



# Regional Affordable Housing Task Force

## **Work Plan**

*Working Draft, September 19, 2017*

## INTRODUCTION

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The Regional Affordable Housing (RAH) Task Force was created by King County to bring leaders from across the county together to collaboratively develop a countywide affordable housing strategy. King County Motion 14873 created the Task Force and defines its structure and objectives. The RAH Task Force will build upon previous and ongoing work of jurisdictions and non-profits to identify ideas and solutions that can be implemented at the regional level. This Work Plan provides an overview of work related to the RAH Task Force throughout 2017 and 2018. This will be a “living document”, evolving with the Task Force’s needs and direction throughout the project.

Part 1 of the Work Plan presents the content areas, tasks, and stakeholder roles. Part 2 provides a working draft schedule and preliminary understanding of meeting topics throughout the project. Both will be updated as work progresses.

The end work product for the Task Force is a report with a recommended regional affordable housing strategy that is actionable and will be sent to the King County Executive and Council no later than December 2018. This work plan is designed to complete the work in the summer of 2018, well in advance of the deadline set by the County.

## MEETING ORGANIZATION AND FRAMEWORK

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Work will proceed through three overlapping phases, as summarized in the calendar graphic. Because of the complexity of the issue and the variety of voices the Task Force will hear from, ideas for solutions and recommendations will emerge throughout the process. The RAH Task Force will meet at least 10 times over the course of a year.

### Phase 1. Problem Definition and Gap Analysis

The first few meetings (July through November) will focus on defining the problem of housing affordability and understanding the policy context. This first phase will include data presentations, case studies and presentations from housing professionals to explore the magnitude of the problem. It will also include a review of existing

laws and regional and local policies, such as a survey of existing plans, tools and initiatives that address the housing affordability challenge. These two efforts will enable a conversation about the gap between the problem and what the policies accomplish.

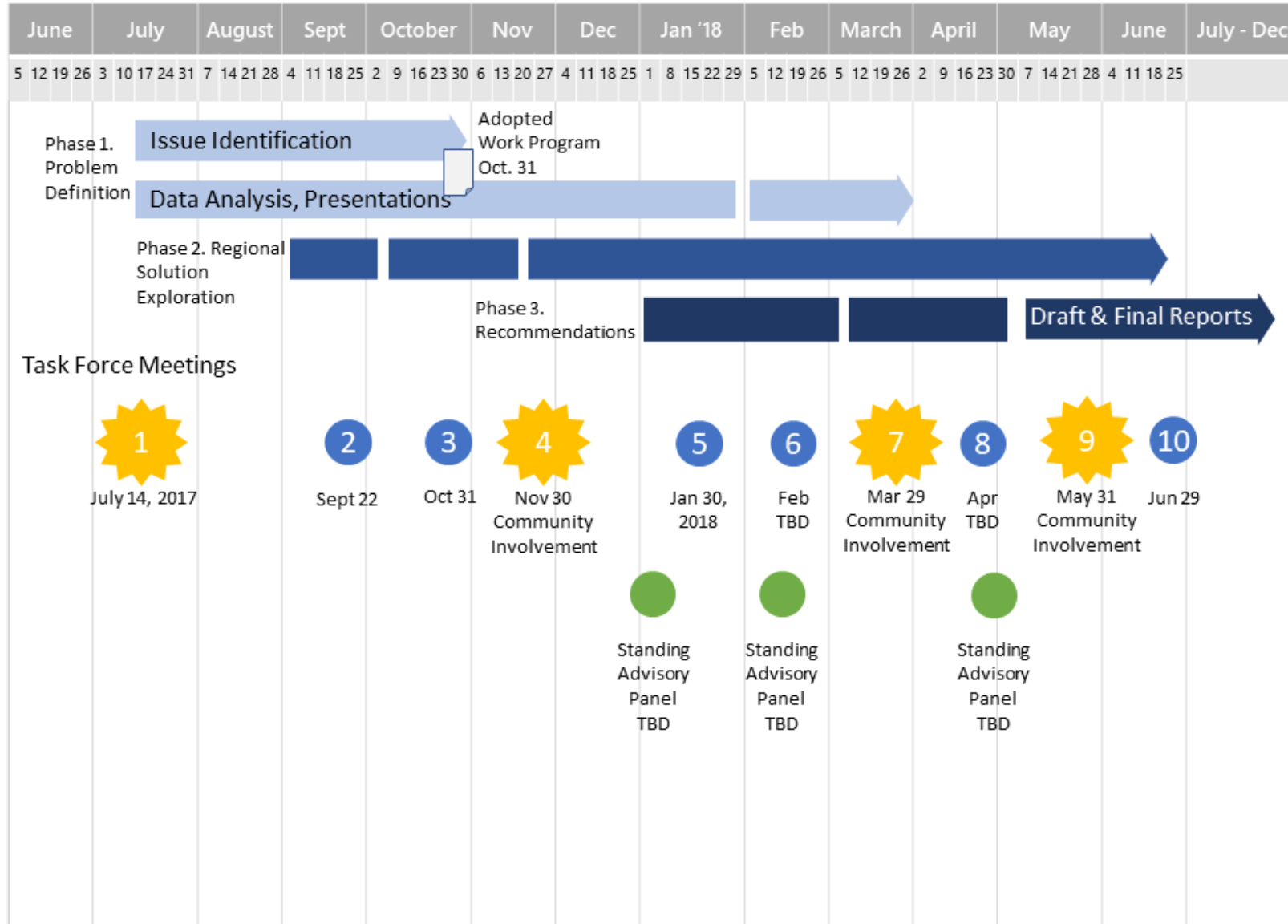
Public comment, gathered through meeting participation and an on-line survey tool, will help the Task Force hear from the community about the impact of the affordable housing crisis on people and communities from a variety of perspectives.

## Phase 2. Regional Solutions Exploration

In January through April, the Task Force will work in earnest to explore policies, programs, and initiatives that address the challenge in the region. This will include learning about what initiatives, programs and best practices are in use that might be applicable to the regional context. These conversations should begin to produce ideas for areas to explore for recommendations.

## Phase 3. Recommendations

The final phase will be in May and June and will focus on specific recommendations and strategies to address housing affordability in the region and the preparation of a final Task Force report.



## TASK FORCE SUPPORT

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Throughout the project, the Task Force will receive support from several groups and organizations, as well as the community.

### Standing Advisory Panel

The Task Force will appoint and meet with a group of diverse housing experts. On occasion, the Standing Advisory Panel will meet independently to develop guidance and recommendations for the Task Force. They will provide the Task Force with independent perspectives on the causes of the affordable housing challenge and approaches to meet that challenge.

### King County Staff

A project team of King County staff representing both the Council and the Executive's Office will work together to provide full support to the Task Force.

### Staff Working Group

Housing and planning experts from local jurisdictions and non-profit organizations will meet periodically to provide content area expertise to help answer questions posed by the Task Force and inform agendas. This expertise will include identifying relevant local plans and data sources to be brought to the Task Force's attention, as well as other topics as they emerge.

### Consultant Support

King County has retained Community Attributes Inc. (CAI) to lead meeting facilitation, organization of data analysis and meeting support.

## STAKEHOLDER ENGAGEMENT AND PUBLIC PARTICIPATION

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### Stakeholder Engagement

The Task Force Kick Off (held in July 2017) included more than 100 affordable housing

stakeholders. Three additional Task Force meetings will also include broader community participation.

In addition, the County staff team will coordinate with Sound Cities Association to explore sub-regional issues and ideas.

## Public Participation

All Task Force meetings will be open to the public and comply with Open Public Meeting Act

requirements. In addition to participating in community meetings, the public will be able to provide comments via a public comment tool provided on the King County project's web site. This tool will be tailored to identify specific local opportunities and challenges related to housing affordability. All meeting materials will be posted to the site as well.

## PROBLEM DEFINITION AND GAP ANALYSIS

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Addressing housing affordability is both imperative for action and audacious in its complexity. This section presents a working list of topics and issues to understand to define and address the problem.

In addition to data and analytics, the Task Force will consider related policies and strategies employed across King County. The project will include a gap analysis to identify current policy shortcomings to address needs, as well as a quantitative assessment of housing supply shortfalls. The gap analysis will help the Task Force explore regional solutions for recommendations in the latter phases of the project.

The County staff team, along with CAI, will collect content provided by CAI, the Staff Working Group

and other stakeholders into a working knowledge base that aggregates and assembles maps, data, and frames the issues for the Task Force. CAI will compile and aggregate analysis from county staff and stakeholders, and will lend its own analysis.

The Task Force will receive analysis in the form of documents distributed in advance of Task Force meetings, as well as presentations and discussion at Task Force meetings.

The following topics represent the subject areas identified for understanding. All topics will be addressed at varying levels of depth. This list is by no means exhaustive or formal in its representation. The project team may amend this list as a dynamic gathering place of important concepts.

***The Task Force may wish to refer to this list, and make requests of specific issues to discuss at the next meeting or future meetings.***

1. Quantifying Housing Needs
  - Units required to meet population projections – quantity and price
  - Living wages / income
  - Households by income, size, service needs
  - Families, family composition
  - Seniors' housing
  - Market rents, price, and vacancy
  - Location of jobs and transportation
  - Homeless
  - Displacement
  - Unemployed labor force
  - Institutional housing
  - Short term rentals (less than 30 days)
2. Geographies of Interest
  - Cities
  - Rural areas
  - Regional growth centers
  - School districts
  - Legislative boundaries
  - Transit station areas
  - Employment centers
  - Sub-regions within King County
  - Environmentally sensitive areas
3. Demographic Segments
  - Race, Ethnicity
  - Age
  - Families
  - Students and young adults (millennials)
  - Immigration status
  - People with disabilities
  - LGBTQ considerations
  - Income levels
  - Justice system involvement
  - Other demographics
4. Current Political & Legal Framework
  - Local zoning regulations
  - State & Federal law
  - Role of communities in decision-making
  - Role of private developers
  - Jurisdictional planning and coordination
  - Lessons learned: HALA, HART
5. Promoting Greater Housing Diversity
  - Need variety of housing stock
  - Workforce housing
  - Housing models (ADU)
  - Culturally appropriate solutions
  - Private market production of all housing types
  - Expanding home ownership opportunities
6. Serving Vulnerable Populations
  - Assessing and addressing displacement

- Homelessness
  - Mental health and chemical dependency
  - Immigrants and refugees
  - Equity race/class
  - Accessibility
  - Landlord-tenant issues/barrier to obtaining housing
  - Living wage
  - Young adults exiting foster care
7. Location
- Access to opportunity
  - Transportation system
  - Transit oriented development (TOD)
  - Costs of commuting
  - Required density (and political will)
8. Market Rate Housing
- Market incentives
  - Role of large employers
  - Zoning incentives
  - Incentives for the private market
  - Market impediments (condo liability)
  - Property tax burden
- Investment properties (and related vacant homes)
  - Assessing the impact of foreign investment
9. Funding and Fiscal Review
- Housing providers and major funding sources
  - Revenue 101
  - New housing funding strategies
  - Housing funding partnerships
  - Enhancing coordination between housing funders
  - Public subsidy & nonprofit subsidy
10. Expanding the Supply of Subsidized Housing
- Housing on government owned land
  - Public-private partnerships
  - Preserving existing affordable housing (both subsidized and market rate)
  - State legislative strategy on affordable housing and homelessness
  - Role of large employers



## REGIONAL SOLUTIONS EXPLORATION

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The Phase I gap analysis and review of current state, regional, and local policies will provide a foundation for the Task Force to explore new solutions well suited for a regional approach in Phase II. These phases will no doubt overlap in discussion.

To ensure that the project leverages past and current housing affordability efforts and studies, County staff and CAI will conduct a review and inventory of these materials to inform the initial phase of Task Force meetings. The Staff Working Group will assist with gathering these examples for review.

## RECOMMENDATIONS FOR A REGIONAL STRATEGY

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The Task Force's work will conclude with recommendations to be implemented across many stakeholders in King County, included County government, local city governments and state governments, as well as private sector stakeholders. As the Task Force begins to explore solutions, recommendations may emerge, and by Spring 2018, the Task Force should be focused primarily on recommending programs and initiatives for adoption.

In January, the Task Force may wish to set goals for its recommendations, such as committing to produce a specific number of action items in key policy categories. The Task Force's work will culminate in a recommendation regional affordable housing strategy. Motion 14873 defines some strategy components, including:

- An assessment of the current state of regional housing affordability in King County, including ongoing efforts by jurisdictions;
- A statement of intent to address the regional affordable housing crisis;
- Identify collective tools and actions that can be taken at the regional level;
- Develop a recommended state legislative strategy; and
- Develop a dashboard for displaying region-wide progress in implementing the Countywide Planning Policies.

The Task Force may develop recommendations in addition to the categories defined in the motion.

## TASK FORCE MEETINGS

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The Task Force meetings will consist of two formats: Task Force focused meetings and broader community engagement meetings. The Task Force may be requested to review materials in advance of meetings.

**Task Force focused meetings** will generally include the following agenda items:

- Task Force business
- Presentation and discussion of topical areas (data analysis, best practices, policy considerations)

- Guest speakers with specific expertise to lend (including staff from local jurisdictions, developers, affordable housing advocates, and others).

**Community engagement meetings** will be opportunities for the Task Force to hear community and stakeholder input and response to its work and potential recommendations. They will usually include small group activities as a tool to learn from the expertise of everyone in attendance.

## TOPICAL WORK PLAN

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The following schedule provides a plan for when key themes and issues may be addressed at Task Force meetings, along with some specific topics anticipated for a deeper exploration. The topical work plan is meant to provide Task Force members and the public with a preliminary sense of what issues the Task Force will address and when. As the work of the Task Force unfolds, adjustments to specific items on the work plan may be made and this should be considered a draft that will evolve to meet the needs of the Task Force as they emerge. The analytical themes of equity and social justice, subregional differences, and the differences between renting and owning will run throughout discussions of all the topics noted below.

<b>September</b> <i>Problem Definition</i>	<b>October</b> <i>Policy Context</i>	<b>November</b> <b>Community Meeting</b> <i>Impact on people</i>	<b>January</b> <i>Land Use Strategies</i>	<b>February</b> <i>Non-Profits and Public/Private Partnerships</i>
<p><b>Problem Definition</b></p> <ul style="list-style-type: none"> <li>• <b>Growth forecasts and implications</b></li> <li>• Data review to <b>define the problem</b> and <b>order of magnitude size of the problem</b> (housing units, tenants, and home-ownership)</li> <li>• Equity considerations</li> <li>• Overview of the <b>distribution</b> of jobs, housing units by type, and demographic variation <b>within the county</b></li> </ul>	<p><b>Problem Definition</b></p> <ul style="list-style-type: none"> <li>• <b>Subregional focus</b> and related discussions (transit, access to jobs)</li> <li>• <b>Funding and fiscal overview</b></li> </ul> <p><b>Current Policies</b></p> <ul style="list-style-type: none"> <li>• Implementation best practices</li> <li>• Review <b>adopted city plans</b></li> <li>• <b>Countywide Planning Policies</b></li> <li>• <i>Task Force identifies solutions to explore</i></li> </ul>	<p><b>Gap Analysis</b></p> <ul style="list-style-type: none"> <li>• Review of Key Findings by Task Force to date</li> <li>• Understanding how affordable housing challenges affect <b>people and families</b>, with a focus on <b>displacement and equity</b>.</li> </ul>	<p><b>Regional Solution Exploration</b></p> <ul style="list-style-type: none"> <li>• <b>Best practices in land use</b> review: new regional <b>land use strategies</b>;</li> <li>• Best practices, locally, globally</li> <li>• Role of private developers</li> <li>• <i>Guidance to the Standing Advisory Panel before developing recommendations for consideration</i></li> </ul>	<p><b>Regional Solution Exploration</b></p> <ul style="list-style-type: none"> <li>• Review solutions identified to date</li> <li>• Nonprofit and for-profit affordable housing <b>development models</b> by targeted income segment</li> <li>• <b>Public Private Partnerships and</b> other active government roles</li> <li>• <i>Standing Advisory Panel report out</i></li> <li>• <i>Task Force identifies solutions to explore</i></li> </ul>

<b>March</b> <b>Community Meeting</b> <i>Review Priorities</i>	<b>April</b> <i>Gather Solutions</i>	<b>May</b> <b>Community Meeting</b> <i>Make Initial Recommendations</i>	<b>June</b> <i>Review Recommendations</i>	<b>July - Dec</b> <i>Report Review and Implementation</i>
<b>Solution Exploration</b> <ul style="list-style-type: none"> <li>• Task Force responds to input from Standing Advisory Panel on identified solutions</li> <li>• <i>Standing Advisory Panel report out</i></li> <li>• <i>Community responds to solutions identified so far</i></li> </ul>	<b>Recommendations</b> <ul style="list-style-type: none"> <li>• Task Force reviews solutions generated by all groups</li> <li>• Task Force makes working draft recommendations for placeholders</li> <li>• <i>Standing Advisory Panel report out</i></li> </ul>	<b>Working Task Force meetings</b> <ul style="list-style-type: none"> <li>• Task Force makes working draft recommendations</li> <li>• Review refined versions of prior recommendations</li> </ul> <b>Community Activity</b> <ul style="list-style-type: none"> <li>• Future scenarios and visioning exercises</li> </ul>	<b>Recommendations</b> <ul style="list-style-type: none"> <li>• Task Force makes working draft recommendations for placeholders</li> <li>• Review refined versions of prior recommendations</li> <li>• Review Draft Plan</li> </ul>	<i>Meetings TBD</i>  Draft and Final Reports reviewed