



**Board of County Commissioners
Agenda Setting
Tuesday, December 2, 2025
9:00 AM
3000 Pacific Avenue, Room 110**

Written public comment may be received up to two hours in advance of the meeting and will be distributed to the Board of County Commissioners. Action may be taken at this meeting.

This meeting is livestreamed to the [Thurston County YouTube Channel](#) within 24 hours.

AGENDA

- I. Review of BoCC Agenda: December 2, 2025
- II. Advisory Boards
 1. Fair Board
 2. Housing Authority of Thurston County Board
- III. Public Hearing Follow Ups
 1. 11/4 Public Hearing Follow Up: 2025 Periodic Comprehensive Plan Update
 2. 11/12 Public Hearing Follow Up: Black Lake (Littlerock) and Martin Way Land Use Rezones
 3. 11/12 Public Hearing Follow Up: Permit Review Process Annual Code Update
- IV. Joint Statement: Court Impact Fees
- V. Executive Session – RCW 42.30.110(1)(i): To discuss with legal counsel representing the agency matters relating to agency enforcement actions, or to discuss with legal counsel representing the agency litigation or potential litigation to which the agency, the governing body, or a member acting in an official capacity is, or is likely to become, a party, when public knowledge regarding the discussion is likely to result in an adverse legal or financial consequence to the agency – *Approximately 20 minutes – **Board action may follow.***
- VI. Commissioners Items

Disability Accommodations: Room 110 is equipped with an assistive listening system and is wheelchair accessible. To request disability accommodations, call the Reasonable Accommodation Coordinator at least 3 days prior to the meeting at 360-786-5440. Persons with speech or hearing disabilities may call via Washington Relay at 711 or 800-833-6388.



Summary of Timed Items

2:00 PM – Business Meeting

3:30 PM – Public Hearing(s)

2:00 PM – Business Meeting

I. Call Meeting to Order

- 1. Pledge of Allegiance – District 4**
- 2. Land Acknowledgement**
- 3. Approval of Agenda**

II. Presentations

1. Consent Proclamation – Universal Human Rights Month

The Board of County Commissioners will proclaim December as Universal Human Rights Month in Thurston County.

III. Public Comment

Public comment related only to items included on this agenda.

IV. County Manager’s Update

V. Consent Agenda (1 through 17)

Proposed action: Move to approve the consent agenda.

1. Item: Purchase of Enhanced Voting Ballot Duplication Station

Department: Auditor’s Office

Contact: Mary Hall, Auditor

Consent action: Move to approve the purchase of four Ballot Duplication Stations with Enhanced Voting, LLC for \$66,149.00 plus tax and shipping, and subsequent annual fees starting at \$13,200.00 increasing no more than three percent annually and authorize the Auditor to execute the purchase and amendments that do not exceed 10%.

- 2. Item:** Property Management Agreement for Downtown Olympia Buildings
Department: Central Services
Contact: Kim Burnett, Director of Central Services
Consent action: Move to authorize an agreement for Property Management Services and maintenance and operations services with Transwestern Real Estate Services for the County's six newly purchased buildings located at 805 Plum Street SE, Olympia, WA, and authorize the Central Services Director to execute the agreement and any future amendments that do not exceed 10%.
- 3. Item:** Resolution to Rename the Economic Development District to the Evergreen Coast Economic Development District
Department: Commissioners Office
Contact: Leonard Hernandez, County Manager
Consent action: Move to approve a resolution to rename the Economic Development District (EDD), encompassing Grays Harbor, Mason, Pacific, and Thurston Counties, from the Pacific-Salish EDD to Evergreen Coast Economic Development District, dba Evergreen Coast Regional Partnership.
- 4. Item:** Alliance for Healthy South Sound Contract Renewals
Department: Community Planning and Economic Development
Contact: Ashley Arai, Director of Community Planning and Economic Development
Consent action: Move to approve an Interagency Agreement with Puget Sound Partnership in the amount of \$443,699.00 to facilitate continued salmon recovery activities by the Alliance for a Healthy South Sound (AHSS), and approve a contract with Ross Strategic in the amount of \$414,008.20 to support work on behalf of AHSS, and authorize the Director of Community Planning and Economic Development to execute the contracts and amendments that do not exceed 10% each.
- 5. Item:** Thurston County EMS Comprehensive Plan
Department: Emergency Services
Contact: Ben Miller Todd, Director of Emergency Services
Consent action: Move to adopt the 2025 Thurston County Emergency Medical Services (EMS) Comprehensive Plan.
- 6. Item:** Resolution to Reclassify Two Basic Life Support Training Coordinators to Medic One Training Coordinators – Medic One
Department: Human Resources
Contact: Maria Aponte, Director of Human Resources
Consent action: Move to approve a resolution to reclassify two Basic Life Support Training Coordinators, positions #29R00805 and #29R01584, to Medic One Training Coordinators in the Thurston County Position Control Schedule for Medic One.

- 7. Item:** Revised 2026-2027 Thurston County Criminal Justice Treatment Account Plan
Department: Public Health and Social Services
Contact: Chelyn Sowers, Treatment Sales Tax Program Manager
Consent action: Move to approve the revised 2026-2027 Criminal Justice Treatment Account Plan detailing uses of Criminal Justice Treatment Account funds from the Health Care Authority as recommended by the local Criminal Justice Treatment Account Panel.
- 8. Item:** Thurston County Developmental Disabilities – 2026-2027 Community Grant Contracts
Department: Public Health and Social Services
Contact: Mark Moffett, Social Services Program Manager
Consent action: Move to approve the award of up to \$1,750,000.00 in dedicated property tax dollars, per RCW71.20.110, in Thurston County Developmental Disabilities millage funding and up to \$750,000.00 in Mason County millage funding to enter into contracts with Peninsula Alliance, Arc of Washington, Coastal Community Action, Fox Associates, HeartStrides Therapeutic Horsemanship, Kokua, Morningside, Partnerships for Action Voices for Empowerment, People First of Washington, Senior Services for South Sound, South Sound Parent to Parent, and Thurston County Inclusion for the period of January 1, 2026 through December 31, 2027, and authorize the Director of Public Health and Social Services to execute the contracts and any amendments that do not exceed 10%.
- 9. Item:** Appointments and Reappointments to the Regional Housing Council's Affordable Housing Advisory Board and the Homeless Services Advisory Board
Department: Public Health and Social Services
Contact: Alex Persse, Affordable Housing Program Manager
Consent action: Move to approve the appointments of Britt Pomush, Isabella Marocco, Alex Barclay, and Chris Wells, and reappointments of Meg Martin and Grace Lee to the Thurston Affordable Housing Advisory Board; and the appointments of Garrett Leonard, Sophie Blake, Harri-Ann Ellis, Amelia Mott, and Rebecca Hutchinson, and reappointments of Joshua Chaney and Candice Garman to the Homeless Services Advisory Board.
- 10. Item:** Set a Public Hearing to Determine Public Interest & Financial Feasibility to Establish the Lake Lawrence Lake Management District No. 26
Department: Public Health and Social Services
Contact: Season Long, Environmental Health Division Director
Consent action: Move to set a public hearing for Tuesday, January 20, 2026 at 3:30 PM or as soon thereafter as the matter may be heard, to receive and consider public testimony on the interest and financial feasibility of establishing the Lake Lawrence Lake Management District No. 26.

- 11. Item:** Contract Award for Stormwater Utility Rate Design and Financial Advisory Services
Department: Public Works
Contact: Tim Wilson, Water Resources Manager
Proposed action: Move to approve the contract award for Stormwater Utility Rate Design and Financial Advisory Services to FCS, a Bowman Company of Redmond, WA, for the amount of \$89,755.00 and authorize the Director of Public Works to execute the contract and any amendments for up to a 10% contingency (\$8,975.00 or a total of \$98,730.00).
- 12. Item:** Amendment No. 4 to Interlocal Agreement for Inmate Housing
Department: Sheriff's Office
Contact: Ruben Mancillas, Undersheriff
Consent action: Move to approve Amendment No. 4 to the Interlocal Agreement with the Lewis County Sheriff's Office for contracted inmate housing at a rate of \$114.06 per inmate per day and for the term of January 1, 2026, through December 31, 2026 and authorize the Sheriff or designee to execute the amendment and future amendments that do not exceed 10%.
- 13. Item:** Interagency Agreement with the Washington State Patrol for Commercial Vehicle Inspections
Department: Sheriff's Office
Contact: Ruben Mancillas, Undersheriff
Consent action: Move to approve the Interagency Agreement with the Washington State Patrol for the term of January 1, 2026 through December 31, 2030 for the Thurston County Sheriff's Office to conduct Commercial Vehicle Safety Alliance (CVSA) inspections on public highways.
- 14. Item:** Voucher List – September 8, 2025
Department: Auditor's Office
Contact: Melissa Hutchens, Financial Services Manager
Consent action: Move to approve the voucher list for the week of September 8, 2025 for the combined amount of \$4,265,798.18.
- 15. Item:** Voucher List – October 6, 2025
Department: Auditor's Office
Contact: Melissa Hutchens, Financial Services Manager
Consent action: Move to approve the voucher list for the week of October 6, 2025 for the combined amount of \$2,702,066.15.
- 16. Item:** Voucher List – October 27, 2025
Department: Auditor's Office
Contact: Melissa Hutchens, Financial Services Manager
Consent action: Move to approve the voucher list for the week of October 27, 2025 for the combined amount of \$36,986,928.22.

17. Item: Voucher List – November 3, 2025**Department:** Auditor's Office**Contact:** Melissa Hutchens, Financial Services Manager**Consent action:** Move to approve the voucher list for the week of November 3, 2025 for the combined amount of \$4,685,204.78.**Department Items****VI. Commissioners****1. Item:** Resolution Adopting the 2024-2025 Operating and Capital Budget Amendment 3**Contact:** Summer Miller, Budget and Finance Manager**Proposed action:** Move to approve the resolution to adopt the 2024-2025 Operating and Capital Budget Amendment 3 including Attachment A: Operating Budget and FTEs by Department, Attachment B: Capital Budget by Department, Attachment C: Operating RecSum - Revenue and Expense, and Attachment D: Capital Recommendation Summary - Revenue and Expense.**VII. Public Works****1. Item:** Letter of Intention to Recreation and Conservation Office for Relinquishment of Partial Ownership of a Portion of Yelm-Rainier-Tenino Trail.**Contact:** Matt Unzelman, County Engineer**Proposed action:** Move to authorize the Public Works Director to sign a letter of intention addressed to the Recreation and Conservation Office confirming Thurston County's intention to relinquish ownership and maintenance of a 1.6-mile portion of the Yelm-Rainier-Tenino (YRT) trail to the City of Yelm.**2. Item:** Project Prospectus and Local Agency Agreement for the Rochester Main Street Improvements – Phase 1, CP# C61538**Contact:** Ben Enfield, Senior Civil Engineer**Proposed action:** Move to authorize the Director of Public Works to execute the Project Prospectus and Local Agency Agreement, and all subsequent amendments and supplements, with the Washington State Department of Transportation for the Rochester Main Street Improvements – Phase 1 project, CP# C61538.**3. Item:** Project Prospectus and Local Agency Agreement for the Tilley Rd Bridge Replacement (T-2), CP# C61547**Contact:** Ben Enfield, Senior Civil Engineer**Proposed action:** Move to authorize the Director of Public Works to execute the Project Prospectus and Local Agency Agreement, and all subsequent amendments and supplements with the Washington State Department of Transportation for the Tilley Rd Bridge Replacement (T-2) project, CP# C61547.**VIII. Public Comment***Public comment related to general matters.*

IX. Commissioners Community Reports

1. Commissioners report on external boards, commissions, etc.

X. Adjournment**3:30 PM – Public Hearings(s)**

1. **Item:** Public Hearing: Proposed Ordinance Regarding Local Voters' Pamphlet
Department: Auditor's Office
Contact: Mary Hall, Auditor
Proposed action: (1) Move to close the public hearing. **(2)** Move to approve the ordinance amending Thurston County Code Section 2.108.010, .020, and .030 regarding the Local Voters' Pamphlet to reflect current statute and practices.
2. **Item:** Public Hearing: Proposed Resolution Approving and Adopting the Amended Roll of Assessments for Thurston County Long Lake Management District No. 25 pursuant to RCW 36.61.120.
Department: Public Health and Social Services
Contact: Stuart Whitford, Environmental Health Program Manager
Proposed action: (1) Move to close the public hearing. **(2)** Move to approve the resolution approving and adopting the Amended Roll of Assessments for Thurston County Lake Management District No. 25 for Long Lake pursuant to RCW 36.61.120.

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**Advisory Boards & Commissions
December 2, 2025**

Applications

Fair Board

- Diana Torres – *Eligible, Recommended by Board (Seat 10)*
- Chris Pettit – *Eligible, Recommended by Board (Seat 11)*
- Reyana Wisner – *Eligible, Recommended by Board (Seat 11)*
- Sawyer Brown – *Eligible, Recommended by Board (Ex-Officio)*

Housing Authority of Thurston County Board

- Erwin Vidallon – *Eligible*
- Paul Knox – *Eligible*

Current Vacancies

Advisory Board	Seat	Term
Agriculture Advisory Board	(4) Farmer	4-year
	(8) Non-Farmer	4-year
Fair Board	(10) District 5 At-Large	4-year
	(11) At-Large	4-year
	(19) Youth At-Large (Open Class)	1-year
Housing Authority	(3) Member	
Historic Commission	(8) At-Large	4-year
	(9) At-Large	4-year
	(12) Alternate	3-year
	(13) Alternate	3-year
	(14) Alternate	3-year
	(15) Alternate	3-year
Solid Waste Advisory Committee	(4) City of Rainier Councilmember	3-year
Veterans Advisory Board	(2) Veteran	3-year
	(12) Veteran	3-year

Fair Board

Contact: Thomasina Cooper, Fair and Event Center Manager, Community Planning and Economic Development, (360) 786-5453, thomasina.cooper@co.thurston.wa.us

Website: [Fair Board website](#)

Authority: [Thurston County Code 2.48](#)

Bylaws: https://library.municode.com/wa/thurston_county/codes/code_of_ordinances?nodeId=TIT2ADPE_CH2.48FABO

Appointed by: Board of County Commissioners

Term length: District members: 4-year terms. At-Large members: Positions 7-11 serve 4-year terms; Positions 12-16 serve 2-year terms. Youth members: 1-year terms.

Term limits: N/A. May serve until successor is appointed.

Membership: Two from each of the five Board of County Commissioner districts (positions 1-10) who reside and represent said district; Ten members At-Large (positions 11-16) who represent Thurston County; Three youth positions (17-19) filled by one each representing 4-H Club(s), FFA, and Open Class Youth.

Name	Seat	Term Start	Term End
(1) Kathie McWaid, Sargeant at Arms	District 1	08/31/2019	08/31/2027
(2) Paul Longwell, President	District 1, At-Large	03/01/2018	08/31/2026
(3) Heidi Thomsen, Secretary	District 2	08/2007	08/31/2026
(4) Kya Ramirez, Vice President	District 2, At-Large	08/2019	08/31/2025
(5) John Murphy	District 3	05/01/2025	08/31/2029
(6) Meren Gadman	District 3, At-Large	05/21/2024	08/31/2028
(7) Kari Ahrens	District 4	07/01/2025	07/01/2029
(8) Lance McElroy	District 4, At-Large	09/19/2023	08/31/2027
(9) Don Wadsen	District 5	10/09/2029	08/31/2026
(10) <i>Vacant</i>	District 5, At-Large		
(11) <i>Vacant</i>	At-Large		
(12) Oscar Hernandez	At-Large	09/19/2023	08/31/2027

(13) Mike Rendon	At-Large	08/06/2019	08/31/2026
(14) Linsey Lyons	At-Large	09/19/2023	08/31/2028
(15) Justin Wikoff	At-Large	09/19/2023	08/31/2028
(16) Mikhail Cherniske	At-Large	09/19/2023	08/31/2028
(17) Baylee Ahrens	Youth At-Large (4-H)	07/01/2025	07/01/2026
(18) Kolton Nash	Youth At-Large (FFA)	08/31/2024	08/31/2025
(19) <i>Vacant</i>	Youth At-Large (Open Class)	03/19/2024	03/19/2025



Citizen Advisory Boards and Commissions Application

Select an advisory board or commission

Fair Board

Name

Dianna Torres

Email

[REDACTED]

Phone Number

[REDACTED]

Address

[REDACTED]
Olympia, WA, 98513

Occupation

Executive Director

Describe why you would like to serve.

The fair is a representation of culture, agriculture, and community. As a lifelong advocate of community building I believe in preserving and expanding these traditions, my hope is to help contribute my skills in outreach, promotion and cultural engagement to strengthen the fair as a cornerstone of our community identity.

Describe how you meet the membership qualifications of the selected board or commission and list any skills that may be of benefit.

I have served in leadership roles such as Secretary and President of the Hispanic Round Table of the South Sound, Secretary of my HOA, as well as Executive Director of a non-profit where I partnered with state agencies, media companies, and local partners to deliver services and events to communities. I bring a unique blend of community leadership, entrepreneurship and cultural engagement that aligns strongly with the fair's mission.

List and date past and current community involvement.

2017 - 2024 Latino Youth Summit (once a year hosting 500 high school students at local colleges)

2022 & 2023 - Kids Day and 3 Kings Events (Lewis County community events hosted at the fairgrounds)

2021 - Roy Rodeo (helped coordinate and organize smaller scale rodeo)

2020 - 2025 CIELO & Good Shepherd food bank coordinator (2020-2021) and volunteer (2022-2025)

List your professional/educational background and areas of study.

BA of Anthropology from WSU
Founder & Executive Director, Comunicativo
President, Hispanic Round Table



Citizen Advisory Boards and Commissions Application

Select an advisory board or commission

Fair Board

Name

Rayanna Wisner

Email

[REDACTED]

Phone Number

[REDACTED]

Address

[REDACTED]
Rainier, WA, 98576

Occupation

Student

Describe why you would like to serve.

Youth board

Describe how you meet the membership qualifications of the selected board or commission and list any skills that may be of benefit.

I feel that I am a strong leader with a great attitude and a want to make a change for the better. I have been involved in both 4H and FFA for the past four years, and would love to be a voice for my peers.

List and date past and current community involvement.

- Volunteer at the Tenino food bank and help with the monthly commodities.
- Farm to table- is an event put on by the Rainier FFA chapter where we make pumpkin bread for the senior citizens during the fall.

List your professional/educational background and areas of study.

I've held secretary, vice president of the Rainier FFA Chapter and now I'm currently holding President of the Rainier FFA Chapter. I have also taken landscaping, floral, shop, intro to business, and also Ag. business. I've shown livestock for 3years. Been apart of 4H/FFA for 4 years.



Citizen Advisory Boards and Commissions Application

Select an advisory board or commission

Fair Board

Name

Sawyer Brown

Email

[REDACTED]

Phone Number

[REDACTED]

Address

[REDACTED]
Olympia, Washington, 98501

Occupation

N/A

Describe why you would like to serve.

I would like to serve the fair board so that all of the citizens of Thurston County can enjoy the fair. I would also like to help out with keeping the grounds clean even when the fair is closed.

Describe how you meet the membership qualifications of the selected board or commission and list any skills that may be of benefit.

1 in 3 attendees at fairs are children (14-18) and myself being a freshman at THS would be able to help with understanding the younger audience. I am a honors student with good grades and a athlete for Blackhills soccer club.

List and date past and current community involvement.

N/A

List your professional/educational background and areas of study.

Bush Middle school completed with a 3.8 GPA.



Citizen Advisory Boards and Commissions Application

Select an advisory board or commission *

Name *

First Name

Last Name

Email *

example@example.com

Phone Number *

Please enter a valid phone number.

Address *

Street Address

Street Address Line 2

Olympia

City

WA

State / Province

98502

Postal / Zip Code

Occupation *

Attorney/Consultant

Describe why you would like to serve. *

i previously served several years on the Fair Board in Palm Beach County, Florida as a member of Leadership Palm Beach County and have significant experience in fair operations and leadership. I believe that the County Fair is one of a handful of vital community supporting events that brings neighbors together from both rural and urban lifestyles to appreciate everything the County has to offer. I also think that the fair is a unique environment that does not exist in the same form elsewhere in society.

Describe how you meet the membership qualifications of the selected board or commission and list any skills that may be of benefit. *

Previous service of over 5 years on the Palm Beach County Fair Board
Involvement in the Thurston County Chamber of Commerce,
Leadership Thurston County, and several other areas where the
County Fair could find support

Land use and contract attorney with significant infrastructure
experience

List and date past and current community involvement. *

Member, Thurston County Chamber of Commerce, where I sit on several subcommittees
Alumni, Leadership Thurston County
Board Member, PARC
Member, TCDW

List your professional/educational background and areas of study. *

DWSRF Program Manager - Washington DOH
President - Sand to Sound Consulting
Former Executive Director - Washington State
Conservation Commission
Former Director - Office of Water Policy -
FDACS

JD - University of Florida, LLM - University of
Cape Town, BA x 2 New College of Florida

Resume (optional)


Browse Files
Drag and drop files here

Date *

11/01/2025 

Date

Submit

CHRISTOPHER L. PETTIT

PROFESSIONAL SUMMARY

High performing executive administrator, attorney, and government affairs specialist with significant experience in agency and program leadership, strategy development, data management and application, and change management at the local, state, national and international levels.

Industry leader in the development and implementation of regulatory programs, legislative and agency advocacy, grant procurement and administration, project management and oversight, strategic and fiscal planning, systems management, and innovative project and program funding.

Active community leader filling policy and administrative roles in local leadership organizations, non-profit boards, civic organizations, and industry groups.

KEY COMPETENCIES

Governance and Policy Advocacy: Over 15 years' experience in local, state and federal intergovernmental advocacy and coordination in the areas of water, environmental, agricultural, marine, and climate resiliency, including the development of new regulatory and funding programs, public/private partnerships, and market based regulatory frameworks.

Agency and Program Leadership: Over 10 years of successful strategic leadership of state agencies, regulatory and funding programs, and local/regional planning efforts to innovate and update institutional structures, increase efficiency and effectiveness in program and regulatory implementation, and effectuate positive changes in dynamic fiscal and political environments.

Risk Assessment: Over 15 years' experience developing and implementing systemic and strategic approaches to risk and vulnerability assessment directly impacting the sustainability of strategic planning for local and regional governments, water and wastewater utilities, state agencies, and large regional water resource projects.

Legal Advocacy: Numerous successful outcomes in state and federal administrative and civil litigation, negotiation of regulations and associated policies, complex contractual, programmatic and project negotiation, and mediation of political and economic disputes.

PROFESSIONAL EXPERIENCE

PROGRAM MANAGER - DWSRF – Washington State Department of Health

July 2023 – Present

Creative and active oversight of 5 employees and a program of over \$900 million in state and federal funding for water resource infrastructure projects and capacity development, including effective collaboration with federal agencies, local governments, and private industry partners to leverage funding for project planning, development, and implementation.

Direct effective utilization technical assistance funding programs to provide vital outreach and technical assistance to public water systems and local communities to address emerging environmental and governance challenges tied to the provision of high-quality potable water, including water supply planning, asset management, financial planning, climate resiliency, and administrative governance.

Successfully oversaw determinations of technical, managerial and fiscal viability in water systems, including the analysis of governance frameworks, capital planning and fiscal planning, including rate setting. Recommended regionalization and consolidation where appropriate and devised funding programs to achieve successful implementation of infrastructure projects and financing to achieve consolidation.

Provide high level advisement to interagency leadership and legislative representatives as a member of interagency policy coordination teams addressing emerging regulatory and data management issues, including climate change, emerging contaminants, drought, regulatory consistency, and coordinated outreach.

Decisively and collaboratively facilitated the statewide Water Affordability Advisory Committee reporting and making recommendations to the state legislature on water and wastewater affordability issues, as well as led the statewide needs assessment for water infrastructure.

WATER AND ENVIRONMENTAL CONSULTANT

Sand to Sound Consulting LLC (Owner)

Assisted local governments and landowners in achieving tens of millions of dollars in successful outcomes in grants procurement and administration.

Advised local government utilities in the development of coordinated capital improvement and fiscal management programs to successfully implement necessary projects for the provision of water, wastewater and stormwater service delivery.

Facilitated the successful implementation of large-scale land conservation programs and complex project administration and oversight for water and wastewater delivery

Provided effective and highly successful legislative and executive agency advocacy on behalf of industry, landowners and local governments to secure funding and achieve desired statutory and regulatory changes.

Achieved the successful negotiation of conservation easements and payment for environmental services contracts at the local state and federal levels on behalf of private landowners and local governments

Provided innovative and creative policy advisement on climate smart agriculture project development and funding, rural water project and environmental restoration development, comprehensive planning and land development regulation

EXECUTIVE DIRECTOR – Washington State Conservation Commission

March 2022 – March 2023

Agency Oversight

Accountable and adaptable oversight of over 30 employees and a budget of over \$50 million responsible for the development and implementation of conservation policies and programs to address water and environmental resource challenges while maintaining the viability of agricultural production in Washington State.

Efficient and effective oversight, technical and financial support to the 45 conservation districts implementing conservation programs throughout the state, including the implementation of shellfish, coastal zone management, and regional programs implemented to protect listed endangered species such as the Pacific salmon and orcas

Program Direction

Flexible and creative oversight of the implementation of the Voluntary Stewardship Program to implement conservation practices and projects in cooperation with counties and conservation districts within the confines of the Growth Management Act, Sustainable Farms and Fields program to implement climate smart agricultural practices, soil health, and carbon sequestration, water conservation and irrigation efficiency programs, disaster relief, and the Shellfish Program and Conservation Reserve Enhancement Programs to preserve and restore riparian and coastal habitats

Achieved the conservation of significant amounts of agricultural and open lands through the direction of the Office of Farmland Preservation to implement conservation easement purchases to preserve agricultural lands within the state while ensuring the implementation of conservation practices on those lands

Successful development and implementation of data management and visualization programs to aggregate and analyze the data necessary to demonstrate the effectiveness of incentive based conservation programs

Direct training programs to ensure the certification and advancement of the education of conservation specialists throughout the state

Policy Development and Implementation

Successful advocacy on issues impacting the Commission as a member of the Governor's Sub-Cabinet for Natural Resources. Responsibilities include coordination on key water, climate, and species/habitat restoration issues, including the resident and transient orca populations and salmon/riparian habitat.

Provide strategic executive leadership for the Commission as a member of the Puget Sound Partnership and Salmon Recovery Council, in tribal negotiations regarding treaty rights and at the annual Centennial Accord meetings, on several regional policy and project boards, as a member of the Least Conflict Alternatives work group for renewable energy, and as a member of the riparian rights executive work group.

Effective direction and oversight of the Commission's communications and outreach programs

Creative and forward-looking development and implementation of legislative and regulatory action plans to promote and improve Commission programs

Achieved high-level policy successes at the federal level as the Commission and Washington State representative and a board member of the National Association of State Conservation Agencies and representative to the EPA Farms Ranches and Rural Communities Advisory Committee

DIRECTOR – Office of Water Policy – Florida Department of Agriculture and Consumer Services
February 2019 – November 2022

Agency Oversight

Decisive and innovative leadership of a team of ~95 employees and contract technicians, responsible for the development and implementation of policies and programs that regulate non-point source impacts to the water and environmental resources of Florida

Prudent and resourceful development and implementation of a budget of approximately \$50 million, including state and federal project grant funding as well as research grants. Budget development required persistent and persuasive advocacy to state and federal legislators and regulatory agencies for increased program funding and associated improvements to existing statutory and regulatory frameworks

Program Direction

Consistent and practical oversight of the development and implementation of regulatory programs, policies, and guidance for infrastructure projects and best management practices to promote conservation, water quality improvement, water use efficiency, increased soil health and climate resiliency throughout Florida

Forward thinking oversight of academic and industry research projects to enhance regulatory programs and practices, implement new practices to promote climate resiliency, better understand ecosystem dynamics, quantify the benefits of the provision of ecosystem services, understand the role of legacy nutrients within ecosystems and their impact on long term sustainability, increase the efficacy of BMP implementation, and promote bioavailability of nutrients and increase soil health.

Creative and successful collaborations with agency and industry partners on the implementation of large-scale cooperative projects to expand water supply sources, improve water quality, and restore ecosystem functions

Consistent and equitable provision of regulatory determinations regarding agricultural exemptions under Florida law

Efficient and effective oversight, contract execution and management, cost share funding, and provision of technical assistance to Florida's 58 Soil and Water Conservation Districts and the Florida Association of Conservation Districts in the implementation of their duties under Florida law.

Policy Development and Implementation

Achieved innovative and decisive coordination with the Office of Energy and local government representatives to resolve renewable energy challenges, including land use and renewable energy siting under state growth management laws and regulations

Provided strategic and adaptable advocacy for the Department in regional water supply planning, as well as the development of regulatory plans for the restoration of impaired water bodies and other large-scale policy efforts

Undertook persuasive and successful advocacy with the Division of Aquaculture, private stakeholders, the NMFS, the Florida Fish and Wildlife Commission, and other regulatory entities regarding the implementation of regulatory programs governing marine water quality, fisheries management and protection of the red snapper and other critically endangered marine species.

Successful collaborative outreach with non-profit groups and sister agencies resulting in the establishment of the Nature Coast Aquatic Preserve, a 700-mile square area hosting mangrove islands, salt marshes, oysters, sponges, corals, and more than 350,000 acres of seagrass.

Effectively acted as a subject expert to the Florida State HAB/Red Tide Task Force including principled representation of agricultural, aquaculture, and consumer interests in a cooperative federalism / interagency collaborative effort to address the impacts of red tide and HAB on coastal ecosystems, including vulnerable fish and shellfish populations.

Provided detailed and thorough analysis and insight as a member of the oversight committee for the implementation of the Rural and Family Lands Program to negotiate and implement contracts and projects to preserve open spaces and agricultural lands while achieving habitat conservation and environmental restoration.

Programmatic and Policy Leadership

Provided persuasive and influential advocacy on behalf of the County and its environmental departments to the legislature, Congress, and state and federal regulatory agencies in the areas of water and environmental policy, including the development and coordination of strategic action plans, written materials and legal actions to advance positive outcomes or mitigate impacts to County policy positions and activities.

Successfully negotiated and oversaw regulatory compliance with the Palm Beach County permitting activities, including the County MS4 and wastewater NPDES permits, as well as the state Consumptive Use Permit that included significant alternative water supply development activities. Additional responsibilities included coordination with the Solid Waste Authority of Clean Air Act permitting, brownfields, and CERCLA project implementation.

Provided shrewd and resourceful leadership as the policy and legislative chair of state-wide and national utility organizations to achieve successful public policy outcomes associated with water, stormwater, wetlands, flood control, wastewater, reclaimed water, and clean air issues. Successfully participated in the Florida Potable Reuse Commission on behalf of water and wastewater utilities for the establishment of statutory and regulatory frameworks for funding and governance.

Undertook decisive implementation of significant shifts in contract development and project administration involving County water, wastewater, stormwater, and environmental projects, resulting in greater efficiencies in contract administration and project delivery.

Achieved determined and focused updating and improvement of procurement processes for the Water Utilities Department in the implementation of the Capital Improvement and Fiscal Plans, including the administrative oversight.

Secured millions of dollars in project and funding from state and federal grant and loan funding programs, including State Revolving Funds, state and federal water quality and water resource development grants, state and federal appropriations, and other funding opportunities. Focused representation included tracking regulatory updates, the consolidation of the federal super circular, and state amendments to the State Revolving Fund regulatory framework for the County.

Successfully coordinated several innovative and complex special projects/project teams, including:

- “Utility of the Future” strategic planning on behalf of the County Water Utilities Department
- Achievement of ISO 55001 certification in asset management by the County Water Utilities Department
- Development of a large-scale regional water and environmental resource development project that provided additional water supply for public water suppliers while reducing excess surface water discharges and water quality impacts to estuaries and coastal waters
- Development of updates and amendments to the Utility and Natural Resources elements of the Palm Beach County Comprehensive Plan;
- Implementation of collaborative utility projects to eliminate ocean outfalls that previously discharged effluent into coastal waters of the state.
- Creative negotiation of FEMA flood control mapping and funding deobligation;
- Complex coastal development projects, including the expansion of the Port of Palm Beach;
- Negotiation of multi-species ESA determination and subsequent mitigation outcomes;
- Coastal dredging and beach re-nourishment projects;
- Coastal research and designation of the SE Florida coastal track as a coastal management area;
- Design and construction of an equestrian waste recycling facility;

Provided forward looking subject matter expertise as the utility representative to the Southeast Florida Climate Change Compact, a compact between Miami-Dade, Monroe, Broward and Palm Beach Counties to address the impacts of climate change on SE Florida.

Provided reliable, focused and resilient leadership as the Water Utilities Department representative to the County Emergency Operations Center during natural disasters and other emergencies responsible for coordinating the 29 utility providers within the County, as well as the special districts providing water resource management.

Successfully led the overhauling of County water and wastewater connection fee and rate structures, as well as the implementation of the County rebate and financial assistance programs. These efforts included successfully achieving the tying of annual rate increases to 75% of inflation.

SENIOR ATTORNEY – Southwest Florida Water Management District

Nov. 2011 – Feb. 2013

Responsible and meticulous representation of the District as District Counsel for water and environmental regulation under the Florida Administrative Procedure Act (Chap. 120, Fla. Stat.).

Successfully and persuasively represented the District in federal and appellate negotiations, rulemaking and litigation involving the Federal Administrative Law, including cases involving the Administrative Procedure Act, Federal Advisory Committee Act, National Environmental Policy Act, Clean Water Act, Endangered Species Act, Regulatory Flexibility Act, Freedom of Information Act, Paperwork Reduction Act, Congressional Review Act, and Department Of Transportation Act, as well as cases involving issues of constitutional law.

Creatively and compassionately represented the District in enforcement cases involving violations of Florida law regulating impacts to water and natural resources.

Undertook the assertive and transparent development, analysis, and negotiation of proposed legislation, inter-agency agreements and agency orders, and public/private partnerships.

Provided responsible negotiations of interagency agreements and contracts with local governments and state agencies. Examples include the delegation of permitting responsibilities, cooperative funding projects for water resource development projects, right of way and land access contracts and agreements, and well construction and removal delegations.

Provided knowledgeable and thorough training of staff on Sunshine and public records law, coordinating public records requests and devising and implementing internal operating procedures.

ATTORNEY - South Florida Water Management District

Jan. 2008- October 2011

Successfully and persuasively represented the District in federal and appellate negotiations, rulemaking and litigation involving the Federal Administrative Law, including cases involving the Administrative Procedure Act, Federal Advisory Committee Act, National Environmental Policy Act, Clean Water Act, Endangered Species Act, Regulatory Flexibility Act, Freedom of Information Act, Paperwork Reduction Act, Congressional Review Act, and Department Of Transportation Act, as well as cases involving issues of constitutional law.

Provided creative and focused legal support for various Comprehensive Everglades Restoration Plan projects, including drafting and review of Project Implementation Reports for projects initiated under various Water Resource Development Acts.

Provided detail-oriented Office of Counsel review and input regarding contracts involving construction, design construction, intergovernmental agreements, scientific research, and archaeological research. Served on the Office of Counsel team conducting due diligence on the purchase of large-scale land and assets.

Provided detailed and forward-looking legal representation to the Water Resources Advisory Commission, an advisory body of 40+ stakeholders including utilities, environmental interests, agricultural interests, state and federal agencies, state and local political representatives, and District representatives.

Creatively and compassionately represented the District in enforcement cases involving violations of Florida law regulating impacts to water and natural resources, as well as growth management and planning litigation and negotiations.

Was an innovative leader for legal and regulatory issues on the District's Climate Change taskforce responsible for reporting to the District Leadership Team, Executive Office and Governing Board about the state of Climate Science and recommendations for shaping the District's response to the effects of Climate Change on areas within the District's jurisdiction.

Provided sensitive and compassionate representation as the attorney responsible for handling issues of Federal Cultural Resource/Indian Law, including issues arising under the National Historic Preservation Act and the Native American Graves Protection And Repatriation Act, as well as applicable state cultural resource laws.

PROFESSIONAL AFFILIATIONS

Professional Associations and Certifications

- Washington Bar (Identification #60734)
- Florida Bar (Identification #41885)
- American Bar Association (Identification# 00816294)
- Certified Civil Mediator (Identification #24960R - FL)
- Certificate – Harvard Program on Negotiation: Negotiation and Leadership Program
- Certificate - EPA Water Quality Standards Academy
- Law and Policy Fellow – University of Florida Water Institute

Professional and Personal Representative Memberships

- Vice Chair – CIFA/EPA Infrastructure Financing Work Group (Region 10 Representative)
- Member – Resilient Utilities Coalition, Resiliency Florida, Water Climate Alliance, SE Florida Climate Compact
- Member – AWRA: National Policy Committee
- Member – Society of Policy Scientists
- Senior Advisor – Florida Hispanic Chamber of Commerce Institute for Sustainable Water Solutions
- Graduate/ Board Member – Leadership Thurston County (WA), Leadership Palm Beach County (FL), West Palm 100 and Florida Earth Foundation
- Member – Thruston County Chamber of Commerce Business and Economic Development Committee and Planning and Environmental Committee

Previous Professional and Personal Representative Membership

- Former Member - NACWA: Law and Policy, Climate Change, Utility Committees
- Former Member – EPA Farms, Ranches, and Rural Communities Federal Advisory Committee (2019-2025)
- Former Chair – Southeast Florida Utility Council
- Former Legislative and Regulatory Chair – Florida Section of AWWA Utility Council and Florida Water and Environment Association
- Former Board Member – Florida Potable Reuse Commission
- Former Florida and Washington State Representative - National Association of State Conservation Agencies (Policy Committee) and National Association of Conservation Districts
- Former Local Government Representative – Florida Dept. of Health Onsite Treatment and Disposal System Advisory Committee
- Former Board Member – City of Lake Worth Community Redevelopment Agency
- Former Law Fellow – McGill University Centre of International Sustainable Development Law

EDUCATION

Florida Atlantic University / University of Florida

PhD level classwork and research undertaken in the areas of Law and Economics, Public Administration, Ecohydrology, Limnology, Watershed Management, Wetlands and Water Quality, Coastal Zone Management, Fisheries and Species Management, Environmental Governance, and Statistical Analysis / Data Analytics

DOCTORAL STUDIES (General)

University of London, Queen Mary College

Administrative Implementation of Environmental and Water Law and Policy

DOCTORAL STUDIES (ABD)

University of Cape Town

International and Comparative Law

MASTER OF LAWS (LLM)

University Of Florida, College of Law

Member: International Law Society, International Law Students Association, Phi Alpha Delta; Research and Teaching Assistant to Professor Winston Nagan;

JURIS DOCTOR (JD)

New College of Florida

Political History (Economics); Comparative Governance Foundations (Legal and Cultural Frameworks)

BACHELOR OF ARTS (x2)

International Consultancies

- 2004-2006 **WEERAMANTRY CENTER FOR PEACE, JUSTICE, AND INTERNATIONAL LAW SRI LANKA**
Graduate Fellow responsible for project management and implementation of several projects regarding Conflict of Laws, Transboundary Watershed and Ecosystem Management, Water Rights, Utilization of Private Military Firms in International Armed Conflict, and the Application of Customary Legal Frameworks to Resolve and Mediate Nation-State Conflicts
- 2005-2011 **UNESCO WATER GOVERNANCE PROJECT** **SOUTH AFRICA**
Implementation of the National Water Act in coordination with the South African Department of Water Affairs and Forestry and Water Research Commission. Responsibilities included partnerships with local NGOs including the Association for Water and Rural Development to establish catchment management areas, implement administrative law and licensing schemes, establish governance and finance frameworks at the local and regional level, and public outreach.
- 2015-2018 **PAYMENT FOR ENVIRONMENTAL SERVICES PARTNERSHIP** **SCOTLAND**
Partnership with the UNESCO Water Institute at the University of Dundee regarding regional and transboundary water quality and quantity legal and policy challenges involving the implementation of market based payment for environmental services programs. Projects involve both academic studies and analyses as well as advising local, regional and national administrative bodies. Participation in international efforts to establish frameworks to protect vulnerable watersheds, water quality, and water supply sources.
- 2015-2019 **USAID / WATERLINKS BE SECURE WATER AND CLIMATE CHANGE** **PHILIPPINES**
Development of Communities of Partnership between several Water Districts regarding water policy planning and challenges in responding to the impacts of climate change. Responsibilities included assisting the Water District's in the development of vulnerability assessments, business plans and emergency response plans, as well as the implementation of innovative watershed management frameworks aimed at creating market based mechanisms for the protection of watersheds providing surface water supply sources. Additional efforts required advisement on governance issues such as silos in existing environmental regulatory regimes and rigidity in procurement policies. Current work involves working with the government of the Philippines on governance issues to allow for flexibility in implementing integrated water management policies and programs. CO-AUTHOR of USAID Toolkit for Climate Resilient Water Utility Operations (2017) currently being utilized by USAID staff for projects in the South Pacific.
- 2020-2022 **ASIAN DEVELOPMENT BANK – FISHERIES PROTECTION AND PORT DEVELOPMENT**
FEDERATED STATES OF MICRONESIA
Governance and Legal Consultant responsible for working with several local governments, port authorities, the government of FSM, and civic groups to establish governance and permitting frameworks for coral reef and fisheries protection while allowing for continued development of the shipping and cruise industries within FSM, including the expansion of existing port facilities. Protections included the establishment of coastal protection zones and critical areas, fisheries management plans, and holistic watershed management plans to ensure diminished negative impacts from terrestrial land management activities.

Housing Authority of Thurston County (HATC)
Board of Commissioners Roster

Jay Goldstein – Chair (Position No. 2)

(Term - 3/5/2024 - 2/28/2029)

Commissioner Goldstein’s background includes attorney, business owner, and service on other boards. He has considerable professional real estate law experience, including law relating to real estate acquisition and development.

Joelene Gioulis - Vice Chair (Position No. 5)

(Term - 3/5/2024 - 2/28/2027)

Commissioner Gioulis is the Administrator of a multi-location Thurston County health care provider. Earlier in her career she held an administrative position with the Department of Corrections. Her background in both of these areas is meaningful in overseeing programs for our clients.

Open – Commissioner (Position No. 4)

Lisa Vatske - Commissioner (Position No. 3)

(Term - 11/22/2022 - 2/28/2025)

Commissioner Vatske has extensive state government technical and management experience primarily focused on affordable housing capital subsidies. She also has held positions in the community development field, held the position of chief financial officer for a small business, and has served on several local boards. She earned a BBA Finance from the University of Massachusetts and is a long-time Thurston County resident.

Jim Cooper - Commissioner (Position No. 1)

(Term - 4/4/2023 - 4/4/2028)

Commissioner Cooper is the President and CEO of United Ways of the Pacific Northwest. Additionally, Commissioner Cooper serves as a Member of the City of Olympia Council and is a US Army Veteran. Commissioner Cooper has over two decades of nonprofit, corporate, and government leadership experience working with community organizations, governments and businesses to achieve positive outcomes for people and the environment.

Brittany Ferguson - Commissioner

(Term - 5/9/2024 - 2/27/2025)

Commissioner Ferguson earned a Bachelor’s degree in Sociology from California State University – Chico. Brittany’s work in the education field includes counselor, classroom support, and school bus driver. Even with a busy work and home life, Brittany finds time to support her extended family’s retail BBQ business. Brittany’s brings education, employment skills and insights, and lived experience, as well as passion to serve the community in her role as a member of the HATC Board of Commissioners.



Citizen Advisory Boards and Commissions Application

Select an advisory board or commission

Housing Authority Commission

Name

Erwin Vidallon

Email

[REDACTED]

Phone Number

[REDACTED]

Address

[REDACTED]
Olympia, WASHINGTON, 98513

Occupation

Chief Financial & Technology Officer

Describe why you would like to serve.

I want to serve as a commissioner for the Housing Authority of Thurston County because I believe safe, stable, and affordable housing is foundational to a healthy, thriving community. I'm committed to helping address the growing housing challenges in our region and ensuring that all residents—especially our most vulnerable—have access to opportunities for stability and success.

With my background in finance and investments, I hope to bring a thoughtful, solutions-oriented perspective to the board and support the Housing Authority's mission to expand access to quality housing. I see this as an opportunity to give back, collaborate with others who care deeply about equity and inclusion, and make a lasting difference in the lives of Thurston County residents.

Describe how you meet the membership qualifications of the selected board or commission and list any skills that may be of benefit.

As a Chief Financial Officer with extensive experience in financial planning, budgeting, and strategic oversight, I meet the membership qualifications through both my professional expertise and my commitment to public service. I bring a strong background in fiscal responsibility, risk management, and data-driven decision-making—skills that align with the Housing Authority's mission to manage resources effectively and expand access to affordable housing.

Additionally, my collaborative leadership style, understanding of regulatory compliance, and ability to navigate complex financial structures would be of direct benefit to the commission's work in supporting sustainable housing solutions for Thurston County residents.

List and date past and current community involvement.

The Evergreen State College Foundation - Board of Governor - Sept 2020-Present
City of Lacey - Park Board Commissioner - Jan 2018-2023
WA Cities Insurance Authority - Investment Committee - Jan 2018-Jan 2022
WA Cities Insurance Authority - Executive Committee - Jan 2018-Jan 2022

List your professional/educational background and areas of study.

Seattle Convention Center: Chief Financial & Technology Officer - Sept 2024 - Present

YMCA of Greater Seattle: SVP/Chief Financial Officer - Jan 2022 - Sept 204
Metropolitan Park District of Tacoma: Chief Financial & Administrative Officer - July 2017 - Jan 2022
WA Department of Veterans Affairs: Chief Financial Officer - May 2013 - July 2017
WA State Investment Board: Investment Officer-Real Estate - Sept 2005 - Apr 2013
WA State Investment Board: Director of Finance & Budget - May 2003 - Aug 2005
Western State Hospital: Chief Financial Officer - June 2000 - May 2003

Education:

The Evergreen State College - Bachelor of Arts

University of WA - Graduate of the Executive Management Program



Citizen Advisory Boards and Commissions Application

Select an advisory board or commission

Housing Authority Commission

Name

Paul Knox

Email

[REDACTED]

Phone Number

[REDACTED]

Address

[REDACTED]
Olympia, WA, USA, Washington, 98506

Occupation

strategy consultant

Describe why you would like to serve.

I have done lots of work in the affordable and market rate housing space for the past 10 plus years and would like to support and be part of the housing authority's path forward.

Describe how you meet the membership qualifications of the selected board or commission and list any skills that may be of benefit.

Per my attached resume, I have a long history of experience in our community and in affordable housing policy, as both a leader and consultant. I have served on many boards and as an executive director of two nonprofits as well as a state Department of Commerce managing and assistant director.

List and date past and current community involvement.

In the past 7 years, I have worked with counties, cities and their partners to develop and begin implementing collaborative affordable housing strategies and plans.

- o City Of Tumwater – Facilitated a six-month series of City Council work/learning sessions and a retreat on housing challenges and strategies and wrote their housing action plan (Oct 2017- June 2018);
- o Skagit County and Cities of Burlington, Mt Vernon, Anacortes and Sedro Wooley – researched/shared best practices and options for creation of Housing and Social Services Collaborative; interviewed local elected and nonprofit leaders, facilitated meeting with elected officials that led to deeper Collaborative public health and housing strategic planning. (Sept 2021 – March 2022);
- o Clallam County – Worked with local elected and government and nonprofit leaders and designed and facilitated initial work and planning phases of the 20-member Housing Solutions task force, included researching/presenting strategy options, surveying members, facilitating monthly meetings, designing and facilitating a strategy retreat and delivering working strategies and action steps (August 2022 – March 2023);
- o Thurston County – Participated on a small team, leading and performing the outreach work (surveys, interviews, focus groups and report) and providing editing and summary narrative as a component of the development of the 5-year Consolidated Plan for Thurston County and City of Olympia (October 2022 – February 2023); and
- o City of Olympia – Worked with key private, public and nonprofit stakeholders to develop a set of strategies to bolster homeownership for low-and moderate-income households. Researched, identified and wrote concrete policies, strategies and actions to expand homeownership and stabilize long-term

affordability for targeted populations. Engaged with the City Council in an iterative process for the final working plan (July 2023 – February 2024).

In recent years, I have worked with affordable housing providers and advocates to pass local revenue taxes in 11 counties, including Thurston, that resulted in over \$120 million in new local, annual funding for affordable housing and services across the state.

List your professional/educational background and areas of study.

I have 35 years of leadership experience and innovation in policy creation, operations and advocacy in economic, community and workforce development as well as asset building, housing and community organizing.

See attached resume for details.

Citizen Advisory Boards and Commissions Application

Resume (optional)

PK resume.docx

KnoxWorks Consulting
Capabilities, Experiences and Resume
November 4, 2024

Capabilities and Experience

Below are my relevant experiences/ expertise for a range of facilitation and policy development roles.

- I am a social entrepreneur with a passion and life-long commitment to creating better communities and connections between people. I have 35 years of leadership experience and innovation in facilitation and team leadership, policy creation, program operations and advocacy in economic, community and workforce development as well as asset building, housing and community organizing. In recent years, I have facilitated affordable housing providers and advocates to pass local revenue taxes in 11 counties and cities across Washington that resulted in over \$120 million in new local, annual funding for affordable housing and services.
- I have strengths in designing processes and engaging and facilitating groups in team learning and developing shared goals and plans. I have superior communication, writing and editing skills.
- In the past 7 years, I have facilitated counties, cities and their stakeholder partners to develop and begin implementing collaborative local affordable housing strategies and plans.
 - City Of Tumwater – Designed and facilitated a eight-month series of City Council work/learning sessions and a retreat on housing challenges and strategies and wrote their housing action plan (Oct 2017- June 2018);
 - Skagit County and Cities of Burlington, Mt Vernon, Anacortes and Sedro Wooley – researched/shared best practices and options for creation of Housing and Social Services Collaborative; interviewed local elected and nonprofit leaders, facilitated meetings with elected officials that resulted in a deeper Collaborative public health and housing strategic planning project. (Sept 2021 – March 2022);
 - Clallam County – Worked with local elected and government and nonprofit leaders and designed and facilitated initial work and planning phases of the 20-member Housing Solutions task force, included researching/presenting strategy options, surveying members, designing and facilitating monthly meetings, designing and facilitating a strategy retreat and delivering working strategies and action steps (August 2022 – March 2023);
 - Thurston County – Participated on a small team, leading and performing the outreach work (surveys, interviews, focus groups and report) and providing editing and summary narrative as a component of the development of the 5-year Consolidated Plan for Thurston County and City of Olympia (October 2022 – February 2023); and
 - City of Olympia – Worked with key private, public and nonprofit stakeholders to develop a set of strategies to bolster homeownership for low-and moderate-income households. Researched, identified and wrote concrete policies, strategies and actions to expand homeownership and stabilize long-term affordability for targeted populations. Engaged with the City Council in an iterative process for the final working plan (July 2023 – February 2024).
- I also designed and facilitated child care task forces in Greys Harbor, Mason and Thurston county under a 2020-21 contract with the Thurston Economic Development council.
- Besides my consulting work, I served in 2018-19 as a part-time Senior Policy Advisor to the [Washington Child Care Collaborative Task Force \(C3TF\) – Washington State Department of Commerce](#) (Director’s Office), leading the formation and initial 18 months of task force work that help change the course of early learning investment in the state. In that role I designed and facilitated Task Force meetings and subcommittees as well as all work components.
- I also served as executive director of the United Way of Thurston County for eight years enacting collaborative models in private-public funding and collective impact. In that role, I chaired and facilitated the Thurston County Affordable Housing Advisory Team for 6 years and the Community Investment Partnership, facilitating innovations and strategies in local human services and housing investments.
- Prior to 2010, I was the founding executive of the [Washington Asset Building Coalition \(washington-abc.org\)](#) and spent 20 years as a Washington Department of Commerce (CTED) division leader, starting up and directing policy and operation in an array of programs in financial asset building and economic and workforce development. In those roles, I facilitated numerous advisory groups and work teams.

PAUL KNOX

Olympia, Washington 98506

SUMMARY OF QUALIFICATIONS

- 35 years of progressively responsible organizing and leadership in community, economic and workforce development
- Exceptional communications, people and performance management skills and experience
- A proven leader in starting up, managing and improving workforce, community and economic development projects and programs
- Ability to initiate and manage change to achieve results with intelligence and energy
- Ability to attract, motivate and lead staff and stakeholders and work collaboratively with partner organizations
- 30 years of rental property management and construction

PROFESSIONAL EXPERIENCE

2017-Present

Owner

KnoxWorks Consulting, Olympia

Provide creative project development and leadership to solve organizational and community challenges – facilitative organizing, policy development and leadership in areas of early learning, affordable housing/homelessness and solutions to tackling poverty.

2010-2017

Executive Director

United Way of Thurston County, Olympia

- Chief professional officer for direction, management and evaluation. Developed and oversaw initiatives, strategic activities and community outreach, resource development and management.
- Directed creation of Right from the Start early learning program, Volunteer Connection and provided leadership for affordable housing and homeless services and collective impact initiatives in Thurston County.

2009-2010

Executive Director

Washington Asset Building Coalition (WABC), Olympia

- Established the WABC as a start-up nonprofit, responsible for all initial executive functions, including board development, legal formation, fundraising and proposal writing, and conference planning.

2005-2009

Managing Director, Asset Building Initiative

Washington State Department of Community, Trade and Economic Development, Olympia

- Founded and directed the Washington Asset Building Coalition, dedicated to expanding and improving savings, financial literacy and asset development for low and moderate income state residents.
- Launched three new state asset building programs which: support local services in 17 communities, created an integrated statewide EITC outreach and free tax preparation campaign and launched a state Individual Development Accounts program.

2004-2005

Special Assistant, Policy and Performance Management

Washington State Department of Community, Trade and Economic Development, Olympia

- Assumed new position responsible for developing an agency performance management system by leading strategic planning and organizational development initiatives.

1997-2004

Assistant Director, WorkFirst Division

Washington State Department of Community, Trade and Economic Development, Olympia

- Developed and directed outcome-driven CTED WorkFirst activities and programs including Community Jobs, WorkFirst Local Planning, Individual Development Accounts and Employer Assistance.
+Created programs and oversaw staff, fiscal, contracting and administrative functions.
- Provided inter-agency leadership in policy and operations management and improvement

1996-97

Workforce Development Director

Washington Aerospace Alliance (WAA), Seattle

- Developed services for private sector WAA members through workforce broker contract. Worked with community colleges, community-based groups and aerospace companies to develop and market entry-level job training, placement and retention services.

1990-96

Manufacturing Initiatives Manager

Washington State Department of Community, Trade and Economic Development, Olympia

- Created and directed a nationally recognized program assisting the state and its defense-dependent communities industries and workers in economic diversification activities.
- Conceived and developed funding proposals with an array of partners leveraging over \$5 million to create eight distinct industry sector projects including Washington Aerospace Alliance and Washington Manufacturing Services.

1986-89

Communications Manager

Washington State Economic Development Board, Seattle

- Principal public involvement and outreach coordinator for prestigious private/public board chaired by Governor Gardner to develop a state long-range economic development strategy
- Served as legislative liaison, coordinating media and legislative strategy resulting in significant coverage of Board recommendations and legislative action.

1984-87

Consultant/Fundraiser/Community Organizer

Various Organizations, Seattle

- Performed strategic planning, membership and outreach and fundraising duties for a variety of community-based non-profit organizations.
- Initiated and facilitated a first ever development planning process for the neighborhood of Ballard with industrial and retail business, residential and city representatives.
- Initiated, developed and directed two unique community outreach canvass operations that doubled organizational membership and raised hundreds of thousands of dollars

ACCOMPLISHMENTS AND HONORS

- Developed and lead Community Jobs -- the nation's largest and most successful transitional work program for hard-to-employ individuals. Community Jobs became a model replicated around the nation and won the 2001 *Council of State Government Innovations in Government* award,
- Provided a major leadership role in overseeing and improving Washington State's welfare reform initiative. Received the **Governor's Distinguished Manager** award in 2000 for WorkFirst leadership.
- Lead the successful start-up venture to create and fund **Washington Manufacturing Services (now Impact WA)**, a non-profit organization providing process improvement services to small manufacturing firms throughout the state.

LEADERSHIP ROLES

- Board Treasurer, Washington Asset Building Coalition, 2010- Present
- Board Officer, United Ways of the Pacific Northwest, 2010-17
- Board President, Climate Solutions 2001-10
- Board of Directors, Seattle Jobs Initiative 2002-10, Thurston Housing Land Trust 2018-present

EDUCATION

Leadership Institute of Seattle (LIOS), Seattle, WA
MA Applied Behavioral Sciences -- Candidate
Concentration: Organizational Development

Tufts University, Medford, MA
BA Economics



Thurston 2045: Comprehensive Plan Periodic Update



Board of County Commissioners Public Hearing Follow Up

December 2, 2025

What is a Comprehensive Plan?

- Resource for coordinating and managing growth.
- Guided by 15 Washington State planning goals, state law, and key legal decisions.
- Updated every 10 years through a strong, community-driven process.
- Reflects community values and vision.



Land Use



Natural Resource Lands



Housing



Transportation



Capital Facilities & Utilities



Economic Development



Environment, Recreation, & Open Space



Health



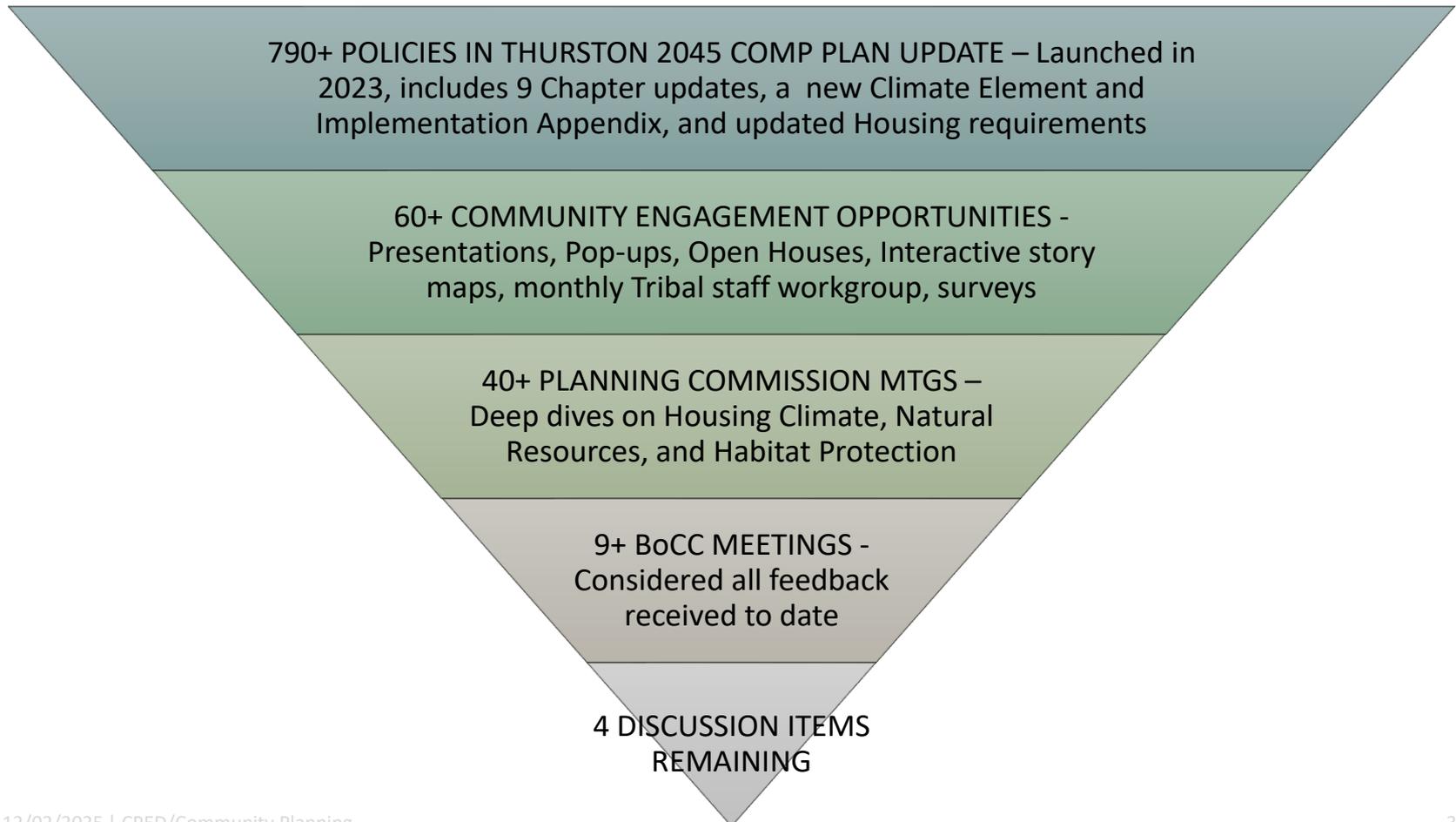
Cultural Resources



Climate

2045 Comp Plan Successes

- 60+ OUTREACH EVENTS, OPEN HOUSES, COMMUNICATIONS
- 40+ PLANNING COMMISSION MEETINGS
- 6 UNANIMOUS PC VOTES ON POLICY ISSUES
- 9+ BOCC MEETINGS



Public Hearing Considerations

Aim for, rather than require, a 5% rural growth target in the next 20 years:

- **Existing Language:** “Establish a Sustainable Development Pattern by Limiting Growth and New Development in the Rural Areas to 5% and Focusing Growth in the Urban Areas”
- **New Language:** “Support a Sustainable Development Pattern that Reduces the Share of New Growth in Rural Areas to 5% and Focuses Future Development within Urban Areas.”

Public Hearing Considerations

- Permit rural detached ADUs at 1,000 square feet and allow flexibility for their proximity to primary home
- Background
 - Rural attached ADUs allowed since 2020
 - Less than 20 permitted between 2020-2025
 - New state laws say cities and UGAs cannot restrict ADU size to less than 1,000 sf
 - Septic and well placement could impact ADU location

Public Hearing Considerations

Remove barriers to cluster developments to support broader land and water conservation efforts.

Cluster Development Example 1 – Scatter Creek Ranch



- No area conserved
- 40 5-acre lots created

- 170 acre farm conserved
- 66 lots created

Cluster Development Example 2 – Deschutes River Preserve

- 355-acre preserve created
- 106 lots created



Public Hearing Considerations

Delay code provisions for Battery Energy Storage System facilities until early 2026.

Board Review Process To Date

1	Wednesday July 16, 2025	Overview of Comprehensive Plan Update
2	Wednesday July 23, 2025	Rural Lands and Land Use
3	Wednesday July 30, 2025	Capital Facilities; Utilities; and Transportation
4	Wednesday August 6, 2025	Natural Resources
5	Wednesday August 20, 2025	Environment, Recreation and Open Space; Historic Resources
6	Wednesday September 3, 2025	Climate
7	Wednesday September 17, 2025	Housing; Environmental Review
8	Wednesday October 22, 2025	Public Comment Summary
9	Wednesday November 4, 2025	Public Hearing

Next Steps

- Board direction on the 4 discussion items – December 3
 - 5% Rural Growth Policy
 - Detached Accessory Dwelling Units
 - Cluster Development Standards
 - BESS Provisions
- Final Board Action – December 16



November 12 Public Hearing Follow-Ups Black Lake Quarry and Martin Way Rezones & Permit Review Process Updates

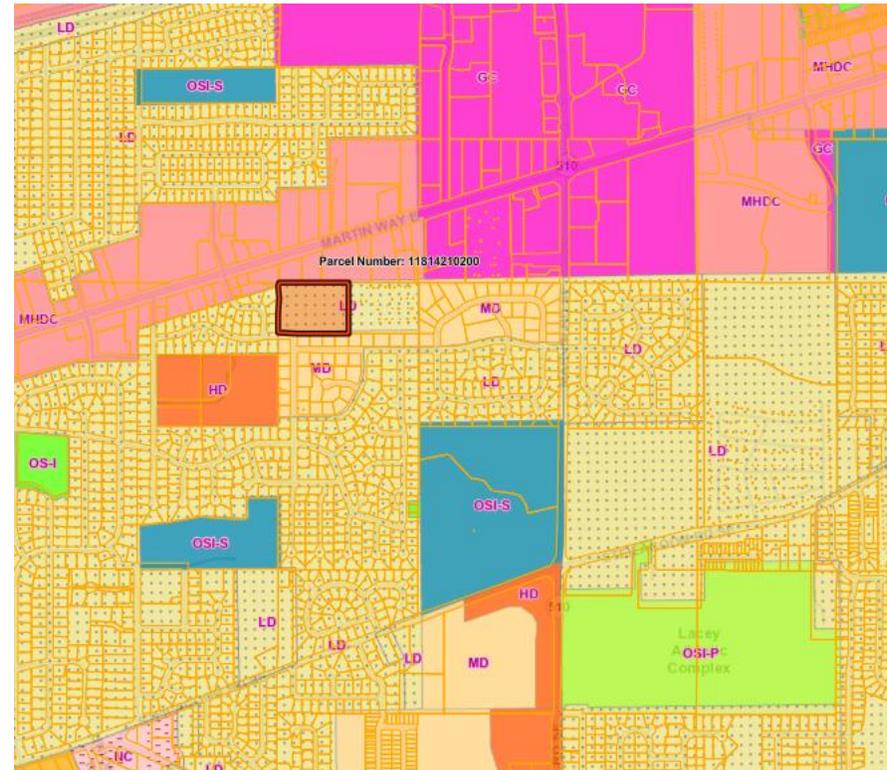
Community Planning & Economic Development

December 2, 2025

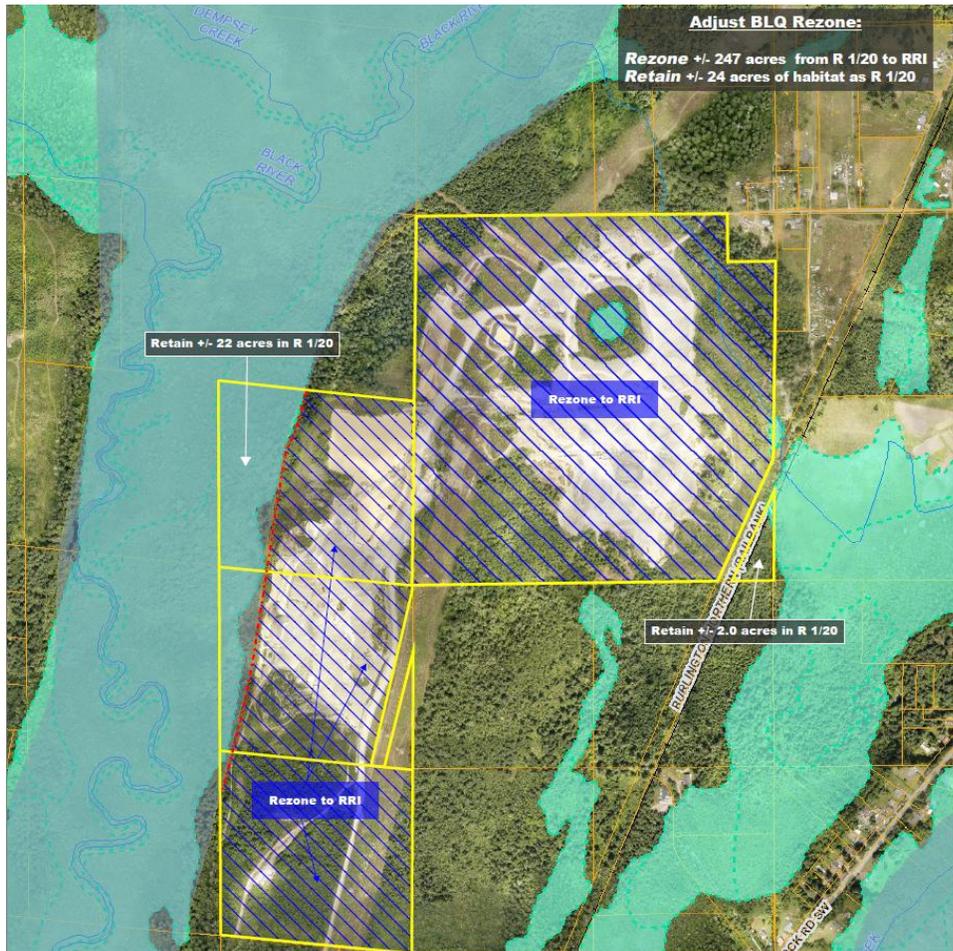
Board Briefing

Martin Way Rezone Proposal

- 8.17-acre split zoned parcel
- Located at 7809 Martin Way in Lacey UGA
- Applicant initiated rezone from Low Density (0-6) and Mixed Use High Density Corridor for back half of property
- Current use: Vacant
- Rezone would allow expanded high-density housing and commercial uses



Black Lake Quarry Rezone Proposal



- Current use: Gravel surface mining—DNR requires reclamation **not** restoration
- Rezone ~247 acres from R 1/20 to RRI
- Maintain R 1/20 zoning in ~24 acres
- Excludes critical areas associated with Black River
- Rezone would allow industrial uses related to rural resources (forestry, mining, ag)

Permit Review Process Update

- 2024-2025 Official Development Code docket
 - Annual docket item to address emerging changes in state law, inconsistencies, or redundancies in CPED's land use application review
- This package includes:
 - General clerical edits
 - Changes to permit review timelines (SB 5290)
 - Updates to State Environmental Policy Act (SEPA) categorical exemptions
 - Review authority for Quasi-Judicial Land Use Appeals



Next Steps

- Board direction to include rezones in Comp Plan package – **December 3**
 - Martin Way
 - Little Rock - BLQ
- Board final action on Permit Review Process Updates – **Any scheduled Board meeting**
 - General clerical edits
 - Changes to permit review timelines (SB 5290)
 - Updates to SEPA for housing
 - Review authority for Quasi-Judicial Land Use Appeals

Joint Statement in Support of Restoring State Impact Case Funding for Thurston County Superior Court

We, the undersigned, strongly urge the Legislature to restore and sustain state funding for Thurston County Superior Court to address its extraordinary burden of handling State Impact civil litigation.

Thurston County is uniquely mandated by more than 100 state statutes and administrative codes as the required venue for litigation involving state agencies, elected officials, ballot measures, tax disputes, and major contract and construction cases. As a result, over half of the civil caseload in Thurston County Superior Court arises directly from state government actions, vastly exceeding the civil state impact litigation workload of other counties of similar size.

The elimination of \$1.1 million in funding for 2026 undermines decades of legislative recognition that it is obligated to partially cover the extra cost imposed because of State Impact civil cases. Without restoration, Thurston County residents will be forced to financially support litigation unrelated to Thurston County because of State's decision to funnel statewide civil litigation to our county. Budget cuts to the Court at the state and county level will reduce the Court's ability to timely hear all civil cases at the current rate and may delay the resolution of important cases affecting government operations and state residents. The Court will have to prioritize those hearings and trials that have constitutionally mandated speedy trial requirements and statutory deadlines.

We respectfully call on the Legislature to restore the 2026 appropriation and provide consistent funding in future biennia. This partnership is essential to maintaining timely access to justice and safeguarding effective court operations.

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The elimination of \$1.1 million in funding for 2026 undermines decades of legislative recognition [of this workload and that it is obligated to ignore the precedent that the state](#) partially cover the extra cost imposed because of State Impact civil cases. Without restoration, Thurston County residents will be forced to financially support litigation unrelated to Thurston County because of [the](#) State's decision to funnel statewide civil litigation to our county. Budget cuts to the Court at [both](#) the state and county levels will reduce the Court's ability to timely hear all civil cases at the current rate and may delay the resolution of important cases affecting government operations and state residents. The Court will have to prioritize those hearings and trials that have constitutionally mandated speedy trial requirements and statutory deadlines.

We respectfully call on the Legislature to restore the 2026 appropriation [and provide consistent funding in future biennia and reimburse Thurston County for this extraordinary workload](#). This partnership is essential to maintaining timely access to justice and safeguarding effective court operations.