

Review of Best Practices

A central component of the feasibility study of inter-jurisdictional programs for Snohomish County is the identification and analysis of national and local best practices for inter-local collaborations. The consultant team worked with the PAC Housing Subcommittee to identify seven existing inter-jurisdictional programs as promising case studies, and conducted research on the histories of these programs, what they do, how they work, and what have been their outcomes.

The seven regional approaches were chosen through the consultants' review of literature, discussions with leaders in the field, and suggestions from the PAC subcommittee members. It should also be noted that there are a very limited number of examples of multi-jurisdictional efforts focused on affordable housing around the country.

The criteria used to select locations to study best practices were: a) inter-jurisdictional programs that resulted in the creation or preservation of additional housing units; b) programs that had longevity and a track record of continued support from local jurisdictions; c) local jurisdictions voluntarily joined the collaboration; and d) at least one example of a program that was not successful.

Some programs are focused on pooling capital resources to fund new housing opportunities, some focus on providing planning support to the member jurisdictions, and two programs include both features. It is important to note that for many of these models, the activities evolve over time and the program may take on new functions as it gains experience, visibility, and credibility in the community.

The following sections provide an overview of each of the seven programs, followed by a list of success factors that have been identified as best practices for inter-local programs. The seven programs profiled (also mapped in *Figure 3*) in this review of national best practices include:

- HEART: Housing Endowment and Regional Trust, San Mateo County, CA
- HTSCC: Housing Trust of Santa Clara County, CA
- WAHP: Washington Area Housing Partnership, DC-MD-VA
- REACH: Regional Employer-Assisted Collaboration for Housing, which includes suburbs of Chicago, IL
- LCA: Livable Communities Act programs in Minneapolis-St. Paul region, MN
- ARCH: A Regional Coalition for Housing in East King County, WA
- SKC: previous inter-jurisdictional efforts in South King County, WA

Figure 3
Geographical Locations of Profiled Programs

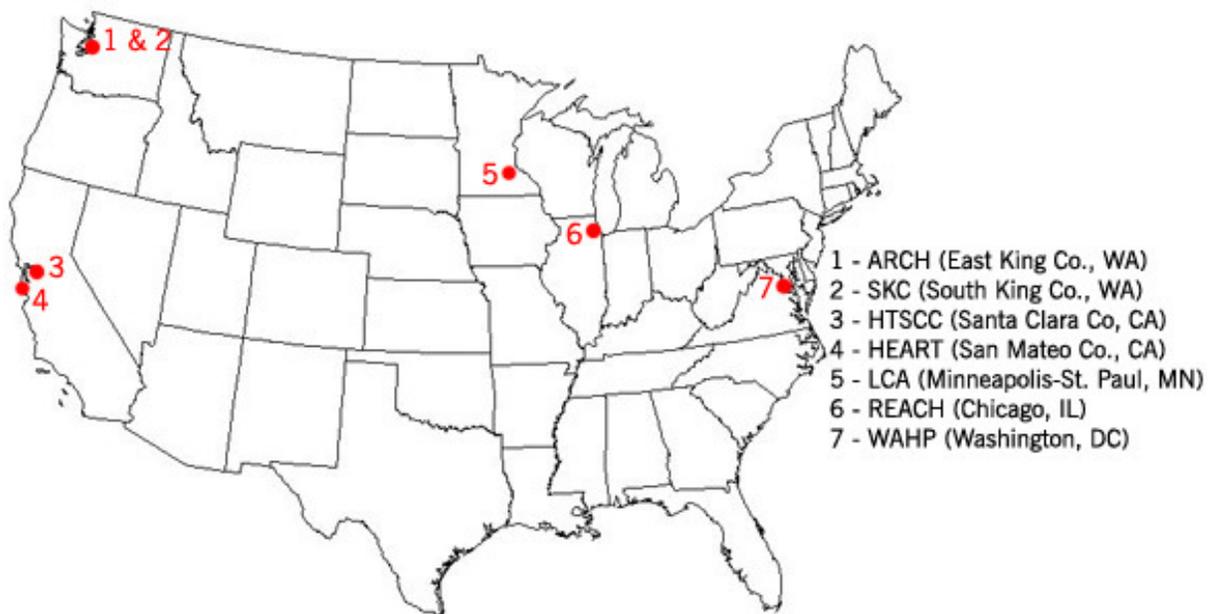


Table 3 provides a summary of the roles that these programs play in promoting the development of affordable housing opportunities in their communities.

Table 3:
Activities Performed by Inter-jurisdictional Collaborations

Program	Capital Funding	Planning Activities	Other
HEART	Public-private housing trust fund that provides revolving predevelopment loans for new affordable rental housing; and First-time homeowner downpayment program	none	Host educational forums for elected officials and general public
HTSCC	Public-private housing trust fund that provides grants and loans for new affordable rental housing; and First-time homeowner downpayment program	none	none
WAHP	none	Information clearinghouse of best practices in housing planning and incentives	Education and peer learning between cities and elected officials
REACH	none	Joint planning on employer-assisted housing issues between cities	Education and peer learning between cities and elected officials
LCA	Competitive state funding for member jurisdictions to support housing goals	Assistance with developing housing goals and strategies for participating jurisdictions	none
ARCH	Housing trust fund that provides loans, grants, and land donations for affordable housing; and First-time homeowner downpayment program	Development of land-use incentives for member cities; and GMA planning	Housing 101 for elected officials and general public
SKC	none	Planning support (but lacking sufficient development expertise)	none

Overviews of Other Regional/Inter-jurisdictional Affordable Housing Programs

HEART: Housing Endowment and Regional Trust, San Mateo County, CA

The Housing Endowment and Regional Trust (HEART) brings together the County of San Mateo and every incorporated city and town, as well as private businesses, to address affordable housing. HEART operates two main programs: a revolving loan fund and a homebuyer assistance program.

The creation of HEART was a largely grassroots effort that had a broad base of support in the community. Local advocacy led to a working group in 2002 of local public, nonprofit, and business leaders to recommend strategies for improving housing affordability in San Mateo County. In 2003, HEART was established as a new Joint Powers Authority and originally included the County and several cities. Municipalities were especially motivated to join because of state funding that had become available specifically for local housing trust funds. In this case, a combination of broad-based advocacy and state incentives were vital to starting an inter-jurisdictional program.

HEART is governed by a 20-member Board of Directors which includes nine municipalities, two County Supervisors, and nine members of the private sector. All budgetary decisions must also be approved by a separate Member Committee that includes all the cities and the County. Since its establishment, HEART has gradually added cities as members until August 2008, when the final remaining city joined.

HEART has been able to recruit members by demonstrating that it adds value to member jurisdictions and is responsive to their needs. For example, the homebuyer assistance program was created largely in response to the interests of member cities, and since only member cities could participate in the homebuyer assistance, that incentivized other cities to join and become dues-paying members.

The nonprofit Housing Leadership Council serves as the managing agent and provides administrative staffing for HEART, which includes slightly less than 2 FTE through a large portion of the Executive Director's time and an administrative support specialist dedicated to HEART. The San Mateo County Office of Housing provides program management services, including reviewing funding requests and recommending funding allocations. The County also provides legal services through the Counsel's Office. These cost-sharing measures keep overhead relatively low for the program. Program expenses were approximately \$275,000 per year from 2006 to 2007.

From 2003 to 2008, HEART has raised about \$10 million from local, state, and private sources. Of that, \$3 million was granted by San Mateo County and \$3.5 million by the State of California. Over five years, membership dues from the 20 participating jurisdictions have totaled about \$900,000. The remainder of the \$10 million comes from private fundraising. HEART has leveraged over \$22 of external funding for each dollar it has invested.

The revolving loan fund provides short-term loans for affordable multi-family housing development. About 400 rental units have been funded through these loans. The homebuyer assistance program provides downpayment assistance and reduced interest rates for households earning less than \$150,000, through a partnership with a private lender. In the pilot for the homebuyer assistance program, 100 households received assistance. The units supported by HEART accounted for approximately 11 percent of *all* housing produced in San Mateo County over the last five years. HEART also works with HLC to provide educational forums for elected officials and the general public on affordable housing needs.

HTSCC: Housing Trust of Santa Clara County, CA

One of the most prolific inter-jurisdictional collaborations in the country has been the Housing Trust in Santa Clara County, California. The Housing Trust is a partnership between local business and the cities and County, and leverages millions of dollars of private and public money for homeownership programs, new rental housing, and homeless housing.

The Silicon Valley Leadership Group (SVLG), a membership organization of nearly 300 companies in the Silicon Valley area, has played a crucial leadership role in establishing and raising funds for the Housing Trust. Without the support of business leaders, the Housing Trust would not have gotten off the ground. During an annual survey of member CEOs, SVLG found that the lack of affordable housing for working families was the number one identified need. In the mid-1990s, SVLG became involved with the Housing Action Coalition and was a vocal advocate for affordable housing, including appearing in support of dozens of proposed new developments at council and planning commission hearings.

Between 1999 to 2001, SVLG raised \$20 million for a Housing Trust in Santa Clara County, with about two-thirds of the funding from private sources and one-third from the county and 15 cities and towns. The Housing Trust is a 501c(3) nonprofit with a volunteer Board of Directors, which includes two County supervisors, council members and mayors from nine of the 15 cities and towns in the county, and leaders from 13 local businesses. The Board sets funding guidelines and oversees a relatively lean staff of five full-time employees, whose workplans are dedicated to the objectives of the Housing Trust. The governance structure is responsive to the needs of the member jurisdictions and accommodates participation by cities of different sizes.

The Housing Trust operates two core programs: homeownership assistance for first time buyers, and loans and grants for affordable rental housing. For first time home buyers in Santa Clara County earning between 60 percent and 120 percent of Area Median Income (AMI), the Housing Trust provides downpayment or mortgage assistance. For developers of multi-family or homeless rental housing, the Housing Trust can provide acquisition financing, gap financing, construction loans, or permanent financing, up to a maximum of \$15,000 per affordable unit. All multi-family rental units must be affordable to 80 percent of AMI, with a portion reserved for families earning below 30 percent of AMI.

As of 2008, the Housing Trust had received a total of \$37 million in contributions, granted \$29 million, and leveraged \$1.3 billion in outside investment, to create over 7,000 housing opportunities. The Housing Trust benefited from a state matching incentive, which provided \$2 million for the fund.

WAHP: Washington Area Housing Partnership, DC-MD-VA

The Washington Area Housing Partnership is a regional public-private partnership affiliated with, and located within, the Metropolitan Washington Council of Governments (COG). The mission of WAHP is to expand affordable housing opportunities within the metropolitan Washington region. The Partnership serves as an information clearinghouse, developing reports on various aspects of the region's housing market and developing ways for member jurisdictions to share information on housing policies and programs.

The Partnership functions as a semi-independent unit within the administrative framework of the COG. Partnership members pay dues separately from the COG, and may include private as well as public members. The Partnership is governed by a Board of Directors that is separate from the COG. The Partnership Board develops its workplan annually, and works with the COG to dedicate a portion of staffing time from COG planning staff.

COG staff support the Partnership through the development and publication of a Toolkit of policies and programs that are best practices in the region and nation, and also the Annual Regional Housing Report, an assessment of the region's rental housing stock. Elected and appointed officials from the Partnership members play an active role in publicizing the tools that are available and sharing information with peer councils and officials. The active participation of elected officials has been key to creating and sustaining the Partnership, which does not benefit from external incentives or funding, such as state or philanthropic grants, beyond modest contributions for operations.

REACH: Regional Employer-Assisted Collaboration for Housing, IL

Two groups of communities in Illinois are currently working to develop inter-jurisdictional programs to promote affordable housing. These collaborations are using employer-assisted housing (EAH) as a starting point for cooperation. A regional nonprofit, the Metropolitan Planning Council (MPC), plays a lead role with both groups as facilitator and technical advisor.

The history for these inter-jurisdictional efforts begins with leadership by the State of Illinois to create incentives for EAH. The Regional Employer-Assisted Collaboration for Housing (REACH) was established in 2000 as a pilot project that linked a suburban employer with a local housing provider and MPC. The employer provided downpayment assistance and paid for pre-purchase counseling to employees, provided by the nonprofit housing provider. The design and facilitation of the partnership by MPC was funded through foundation support.

Building on the success of the REACH pilot, Illinois enacted a tax credit for businesses participating in EAH programs in 2002. Since then, the REACH program has broadened to include more than a dozen housing providers, which work with the MPC to support

businesses engaged in EAH. With the help of REACH partners, over 1,300 employees statewide have purchased homes through EAH programs. MPC's funding for these coordinative efforts comes from local foundations, banks, the State development authority, and the City of Chicago Department of Housing.

Currently, there are two groups of five suburban cities that are independently developing inter-jurisdictional agreements. One is in the northern suburbs of Chicago, and includes adjacent jurisdictions from two counties with populations ranging from about 5,000 to about 35,000. The second group consists of five adjacent suburbs in northwest Cook County with populations between 25,000 and 80,000. All ten communities are considered relatively prosperous, yet they employ tens of thousands of workers who are unable to afford the median home price.

MPC began working with these groups in 2007. Some of the jurisdictions had already implemented proactive housing policies, such as incentive zoning programs and housing trust funds, but it was clear that were real limits to the impact that a small- or medium-sized city could have in these expensive housing markets. Previously, most of the cities had not worked well together, but they seemed to see the value in combining their efforts to get a group of employers in the same room, talking about housing. They saw value in pooling their efforts to make the case to area employers that making it affordable for employees to buy a home close to where they work would be a win for everyone.

These ten municipalities see EAH programs as an easy first step to greater collaboration, both because it builds on an existing statewide framework of technical assistance and tax incentives, and because it requires no initial direct outlays by the cities. The cities are currently developing the organizational structure for their collaborations, with longer-term goals of using the collaboration to coordinate public resources, technical expertise, and data. The five cities in the northern suburbs have signed a Memorandum of Understanding that states:

“Looking forward, we intend to join together to create an inter-jurisdictional housing organization, which will pool resources (financial, administrative and land-based) to create and preserve workforce housing opportunities in our sub-region, defined as the incorporated land of Deerfield, Highland Park, Highwood, Lake Forest, and Northbrook.”

Collaboration on EAH is seen as the first step towards deepening the commitment to affordable housing by local governments. As Robin Snyderman, the MPC lead for REACH, explains, “In Illinois, employer-assisted housing has catalyzed a broader dialogue about the links between housing and economic development, which has led to public policy change.” The REACH program envisions a gradual, phased approach for their collaborations.

The recent announcement of the federal Neighborhood Stabilization Program (NSP) has also created incentives for inter-jurisdictional collaboration in Illinois, which has indicated that there will be a funding preference for multi-jurisdictional proposals. An additional group of

cities in suburban Chicago has issued a hiring announcement for an inter-jurisdictional staff position that will coordinate the five cities' NSP participation and provide other planning functions across the jurisdictions.

LCA: Livable Communities Act programs in Minneapolis-St. Paul region, MN

The Livable Communities Act (LCA) offers a voluntary, incentive-based approach that encourages jurisdictions in the Twin Cities area to develop and implement affordable housing plans. LCA programs are administered by the Metropolitan Council, a multi-jurisdictional collaboration serving communities in the greater Twin Cities area. Over 100 jurisdictions participate in LCA programs through the Metropolitan Council.

In 1995, the Minnesota legislature passed the LCA, which created incentives for communities in the seven-county Twin Cities area to plan for affordable housing. Communities that wanted to participate in the incentive programs were given six months to negotiate their housing goals with the Metropolitan Council, and 95 municipalities signed up right away.

Before the creation of LCA, the Metropolitan Council already had deep ties and credibility in the region, which was an important reason why communities were comfortable working with the Council on the new LCA programs. The Council already included several other areas of inter-jurisdictional collaboration including transportation, long-range planning, and environmental activities. It is governed by a 17-member board representing geographic districts in the seven-county area, and it includes the Metro Housing and Redevelopment Authority, which administers over 6,000 Section 8 vouchers over four counties.

Any municipality in the seven-county area is eligible to engage in the LCA programs, after they complete the participation requirements. The first requirement is that the city must work with the Metropolitan Council to negotiate acceptable affordable and life-cycle housing goals; the original goals were over fifteen years, and cities will be required to update their goals in 2010. Then, the city must prepare a Housing Action Plan to identify how it will address its established goals.

After this plan is approved by the Metropolitan Council, the city is finally required to make a minimum annual investment of local discretionary expenditures or contributions to assist the development or preservation of affordable housing. This minimum amount for each city is determined by a formula and includes ownership opportunities that are affordable to households earning below 80 percent of AMI, as well as rental housing that is affordable to households earning below 50 percent of AMI.

As long as the city is current on its required contributions, it is eligible to apply for funding from three competitive LCA programs. The Livable Communities Demonstration Account currently provides up to \$8 million annually for innovative development projects that demonstrate efficient use of land and infrastructure, and prioritize mixed-use, transit-oriented development. Funding may be used for public infrastructure, land acquisition, and site

preparation. The Tax Base Revitalization Account currently provides about \$5 million annually for communities to clean up polluted land for redevelopment, which may include affordable housing. Both these LCA programs are funded through a levy on the seven counties that was created by the state legislature.

The source of funding for the third program, the Local Housing Incentives Account, is through the Minnesota Housing Finance Agency (MHFA). MHFA reserves \$1.5 million of its available funding specifically for LCA-participating cities. These funds may be used toward the preservation or development of affordable housing in LCA-participating cities.

In the case of LCA, relatively modest state investment (on a per capita basis) has been a critical factor in incentivizing the large majority of municipalities in the region to create housing goals and strategies to meet those goals. Over the first eight years of LCA, the state awarded \$127 million in grants, which leveraged over \$6 billion in private and public funding to create 25,000 housing units.

ARCH: A Regional Coalition for Housing in East King County, WA

ARCH is an inter-jurisdictional agency that brings together 15 East King County cities and King County to help preserve and develop affordable housing opportunities. ARCH plays several roles by helping its member jurisdictions to pool funding and resources for housing developments; to develop incentives for the creation of affordable housing; and to provide information, research, and education to officials and the broader community.

Three Eastside cities and King County created ARCH in 1992 through an inter-local agreement, funded through contributions by the four members, with substantial start-up funding provided by the City of Bellevue. The support and leadership of Bellevue as a champion city was an important factor in the establishment and growth of ARCH. The founding program director for ARCH remains a City of Bellevue employee who dedicates his complete work plan to ARCH and the member jurisdictions.

Since its inception, ARCH has grown to include 15 cities and the County. ARCH is governed by an Executive Board, which consists of either a City Manager or Mayor from each jurisdiction. The Executive Board submits the work programs, budgets, and funding recommendations to the individual City Councils for their final approval and action. ARCH also receives advice on its work program activities and funding recommendations through a Citizen Advisory Board.

ARCH is currently served by five FTE staff that report directly to the Executive Board. ARCH staff are dedicated to the program, which has allowed them to respond to the needs of the member jurisdictions. Member cities cite this as very important to the value they receive from participating in ARCH.

In addition, the City of Bellevue provides some staff capacity on loan for administrative purposes, including website development, human resources, and finance and accounting.

This in-kind support has helped keep ARCH's costs low, which is important to keeping member dues reasonably low.

ARCH staff administer funding through the housing trust fund, work with communities to develop policies and incentives to enable the development of affordable housing, provide education and information, and provide monitoring and research on affordable housing issues and trends in the region.

The ARCH housing trust fund brings together funding from all the members to pool resources and provide affordable housing that is distributed across the region. From 1993 to 2007, members contributed a total of \$22.5 million through the housing trust fund, leading to the creation of over 2,600 units. Housing trust fund projects include rental housing, homeownership assistance programs, and manufactured housing communities.

ARCH also partners with the Washington State Housing Finance Commission to provide down payment assistance to first-time homebuyers with incomes below 80 percent of AMI. This program, called House Key Plus ARCH, provides up to \$30,000 in a down payment assistance loan at a below-market interest rate. These loans do not have to be repaid until the home is sold or refinanced.

In addition to direct financial assistance, ARCH helps jurisdictions to provide land use incentives to developers of low-income housing, such as accessory dwelling units (ADUs) and density bonuses. ARCH also helps cities to develop the land use and housing elements of Comprehensive Plans. Between 1993 and 2005, over 800 units of affordable housing were created in ARCH jurisdictions because of land use incentives. Virtually all of these served households with incomes up to 80 percent of AMI, with only one unit being affordable to households below 50 percent of AMI.

One example of the land-use incentives developed with help from ARCH is the Mercer Island ADU program. ARCH worked with the City to create a program allowing homeowners to develop a second housing unit on their property that fit the City's regulations. Between 1995 and 2002, the ADU program created 167 ADUs on Mercer Island. In comparison, 56 units were created on Mercer Island through direct financial assistance from 1993 to 2005, and only 10 affordable units were created by the private market.

Table 4 summarizes the number of affordable housing units created through direct financial assistance through the ARCH housing trust fund or land donations, the number of units created by land use incentives by ARCH members, and the number of affordable units created by the private market.

Table 4:
Units of Affordable Housing Created in East King County, 1993-2005

Income Target	Direct Financial Assistance	Land Use Incentives	Market	Subtotal for Income Target
Up to 50% AMI	1,576	1	51	1,628
50 to 80% AMI	1,051	824	1,963	3,838
TOTALS	2,627	825	2,014	5,466

In addition to the trust fund and land use incentives, ARCH provides information and education regarding housing for the general public and for city leaders. In 2007, ARCH developed a Housing 101 curriculum that provides background on who is eligible for affordable housing, how housing is created in East King County, and what each city in East King County has done to help produce housing over the past 15 years. ARCH provides both general education and specific briefings to elected officials.

SKC: previous efforts in South King County, WA

During the 1990s, several cities in the South King County area attempted to create an inter-jurisdictional housing program, inspired by ARCH in East King County. The Housing Development Consortium of King County played an instrumental role in bringing cities together in what was called the South King County housing forum, which focused on developing awareness of affordable housing issues in the region. From that forum developed a short-lived attempt to create a new inter-jurisdictional program.

Only two cities signed on initially for the program and their financial contributions could not afford the level of staffing required to add value to the cities and encourage other jurisdictions to join. The proposed collaboration folded after about a year because of two main factors: the lack of a clear mandate and workplan for the staff position, and the lack of expertise that position could provide. The program did not have a broad base of support, external support such as state incentives, or a workplan that added value for cities in the region.

Recently in 2008, several communities have resumed discussions about creating an inter-local program for affordable housing. There is substantial political will to create a program among elected and appointed officials, but there are two barriers that need to be addressed. The first challenge is finding funding in the current economic climate. The second challenge is developing a structure that functions effectively for the diversity of cities in the region, including those with strong Mayors and those with City Council and City Manager structures.

Critical Success Factors

Based on the review of seven programs that were jointly identified as promising by the PAC Housing Subcommittee and the consultant team, there are several important success factors that are shared by many or all of the collaborations. The following success factors have been identified as best practices for inter-local programs.

A. The collaboration is led by an enthusiastic champion, especially in the early stages of design and implementation

- HTSCC: the Executive Director of the Silicon Valley Leadership Group was a very vocal and well-connected advocate for the housing trust fund, and led both private and public fundraising efforts
- REACH: the owner of a manufacturing business worked closely with a suburban mayor to implement a pilot program for his employees, and then promoted the effort aggressively to other CEOs and mayors; also early buy-in from City of Chicago and key nonprofits and foundations
- ARCH: City of Bellevue played a key role in founding and supporting ARCH
- SKC: original efforts (1990s) lacked a key champion that could influence other cities to participate, which was a contributing factor to the program's failure

B. Counties (or the State) are invested in the program and are active participants

- (this is the case in all collaborations studied)
- HEART: counties provide staff and administrative support
- HTSCC and HEART: counties made a substantial investment of resources
- LCA: state authorized program and provided source of revenue

C. The support of elected officials and/or key business leaders is instrumental in developing and sustaining credibility for the collaboration

- ARCH: elected officials serve on the ARCH Executive Board and have direct involvement in creation of staff workplan and funding decisions
- REACH: the sub-regional collaborations between suburban cities have been spearheaded by mayors that meet together, and with businesses in their communities; participating businesses have been vocal spokespeople
- WAHP: elected officials play a key role in educating peer councils on the strategies used by local jurisdictions
- HTSCC: deep support from Silicon Valley Leadership Group members

D. In the absence of “top-down” incentives from the State, a broad base of support is critical

- HEART: major impetus was a housing forum of 200 advocates for affordable housing that wanted to see greater regional investment in housing
- ARCH: major impetus for creation was based on citizen’s task force that identified affordable housing needs in Bellevue and East King County
- REACH: early pilots were the results of collaboration between advocates, businesses, local elected officials, and foundations

E. In the absence of widespread political will, momentum, and resources, a gradual and phased approach to collaboration can be successful

- ARCH: only four initial member jurisdictions, but gradually grew to 16
- HEART: started with about half the cities, but has grown to include all 20
- REACH: two parallel sub-regional efforts underway with five cities each

F. In the absence of external funding resources, an initial modest workplan can successfully evolve and add roles and activities over time

- REACH: member jurisdictions have vision of deep collaboration across multiple activities, but are starting with employer-assisted housing as the “low-hanging fruit” for collaboration
- ARCH: workplan has grown as more cities are added and members commit increasing resources

G. In the absence of substantial funding sources, member communities play a larger role in supporting the collaboration through peer and public education, and developing incentives for housing development

- ARCH: staff pursue strategies that help member cities support housing in non-monetary ways, such as ADUs, density bonuses, and public land
- WAHP: limited funding for staff time, so elected and appointed officials play a larger role in peer and public education and information regarding incentive programs

H. Staff are dedicated to the collaboration, so that their workplans and goals are based on the objectives of the collaboration and directly serve the members

- All collaborations dedicate specific full-time staff to initiatives
- ARCH: several full-time staff, including director, are solely dedicated to ARCH
- HEART: Executive Director of HEART also serves as E.D. of local nonprofit agency, and supervises full-time staff dedicated solely to HEART

I. The collaboration minimizes overhead and administrative costs given local circumstances, often by co-locating at an existing agency; this “host” agency provides infrastructure support (such as accounting, office space, human resources) but does not govern or supervise collaboration staff

- HEART: co-located with existing nonprofit dedicated to public education and advocacy for affordable housing
- ARCH: City of Bellevue provides administrative support for HR, website, finance, and accounting, but not programmatic dependence
- LCA: staffed by existing Metropolitan Council, the seven-county regional planning body
- WAHP: staffed by council of governments

J. The administrative “host” agency for the collaboration is trusted in the community and has experience and expertise in housing planning

- LCA: Metropolitan Council has extensive planning experience across the seven-county region and was well-known by member cities
- HEART: local nonprofit was well-known for its housing leadership and advocacy, and utilizes County staffing expertise
- ARCH: The City of Bellevue provides administrative support but does not play a disproportionate role in development of policies or priorities
- SKC: staff position was not sufficiently funded to provide expertise of value to jurisdictions

K. The collaboration creates a separate governance structure so that member jurisdictions have control over decisions regarding staff work plans and the use of any resources dedicated to the program

- HTSCC: volunteer Board of Directors includes two County supervisors, council members and mayors from nine of the 15 cities and towns in the county, and leaders from 13 local businesses; the Board sets funding guidelines and oversees a staff of five full-time employees
- ARCH: Executive Board, which includes either a City Manager or Mayor from each jurisdiction, submits the work programs, budgets, and funding recommendations to the individual City Councils for their final approval; ARCH also receives guidance on its work plan and funding via a Citizen Advisory Board

L. The collaboration’s structure involves shared decision-making responsibilities and allows for participation of cities of different sizes

- ARCH: the Executive Board includes every member city, and decisions are sent to each city council for approval

- HEART: all cities and the County serve on Member Committee, and several cities of different sizes and the County are on the Board of Directors
- LCA: cities of varying sizes negotiate housing targets with Metropolitan Council that fit their circumstances

M. The collaboration is responsive to member jurisdictions

- ARCH: ARCH staff serve as affordable housing staff support for each of the member jurisdictions, including assisting in the development of both policies and regulations, and providing education and information for member city councils
- HEART: designed a homeownership program that has been of sufficient value to cities that a substantial number have become members to have access to the homeownership program

The following matrix summarizes the degree to which the case study programs have demonstrated success with these 13 success factors. A full-shaded box indicates a high level of success, a partially shaded box shows a moderate degree of success, and a blank box indicates that the program does not include or has had no success with that success factor.

Critical Success Factors	Inter-jurisdictional Collaborations						
	HEART	HTSCC	WAHP	REACH	LCA	ARCH	SKC
A. Led by Champion							
B. County/State Participation							
C. Elected/Business Support							
D. Broad-Based Support							
E. Phased Approach							
F. Incremental Work Program							
G. Education/Incentives							
H. Staffing							
I. Minimized Overhead							
J. Trust in Host Agency							
K. Governance Structure							
L. Shared Decision Making							
M. Responsive to Members							