special meeting of the Board.

3. The Vice Chair 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 Vice Chair, the Chair shall delegate the responsibility to another member.

V. QUORUM:

Per the terms of the IGA, a simple majority of the appointed members or alternates shall constitute a quorum for the transaction of business. If at any time during the meeting, a quorum is no longer present, the meeting may only continue for the time and duration necessary to fix a time for adjournment, adjourn, recess or take measures to obtain a quorum. Members may participate by phone or video conferencing for all purposes, including voting and establishing a quorum.

VI. VOTING:

1. Per the terms of the IGA, a simple majority of the Board members present at a meeting where a quorum exists is required to approve any action, except that a 2/3rds majority of all board members is required to appoint the Administrative Agency, or to modify the contribution methodology for dues and assessments.

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. However, a motion for denial that fails on a tie vote shall not be considered an approval.

7. The IGA offers flexibility in the method used by the Executive Board to take action. At a minimum, in order to ensure an efficient, clear and organized record of Executive Board decision making, the following types of actions shall be taken under Resolution:

    a. Annual budget

b. Annual work plan

c. Adoption and amendments to Rules and Procedures

d. Establishment of the Executive Board's annual meeting calendar.

e. Amendments to the Intergovernmental Agreement

f. Determination of Administering Agency

g. Adding new member jurisdictions

VII. RULES OF ORDER:

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

VIII. AMENDMENT:

The Rules and Procedures 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.