



A Regional Coalition for Housing

Celebrating 30 years of bringing cities together to house East King County

Together Center Campus
16307 NE 83rd St, Suite 201
Redmond, WA 98052
(425) 861-3677

MEMORANDUM

Date: September 20, 2023

From: Lindsay Masters, ARCH Executive Director

To: ARCH Member Councils

Subject: ARCH 2024 Budget and Work Program

Please find attached the 2024 ARCH Budget and Work Program, which was adopted by a unanimous vote of the ARCH Executive Board in June of 2023. This memo provides an overview of the final budget and work program, as well as an update on work program priorities identified by the Board.

2024 Administrative Budget and Work Program

This year the ARCH Executive Board initiated a strategic planning process that will provide direction on ARCH's priorities, how to address varying needs among ARCH members and work most effectively as a coalition to advance our mission. We look forward to engaging with members and other stakeholders on this process in the coming months. While this process is underway, the Board decided to maintain ARCH's current budget and work program, with some minor adjustments noted below.

Administrative Budget Highlights

- Constant staffing levels will maintain current levels of support for policy and planning and administration of local housing programs, including the ARCH Homeownership Program, ARCH Rental Program, local Incentive Programs, ARCH Trust Fund and Bellevue Housing Stability Program.
- New funding (\$95,000) was approved for outside legal counsel to help supplement the current capacity provided by the Bellevue City Attorney's Office. The Board also authorized the use of ARCH reserves for one-time legal expenses.

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

Work Program Highlights

ARCH's Work Program will continue to provide core services in five key areas: affordable housing investment, housing policy and planning, housing program administration, education and outreach, and general administration. In addition, the Work Program details specific support requested by individual member jurisdictions based on local housing plans and initiatives.

Across this Work Program, the ARCH Executive Board elevated several priorities for the coming year. Following is a description of these priorities and an update on work to date:

- **Implement actions and recommendations from ARCH's strategic planning process.** ARCH hired Loveall Price and Associates (LPA) and kicked off its strategic planning process earlier this year. We look forward to engaging members along the way and taking actions to implement the ultimate recommendations in 2024.
- **Facilitate and advance proposals for dedicated revenue sources for affordable housing in East King County.** Following our successful collaboration last year to identify a priority revenue source for affordable housing, ARCH is continuing to engage members on legislative advocacy to pursue new options such as using Real Estate Excise Tax (REET) funding for affordable housing. We are proud of the strong advocacy by many of our members to enable us to invest more in affordable housing.
- **Assist members to implement policies to reduce cost burden in affordable housing.** Starting last fall, ARCH has undertaken a robust policy development process that tackles how rent limits are allowed to increase in local affordable housing programs. A recommendation from the ARCH Executive Board is planned by the end of this year, to be followed by collaboration with members to consider adoption at the local level.
- **Convene members to advance one or two strategic legislative priorities that impact local jurisdictions' ability to address affordable housing needs.** ARCH worked with member staff and lobbyists to conduct a legislative workshop and survey to help shape common priorities around housing. The results of this work led to the development of two recommended priorities, which will be transmitted to members for consideration as part of your legislative agendas.
- **Advance the development of high impact special projects, including transit-oriented development (TOD) projects and other projects on public lands.** ARCH is working closely with Kenmore, Redmond and Bellevue on several high priority projects on public land, including significant TOD projects that are well underway. These projects are expected to deliver hundreds of affordable units in areas near transit and other amenities. We also serve as a continual resource to faith communities and others interested in using their property for affordable housing.

- **Support members with implementation of Comprehensive Plan updates and compliance with state mandates such as HB 1220 and HB 1110.** ARCH is continuing to provide housing data and other support as needed by members for Comprehensive Plan Updates. In addition, ARCH has initiated discussions to identify areas for collaboration among members as they take steps to comply with HB 1110, which will create significant opportunities to add new and affordable housing options across member jurisdictions.
- **Continue to provide excellent stewardship of affordable housing assets.** ARCH staff remain committed to consistent monitoring and stewardship of the collective affordable housing created by members. Monitoring activities are included in regular reports to the ARCH Board, which continues to evaluate appropriate staffing levels to keep up with the growth in ARCH programs.

Conclusion

Thank you for your support of our shared mission. Your continued commitment has helped to create a strong coalition that together will have a lasting impact on housing opportunities in our region.

Attachments:

1. 2024 ARCH Administrative Budget
2. 2024 ARCH Work Program

Final 2024 ARCH Administrative Budget

ARCH Executive Board Recommendation

June 2023

	2023 Adopted Budget	Final 2024 Recommended Budget	% Change
I. TOTAL EXPENSES	\$ 1,874,248	\$ 2,254,199	20%
A. Personnel	\$ 1,717,777	\$ 1,981,178	15%
Salaries	\$ 1,286,581	\$ 1,492,415	
Benefits	\$ 431,196	\$ 488,763	
<i>12 FTEs (incl. 1 dedicated to Bellevue Housing Stability Program)</i>			
<i>Note: % change in budget for existing staff is 5%.</i>			
B. Operating	\$ 103,142	\$ 108,192	4.9%
Rent & Utilities	\$ 38,117	\$ 44,133	
Telephone	\$ 7,518	\$ 7,819	
Travel/Training	\$ 2,600	\$ 2,600	
Auto Mileage	\$ 3,000	\$ 1,500	
Postage/Printing Costs	\$ 2,600	\$ 2,678	
Office Supplies/Furnishing	\$ 5,027	\$ 2,500	
Internet/Website Fees	\$ 3,214	\$ 3,342	
Periodical/Membership	\$ 11,400	\$ 15,000	
Misc. (events, job posting fees, etc.)	\$ 2,080	\$ 3,000	
Equipment Replacement	\$ 7,280	\$ 4,500	
Database/software licensing	\$ 20,307	\$ 21,120	
C. In-Kind Admin/Services	\$ 28,329	\$ 44,830	58%
Insurance	\$ 15,750	\$ 32,000	
IT Services	\$ 12,579	\$ 12,830	
D. Grants and Consultant Contracts	\$ 25,000	\$ 120,000	380%
Consultant Contracts	\$ 25,000	\$ 25,000	
Outside Legal Counsel Contract		\$ 95,000	

	2023 Adopted Budget			Final 2024 Recommended Budget			% Change
	City Per Capita \$2.58 KC Per Capita \$2.16	Add'l \$0.36 Per Capita or \$3k minimum		City Per Capita \$2.87 KC Per Capita \$2.49	Add'l \$0.38 Per Capita		
II. TOTAL INCOME	\$1,874,248			\$ 2,254,199			20%
	TOTAL	BASE	ADD'L				
A. Member Contributions (General Fund \$)	\$1,687,043	\$1,550,543	\$136,500	\$ 1,910,802	\$ 1,764,978	\$ 145,825	13%
Beaux Arts Village	\$2,653	\$2,653		\$ 3,019	\$ 3,019		14%
Bellevue	\$429,021	\$376,377	\$52,644	\$ 485,060	\$ 428,932	\$ 56,127	13%
Bothell	\$119,461	\$119,461	\$0	\$ 135,990	\$ 135,990	\$ -	14%
Clyde Hill	\$8,653	\$8,653		\$ 8,954	\$ 8,954		3%
Hunts Point	\$2,653	\$2,653		\$ 3,019	\$ 3,019		14%
Issaquah	\$113,628	\$99,685	\$13,943	\$ 126,837	\$ 112,160	\$ 14,677	12%
Kenmore	\$62,304	\$59,154	\$3,150	\$ 71,011	\$ 67,646	\$ 3,365	14%
Kirkland	\$267,567	\$234,734	\$32,833	\$ 297,651	\$ 263,209	\$ 34,442	11%
Medina	\$8,455	\$8,455		\$ 8,408	\$ 8,408		-1%
Mercer Island	\$69,646	\$66,496	\$3,150	\$ 76,611	\$ 73,246	\$ 3,365	10%
Newcastle	\$34,255	\$31,105	\$3,150	\$ 40,281	\$ 36,916	\$ 3,365	18%
Redmond	\$199,499	\$175,019	\$24,480	\$ 234,358	\$ 207,240	\$ 27,118	17%
Sammamish	\$171,231	\$168,081	\$3,150	\$ 194,426	\$ 191,060	\$ 3,365	14%
Woodinville	\$33,578	\$33,578	\$0	\$ 38,041	\$ 38,041	\$ -	13%
Yarrow Point	\$3,484	\$3,484		\$ 3,920	\$ 3,920		12%
King County	\$160,957	\$160,957		\$ 183,216	\$ 183,216		14%
B. Bellevue Detail	\$ 429,021			\$ 661,142			54%
Cash Contributions	\$ 215,762			\$ 233,409			
In-Kind Contributions	\$ 213,259			\$ 427,733			
Personnel	\$ 184,930			\$ 382,903			
Insurance	\$ 15,750			\$ 32,000			
IT Services	\$ 12,579			\$ 12,830			
C. Other Income	\$ 187,205			\$ 167,315			-11%
Homeownership Program Fees	\$ 185,000			\$ 165,000			
Existing Administrative Fees	\$ -			\$ -			
Interest Earned	\$ 2,205			\$ 2,315			
III. RESERVES, CONTINGENT INCOME AND EXPENSES							
<i>Note: This section expresses intended use of any excess revenues above levels needed to cover basic operating costs, as authorized by the ARCH Board, and any agreement by an ARCH member to fund work under section 13 of the ARCH Interlocal Agreement</i>							
A. Contingent Expenses							
Replenish operating reserves	\$ -			\$ -			
Staffing/Administrative Expenses	\$ 150,000			\$ 150,000			
Other Services/Consulting	\$ 300,000			\$ 300,000			
B. Contingent Revenue							
Excess Administrative Fees	\$ 100,000			\$ 100,000			
Service Fees	\$ 50,000			\$ 50,000			
Grant Funding	\$ 500,000			\$ 145,000			
Board-Approved Reserves	\$ 100,000			\$ 155,000			

ARCH WORK PROGRAM: 2024

Contents

2024 Priorities.....	2
I. AFFORDABLE HOUSING INVESTMENT	2
A. ARCH Housing Trust Fund.....	2
B. Bellevue Housing Stability Program	3
C. Special Projects and Other Local Housing Investments	3
II. HOUSING POLICY AND PLANNING	4
A. Local Policy, Planning and Code Development	4
B. Inter-Local / Eastside Planning Activities	4
C. State Legislative Activities.....	5
D. Regional/Countywide Planning Activities	6
III. HOUSING PROGRAM IMPLEMENTATION	6
A. Administration of Housing Incentive and Inclusionary Programs.....	6
B. Stewardship of Affordable Housing Assets	7
IV. EDUCATION AND OUTREACH	8
A. Housing 101/Education Efforts	8
B. Information and Assistance for the Public.....	8
C. Equitable Access to Affordable Housing in East King County.....	9
V. ADMINISTRATION	9
A. Administrative Procedures.....	9
B. Organizational Assessment and Planning	9
Attachment A: Local Planning Efforts by City	10

ARCH WORK PROGRAM: 2024

2024 Priorities

In 2024, ARCH will elevate the following priorities in its Work Program:

- Implement actions and recommendations from ARCH’s strategic planning process
- Facilitate and advance proposals for dedicated revenue sources for affordable housing in East King County
- Assist members to implement policies to reduce cost burden in affordable housing
- Convene members to advance one or two strategic legislative priorities that impact local jurisdictions’ ability to address affordable housing needs
- Advance the development of high impact special projects, including transit-oriented development projects and other projects on public lands
- Support members with implementation of Comp Plan updates and compliance with state mandates such as HB 1220 and HB 1110
- Continue to provide excellent stewardship of affordable housing assets

I. AFFORDABLE HOUSING INVESTMENT

A. ARCH Housing Trust Fund

Parity Goals. Develop updated goals for member investments through the ARCH HTF.

Annual Funding Round. Develop funding priorities and evaluation criteria for the annual funding round. Advertise available funds and manage a competitive process on behalf of member cities. 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 final funding allocations through member councils.

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 public investment into affordable housing. Negotiate maximum public benefits from investment of housing funds into private projects. Engage with Enterprise Community Partners and other investors on the potential extension of the Regional Equitable Development Initiative (REDI) Fund. Complete implementation of a Bridge Financing Pilot in partnership with Microsoft.

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 HTF projects, and lead funding policy and prioritization discussions with the ARCH Executive Board to facilitate planning and decision-making.

Contract Development and Administration. Prepare contract documents in consultation with legal counsel and facilitate approval of contracts with the Administering Agency. Review and approve disbursement of funds to awarded projects in accordance with executed contracts.

Centralized Trust Fund Reporting. Work with Administering Agency (Bellevue) 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.

B. Bellevue Housing Stability Program

Annual Request for Proposals. On an annual basis, 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.

C. Special Projects and Other Local Housing Investments

Local Housing Investments. Provide strategic policy support and administrative capacity to cities making other investments in housing, for example with 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, 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.

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.

II. HOUSING POLICY AND PLANNING

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.

ARCH Regional Affordable Housing Goals and Reporting. Work with member staff and the ARCH Executive Board to report on adopted goals for production and preservation of affordable housing across ARCH member communities. Utilize data methodologies consistent with the requirements of GMA and Countywide Planning Policies.

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 identify any 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). In 2024, this will include assisting members to consider new rent increase policies for ARCH monitored housing that create more predictable outcomes for tenants and property owners.

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.

Eastside Housing Data Analysis and Planning for GMA Housing Requirements. On an annual basis, provide local housing and demographic data as available. Make information available to members for planning efforts and incorporate into ARCH educational materials. Facilitate and encourage members to collaborate in addressing new GMA/_CPP housing requirements so that the affordable and special housing needs across east King County are addressed.

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.

C. State Legislative Activities

The ARCH Executive Board will discuss and explore shared legislative priorities for advancing affordable housing in the region, and identify one or two strategic legislative priorities to advance to their respective councils for consideration in the upcoming legislative session that impact local jurisdictions' ability to address affordable housing needs. ARCH will convene its members to discuss how to align and advance these priorities, with a goal to enable members to advocate collectively for greater impact.

ARCH staff will track relevant state (and, where feasible, federal) legislation, particularly any legislation related to priorities established by the Board. As needed, staff will report to the Executive Board and members, and coordinate with relevant organizations (e.g., AWC, SCA, WLIHA, HDC) to advance shared legislative priorities.

D. Regional/Countywide Planning Activities

ARCH participates in regional planning efforts to advance Eastside priorities and ensure that perspectives of communities in East King County are voiced in regional housing and homelessness planning.

King County GMPC Affordable Housing Committee / Housing Inter-Jurisdictional Team (HIJT). Support efforts to advance the five-year action plan developed by the Regional Affordable Housing Task Force (RAHTF) in 2018. ARCH will 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.

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.

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 implement recommendations from the 2019 Program Assessment and make other improvements that support the program 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
- Pursue 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.

Work with the Washington State Housing Finance Commission to evaluate 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. EDUCATION AND OUTREACH

A. Housing 101/Education Efforts

Housing 101. Develop educational tools and conduct or support events to inform councils, planning commissions, member staff and the broader community of current housing conditions, and of successful housing programs. Build connections with community groups, faith communities, developers, nonprofits and others interested in housing issues. Plan and conduct a Housing 101 event.

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.

B. Information and Assistance for the Public

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

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. Develop outreach and marketing efforts to maximize awareness of affordable housing opportunities in East King County and build partnerships with diverse community organizations.

V. ADMINISTRATION

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 foundational aspects of the organization to determine any gaps and assess options for expanding organizational capacity. The assessment will inform recommendations for the following year's work program and budget. In 2024, this will include implementing actions and recommendations from ARCH's strategic planning process.

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 3-4 actions to implement Bellevue's Affordable Housing Strategy, such as:

- Assist staff with preparation of educational and marketing materials to encourage affordable housing on suitable land owned by public agencies, faith-based groups, and non-profits housing entities. Tasks could include connecting property owners with non-profit developers and consultants, providing case studies, and other information related to the development process.
- Analysis of affordable housing recommendations in the Wilburton neighborhood plan, Comprehensive Plan Periodic Update, and Next Right Work increased residential FAR for specific areas (TBD) in the city.
- Participate in developer selection processes and work with staff to develop funding strategy for affordable housing on suitable public lands in proximity to transit hubs, including 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.

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

Implement newly authorized affordable housing incentives; develop boilerplate agreements and procedures for ongoing monitoring.

Assist the city with implementation of affordable housing agreements at the TOD project adjacent to Sound Transit's Operations and Maintenance Facility East (OMFE).

Bothell

Support actions to implement the city's Housing Strategy Plan.

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.

Assist with compliance with new requirements under HB 1220.

Support 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

Provide data for the annual Housing Report Card.

Assist with implementation of Strategies 6, 7 and 8 of the Housing Strategy Work Plan expanding inclusionary zoning, increasing missing middle as permitted uses, and removing barriers to the construction of condominiums.

Provide research and assist with 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.

Help to evaluate potential pioneer development in Central Issaquah District.

Provide data and other information needed for new page on city's website, information on affordable housing opportunities and resources in Issaquah.

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 and assistance on financing strategies for the Plymouth Housing project.

Provide technical support in development of a Request for Proposal (RFP), proposal review, and assistance on financing strategies to advance siting affordable housing 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).

Kirkland

Support development of housing policies in connection with the I-405/NE 85th Street Station Area Plan, such as evaluation of a commercial linkage fee, and inclusionary housing requirements, and incentivizing family-sized housing units.

Assist with implementing programs to encourage construction of more ADUs and other middle housing.

Evaluate housing-related issues in 2044 Comprehensive Plan Update.

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 in its potential expansion of the inclusionary zoning program through new incentives for areas like downtown that don't have a requirement and expanded incentives for more affordable housing in other areas of the City.

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

Mercer Island

Assist the City with synthesizing the Housing Needs Analysis findings with housing-related requirements under the Countywide Planning Policies and the Growth Management Act to develop updated housing goals and policies for the city's comprehensive plan periodic update.

Provide input and assistance in drafting updated development regulations related to implementation of housing diversity and affordability provisions in HB 1220 (2022) and HB 1110 (2023).

Newcastle

Assist with potential investment of fee-in-lieu payments, first exploring opportunities to site affordable housing within Newcastle.

Assist with updating the City's Housing Strategy Plan.

Redmond

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

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.

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.

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.

Review development regulation updates and additions related to affordability requirements and incentives to ensure alignment with state, regional, and county policies, the Comprehensive Plan update, the Housing Action Plan/Housing Diversification Toolkit, and best practices.

Review and confirm the assumptions and approach used by the city in the Barrier Review Checklists provided in the Washington State Department of Commerce's Guidance for Making Adequate Provision to Meet all Housing Needs to assist the City in preparing for successful Comprehensive Plan certification.

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 King County Regional Affordable Housing Task Force Action Plan.