



# **SOUTH SOUND HOUSING AFFORDABILITY PARTNERS UPDATE**

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PIERCE COUNTY REGIONAL COUNCIL

REGULAR MEETING

JULY 21, 2022

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

**The South Sound Housing Affordability Partners (SSHA<sup>3</sup>P) is a voluntary collaboration among 15 governments to work together to create and preserve affordable, attainable, and accessible housing throughout Pierce County.**

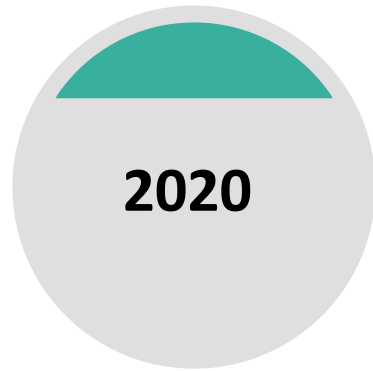


# SSHA<sup>3</sup>P HISTORY



**2018 - 2019**

In August 2018, Executive Dammeier, Mayor Woodards, and County Councilmember Ladenburg hosted the 'Mayoral Forum on Housing Affordability'



**2020**

Commissioned "State of Housing Affordability in Pierce County" report and hired consultant to explore formalization of the collaboration.



**2021**

In October 2021 the Intergovernmental Agreement, creating the South Sound Housing Affordability Partners (SSHA<sup>3</sup>P) was signed by 14 original governments.



**2022**

SSHA<sup>3</sup>P hired first staff member in April and added 15<sup>th</sup> member – City of DuPont - in May

# MEMBERSHIP

City of Auburn	City of Edgewood	City of Fife
Town of Fircrest	City of Gig Harbor	City of Lakewood
City of Milton	Pierce County	Puyallup Tribe of Indians
City of Puyallup	City of Sumner	Town of Steilacoom
City of Tacoma	City of University Place	City of DuPont



# WORK PLAN DEVELOPMENT PROCESS

- December 2021
  - Executive Board directed Cedar River Group to begin working with an Executive Board sub-group and staff work group, made up of staff members from member governments, to develop an interim work plan
- January 2022
  - Cedar River Group shared an interim work plan format with Executive Board for review and feedback, and received approval to proceed
- February 2022
  - Cedar River Group met with the both staff work group and the Executive Board sub-group for interim work plan review and discussion
- April 2022
  - Cedar River Group met with the Executive Board sub-group for interim work plan review and feedback
- May 2022
  - Presentation to Executive Board on draft Strategic Priorities and Strategies
- June 2022
  - Presentation to Executive Board on draft deliverables and target dates
- July 2022
  - Resolution 2022-04 of the Executive Board adopted the 2022 Work Plan



# PRINCIPLES

1. Actions that benefit the diverse needs of member governments
2. Creation of opportunities for early, collaborative success
3. Leverage momentum from other efforts or new resources
4. Reflect SSHAP's most important reasons for existence
5. Create tangible results for member governments
6. Acknowledge and amplifies the value of other existing resources and entities
7. Frames priorities to get critical work started

# STRATEGIC PRIORITIES

1. Develop and support policies and programs that prioritize and incentivize residential production
2. Refine understanding of affordable housing solutions and promising practices
3. Assist member governments in achieving affordable and attainable production and preservation goals
4. Ensure our community's affordable, attainable, and accessible housing needs are represented
5. Complete the organizational aspects of the SSHA<sup>3</sup>P intergovernmental entity



# STRATEGIC PRIORITY 1

Develop and support policies and programs that prioritize and incentivize residential production

**1A]** Identify 1-3 policy and program areas that have significant impact and/or potential for impact, and develop a toolkit for tracking and dissemination

**1B]** Explore potential collaborative project funding to increase affordable housing development

Activities/Actions		Responsible	Deliverable	Target Date
1A	Assess and catalog policies and programs currently in use by member governments and summarize their usage and yield.	SSHA <sup>3</sup> P Manager working w/ member staff work group	One summary assessment of current policy and program landscape, performance, and potential.	10/2/2022
1A	Review and create a compilation of policies and programs which SSHA <sup>3</sup> P members could potentially benefit from if enacted	SSHA <sup>3</sup> P Manager working w/ member staff work group		
1A	Executive Board review of policy and program assessment and direction to staff on 1-3 priority items for toolkit development.	Executive Board & SSHA <sup>3</sup> P Manager	Presentation and decision package for Executive Board	11/4/2022
1A	Determine best strategy to create an accessible toolkit and knowledge sharing strategy for member governments to support usage.	SSHA <sup>3</sup> P Manager working w/ member staff work group	One operational toolkit marketed to all member governments and usage dashboard.	12/2/2022
1A	Implement toolkit and socialize access and tracking of member government consideration and usage.	SSHA <sup>3</sup> P Manager working w/ member staff work group		
1B	Ascertain interest from member governments on willingness to partner with member governments on affordable housing development project(s).	SSHA <sup>3</sup> P Manager working w/ member staff work group	One summary report on partnership structure(s) acceptable for member governments to consider.	11/4/2022

# STRATEGIC PRIORITY 2 Refine understanding of affordable housing solutions and promising practices

- 2A] Identify, package, and share essential data on market rate and Affordable housing production
- 2B] Continued learning on the cost drivers and regulatory requirements of market rate and Affordable housing development
- 2C] Ascertain and meet the continuing learning expectations and needs of decision makers to affect change

Activities/Actions		Responsible	Deliverable	Target Date
2A	Create GIS map for completed Affordable housing units for calendar years 2016 -2021 and for units projected to be completed 2022-2023.	SSHA <sup>3</sup> P Manager working w/ member staff work group	One operational GIS map on SSHA <sup>3</sup> P website for affordable housing unit inventory and production.	10/1/2022
2A	Create GIS map for completed residential units for calendar years 2016 – 2021.	SSHA <sup>3</sup> P Manager	One operational GIS map on SSHA <sup>3</sup> P website for housing unit production and affordable housing inventory.	10/1/2022
2B	Design presentation(s) in collaboration with market rate and Affordable housing developers of a variety of housing types regarding the cost drivers and regulatory requirements of housing development.	SSHA <sup>3</sup> P Manager working w/ member staff work group	Deliver two high-quality, repeatable presentations on market rate and Affordable housing development realities on multi-family and ownership unit production.	9/2/2022
2C	Assess the learning needs and goals of member governments and Executive Board members.	SSHA <sup>3</sup> P Manager, Executive Board members, and member staff work group	Summary of learning needs assessment, including prioritization, and presentation topic schedule.	10/1/2022

# STRATEGIC PRIORITY 3 Assist member governments in achieving Affordable and attainable production and preservation goals

3A] Identify funding mechanisms and the scope of member governments’ historical utilization

3B] Design mechanism(s) to identify member governments’ policy and/or program assistance needs and prioritize the fulfillment of those needs

Activities/Actions		Responsible	Deliverable	Target Date
3A	Review history of Washington State Housing Trust Fund (HTF) awards for Pierce County Affordable housing projects.	SSHA <sup>3</sup> P Manager	One report on award history of HTF and LIHTC for Pierce County Affordable housing projects.	9/2/2022
3A	Review history of 4% and 9% Low Income Housing Tax Credit (LIHTC) awards for Pierce County Affordable housing projects.	SSHA <sup>3</sup> P Manager		
3B	Conduct monthly member staff work group meetings with meeting time allocated for information sharing and program/policy collaboration.	SSHA <sup>3</sup> P Manager working w/ member staff work group	Quarterly Report to Executive Board on member support activities	Q2 Report: 8/5/2022 Q3 Report: 11/4/2022 Q4 Report: 1/6/2023
3B	Survey of member governments on current and future program and policies needs and considerations.	SSHA <sup>3</sup> P Manager working w/ member staff work group		
3B	Provide reasonable and assistance to members governments as requested.	SSHA <sup>3</sup> P Manager working w/ member staff work group		
3B	Conduct regular member satisfaction surveys to gauge efficacy of member support work	SSHA <sup>3</sup> P Manager		

# STRATEGIC PRIORITY 4

## Ensure our community's affordable, attainable, and accessible housing needs are represented

**4A]** Identify local, regional, and statewide influence hubs that affect member governments' policies and resources, and map and ensure member government representation

**4B]** Produce an annual set of state legislative priorities and determine collaborative paths for joint advocacy success

Activities/Actions		Responsible	Deliverable	Target Date
4A	Conduct review of local, regional, and statewide formal and informal policy bodies that inform structure for land use, residential building code, and housing and affordable housing policy.	SSHA <sup>3</sup> P Manager working w/ member staff work group	Matrix of applicable policy bodies, SSHA <sup>3</sup> P member government participation, and opportunity for representation and participation.	10/1/2022
4A	Determine if SSHA <sup>3</sup> P member government interests are adequately represented.	SSHA <sup>3</sup> P Manager working w/ member staff work group		
4A	Identify opportunities for SSHA <sup>3</sup> P member governments to gain representation on applicable formal and informal policy bodies.	SSHA <sup>3</sup> P Manager working w/ member staff work group	Presentation on matrix and Executive Board feedback on representation opportunities on local, regional, and statewide policy bodies.	12/2/2022
4B	Survey of member governments and their housing and housing related legislative priorities	SSHA <sup>3</sup> P Manager, member staff work group, and Executive Board	Presentation of draft State Legislative Priorities and options for SSHA <sup>3</sup> P's legislative participation.	10/7/2022
4B	Meeting with SSHA <sup>3</sup> P Executive Board member and/or member government affairs designee to review legislative priorities and design role for SSHA <sup>3</sup> P to fill on housing advocacy.	SSHA <sup>3</sup> P Manager, member staff, and Executive Board	Presentation of State Legislative Priorities and plan for SSHA <sup>3</sup> P's legislative participation.	11/4/2022

# STRATEGIC PRIORITY 5 Complete the organizational aspects of the SSHA<sup>3</sup>P intergovernmental entity

5A] Hire and support .5 FTE staff position

5B] Continuously review, consider, adopt, and implement policies and procedures for SSHA<sup>3</sup>P governance and operations

5C] Identify, orient, and deploy an Advisory Board to effect equitable community engagement

Activities/Actions		Responsible	Deliverable	Target Date
5A	Create full position description for 0.5 FTE	SSHA <sup>3</sup> P Manager	Staff hired	9/1/2022
5A	Recruitment, interview, and hiring for 0.5 FTE	SSHA <sup>3</sup> P Manager		
5B	Review best practices employed by other regional collaborations, specifically collaborations engaged in the housing and affordable housing space.	SSHA <sup>3</sup> P Manager working w/ member staff work group	Memorandum for Executive Board to review potential practice and process changes to Executive Board operations.	11/15/2022
5C	Create Advisory Board scope of work and board member role/responsibility description	SSHA <sup>3</sup> P Manager working w/ member staff work group	Advisory Board member application portal activated, and Advisory Board member recruitment started.	12/15/2022
5C	Create Advisory Board member recruitment plan	SSHA <sup>3</sup> P Manager working w/ member staff work group		
5C	Create Advisory Board member orientation plan	SSHA <sup>3</sup> P Manager		

# WORK-IN-PROGRESS

- Growing SSHA<sup>3</sup>P Membership
- SSHA<sup>3</sup>P Website and Mapping
- Member Technical Assistance Requests
- Washington Affordable Housing Advisory Board
- 2023 State Legislative Agenda
- Regional Middle Housing Grant
  - Edgewood
  - Fife
  - Gig Harbor
  - Milton
  - University Place



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