



# A Regional Coalition for Housing

*Over 30 years of bringing cities together to house East King County*

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## MEMORANDUM

Date: June 26, 2024

From: Lindsay Masters, ARCH Executive Director

To: ARCH Member Councils

Subject: ARCH 2025-26 Budget and Work Program

Please find attached the 2025-26 ARCH Budget and Work Program, which was adopted by the ARCH Executive Board in June of 2024. Earlier this year, the ARCH Executive Board adopted a [Strategic Plan](#) designed to “Build More Affordable Housing Faster”. This 2025-26 Budget and Work Program was crafted with the intent to move the Strategic Plan into action, elevating new strategies, building organizational capacity to implement those strategies, and carrying forward existing core work program commitments. Both the Strategic Plan and this 2025-26 Budget and Work Program are the result of collaboration and discussion among our members, and ARCH will continue to value your input and guidance as we advance these efforts.

Thank you for your support of ARCH’s mission and your continued commitment to working as a coalition. Together, we are making meaningful progress and look forward to taking shared action to **build more affordable housing faster**.

### Attachments:

1. ARCH Strategic Plan Summary
2. 2025-26 ARCH Administrative Budget
3. 2025-26 ARCH Work Program

## ARCH MEMBERS

BEAUX ARTS VILLAGE ♦ BELLEVUE ♦ BOTHELL ♦ CLYDE HILL ♦ HUNTS POINT ♦  
ISSAQUAH ♦ KENMORE ♦ KIRKLAND ♦ MEDINA ♦ MERCER ISLAND ♦ NEWCASTLE ♦ REDMOND ♦  
SAMMAMISH ♦ WOODINVILLE ♦ YARROW POINT ♦ KING COUNTY

# ARCH 2024

## STRATEGIC PLAN SUMMARY

### BUILDING MORE AFFORDABLE HOUSING FASTER

A Regional Coalition for Housing (**ARCH**) was founded in 1992 as a joint undertaking of local jurisdictions to address the growing need for affordable housing in East King County. Since then, the dramatic growth in need for affordable housing has created greater pressure on ARCH's efforts and a widening gap in resources to effectively meet that need.



In 2023, the ARCH Executive Board initiated a strategic planning process to support its **VISION**:

“That East King County is a thriving, inclusive community where the housing needs of people of all income levels are met.”

The resulting Strategic Plan creates a framework that will help align and guide ARCH over the coming years.

#### MEMBER JURISDICTIONS

Beaux Arts Village  
Bellevue  
Bothell  
Clyde Hill  
Hunts Point  
Issaquah  
Kenmore  
King County  
Kirkland  
Medina  
Mercer Island  
Newcastle  
Redmond  
Sammamish  
Woodinville  
Yarrow Point



# 2024 STRATEGIC PLAN

## TO BEGIN, WE'LL FOCUS ON:

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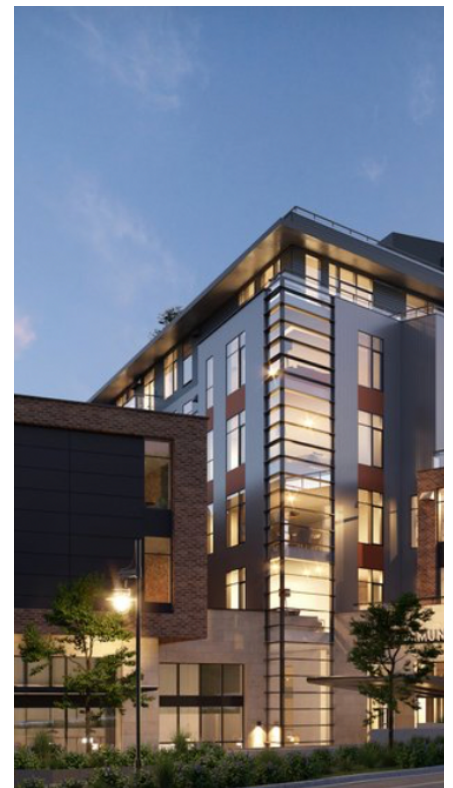
- **Pursuing organizational and governance changes** that streamline decision-making, empower the coalition to tackle major policy challenges, and increase education and engagement by members' elected officials in affordable housing.
- **Focusing on targeted state and regional policy efforts that increase funding** and reduce barriers that contribute to the cost of affordable housing development.
- **Supporting high impact special projects and local strategies** that result in creating more affordable housing faster.
- **Providing an efficient vehicle for members to implement local funding and developer incentive programs** and steward the affordable housing assets created through those programs.
- **Focusing on partnerships** to streamline our work and support the broader range of needs of low-income renters and homeowners.

FOR MORE INFORMATION CONTACT  
ARCH [INFO@ARCHHOUSING.ORG](mailto:INFO@ARCHHOUSING.ORG)



### MISSION:

To preserve and increase housing for low- and moderate-income households in East King County.



BUILDING  
MORE AFFORDABLE  
HOUSING FASTER!

# Final 2025-26 ARCH Administrative Budget

Adopted by ARCH Executive Board

June 13, 2024

|                                                   | 2024 Adopted Budget | 2025-26 Budget Recommendation |                     |                   |                   |  |
|---------------------------------------------------|---------------------|-------------------------------|---------------------|-------------------|-------------------|--|
|                                                   |                     | 2025                          | 2026                | % change from '24 | % change from '25 |  |
| <b>I. TOTAL EXPENSES</b>                          | <b>\$ 2,251,199</b> | <b>\$ 2,720,754</b>           | <b>\$ 2,827,690</b> | <b>20.9%</b>      | <b>3.9%</b>       |  |
| <b>A. Personnel</b>                               | <b>\$ 1,981,178</b> | <b>\$ 2,427,721</b>           | <b>\$ 2,532,678</b> | <b>22.5%</b>      | <b>4.3%</b>       |  |
| Salaries                                          | \$ 1,492,415        | \$ 1,848,491                  | \$ 1,911,173        |                   |                   |  |
| Benefits                                          | \$ 488,763          | \$ 579,230                    | \$ 621,505          |                   |                   |  |
| <b>B. Operating</b>                               | <b>\$ 105,192</b>   | <b>\$ 120,787</b>             | <b>\$ 120,117</b>   | <b>14.8%</b>      | <b>-0.6%</b>      |  |
| Rent & Utilities                                  | \$ 44,133           | \$ 42,000                     | \$ 44,133           |                   |                   |  |
| Telephone                                         | \$ 7,819            | \$ 7,840                      | \$ 8,075            |                   |                   |  |
| Internet                                          | \$ 3,042            | \$ 3,042                      | \$ 3,164            |                   |                   |  |
| Travel/Training                                   | \$ 2,600            | \$ 6,000                      | \$ 6,180            |                   |                   |  |
| Auto Mileage                                      | \$ 1,500            | \$ 1,150                      | \$ 1,185            |                   |                   |  |
| Postage/Printing                                  | \$ 2,678            | \$ 2,500                      | \$ 2,678            |                   |                   |  |
| Office Supplies                                   | \$ 2,500            | \$ 2,700                      | \$ 2,678            |                   |                   |  |
| Software licensing (website, database, etc.)      | \$ 21,420           | \$ 25,000                     | \$ 25,750           |                   |                   |  |
| IT Equipment Replacement                          | \$ 4,500            | \$ 8,600                      | \$ 5,000            |                   |                   |  |
| Periodical/Membership                             | \$ 15,000           | \$ 15,450                     | \$ 15,914           |                   |                   |  |
| Misc. (furniture, events, job posting fees, etc.) | \$ 3,000            | \$ 6,505                      | \$ 5,361            |                   |                   |  |
| <b>C. In-Kind Admin/Services</b>                  | <b>\$ 44,830</b>    | <b>\$ 46,495</b>              | <b>\$ 48,223</b>    | <b>3.7%</b>       | <b>3.7%</b>       |  |
| Insurance                                         | \$ 32,000           | \$ 33,280                     | \$ 34,611           |                   |                   |  |
| IT Services                                       | \$ 12,830           | \$ 13,215                     | \$ 13,611           |                   |                   |  |
| <b>D. Professional Services / Consulting</b>      | <b>\$ 120,000</b>   | <b>\$ 125,750</b>             | <b>\$ 126,673</b>   | <b>4.8%</b>       | <b>0.7%</b>       |  |
| Consultant Contracts                              | \$ 25,000           | \$ 25,750                     | \$ 26,523           |                   |                   |  |
| Outside Legal Counsel Contract                    | \$ 95,000           | \$ 95,000                     | \$ 95,000           |                   |                   |  |
| Translation and Interpretation                    |                     | \$ 5,000                      | \$ 5,150            |                   |                   |  |
| <b>II. TOTAL INCOME</b>                           | <b>\$ 2,251,199</b> | <b>\$ 2,720,754</b>           | <b>\$ 2,827,690</b> | <b>20.9%</b>      | <b>3.9%</b>       |  |
| <b>A. Member Contributions (General Fund \$)</b>  | <b>\$ 1,910,802</b> | <b>\$ 2,377,357</b>           | <b>\$ 2,460,218</b> | <b>24.4%</b>      | <b>3.5%</b>       |  |
| Beaux Arts Village                                | \$ 3,019            | \$ 3,187                      | \$ 3,294            | 5.6%              | 3.3%              |  |
| Bellevue                                          | \$ 485,060          | \$ 600,541                    | \$ 622,327          | 23.8%             | 3.6%              |  |
| Bothell                                           | \$ 135,990          | \$ 172,748                    | \$ 178,110          | 27.0%             | 3.1%              |  |
| Clyde Hill                                        | \$ 8,954            | \$ 11,205                     | \$ 11,553           | 25.1%             | 3.1%              |  |
| Hunts Point                                       | \$ 3,019            | \$ 3,187                      | \$ 3,294            | 5.6%              | 3.3%              |  |
| Issaquah                                          | \$ 126,837          | \$ 157,108                    | \$ 162,807          | 23.9%             | 3.6%              |  |
| Kenmore                                           | \$ 71,011           | \$ 88,579                     | \$ 91,517           | 24.7%             | 3.3%              |  |
| Kirkland                                          | \$ 297,651          | \$ 366,910                    | \$ 380,220          | 23.3%             | 3.6%              |  |
| Medina                                            | \$ 8,408            | \$ 10,538                     | \$ 10,865           | 25.3%             | 3.1%              |  |
| Mercer Island                                     | \$ 76,611           | \$ 95,259                     | \$ 98,405           | 24.3%             | 3.3%              |  |
| Newcastle                                         | \$ 40,281           | \$ 50,076                     | \$ 51,819           | 24.3%             | 3.5%              |  |
| Redmond                                           | \$ 234,358          | \$ 293,990                    | \$ 304,655          | 25.4%             | 3.6%              |  |
| Sammamish                                         | \$ 194,426          | \$ 243,510                    | \$ 251,257          | 25.2%             | 3.2%              |  |
| Woodinville                                       | \$ 38,041           | \$ 47,952                     | \$ 49,440           | 26.1%             | 3.1%              |  |
| Yarrow Point                                      | \$ 3,920            | \$ 4,615                      | \$ 4,758            | 17.7%             | 3.1%              |  |
| King County                                       | \$ 183,216          | \$ 227,952                    | \$ 235,897          | 24.4%             | 3.5%              |  |
| <b>B. Bellevue Detail (General Fund + 1590)</b>   | <b>\$ 661,142</b>   | <b>\$ 776,623</b>             | <b>\$ 814,799</b>   | <b>17.5%</b>      | <b>4.9%</b>       |  |
| Cash Contributions                                | \$ 212,510          | \$ 315,522                    | \$ 338,836          |                   |                   |  |
| In-Kind Contributions                             | \$ 448,631          | \$ 461,101                    | \$ 475,963          |                   |                   |  |
| Personnel (Gen Fund and 1590)                     | \$ 403,801          | \$ 414,606                    | \$ 427,740          |                   |                   |  |
| Insurance                                         | \$ 32,000           | \$ 33,280                     | \$ 34,611           |                   |                   |  |
| IT Services                                       | \$ 12,830           | \$ 13,215                     | \$ 13,611           |                   |                   |  |
| <b>C. Other Income</b>                            | <b>\$ 167,315</b>   | <b>\$ 167,315</b>             | <b>\$ 175,000</b>   | <b>0.0%</b>       | <b>4.6%</b>       |  |
| Administrative Fees                               | \$ 165,000          | \$ 165,000                    | \$ 135,000          |                   |                   |  |
| Interest Earnings                                 | \$ 2,315            | \$ 2,315                      | \$ 40,000           |                   |                   |  |

# ARCH WORK PROGRAM: 2025-26

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## ARCH WORK PROGRAM: 2025-26

### 2025-26 Priorities

In 2025-26, ARCH will elevate the following priorities in its Work Program:

- Implement annual engagement efforts with ARCH member stakeholders (including staff, planning commissioners and elected officials) to increase knowledge and understanding of affordable housing in the region
- Convene ARCH coalition members to develop targeted legislative priorities related to funding for affordable housing and/or reducing barriers to affordable housing development
- Facilitate and advance proposals for dedicated revenue sources for affordable housing in East King County
- Complete a study of ARCH's legal and governance structure to facilitate changes that streamline processes and better advance ARCH's mission
- Assist members to implement policies to reduce cost burden in affordable housing
- Pursue partnerships and advance the development of high impact special projects, including transit-oriented development projects and other projects on public lands

## I. AFFORDABLE HOUSING INVESTMENT

### A. Local Investment Coordination and Administration

ARCH works on behalf of members to make recommendations on the use of public funding for the development and preservation of affordable housing and implement investment of local resources. This involves managing multiple types of funding through coordinated processes to maximize the impact of local resources. Specific programs are described below, with coordinated program activities including:

- **Annual Funding Round.** Advertise the collective set of available funds and manage competitive processes on behalf of member cities. Coordinate funding recommendations between programs.
- **Public Funding Coordination.** Work collaboratively with public funders at the State and local levels to promote shared affordable housing goals and equitable geographic distribution of resources. Review and provide input to other funders for Eastside projects that apply for County (HOF, RAHP, HOME, TOD, etc.) and State (Tax Credit, State Housing Trust Fund) resources. Provide input to the King County Joint Recommendations Committee (JRC) on behalf of participating Eastside jurisdictions. Assist N/E consortium members with evaluating and making a recommendation to the County regarding CDBG allocations to affordable housing.
- **Private Funding Coordination.** Work with private investors and lenders to maximize leverage of ARCH members' investments into affordable housing and negotiate public benefits from investment of housing funds. Engage with Enterprise Community Partners and other investors on administration and potential extension of the Regional Equitable Development Initiative (REDI) Fund. Complete implementation of a Bridge Financing Pilot in partnership with Microsoft. Coordinate with Amazon to ensure projects in ARCH pipeline are considered for Amazon Housing Equity Fund program.
- **Project Pipeline Management.** Work with member cities and project sponsors to develop a robust pipeline of projects to be funded over the next five years (see related work on Transit Center sites, below). Actively vet potential projects, and lead funding policy and prioritization discussions with the ARCH Executive Board to facilitate planning and decision-making.

## B. ARCH Housing Trust Fund

Annual Funding Round and Community Advisory Board. Develop funding priorities and evaluation criteria for the annual Housing Trust Fund round. Review funding applications and develop recommendations through the Community Advisory Board (CAB), with input from member staff. Develop final recommendations by the ARCH Executive Board and facilitate funding allocations through member councils. Provide ongoing support to CAB throughout the year, including conducting educational sessions to build CAB members' knowledge and capacity.

Contract Development and Administration. Prepare contract documents in consultation with legal counsel and facilitate execution of contracts with the Administering Agency (Bellevue). Review and approve disbursement of funds to awarded projects in accordance with executed contracts. Maintain and update ARCH's standard form of agreements.

Centralized Trust Fund Reporting. Work with Administering Agency to maintain records and produce regular financial reports for the ARCH Trust Fund accounts. Update internal policies and procedures regarding records maintenance efforts coordinated with the Administering Agency.

HB 1406 Sales Tax. Develop systems and procedures to manage contributions, commitments and expenditures of pooled sales tax revenue authorized by HB 1406. Work with the Department of Commerce to ensure timely and complete reporting in compliance with state requirements.

Parity Goals. Maintain annual goals for individual member investments through the ARCH HTF, while pursuing broader strategies to increase overall investment levels in affordable housing in East King County.

## C. Bellevue Housing Stability Program

Annual Request for Proposals. On an annual basis, verify and advertise available funds for capital, operating and maintenance and services funds. Solicit application interest and provide in-depth review of funding applications. Develop recommendations through a Bellevue interdepartmental staff team, ensuring coordination with the Trust Fund and other regional and state funding processes. Coordinate with City staff and present recommendations to the Bellevue City Council for approval.

Contract Development and Administration, Reporting. Prepare contract documents in consultation with legal counsel and facilitate approval of contracts. Review and approve disbursement of funds to awarded projects in accordance with executed contracts. Maintain contract data and assist with regular reporting to the Bellevue City Council.

Support for Other HSP Initiatives. Provide advice and support for other City initiatives funded through the Housing Stability Program, such as acquisition and preservation partnerships. Support may include assisting with overall outreach and engagement, evaluation of project feasibility, development of funding terms and conditions and preparation of project agreements.

## D. Special Projects and Other Local Housing Investments

ARCH provides expertise to advance special projects and initiatives that require unique financing, land use or partnership strategies that leverage significant development opportunities, including projects on underutilized public, nonprofit or faith community property. Activities include:

Local Housing Investments. Provide strategic policy support and administrative capacity to cities making targeted investments in housing, including RFP development and administration. Example funding types include fee in lieu funds, dedicated sales tax funds, pass through of state grant funds or other sources directed by individual cities. Ensure coordination with regional funding processes to maximize affordable housing outcomes.

Transit-Oriented Development Sites. Assist cities with advancing and coordinating affordable housing projects near transit. Partner with Sound Transit, King County Metro and other public agencies to maximize opportunities on public property. Current opportunities include sites in Bel-Red, Overlake, Downtown Redmond, Marymoor, Issaquah, Kirkland, Bothell, and Kenmore.

Surplus Property/Underdeveloped Property. Assist with evaluation of public surplus or underutilized private property (e.g., faith community properties) for suitability of affordable housing. Provide technical assistance to property owners interested in supporting affordable housing. Develop an inventory of promising public and nonprofit property and begin to engage owners to gauge interest in disposition for housing. Complete financial feasibility studies to inform potential property offerings.

Preservation of At-Risk Affordable Housing. Work with member cities to facilitate acquisitions or other strategies to preserve existing housing where affordability is at risk of being lost, including at-risk manufactured housing communities. As needed, assist with responding to notices of sale of HUD assisted properties received by member cities, or other information indicating an impending loss of existing affordable housing.

Strategic Predevelopment Investment. With approval of the Executive Board, invest in predevelopment studies to investigate feasibility of special projects.

Private Sector Engagement. Support efforts by ARCH member cities to engage employers and private sector entities in discussions around the need for more affordable housing and identifying options for public-private partnerships.

## II. HOUSING POLICY AND PLANNING

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### A. Local Policy, Planning and Code Development

ARCH provides assistance directly to member cities on a range of local planning efforts. Local planning efforts with individual member cities may be found in *Attachment A*. These efforts may take different forms, such as:

- **Housing Element Updates.** Work with members to update comprehensive plan housing elements.
  - Assist with understanding and complying with new housing-related requirements under the Growth Management Act and Countywide Planning Policies.
  - Prepare an east King County housing needs analysis with focused analyses for each city—including projected affordable housing needs—to fulfill GMA requirements.
  - Coordinate local and ARCH affordable housing goals with King County Affordable Housing Committee and Countywide Planning Policies.
  - Assist with policy writing, outreach, presentations, etc. as needed.
- **Housing Strategy and Action Plans.** Assist members to prepare housing strategies to implement housing elements and create council work plans. Cities with completed or ongoing strategy and action plans include Bellevue, Issaquah, Kenmore, Bothell, Kirkland, Redmond, and Sammamish.

- **Incentive Program Design.** Provide economic analysis and policy and program development support to design local housing incentive programs, including land use, property tax, impact fee waivers, parking reductions and other incentives. Develop standard tools or models that can be used by member cities/staff to evaluate and design their individual affordable housing incentive/inclusionary programs.
- **Land Use Code Amendments.** Assist city staff on land use and other code amendments in order to implement comprehensive plan policies.
- **Other Support.** Other areas in which ARCH could provide support to member cities include preservation of valuable community housing assets, assistance to households displaced by development activity, review of tenant protection regulations, or negotiation of agreements for specific development proposals. ARCH views this as a valuable service to its members and will continue to accommodate such requests to the extent they do not jeopardize active work program items.

## B. Inter-Local / Eastside Planning Activities

Interlocal planning activities are coordinated by ARCH for the benefit of multiple members and the broader Eastside region.

Data Collection, Analysis and Reporting. Maintain and provide reporting on local housing and demographic data, including on members' progress toward meeting GMA and CPP housing requirements. Document members' investment in affordable housing in other jurisdictions and reflect these contributions in ongoing reporting. Conduct data analysis and make information available to members for planning efforts, including reporting on any locally adopted goals or initiatives or for ARCH educational efforts.

Long-Term Funding/Dedicated Revenue Strategy. Continue work on a long-term funding strategy for the ARCH Trust Fund. Facilitate conversations with member cities on identifying and exploring dedicated sources of revenue for affordable housing at the local and regional level (e.g., REET, property tax levy, commercial linkage fee, etc.). Provide relevant data and develop options for joint or individual revenue approaches across ARCH member cities and help inform potential shared state legislative priorities to authorize local options for funding.

Incentive/Inclusionary Housing Program Policies. As program implementation issues arise, assist member jurisdictions to develop coordinated policy solutions that incorporate input from the diverse range of stakeholders. Work with member city staff to develop code amendments that adapt programs to new knowledge and best practices (for example, implementing fee strategies to create sustainable revenue for monitoring, or rent limit policies for ARCH monitored housing that create more predictable outcomes for tenants and property owners).

Middle Housing/HB 1110 Implementation. Support members to implement new affordability incentives required by HB 1110, including evaluating new incentive programs and stewarding affordable units that may be created through the new regulations. In addition, support members to utilize input from a range of community-based organizations representing diverse constituents when considering middle housing regulations.

Tenant Protection Policies. Share information and help identify common policy priorities relating to tenant protections. Facilitate consideration of local regulations by ARCH members and help to encourage consistent protections for renters across the region that reduce evictions and economic displacement.

Explore Collaboration with Cities in North and East King County. As requested, engage cities interested in supporting affordable housing in north and east King County that are not currently members of ARCH. Explore collaboration that provides benefits for additional cities and current ARCH member cities. Enter into agreements to provide services to other cities, as directed by the ARCH Executive Board.

## C. State and Regional Policy and Funding Engagement

ARCH will facilitate targeted state and regional policy efforts that increase funding and reduce barriers that contribute to the cost of affordable housing development. Activities may include:

- Convene coalition members to develop targeted legislative priorities related to funding for affordable housing and/or reducing barriers to affordable housing development
- Discuss and explore shared legislative priorities at the Executive Board, and identify one or two strategic legislative priorities to advance to member councils for consideration in the upcoming legislative session
- Explore opportunities to partner with relevant organizations (e.g., AWC, SCA, WLIHA, HDC)
- Collaborate with ARCH members' government relations and other key personnel to support implementation of identified legislative priorities, including coordination of advocacy efforts, informing strategy and coordinating with relevant partners
- Support legislative engagement by ARCH members, providing data, policy expertise and talking points as needed

ARCH will participate in broader regional planning efforts to advance Eastside priorities and ensure that the perspectives of communities in East King County are voiced in regional housing and homelessness planning. Such efforts include:

- **King County GMPC Affordable Housing Committee / Housing Inter-Jurisdictional Team (HIJT).** Help staff the HIJT, which provides support to the Growth Management Planning Council's Affordable Housing Committee (AHC).
- **King County Regional Homelessness Authority (KCRHA) / Eastside Homeless Advisory Committee (EHAC).** Support Eastside collaboration in regional homelessness efforts, as appropriate and as resources allow. Collaborate with KCRHA, EHAC and other relevant organizations and initiatives to advance shared work on homelessness. Promote best practices in development of housing solutions that move people out of homelessness. Coordinate allocation of resources, and work on specific initiatives.

## III. HOUSING PROGRAM IMPLEMENTATION

### A. Administration of Housing Incentive and Inclusionary Programs

ARCH partners with member cities to administer local housing incentive and inclusionary programs, including mandatory inclusionary, voluntary density bonus, multifamily tax exemption (MFTE) and other programs. Specific programs administered by ARCH include:

| Jurisdiction | Incentive/Inclusionary Programs                      |
|--------------|------------------------------------------------------|
| Bellevue     | Voluntary density bonuses, MFTE, impact fee waivers. |
| Bothell      | Inclusionary housing, MFTE.                          |
| Issaquah     | Development agreements, voluntary and                |

|               |                                                                                        |
|---------------|----------------------------------------------------------------------------------------|
|               | inclusionary programs, impact and permit fee waivers.                                  |
| Kenmore       | Development agreements, voluntary and inclusionary programs, MFTE, impact fee waivers. |
| Kirkland      | Inclusionary program, MFTE.                                                            |
| Mercer Island | Voluntary density bonus.                                                               |
| Newcastle     | Inclusionary program, impact fee waivers.                                              |
| Redmond       | Inclusionary program, MFTE.                                                            |
| Sammamish     | Inclusionary and voluntary density bonuses, impact fee waivers.                        |
| Woodinville   | MFTE.                                                                                  |
| King County   | Development agreements.                                                                |

ARCH roles and responsibilities will typically include:

- Work with member city staff and legal counsel to align incentive and inclusionary programs with a unified set of administrative policies, practices and templates for legal agreements
- Communicate with developers/applicants and city staff to establish applicability of codes and policies to proposed developments
- Review and approve proposed affordable housing (unit count, location/distribution, bedroom mix, and quality)
- Review and recommend approval of MFTE applications.
- Review and recommend approval of alternative compliance proposals
  - For fee in lieu projects, provide invoices and receipts for developer payments
- Develop contracts and covenants containing affordable housing requirements
- Ensure implementation of affordable housing requirements during sale/lease-up
- Register MFTE certificates with County Assessor and file annual MFTE reports with state Commerce.
- On-going compliance monitoring (see Stewardship, below).

## B. Stewardship of Affordable Housing Assets

ARCH provides long-term oversight of affordable housing created through city policies and investment to ensure stewardship of these critical public assets for residents, owners and the broader community.

ARCH Rental Program (Incentive and Inclusionary Projects). Monitor and enforce compliance in rental housing projects with incentive and inclusionary housing agreements. Administer a robust compliance monitoring program, including:

- Ensure compliance with rent and income restrictions through timely annual report reviews and supplemental on-site file audits
- Provide training and technical assistance for property managers
- Maintain written standards for eligibility, leasing and other program requirements
- Implement standard remedies for non-compliance
- Respond to tenant issues and questions

ARCH Trust Fund Projects. Oversee contracts and regulatory agreements with owners of projects supported through the direct assistance from members, including:

- Monitor project income and expenses to determine cash flow payments
- Conduct long-term sustainability monitoring of projects and owners

- Proactively problem-solve financial and/or organizational challenges in partnership with project owners and other funders
- Work with legal counsel to review and approve requests for contract amendments, subordination and other agreements
- Pursue formal MOUs with other funders to govern shared monitoring responsibilities that streamline processes for owners and funders.
- Collect annual compliance data and evaluate program beneficiaries

ARCH Homeownership Program. Provide effective administration to ensure strong stewardship of resale restricted homes in the ARCH Homeownership Program, including:

- Oversee resales and new construction sales to ensure ongoing compliance with affordability, buyer eligibility and other program requirements
- Implement adopted policies and procedures for monitoring and work with cities to address non-compliance
- Distribute an annual communication with relevant homeowner resources and respond to homeowners in financial distress
- Collect program fees to ensure sustainable operations

As time and resources allow, continue to make improvements that support the objective of creating and preserving long-term affordability, including:

- Work with member planning and legal staff to make improvements to boilerplate legal documents, in consultation with key stakeholders and outside counsel, as needed
- Develop strategies to preserve homes at risk of foreclosure
- Preserve expiring units and pursue strategies to re-capture lost affordability
- Build relationships with lenders to improve ARCH homebuyers' access to financing options.
- Explore offering brokerage services or developing partnerships with realtors to provide cost-savings to homebuyers and sellers, diversify program revenue, and expand ARCH's marketing reach
- Plan for additional staff capacity as the number of ARCH homes continues to grow.
- Engage the Washington State Housing Finance Commission to evaluate and improve the ARCH Eastside Down Payment Assistance Program and make updates to provide effective financial assistance to income-eligible first-time homebuyers in East King County.

Database/Systems Development. Continue to utilize the new ARCH Homeownership Program database to collect critical program data and evaluation, compliance monitoring, communication with program participants, and other key functions. Continue to improve and streamline data systems for ARCH Rental Program and Trust Fund Program. Develop a new Trust Fund project and loan database to assist with timely loan monitoring and reporting. Update information systems to ensure accurate, efficient recording of transactions within ARCH Trust Fund accounts.

## IV. MEMBER EDUCATION, ENGAGEMENT AND COMMUNITY OUTREACH

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### A. Education Efforts and Elected Official Engagement

Member Education and Engagement. Develop educational tools and conduct or support events to inform councils, planning commissions and member staff of current housing conditions, and of successful housing

programs. Engage elected officials through tours, educational workshops and briefings to build understanding and support for affordable housing, key policy and funding tools, and the role of ARCH and local jurisdictions in meeting the needs of low-income households.

Housing 101. Plan and conduct a Housing 101 event.

## B. Community Outreach and Assistance for the Public

Community Engagement. Host ARCH events to share information about ARCH programs with diverse communities. Participate in city and community events to promote ARCH programs across East King County (EKC). Build connections with community groups, faith communities, developers, nonprofits and others interested in housing issues.

Office Hours. Provide published office hours, consistent with public health guidelines, for appointments or walk-in customer service. Open office hours will be advertised on the ARCH website and ARCH Facebook page and shared with partner organizations.

ARCH Website. Continually update and build on information in the ARCH website. Maintain information on the most urgently needed resources in the community, including rental assistance, no-cost legal services, mortgage assistance, and senior resources available in East King County.

Assist Community Members Seeking Affordable Housing. Maintain up-to-date information on affordable housing in East King County (rental and ownership) and distribute to people looking for affordable housing. Continue to maintain a list of households interested in affordable ownership and rental housing and advertise newly available housing opportunities. Work with other community organizations and public agencies to develop appropriate referrals for different types of inquiries received by ARCH (e.g., rapid re-housing, eviction prevention, landlord tenant issues, building code violations, fair housing complaints, etc.).

## C. Equitable Access to Affordable Housing in East King County

Develop outreach and marketing efforts to maximize awareness of affordable housing opportunities in East King County. Build relationships and partnerships with community-based organizations, faith communities, service providers and others interested in affordable housing access. Collect and analyze data on existing programs to determine potential gaps in access by different populations, such as communities of color, immigrant and refugee communities, homeless individuals and families, and workers in EKC commuting from other communities. Evaluate strategies and outreach goals to increase access to affordable housing in EKC by underserved communities.

# V. ADMINISTRATION

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## A. Administrative Procedures

Maintain administrative procedures that efficiently and transparently provide services to both members of ARCH and community organizations utilizing programs administered through ARCH. Activities include:

- Prepare the Annual Budget and Work Program and ensure equitable allocation of administrative costs among ARCH members.

- Prepare quarterly budget and work program progress reports, Trust Fund reports, and monitor expenses to stay within budget.
- Manage the ARCH Community Advisory Board, including recruiting and maintaining membership that includes broad geographic representation and a wide range of housing and community perspectives.
- Staff the Executive Board.
- Work with Administering Agency to streamline financial systems.
- Review and update bylaws and ensure timely renewal of the ARCH Interlocal Agreement.

## B. Organizational Assessment and Planning

The ARCH Executive Board will continue to evaluate ARCH's organizational capacity to accomplish its Work Program and broader mission. The Board will review ARCH's organizational structure, staffing resources, capital resources and other aspects of the organization to determine any gaps and assess options for right-sizing organizational capacity. The assessment will inform recommendations for the following year's work program and budget.

In 2025-26, this work will include implementing actions and recommendations from ARCH's strategic planning process, including completing a study of ARCH's legal and governance structure, and pursuing organizational changes. These changes will focus on streamlining decision-making, empowering the coalition to tackle major policy challenges, and increasing education and engagement of elected officials. The Board will monitor progress on ARCH's Strategic Plan and make adjustments to respond to new conditions and opportunities.

## Attachment A: Local Planning Efforts by City

ARCH staff will assist members' staff, planning commissions, and elected councils with local policy, planning and special projects and initiatives, as described below. Member city staff may make adjustments to the proposed actions identified below as individual city work plans are updated.

### **Bellevue**

Support ongoing monitoring and reporting required by the King County Countywide Planning Policies.

Support actions to implement Bellevue's Affordable Housing Strategy, including:

Assist staff with engagement and pre-development support for affordable housing on suitable land owned by public agencies, faith-based groups, and non-profit housing entities (C-1).

Participate in developer selection processes and work with staff to develop a funding strategy for affordable housing on suitable public lands in proximity to transit hubs, including Barrier Porsche, 130th TOD parcels, Metro (Civic Center site), and Lincoln Center parcel.

Provide consultation on a comprehensive acquisition strategy, such as preservation of existing naturally occurring affordable housing, setting up a community land trust, and an expanded homeownership program.

Support the update of Bellevue's Affordable Housing Strategy to achieve the City's new affordable housing target.

Provide ongoing support to implement investment of funds authorized by HB 1590, or other city funds as directed.

Provide research and input on potential code amendments concerning:

Affordability in middle housing under HB 1110

Affordability with the residential FAR increases in mixed-use land use districts (Phase 2 FAR Increase project)

### **Bothell**

Support updating the city's (2018) Housing Strategy Plan to implement the City's updated Comprehensive Plan to be completed in 2024.

Assist in the refinement of local code updates, such as inclusionary zoning, middle housing, and MFTE standards, to increase housing supply and meet regional growth targets.

Support affordable housing opportunities, especially in the Downtown/Canyon Park areas, including production strategies for city-owned property.

Help to identify potential Bothell Trust Fund projects.

Evaluate affordable housing incentives and requirements such as parking reductions or other development incentives, code amendments that add capacity and rezones, and implement those adopted.

Support further updates to policies and codes for affordable housing options, including ADUs, micro-housing, small efficiency dwelling units, and "missing middle" housing.

Help pursue funding and implement further outreach, equity, and implementation measures to encourage more middle housing and address potential displacement.

### **Issaquah**

Assist with implementation of affordable units within the Issaquah Highlands Hight Street Collection Residential Target Area.

Provide data for the annual Housing Report Card and Dashboard.

Provide technical support and assist with the housing analysis for development of potential code amendments concerning:

- Inclusionary zoning (in conjunction with changes to density, parking, and other regulations) and multifamily tax exemptions.
- Middle housing and ADUs in wake of new state legislation.

Help to evaluate potential projects/opportunities that arise under current or amended Development Agreements (e.g., Lakeside, Rowley) and prepare contractual agreements as needed.

Support implementation and funding of the city's TOD project with the King County Housing Authority.

### **Kenmore**

Assist with implementing a high priority item identified in the Housing Strategy Plan, as requested.

Assist with updating the Housing Strategy Plan.

Continue support of the Preservation of Affordable Housing/Mobile Home Park project started in 2018.

Assist with any amendments needed to the Comprehensive Plan Housing Element update, including help with new affordable housing targets.

Assist with ongoing implementation and monitoring of the adopted Affordable Housing Targets.

Provide technical support, data, and best practices to assist with potential code changes, such as for "missing middle" housing amendments or amendments to the Multifamily Tax Exemption (MFTE) regulations.

Advance opportunities to site affordable housing in Kenmore, such as near ST3 transit investments, or on other public, nonprofit, and faith-based community property. Help evaluate and identify potential properties, partners, and financing strategies.

Provide technical support in proposal review, and assistance on financing strategies to advance siting the Imagine Housing affordable housing project on the City owned Holt property.

Provide technical support to assist with developing policies and regulations required to implement new state legislation (e.g. ADU regulations, missing middle regulations, TOD regulations).

Provide technical support with developing shelter, transitional housing, emergency housing, and permanent supportive housing (STEP) policies and regulations.

### **Kirkland**

Evaluate housing-related issues in 2044 Comprehensive Plan Update.

Support the development of code amendments implementing housing policies in the 2044 Comprehensive Plan, such as:

- Evaluating inclusionary requirements across multiple scales of development and in zoning districts that do not currently have requirements (such as the downtown and lower intensity residential areas).

- Incentivizing larger (3+ bedroom) affordable housing units.
- Examining additional incentives for the creation of affordable housing.

Provide research and input on potential code amendments concerning affordability in middle housing under HB 1110.

Help review the effectiveness and value of the current MFTE program.

Assist with updating the City's Housing Dashboard and ongoing implementation and monitoring of the adopted Affordable Housing Targets.

Assist the City with its reevaluation of parking standards as they relate to affordable housing.

### **Mercer Island**

Assist the City with implementation of goals and policies in the 2024 Comprehensive Plan Housing Element, including updates to regulations and programs to work toward achieving the City's affordable housing targets.

Provide technical assistance in developing policies and regulations required to implement new state legislation related to middle housing, ADUs and STEP housing.

Provide technical assistance in evaluating the City's existing affordable housing incentives and considering additional or expanded incentives and requirements.

### **Newcastle**

Provide technical assistance in developing policies and regulations required to implement new state legislation (e.g. ADU regulations, missing middle regulations, STEP housing).

Provide technical assistance in evaluating the City's existing affordable housing incentives and considering additional or expanded incentives and requirements.

### **Redmond**

Provide advice and technical support to evaluate and refine existing inclusionary and incentive programs, focusing on Downtown and Marymoor centers.

Provide technical support for outreach and education efforts.

Support partnerships with transit agencies to advance affordable housing within transit-oriented developments, including at Overlake and Southeast Redmond.

Help city staff write and propose comprehensive plan and code amendments for meeting existing and future housing needs, including residential zone consolidation and regulations. Support neighborhood plan update process.

Assist with potential strategies for increasing housing capacity from commercial development, such as housing over big box stores and commercial spaces in mixed-use buildings.

Continued support for implementing adopted Housing Action Plan. Continued support for evaluating opportunities identified in the HUD Thriving Communities Technical Assistance consultant work.

### **Sammamish**

Partner with city staff to refine the Housing Action Plan/Housing Diversification Toolkit implementation plan by creating detailed work plans and identifying related budget needs.

Support city staff in responding to public inquiries related to affordable housing development.

Collaborate with city staff to evaluate the best use of HB 1590 Health Through Housing Initiative local share funding.

Collaborate with city staff to advocate for new and flexible funding options for local jurisdictions that address the need for affordable housing at low—and moderate-income levels, such as a local option, Real Estate Excise Tax (REET).

Collaborate with city staff to advocate for requirements and supporting resources to ensure affordable housing is included in future planning for growth near fixed-route transit, with affordability goals for transit-oriented development.

Assist the city with private development proposals that maximize affordable housing elements by leveraging the City's affordable housing requirements and incentives.

Support the city in negotiating and drafting affordable housing components of potential development agreements to strengthen developer housing affordability obligations

Support city staff in identifying and cultivating relationships with landowners, nonprofit developers, public agencies, faith-based organizations, and affordable housing providers to identify land appropriate for affordable housing development projects and facilitate housing development

Support city staff in developing and updating sub-area and neighborhood center plans to ensure the inclusion of affordable housing that maintains feasibility and supports the overall vision for those areas, starting with the completion of amending the City's Town Center Plan. This will include technical assistance related to the viability of different affordable housing scenarios and technical support in completing environmental impact statements

### **Woodinville**

Assist in evaluating options and developing proposals for programs and code amendments following the city's new Housing Action Plan.

### **King County**

Provide monitoring and stewardship services for affordable housing in the Northridge/Blakely Ridge and Redmond Ridge Phase II affordable housing development agreements.

Partner with King County to preserve affordable homes with expiring covenants in unincorporated areas.

Help advance the goals and policies of the Countywide Planning Policy Housing Chapter and where feasible, support the Affordable Housing Committee in executing the CPP Housing Chapter accountability framework, including annual monitoring and reporting.