A Regional Coalition for Housing
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Memo

To: ARCH Member Councils
From: Lindsay Masters, ARCH Executive Director
Date: July 14, 2026

Re: ARCH 2027-28 Budget and Work Program

Please find attached the 2027-28 ARCH Budget and Work Program, which was adopted by the ARCH Executive Board in June of 2026. Over the last two years, ARCH and its members have achieved significant milestones as we advanced a Strategic Plan to *Build More Affordable Housing Faster*:

- **Increasing Investment.** Approved investments in over 700 units of affordable housing and awarded a record amount of local funding in the last two funding rounds.
- **Growing the Housing Pipeline.** Expanded affordable housing development opportunities through efforts on public and faith-owned land.
- **Supporting Local Leaders.** Launched the pilot ARCH Council of Elected Officials (ACE) to deepen knowledge and commitment to affordable housing and regional collaboration among local leaders.
- **Tapping Industry Expertise.** Established an Eastside Investment Committee that brings industry experts together to advise ARCH on local funding recommendations.
- **Expanding Local Program Impact.** Assisted nearly 100 low- and moderate-income households to become homeowners and added close to 500 new affordable multifamily units in 16 projects created through local inclusionary programs, while continuing to steward long-term affordability of over 800 ownership and 2,700 rental homes.
- **Supporting Legislative Policy and Funding.** Expanded support for ARCH members to collaborate on legislative policy and funding, with recent successes including greater REET flexibility for affordable housing and new options to incentivize affordable housing on faith-owned land.

You may find a summary of ARCH's priorities for the next two years in our 2027-28 Work Program, which now includes jurisdiction-level snapshots of the work of ARCH with each of our members. Per the direction of the Executive Board, ARCH's 2027-28 Budget maintains existing staffing levels, with base member dues distributed based on updated population figures.

As rising costs continue to have the greatest impact on low-income households, your work to create truly affordable housing opportunities in our region is more important than ever. We look forward to building on our shared progress and are grateful for your continued commitment and partnership.

Attachments:

1. 2027-28 ARCH Administrative Budget
2. 2027-28 ARCH Work Program

FINAL 2027-28 ARCH Administrative Budget

Adopted by the ARCH Executive Board

June 2026

	2025-2026 Adopted Budget		Proposed 2027-28 Budget			
	2025	2026	2027	2028	% change '26-'27	% change '27-'28
I. TOTAL EXPENSES	**$ 2,720,754**	**$ 2,827,690**	**$ 3,022,407**	**$ 3,179,284**	**6.9%**	**5.2%**
A. Personnel	**$ 2,427,721**	**$ 2,532,678**	**$ 2,663,210**	**$ 2,809,211**	**5.2%**	**5.5%**
Salaries	$ 1,848,491	$ 1,911,173	$ 2,029,427	$ 2,149,263		
Benefits	$ 579,230	$ 621,505	$ 633,783	$ 659,949		
14 FTEs (incl. 1 dedicated to Bellevue Housing Stability Program)						
B. Operating	**$ 125,787**	**$ 125,267**	**$ 133,348**	**$ 135,492**	**6.5%**	**1.6%**
Rent & Utilities	$ 42,000	$ 44,133	$ 52,497	$ 54,072	19.0%	3.0%
Telephone	$ 7,840	$ 8,075	$ 8,275	$ 8,523	2.5%	3.0%
Internet	$ 3,042	$ 3,164	$ 3,134	$ 3,228	-0.9%	3.0%
Software licensing (website, database, etc.)	$ 25,000	$ 25,750	$ 33,964	$ 34,983	31.9%	3.0%
Travel/Training	$ 7,150	$ 7,365	$ 9,800	$ 10,094	33.1%	3.0%
IT Equipment Replacement / Bellevue software	$ 8,600	$ 5,000	$ 8,286	$ 6,678	65.7%	-19.4%
Office Supplies	$ 2,700	$ 2,678	$ 2,758	$ 2,841	3.0%	3.0%
Postage/Printing	$ 2,500	$ 2,678	$ 2,678	$ 2,758	0.0%	3.0%
Periodical/Membership	$ 15,450	$ 15,914	$ 4,456	$ 4,590	-72.0%	3.0%
Translation and Interpretation	$ 5,000	$ 5,150	$ 1,500	$ 1,545	-70.9%	3.0%
Misc. (furniture, events, job posting fees, etc.)	$ 6,505	$ 5,361	$ 6,000	$ 6,180	11.9%	3.0%
C. In-Kind Admin/Services	**$ 46,495**	**$ 48,223**	**$ 138,000**	**$ 143,540**	**186.2%**	**4.0%**
Insurance	$ 33,280	$ 34,611	$ 68,000	$ 70,040		
Bellevue IT Services	$ 13,215	$ 13,611	$ 70,000	$ 73,500		
D. Professional Services / Consulting	**$ 120,750**	**$ 121,523**	**$ 87,849**	**$ 91,041**	**-27.7%**	**3.6%**
Consultant Contracts	$ 25,750	$ 26,523	$ 27,849	$ 29,241		
Outside Legal Counsel	$ 95,000	$ 95,000	$ 60,000	$ 61,800		

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	2025	2026	2027	2028	% change '26-'27	% change '27-'28
II. TOTAL INCOME	**$ 2,720,754**	**$ 2,827,690**	**$ 3,022,407**	**$ 3,179,284**	**6.9%**	**5.2%**
A. Member Contributions (General Fund $)	**$ 2,377,357**	**$ 2,460,218**	**$ 2,646,426**	**$ 2,781,886**	**7.6%**	**5.1%**
Beaux Arts Village	$ 3,187	$ 3,294	$ 3,543	$ 3,725	**7.6%**	**5.1%**
Bellevue	$ 600,541	$ 622,327	$ 664,125	$ 697,710	**6.7%**	**5.1%**
Bothell	$ 172,748	$ 178,110	$ 195,861	$ 206,246	**10.0%**	**5.3%**
Clyde Hill	$ 11,205	$ 11,553	$ 12,314	$ 12,967	**6.6%**	**5.3%**
Hunts Point	$ 3,187	$ 3,294	$ 3,543	$ 3,725	**7.6%**	**5.1%**
Issaquah	$ 157,108	$ 162,807	$ 173,157	$ 181,914	**6.4%**	**5.1%**
Kenmore	$ 88,579	$ 91,517	$ 97,742	$ 102,824	**6.8%**	**5.2%**
Kirkland	$ 366,910	$ 380,220	$ 405,092	$ 425,577	**6.5%**	**5.1%**
Medina	$ 10,538	$ 10,865	$ 11,560	$ 12,173	**6.4%**	**5.3%**
Mercer Island	$ 95,259	$ 98,405	$ 103,925	$ 109,334	**5.6%**	**5.2%**
Newcastle	$ 50,076	$ 51,819	$ 55,293	$ 58,124	**6.7%**	**5.1%**
Redmond	$ 293,990	$ 304,655	$ 338,315	$ 355,423	**11.0%**	**5.1%**
Sammamish	$ 243,510	$ 251,257	$ 266,409	$ 280,434	**6.0%**	**5.3%**
Woodinville	$ 47,952	$ 49,440	$ 57,066	$ 59,991	**15.4%**	**5.1%**
Yarrow Point	$ 4,615	$ 4,758	$ 4,730	$ 4,981	**-0.6%**	**5.3%**
King County	$ 227,952	$ 235,897	$ 253,751	$ 266,740	**7.6%**	**5.1%**
B. Bellevue Detail (General Fund + 1590)	**$ 776,623**	**$ 814,799**	**$ 860,106**	**$ 905,108**	**6%**	**5%**
Cash Contributions	$ 315,522	$ 338,836	$ 270,311	$ 283,712	**-20%**	**5%**
In-Kind Contributions	$ 461,101	$ 475,963	$ 589,795	$ 621,397	**24%**	**5%**
Personnel (Gen Fund + 1590)	$ 414,606	$ 427,740	$ 451,795	$ 477,857		
Insurance	$ 33,280	$ 34,611	$ 68,000	$ 70,040		
IT Services	$ 13,215	$ 13,611	$ 70,000	$ 73,500		
C. Other Income	**$ 167,315**	**$ 175,000**	**$ 180,000**	**$ 190,000**	**2.9%**	**5.6%**
Administrative Fees	$ 165,000	$ 135,000	$ 100,000	$ 100,000		
Interest Earnings	$ 2,315	$ 40,000	$ 80,000	$ 90,000		
III. RESERVES, CONTINGENT INCOME AND EXPENSES						
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/or any agreement by an ARCH member to fund work under section 13 of the ARCH Interlocal Agreement						
A. Contingent Expenses	**$ 450,000**	**$ 450,000**	**$ 500,000.00**	**$ 500,000.00**	**11%**	**0%**
Staffing/Administrative Expenses	$ 150,000	$ 150,000	$ 200,000.00	$ 200,000.00		
Other Services/Consulting	$ 300,000	$ 300,000	$ 300,000.00	$ 300,000.00		
B. Contingent Revenue	**$ 450,000**	**$ 450,000**	**$ 500,000.00**	**$ 500,000.00**	**11%**	**0%**
Excess Administrative, Service Fees	$ 150,000	$ 150,000	$ 150,000	$ 150,000		
Grant Funding	$ 145,000	$ 145,000	$ 150,000	$ 150,000		
Board-Approved Reserves	$ 155,000	$ 155,000	$ 200,000	$ 200,000		

A Regional Coalition for Housing

ARCH WORK PROGRAM: 2027-28

Adopted June 2026

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Attachment A: Member Jurisdiction Work Program Summaries

Introduction and Priorities for 2027-28

A Regional Coalition for Housing is a partnership of King County and East King County Cities that has successfully collaborated for over three decades to preserve and increase housing for low and moderate income households. ARCH works with its members to develop housing policies, strategies and regulations; efficiently administer housing programs; coordinate city investments in affordable housing; and assist people looking for affordable rental and ownership housing. The ARCH Work Program includes services that ARCH provides to individual member jurisdictions, as well as shared programs and activities coordinated for the benefit of all ARCH members.

2027-28 Priorities

In 2027-28, ARCH will elevate the following priorities in its Work Program:

1. Continue to expand the pipeline of affordable housing projects in East King County through partnerships and development of special projects, including projects on public, nonprofit and faith-owned land.
2. Facilitate and advance proposals for dedicated revenue sources for affordable housing in East King County and ensure that countywide sources benefit ARCH communities.
3. Implement education and engagement efforts with ARCH member stakeholders (including staff, planning commissioners, elected officials) and community members to increase affordable housing support, connections and leadership in the region.
4. Convene coalition members to develop targeted legislative priorities related to funding for affordable housing, reducing barriers to affordable housing development, and supporting regional approaches to affordable housing.
5. Complete implementation of select recommendations from ARCH's Governance Study to streamline decision-making, increase alignment and empower the coalition to advance ARCH's mission.
6. Support preservation of existing affordable housing through policy and funding solutions
7. Manage continued growth in the ARCH Rental Program by evaluating ways to redistribute staff resources and streamline program implementation.

I. AFFORDABLE HOUSING INVESTMENT

A. Local Investment Coordination and Administration

ARCH works on behalf of members to recommend and implement investment of public funding for the development and preservation of affordable housing. ARCH manages multiple types of funding through coordinated processes aimed at maximizing the impact of local investment and streamlining access to capital for affordable housing developers. Current programs include:

- **ARCH Housing Trust Fund**. Pooled funds contributed by ARCH members for investment in eligible projects anywhere within the ARCH sub-region.
- **Bellevue Housing Stability Program and Affordable Housing Fund**. Local 0.1% sales tax funds authorized by HB 1590 for capital, operations and maintenance and services in eligible projects within Bellevue; Fee in lieu funds and other one-time funds reserved for affordable housing.
- **Issaquah Inclusive Housing Investment Pool**. Local 0.1% sales tax funds authorized by HB 1590 and other local funds for eligible projects within Issaquah.
- **Other Local Housing Investments.** Other local funds that may be administered by ARCH in coordination with the Trust Fund include fee in lieu funds, levy funds, REET funds or other sources directed by individual cities.

ARCH's responsibilities fall into the following categories:

<u>Investment Planning</u>

- **Parity Goals.** Maintain annual goals for individual member investments through the ARCH Housing Trust Fund, while pursuing broader strategies to increase overall investment levels in affordable housing in East King County.
- **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 special projects, below). Actively vet potential projects, and lead funding policy and prioritization discussions with the ARCH Executive Board to facilitate planning and decision-making.
- **East King County Development Capacity.** Support existing affordable housing developers and owners, and work to expand the pool of development organizations interested in working in East King County. Connect East King County community-based organizations with developers, funding opportunities, and other resources geared at community driven development.

<u>Funding Recommendations and Coordination</u>

- **Competitive Annual Funding Round**. Advertise the collective set of available funds and manage competitive processes on behalf of member cities. Develop funding priorities and evaluation criteria for decision-makers, review funding applications and facilitate coordinated recommendations. For the ARCH Housing Trust Fund, facilitate final recommendations by the ARCH Executive Board and approvals through member councils.

    - **Eastside Investment Committee.** In 2027-28, implement a streamlined advisory process that enhances funding coordination, leverages local dollars and ensures expert advice to members.
- **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, CHIP) resources. Provide input to the King County Joint Recommendations Committee (JRC) on behalf of participating Eastside jurisdictions. Assist with evaluating and making a recommendation regarding CDBG allocations for 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 WSHFC on alignment of the ELAP and Evergreen Housing Impact Fund, both funded by Microsoft, to advance projects in the ARCH pipeline. Coordinate with Amazon to ensure projects in ARCH pipeline are considered for Amazon Housing Equity Fund program.

Contracting and Reporting

- **Contract Development and Administration.** Maintain updated standard legal templates. Prepare contract documents 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.
- **Reporting.** Maintain data for required reporting, including:
    - Centralized Trust Fund Reports. Work with Administering Agency to maintain records and produce regular financial reports for ARCH Trust Fund accounts.
    - HB 1406 Reports. Implement 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. Special Projects and Technical Assistance

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:

Surplus/Underdeveloped Public Property. Assist with evaluation of surplus or underutilized public property for suitability of affordable housing. Complete financial feasibility studies to inform potential property offerings and advise on strategy. Support ARCH members through the stages of feasibility analysis, RFP development, property offering, developer selection and contracting.

Nonprofit and Faith-Owned Land. Engage and provide technical assistance to nonprofit and faith community property owners interested in supporting affordable housing. Provide referrals and recommendations, coordinate with local planning efforts and facilitate potential partnerships.

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, Wilburton, Marymoor, Kirkland, Bothell, and Kenmore.

Strategic Predevelopment Investment. With approval of the Executive Board, invest in 3rd party predevelopment studies such as design, survey, geotechnical, environmental or other professional services, to investigate feasibility of special projects.

C. Preservation and Asset Management

ARCH oversees contracts and regulatory agreements with owners of projects supported through direct investment, and coordinates with property owners and other funders to ensure the long-term preservation and sustainability of existing affordable housing. Activities include:

Loan Monitoring and Evaluation

- Monitor project income and expenses to determine cash flow payments
- Conduct long-term sustainability monitoring of projects and owners including tracking physical capital needs and financial performance of properties.
- Work with legal counsel to review and approve requests for contract amendments, subordination and other agreements
- Coordinate with WSFHC, per an established MOU, to monitor properties and streamline processes for owners and funders.
- Collect annual compliance data and evaluate program beneficiaries

Support Recapitalization and Long-Term Sustainability

- Proactively problem-solve financial and/or organizational challenges in partnership with project owners and other funders
- Support ARCH borrowers with refinancing and rehabilitation efforts to extend useful lives of buildings, strength property financials, and improve housing quality for residents
- Support owners in connecting with Energy Smart Eastside or other efficiency programs that provide incentives to cover rehabilitation expenses, improve operational efficiency, and improve resident health and safety.

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 and naturally occurring affordable housing.
- 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.

II. HOUSING POLICY AND PLANNING

A. Local Policy, Planning and Code Development

ARCH provides assistance directly to member jurisdictions on a range of local planning efforts (see *Attachment A* for more detail). These efforts may take different forms, such as:

- **Housing Element Updates**. Work with members to update comprehensive plan housing elements (may include data analysis, policy writing, outreach, presentations, etc.)
    - 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.
- **Housing Strategy and Action Plans**. Assist members to prepare housing strategies to implement housing elements and create council work plans. Current local plans and strategies may be found on ARCH's website.
- **Incentive Program Design and Economic Analysis.** Provide economic analysis and policy and program development support to design local housing incentive programs, including height/density/FAR bonuses, property tax exemptions, impact fee waivers, parking reductions and other incentives. Provide standard tools or models that can be used by member cities/staff to evaluate and design their individual 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 but are not limited to: review of tenant protection regulations, preservation of valuable community housing assets, assistance to households displaced by development activity, or negotiation of agreements for specific development proposals.

Coordination of Local Efforts

ARCH also provides support to facilitate collaboration and alignment of local planning efforts, including:

- **ARCH Liaisons.** Convene a regular meeting of member housing staff working on relevant policy, planning and programs to share knowledge, identify best practices and create peer connections.
- **Data Collection, Analysis and Reporting.** Maintain and provide reporting on local housing and demographic data, buildable lands, and 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.
- **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 (e.g., monitoring fees, rent limit policies, etc.).
- **Implementation of State Legislation.** Coordinate members implementing state legislation with affordable housing components, such as HB 1494 (TOD Bill). Support may include

convening working groups, coordinating community engagement efforts, and recommending common approaches to ensure effective program administration.

Information Systems. Maintain a centralized ARCH database of affordable housing programs, projects, properties and investments to support ongoing reporting, program evaluation and efficient work streams. Continue to refine and enhance the database to meet local planning and program needs, facilitate reporting on local and regional progress in meeting affordable housing needs at various income levels, and inform program and funding policies and priorities.

B. State and Regional Policy and Funding Engagement

ARCH supports policy and planning activities at the state and regional level for the benefit of ARCH members, with a focus on targeted policy efforts that increase funding and reduce barriers that contribute to the cost of affordable housing development.

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.

Support for Sub-Regional Collaboration. Support policies that encourage and incentivize sub-regional collaboration such as giving "credit" to jurisdictions that pool resources and make investments in affordable housing in neighboring jurisdictions.

Regional Planning Efforts. 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. Examples include:

- King County GMPC Affordable Housing Committee / Housing Inter-Jurisdictional Team
- King County Dedicated Revenue Work Group

State Legislative Policy. ARCH supports members to develop and advance targeted state legislative priorities related to funding for affordable housing and/or reducing barriers to affordable housing development. Activities include:

- Convene coalition members and engage the Executive Board and ARCH Council of Elected Officials (ACE) to identify strategic legislative priorities for member councils' consideration.
- Coordinate and explore opportunities to partner with relevant organizations working on affordable housing (e.g., AWC, SCA, WLIHA, HDC, Black Home Initiative).
- Collaborate with ARCH members' government relations and other key personnel to support implementation of identified legislative priorities, including providing analysis and talking points, informing strategy, coordinating advocacy efforts, and providing timely updates.
- Provide presentations to member councils regarding legislative priorities and updates during or after the legislative session.

III. HOUSING PROGRAM IMPLEMENTATION

A. Affordable 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. Existing programs administered by ARCH include:

Jurisdiction	Incentive/Inclusionary Programs
Bellevue	Inclusionary program, voluntary density bonuses, MFTE, impact fee waivers.
Bothell	Inclusionary housing, voluntary height bonus, 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, impact fee waiver, MFTE.
Mercer Island	Voluntary height bonuses, impact fee reductions.
Newcastle	Inclusionary program, voluntary density and FAR bonuses,
Redmond	Inclusionary program, MFTE, impact fee waivers.
Sammamish	Inclusionary and voluntary density bonuses, impact fee waivers.
Woodinville	Inclusionary program, MFTE.
King County	Development agreements.

ARCH roles and responsibilities 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
- Work with developers/applicants and city staff to establish and communicate applicability of codes and policies to proposed developments
- Develop contracts and covenants containing affordable housing requirements:
    - Review and approve proposed affordable housing (unit count, location/distribution, bedroom mix, and quality)
    - Draft agreements, ensuring city specific requirements are captured (Bellevue MFTE rent stabilization, parking inclusion and relocation assistance)
    - Coordinate with city staff, and development team, to ensure timely review, execution and recordation of agreements

- Oversee MFTE process including:
    - Review and recommend approval of MFTE applications
    - Draft MFTE conditional and final certificates for city approval
    - Register MFTE certificates with County Assessor and file annual MFTE reports with State Commerce
- Review and recommend approval of alternative compliance proposals
    - For fee in lieu projects, calculate fees and ensure execution of accompanying agreement if required
- Support cities on implementation of middle housing code updates as needed.
- Maintain project pipeline and transition projects to applicable teams
- Track city incentive programs across member-cities and update ARCH website as needed
- Provide periodic review of project pipeline for each municipality
- Provide ad hoc reporting on project data as requested
- On-going compliance monitoring (see ARCH Rental and Homeownership Programs, below).

B. ARCH Rental Program

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

- Lease-Up. Ensure implementation of affordable housing requirements during lease-up of new properties.
- Compliance Monitoring. Ensure compliance with rent and income restrictions through timely annual report reviews and supplemental on-site file audits. Implement standard remedies for non-compliance, and work with member jurisdictions when enforcement efforts are needed.
- Training and Technical Assistance. Provide ongoing training and technical assistance to property managers
- Program Guidance. Maintain written standards for eligibility, leasing and other program requirements and communicate updated annual income and rent limits
- Resident Support. Respond to tenant issues and questions, mediate issues between properties, tenants and prospective renters, maintain renter resources and provide appropriate referrals.
- Housing Search. Maintain a web-based affordable housing rental search tool, including updating rental options and area median income data.

C. ARCH Homeownership Program

ARCH serves as the steward of affordable resale restricted homes created through local policies and programs. Activities include:

- Marketing and Buyer Selection for New Homes. Coordinate with developers and listing agents to market and select buyers for new construction homes.

- Resales. Oversee resales to ensure ongoing compliance with affordability, buyer eligibility and other program requirements and collect program fees to ensure sustainable operations
- Monitoring. Implement policies and procedures for monitoring compliance and work with cities to address non-compliance.
- Property Taxes. Coordinate with the King County Assessor to ensure affordable property tax assessments for eligible ARCH homeowners.
- Homeowners Communication. Distribute annual communications with relevant homeowner resources and respond to homeowners in financial distress.
- Program Documents. Maintain program guides and FAQs and work with member planning and legal staff to make improvements to boilerplate legal documents.
- Foreclosure prevention and homeowner support. Support homeowners in financial distress and preserve homes at risk of foreclosure. Explore strategies to support ARCH homeowners facing HOA special assessments.
- Lender Partnerships. Build relationships with lenders to improve ARCH homebuyers' access to financing options.
- Downpayment Assistance. Implement recommended updated to the East King County Downpayment Assistance program with the Washington State Housing Finance Commission to provide effective financial assistance to income-eligible first-time homebuyers in East King County.
- Preservation. Explore strategies to preserve expiring units and re-capture lost affordability.

IV. MEMBER EDUCATION, ENGAGEMENT AND COMMUNITY OUTREACH

A. Education Efforts and Elected Official Engagement

ARCH leads education and engagement efforts to build understanding, support and commitment to affordable housing, key policy and funding tools, and collaboration through ARCH. This may take a variety of forms, including:

- **Newly Elected Officials Orientation.** Offer ARCH orientation sessions for newly elected local officials each year. This orientation will provide information about affordable housing in East King County and the role ARCH plays in supporting member jurisdictions.
- **ARCH Council of Elected Officials.** Work with the ARCH Executive Board to determine if the ARCH Council of Elected Officials (ACE) should transition from a pilot to a permanent structure. If so, support ACE meetings and work with individual ACE members ahead of meetings to allow them to present on best practices and resources. Maintain contact with ACE members to ensure ACE meetings are achieving desired results.
- **Educational Reports and Presentations.** Prepare and deliver reports and presentations to councils, planning commissions and member staff and the community on current housing conditions, successful housing policies and programs, and related topics.
- **Annual ARCH Celebration.** Organize an annual event to celebrate accomplishments such as local affordable housing investments, planning accomplishments, or other milestones. Invite key partners to share successes and strengthen collaboration, and support related events led by other organizations.
- **Federal Delegation Support.** ARCH will work with its federal delegation to understand affordable housing challenges and advance housing opportunities in East King County. This includes participating in affordable housing tours while members of US Congress are in their home districts.

B. Community Outreach, Communications, and Assistance for the Public

Office Hours. Provide published office hours 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 Mailing List and Assistance for 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 mailing 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.).

ARCH Website and Other Communications Channels

- Continually update and build on information in the ARCH website to reach various audiences including affordable housing seekers, property managers and others.
- Provide 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.
- Encourage ARCH members to link to these shared resources from their websites.
- Utilize other communication channels to share useful information, such as short explainer videos, a quarterly e-newsletter, and social media channels.

Community Engagement and Outreach

- Host ARCH events to share information about ARCH programs with diverse communities
- Participate in city and community events and build connections with community groups, faith communities, developers, nonprofits and others interested in housing issues.
- Build relationships and share information with community-based organizations (CBOs) to cultivate knowledge and interest in affordable housing
- Hold an annual "Together in Housing" event geared towards engaging CBOs regarding ARCH's affordable housing programs.
- Advise and support ARCH members in seeking feedback from their community members regarding affordable housing policies

C. Equitable Access to Affordable Housing in East King County

Affirmative Marketing of Rental and Homeownership Opportunities. Using ARCH's database of CBOs (including many that serve communities of color and immigrant and refugee communities), provide timely notices regarding new affordable housing. Provide CBOs with guidance as needed to support their networks in accessing these units.

Increasing Access to Homeownership. Implement policies and partnerships to increase access to homeownership for households historically excluded and to increase homeownership rates for populations that have seen a decline in homeownership levels in Washington State. Sustain existing partnerships with King County Housing Authority's Dreams to Keys program, WSHFC Covenant Homeownership Program, and other partners, and continue to develop additional partnerships. Collect and analyze data on existing programs to determine potential gaps in access by different populations.

Black Home Initiative. With the ARCH Executive Board, work to consider becoming an official member of the Black Home Initiative, allowing East King County to become a part of policy, outreach and engagement work aimed at increasing Black homeownership rates across the region.

V. ADMINISTRATION

A. Administrative Procedures

Maintain administrative procedures that efficiently and transparently provide services to ARCH members and the public. Activities include:

- Prepare the ARCH 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.
- Establish and maintain an Eastside Investment Committee, including recruitment of members with expertise in housing finance, development and operations.
- Staff the Executive Board.
- Staff the ARCH Council of Elected Officials.
- Work with Administering Agency to streamline financial systems.
- Maintain updated bylaws and ensure timely renewal of the ARCH Interlocal Agreement.

B. Organizational Assessment and Planning

The ARCH Executive Board will continue to evaluate and plan for ARCH's organizational capacity to accomplish its Work Program and broader mission, including its organizational structure, legal structure, staffing resources, capital resources and other aspects of the organization. This includes considering staffing options to manage the growing number of affordable units in the ARCH Rental and Homeownership Programs.

Since 2024, ARCH has advanced actions under its Strategic Plan to *Build More Affordable Housing Faster*, including organizational changes aimed at streamlining decision-making, empowering the coalition to tackle major policy challenges, and increasing education and engagement of elected officials. In 2027-28, ARCH will complete implementation of recommendations from its Governance Study, including determining whether to advance any amendments to the ARCH Interlocal Agreement. The Board will continue to monitor progress on ARCH's Strategic Plan and make adjustments to respond to new conditions and opportunities.

As requested, the Board may evaluate opportunities for ARCH to support non-member cities interested in creating affordable housing in north and east King County. Such collaboration should provide mutual benefits and may take the form of agreements to provide services for specific projects.

Attachment A

Member Jurisdiction Work Program Summaries

ARCH provides a wide range of services that support individual members with *Affordable Housing Investment*, *Special Projects, Local Policy and Planning, Program Implementation* and *Outreach and Engagement*. The following summaries describe expected services for individual members over the 2027-28 timeframe. These summaries may be updated as new plans, policies, programs or projects are established.

As members update their individual work plans, ARCH will prioritize member requests for services using the following criteria:

- Clarity. The scope, timeline and ARCH's desired role in the plan or project is clearly defined.
- Impact. The plan or project is expected to result in greater production or preservation of affordable housing.
- Leadership Support. The plan or project is a high priority for the jurisdiction and is supported by city leadership
- Timeliness. The jurisdiction has a unique opportunity to advance supportive policies or projects, and the opportunity may be missed if not advanced in a timely fashion.
- ARCH's Value. ARCH's participation would add significant value toward achieving affordable housing outcomes due to our unique expertise. In addition, the level of effort needed from ARCH is feasible and appropriate based on the potential impact of the plan, policy or project.
- Value for Coalition. The results of the work will be useful to other ARCH member jurisdictions who anticipate undertaking similar efforts.

Quick Links:

Beaux Arts, Clyde Hill, Medina, Hunts Point, Yarrow Point - ARCH Work Program A-2

Bellevue - ARCH Work Program A-3

Bothell - ARCH Work Program A-6

Issaquah - ARCH Work Program A-7

Kenmore - ARCH Work Program A-9

King County - ARCH Work Program A-10

Kirkland - ARCH Work Program A-11

Mercer Island - ARCH Work Program A-13

Newcastle - ARCH Work Program A-14

Redmond - ARCH Work Program A-15

Sammamish - ARCH Work Program A-17

Woodinville - ARCH Work Program A-18

Beaux Arts, Clyde Hill, Medina, Hunts Point, Yarrow Point - ARCH Work Program

Affordable Housing Investment, Special Projects	
Item	*Description / ARCH Support*
Annual investment through the ARCH Housing Trust Fund	Administer HB 1406, general funds or other local funds contributed to Trust Fund from Clyde Hill, Medina, Hunts Point, and Yarrow Point. Provide reporting to the State on HB 1406 funds from Clyde Hill, Medina and Yarrow Point.
Public surplus / underutilized property	Support evaluation of affordable housing development options on underutilized properties as opportunities arise, including on potential property in Clyde Hill and Medina. Help to analyze cost effectiveness and financial feasibility of various options.
Nonprofit/faith owned property	Support evaluation of faith owned property for potential affordable housing development, if available.
Local Policy and Planning	
Item	*Description / ARCH Support*
Regulatory flexibility	Engage in conversations with Department of Commerce and regional partners on a mechanism to allow credit to be applied for local targets from subregional investment.
Land use, tax and financial incentives for affordable housing	Support development of an affordable housing fee in lieu program in Clyde Hill – provide updated economic analysis as requested. Assist with exploration of a potential affordable ADU tax exemption program in Yarrow Point, including outreach to other ARCH members and King County to gauge broader interest and feasibility.
Outreach and Engagement	
Item	*Description / ARCH Support*
Civic education on housing	Provide support to staff as needed on communications materials and outreach to the community on questions related to affordable housing development and housing targets.

Bellevue - ARCH Work Program

Affordable Housing Investment, Special Projects

Item	*Description / ARCH Support*
Annual investment through the ARCH Housing Trust Fund	Administer HB 1406, general funds and other local funds contributed to Trust Fund. Provide reporting to the State on HB 1406 funds.
Bellevue Housing Stability Program (HSP)	On an annual basis, verify and advertise available HSP funds for capital, operating and maintenance and services funds. Solicit application interest and provide in-depth review of funding applications. Develop recommendations with Bellevue staff, 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. 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. Provide advice and support for other City initiatives funded through HSP, 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. Collaborate with housing and human services staff to evaluate program outcomes and recommend updates to the HSP framework.
Public surplus property	Continue to support Wilburton TOD and Kelly TOD projects on city-owned land. This includes updating templates to accommodate 99-year leases and a pre-development award for Wilburton. Continue to support Office of Housing to explore re-use of underutilized Bellevue School District properties for housing. Support may include partnership strategy, potential partnership agreements, development of funding terms and conditions if needed.
Nonprofit/faith owned property	Support nonprofits and faith-based organizations interested in taking advantage of the city's C1 Density Bonus program by providing program eligibility consultation, preliminary funding strategy support and connections to affordable housing developers/organizations This could include initial meetings with Overlake Presbyterian Church and ongoing conversations with Jubilee Reach. Continue to monitor and advance development progress of Forest Edge and Peter's Ridge.

Other funding strategies and programs	Support other investments (fee in lieu, CIP funds, etc.) from Bellevue's Affordable Housing Fund as funds become available. Support includes advertising, marketing, reviewing applications, developing recommendations in coordination with HSP and Trust Fund processes, and contracting. Support analysis and implementation of relevant funding strategies and programs from Bellevue's Affordable Housing Strategy: • Advise on the implementation of the Flexible Project Fund to provide expedited short-term loans to acquire NOAH properties for affordable housing. • Explore new local revenue sources for affordable housing such as levies, increment revenue, fees and bonding, with consideration for regional coordination and the need for supportive services. • Assess the state of the existing affordable housing portfolio for operational and maintenance need Coordinate and provide guidance to Bellevue's Environmental Stewardship Initiative (ESI) to make sustainability programs and funding accessible and useful to affordable housing owners and low-income households.

Local Policy and Planning

Item	*Description / ARCH Support*
Land use, tax and financial incentives for affordable housing	Support analysis and implementation of relevant land use and tax incentives from Bellevue's Affordable Housing Strategy: • HOMA MFTE • BelRed upzones and MFTE • TOD bill implementation • C-1 expansion (2027) • Sales and use tax exemption for utilization of vacant parking lots for affordable housing
Housing diversity	Work with Office of Housing and Development Services to analyze pathways to remove barriers to middle housing.
Regulatory flexibility / reducing barriers	Support implementation of HB 2266 (STEP Housing).
Streamline processes	ARCH will support analysis of these items: • Exempt certain affordable housing projects from design review • Consider expanding eligibility of expedited permitting and fee waiver program to more affordable housing projects • Create and recommend a process to acquire and hold land for the development of affordable housing

Program Implementation

Item	*Description / ARCH Support*
Land use, MFTE, fee waiver incentive program administration	Administer affordable housing code requirements for Bellevue's incentive programs, including: • MFTE program (8, 12 and 20-year nonprofit homeownership projects) • Voluntary bonus programs (citywide, Downtown, and East Main TOD, and C1), • Mandatory inclusionary zoning (BelRed, Eastgate, Neighborhood Mixed Use, and other mixed-use districts citywide) • Transportation fee waiver • Permit fee reduction Implement SOPs with DS and OH to coordinate work streams across departments.
Rental Program	Monitor 647 affordable rental units in 27 existing projects. Provide lease-up support, training and monitoring for new rental projects as they come online.
Homeownership Program	Steward 67 existing affordable ARCH homes in Bellevue. Work with OH to explore options for reinvestment in ARCH homes.

Outreach and Engagement

Item	*Description / ARCH Support*
Housing access and education	Support creation of an education and communication plan for regular community dialogue on housing needs and the benefits of housing choices. • Create accessible and easy to understand resources guides for homeowners, tenants, and landlords to increase housing stability in the community. • Work with ARCH to create a centralized, user-friendly hub for affordable housing seekers. Implement improvements like creating a centralized affordable housing search tool; develop a step-by-step housing application guide; improving accessibility; and language access.

Bothell - ARCH Work Program

Affordable Housing Investment, Special Projects

Item	*Description / ARCH Support*
Annual investment through the ARCH Housing Trust Fund	Administer HB 1406 funds contributed to Trust Fund. Provide reporting to the State on HB 1406 funds.
Public surplus property	BRIDGE Bothell United Methodist Church Project - Assist the city, BUMC and developer as needed to help the project close successfully; Assist the city with CHIP contracting support; coordination with WSHFC to support developer in securing the expiring HUD Difficult to Develop Designation. Assist with evaluation of remaining City-owned (Lots E, F, G, and city hall lots) or publicly owned property for potential affordable housing development in downtown Bothell.
Nonprofit/faith owned property	Provide support to any nonprofit or religious organizations in Bothell with interest in developing affordable housing on-site through WA state law incentives.

Local Policy and Planning

Item	*Description / ARCH Support*
Housing Plans	Support development and implementation of affordable housing strategies from Bothell's final Housing Action Plan and Downtown Plans (expected adoption in late 2026). Potential HAP actions include continued preservation of manufactured housing, additional evaluation of local renter protection policies on top of state policies, and financial assistance for homeowners to build for ADUs.
Land use, tax and financial incentives for affordable housing	Support continual evaluation, expansion and refinement of Bothell's inclusionary and MFTE policies, as well as implementation of HB 1491 (TOD Bill).

Program Implementation

Item	*Description / ARCH Support*
Land use, MFTE, fee waiver incentive program administration	Administer affordable housing code requirements for inclusionary zoning, voluntary height bonus and MFTE programs.
Rental Program	Provide lease-up support, training and monitoring for new rental projects.
Homeownership Program	N/A

Outreach and Engagement

Item	*Description / ARCH Support*
Civic education in housing, staff outreach events, etc.	Work with Bothell's Communications team, Human Services coordinator, and Community Development on education and outreach for programs such as finding affordable housing, ADU opportunities, financial assistance for preservation of homes for homeowners, etc.

Issaquah - ARCH Work Program

Affordable Housing Investment, Special Projects

Item	*Description / ARCH Support*
Annual investment through the ARCH Housing Trust Fund	Administer HB 1406, HB 1590 (IHIP) or other local funds contributed to Trust Fund. Provide reporting as required.
Issaquah Inclusive Housing Investment Pool (IHIP)	On an annual basis, verify and advertise available IHIP funds through the ARCH Housing Trust Fund process, with priorities established by the City of Issaquah. Review IHIP applications and prepare staff reports. Facilitate recommendations and award approval in tandem with Trust Fund recommendations. Administer approved awards through Issaquah's ARCH Trust Fund account. Review and approve disbursement of funds to awarded projects in accordance with executed contracts. Maintain contract data and assist with reporting to Issaquah City Council.
Trailhead Transit-Oriented Development	Prepare and administer approved capital contracts and covenants for KCHA and LEO. Provide marketing support when project opens in 2028.
Public surplus / faith-owned property	Provide technical assistance to Our Savior Lutheran Church and/or other faith communities or nonprofits with underutilized land.

Local Policy and Planning

Item	*Description / ARCH Support*
Housing Plans	On an annual basis, prepare housing-related data for Issaquah's housing dashboard. Provide advice and guidance for Issaquah's Housing Strategy update in 2027.
Land use, tax and financial incentives for affordable housing	Provide policy, economic analysis and fiscal impact analysis for updates and potential expansion of Issaquah's MFTE and IZ programs in Central Issaquah. Help to evaluate potential projects/opportunities that arise under current or amended Development Agreements (e.g., Lakeside, Rowley) and prepare contractual agreements as needed.
Regulatory flexibility / reducing barriers	Provide feedback on City's proposals to reduce code-related barriers to housing development in Central Issaquah.
Streamline processes	Connect Issaquah with other jurisdictions pursuing similar efforts regarding pre-approved ADU plans.

Program Implementation

Item	*Description / ARCH Support*
Land use, MFTE, fee waiver incentive program administration	Administer affordable housing code requirements for Central Issaquah bonus program, pioneer program, inclusionary zoning, fee waiver and MFTE programs.
Rental Program	Monitor 104 affordable rental units in 6 existing projects. Facilitate timely communication with property owners/managers and the city regarding rental units with expiring rent restrictions (i.e., Highlands at Wynhaven). Provide lease-up support, training and monitoring for any new rental projects coming online. Work with the city to establish alternative monitoring plan for High Street as needed.
Homeownership Program	Steward 277 existing affordable ARCH homes in Issaquah. Provide pricing, marketing, buyer selection and qualification for new affordable homes produced through city agreements. Support the city with strategies to preserve affordability and support ARCH homeowners facing special assessments or other challenges.

Outreach and Engagement

Item	*Description / ARCH Support*
Civic education in housing, staff outreach events, etc.	N/A

Kenmore - ARCH Work Program

Affordable Housing Investment, Special Projects

Item	*Description / ARCH Support*
Annual investment through the ARCH Housing Trust Fund	Administer HB 1406, general funds or other local funds] contributed to Trust Fund. Provide reporting to the State on HB 1406 funds.
Other local investments	e.g., fee-in-lieu, etc.
Public surplus, nonprofit/faith-owned property	Work with City staff, Imagine Housing and Habitat on the Approach (Holt property). Advance other 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.

Local Policy and Planning

Item	*Description / ARCH Support*
Housing Plans	Develop an updated Housing Strategy Plan and implement associated actions.
Land use, tax and financial incentives for affordable housing	Create updates to the IZ and MFTE programs that consider TOD and expansions to downtown and Lakeside.
Housing diversity	Provide support for evaluating strategies for MHC preservation / anti-displacement policies. Explore other equity and anti-displacement policies.

Program Implementation

Item	*Description / ARCH Support*
Land use, MFTE, fee waiver incentive program administration	Administer affordable housing code requirements for inclusionary zoning, fee exemption, voluntary density bonus and MFTE programs.
Rental Program	Monitor 56 affordable rental units in 1 existing project. Provide lease-up support, training and monitoring for new rental projects.
Homeownership Program	N/A

Outreach and Engagement

Item	*Description / ARCH Support*
Civic education on housing	Support City and consultant outreach on the development of the updated Affordable Housing Strategy and implementation initiatives.

King County - ARCH Work Program

Affordable Housing Investment, Special Projects

Item	*Description / ARCH Support*
Annual investment through the ARCH Housing Trust Fund	Work with the ARCH Executive Board to make award recommendations for annual CDBG allocations from Kirkland, Redmond, and N/E Joint Agreement Cities.
Public surplus property	Work with King County staff to encourage efforts to develop affordable housing on underutilized county property (e.g., King County Metro Park & Rides).

Local and Regional Policy and Planning

Item	*Description / ARCH Support*
Housing Plans	Participate in King County's Housing Action Plan development and implementation.
Land use, tax and financial incentives for affordable housing	Participate in study of MFTE and inclusionary zoning in urban unincorporated King County.
Data and reporting	Support the Affordable Housing Committee in executing the CPP Housing Chapter accountability framework. This includes supporting King County's data collection and reporting on affordable housing production and preservation.

Program Implementation

Item	*Description / ARCH Support*
Rental Program	Monitor 478 affordable rental units in 2 existing projects. Provide lease-up support, training and monitoring for new rental projects.
Homeownership Program	Steward 236 existing ARCH homes in unincorporated King County. Administer process for expiring covenants in Redmond Ridge East including working with sellers to consider incentives to maintain the home as affordable and remove expired covenants at point of sale as requested. By the end of 2026, there will be 133 homes with in-force covenants.

Outreach and Engagement

Item	*Description / ARCH Support*
Civic education on housing, staff outreach events, etc.	N/A

Kirkland - ARCH Work Program

Affordable Housing Investment, Special Projects

Item	*Description / ARCH Support*
Annual investment through the ARCH Housing Trust Fund	Administer HB 1406, general funds, fee in lieu funds and any other local funds contributed to Trust Fund. Provide reporting to the State on HB 1406 funds.
Other local investments	Support the City to analyze alternative compliance and fee-in-lieu proposals for inclusionary affordable units. Contract for fee-in-lieu funds as available.
Public surplus property	Support city staff in evaluating inclusion of affordable housing and pursuing strategies to maximize affordability for sites that may present future opportunities for City partnership.
Nonprofit/faith owned property	Support City's engagement and technical assistance for faith organizations to consider affordable housing development.
Other property evaluation	Support city engagement with private property owners in the 85th Street Station Area to consider affordable housing development.

Local Policy and Planning

Item	*Description / ARCH Support*
Housing Plans and Data	Continue to provide affordable housing project data 1-2x/year to support Kirkland's Housing Dashboard. Consider updating Kirkland's Housing Strategy in 2028.
Land use, tax and financial incentives for affordable housing	Support Kirkland's implementation of HB 1859 land use bonuses for faith owned land. Support Kirkland's implementation of HB 1491 related to Transit-Oriented Development. Evaluate affordable housing policies related to any middle housing code updates. Evaluate existing affordable housing requirements citywide. Adopted task on Kirkland's 2026-2028 Planning Work Program.
Housing diversity	Consider updates to optimize middle housing; ARCH to support evaluation related affordable housing policies.
Streamline processes	Evaluate consolidation of low-density zones.

Program Implementation

Item	*Description / ARCH Support*
Land use, MFTE, fee waiver incentive program administration	Administer affordable housing code requirements for inclusionary zoning, fee exemption and MFTE programs.
Rental Program	Monitor 395 affordable rental units in 18 existing projects. Provide lease-up support, training and monitoring for new rental projects as they come online.
Homeownership Program	Steward 60 existing affordable ARCH homes in Kirkland. Provide pricing, marketing, buyer selection and qualification for new affordable homes produced through city agreements.

Outreach and Engagement

Item	*Description / ARCH Support*
Civic education in housing, staff outreach events, etc.	N/A

Mercer Island - ARCH Work Program

Affordable Housing Investment, Special Projects

Item	*Description / ARCH Support*
Annual investment through the ARCH Housing Trust Fund	Administer general funds or other local funds contributed to Trust Fund. Provide reporting as required.
Other local investments	Support the City to invest any fee in lieu funds that may be collected through its inclusionary program. Support the City to explore other potential funding sources for affordable housing such as the CHIP program.
Public surplus property	Work with City staff on any potential surplus property as it becomes available.
Nonprofit/faith owned property	Work with local churches and nonprofits as requested to provide them with options for affordable housing production.

Local Policy and Planning

Item	*Description / ARCH Support*
Land use, tax and financial incentives for affordable housing	Support policy and economic analysis regarding affordable housing when implementing land use and MFTE incentives in TOD areas (see HB 1491). Consider land use incentives for faith owned land if potential sites are identified.
Housing diversity	Evaluate affordable housing policies when adopting permanent regulations for middle housing and ADUs.

Program Implementation

Item	*Description / ARCH Support*
Land use, MFTE, fee waiver incentive program administration	Administer affordable housing code requirements for local inclusionary and fee reduction programs.
Rental Program	Monitor 28 affordable rental units in 2 existing projects. Provide lease-up support, training and monitoring for new rental projects.
Homeownership Program	N/A

Outreach and Engagement

Item	*Description / ARCH Support*
Civic education in housing, staff outreach events, etc.	N/A

Newcastle - ARCH Work Program

Affordable Housing Investment, Special Projects

Item	*Description / ARCH Support*
Annual investment through the ARCH Housing Trust Fund	Administer HB 1406, general funds or other local funds contributed to Trust Fund. Provide reporting to the State on HB 1406 funds.
Public surplus property	Provide assistance on 3 potential surplus city properties to evaluate affordable housing disposition and development options, identify potential development partners and pursue funding strategies.
Nonprofit/faith owned property	Assist with providing technical assistance to faith organizations with interest in affordable housing development.

Local Policy and Planning

Item	*Description / ARCH Support*
Housing Plans	Provide an updated housing needs analysis to inform the city's housing work plan.
Land use, tax and financial incentives for affordable housing	Assist with evaluating affordable housing incentives and requirements with the updated Newcastle Downtown Plan.
Housing diversity	Assist with evaluating options for affordable housing in any future updates to middle housing codes.

Program Implementation

Item	*Description / ARCH Support*
Land use, MFTE, fee waiver incentive program administration	Administer affordable housing code requirements for inclusionary zoning and voluntary bonus programs.
Rental Program	Monitor 46 affordable rental units in 3 existing projects. Provide lease-up support, training and monitoring for new rental projects.
Homeownership Program	Steward 6 existing affordable ARCH homes in Newcastle. Provide pricing, marketing, buyer selection and qualification for new affordable homes produced through city agreements.

Outreach and Engagement

Item	*Description / ARCH Support*
Civic education in housing, staff outreach events, etc.	N/A

Redmond - ARCH Work Program

Affordable Housing Investment, Special Projects

Item	*Description / ARCH Support*
Annual investment through the ARCH Housing Trust Fund	Administer HB 1406, general funds and other local funds contributed to Trust Fund. Provide reporting to the State on HB 1406 funds.
Other local investments	Supports the City in analysis of alternative compliance and fee-in-lieu proposals for inclusionary affordable units. Contract for fee-in-lieu funds as applicable. Support implementation of other local investments in affordable housing as funds may be appropriate in the budget.
Public surplus property	Collaborate with Redmond and Sound Transit to support affordable housing development on surplus property at Marymoor Station. Assist with financial modeling, funding strategies, RFP development and proposal review. Work with City staff on surplus property/land banking/community land trust/other similar approaches to increasing affordable housing proposals, and explore ARCH-wide approaches to this work.
Nonprofit/faith owned property	Provide technical assistance to one or more faith-based organization planning to develop their property for affordable housing.

Local Policy and Planning

Item	*Description / ARCH Support*
Housing Plans	Provide data and guidance to support Redmond's updated Housing and Human Services Action Plan and contribute to implementation of relevant actions.
Land use, tax and financial incentives for affordable housing	Support evaluation and potential implementation of new MFTE options, including 20-year and 12-year extension options. Help to explore additional incentives to build affordable homeownership housing.
Housing diversity	Continue to refine standards to promote middle housing development and on-site affordable housing production.

Program Implementation

Item	*Description / ARCH Support*
Land use, MFTE, fee waiver incentive program administration	Administer affordable housing code requirements for inclusionary zoning, fee exemption and MFTE programs.

Rental Program	Monitor 923 affordable rental units in 43 existing projects. Provide lease-up support, training and monitoring for new rental projects as they come online.
Homeownership Program	Steward 118 existing affordable ARCH homes in Redmond. Provide pricing, marketing, buyer selection and qualification for new affordable homes produced through city agreements.



Outreach and Engagement

Item	*Description / ARCH Support*
Civic education in housing, staff outreach events, etc.	N/A

Sammamish - ARCH Work Program

Affordable Housing Investment, Special Projects

Item	*Description / ARCH Support*
Annual investment through the ARCH Housing Trust Fund	Administer HB 1406, general funds or other local funds contributed to Trust Fund. Provide reporting to the State on HB 1406 funds.
Other local investments	Assist with managing and, when directed by the City, investing Sammamish fee in lieu funds alongside the ARCH Trust Fund, consistent with city guidelines.
Nonprofit/faith owned/public property	Work with public and religious bonus parcel owners on feasibility of their sites for potential affordable housing development.

Local Policy and Planning

Item	*Description / ARCH Support*
Land use, tax and financial incentives for affordable housing	Assist with continued evaluation of affordable housing incentives and requirements in the Sammamish Town Center as well as other centers and future subareas.
Bonus Parcel Capacity Analysis	Support the City in understanding the capacity of bonus parcel sites.

Program Implementation

Item	*Description / ARCH Support*
Land use, MFTE, fee waiver incentive program administration	Administer affordable housing code requirements for inclusionary zoning, fee exemption and density bonus programs.
Rental Program	Monitor 48 affordable rental units in 2 existing projects. Provide lease-up support, training and monitoring for new rental projects.
Homeownership Program	Steward 7 existing affordable ARCH homes in Sammamish. Provide pricing, marketing, buyer selection and qualification for new affordable homes produced through city agreements, including 3 new affordable homes at the Brownstones West development.

Outreach and Engagement

Item	*Description / ARCH Support*
Nonprofit/public/faith-based owner and developer outreach	Market the City's affordable housing incentives available to bonus parcels and help to assess feasibility.

Woodinville - ARCH Work Program

Affordable Housing Investment, Special Projects

Item	*Description / ARCH Support*
Annual investment through the ARCH Housing Trust Fund	Administer HB 1406, general funds or other local funds contributed to Trust Fund. Provide reporting to the State on HB 1406 funds.
Public surplus property	Support exploration of potential development of affordable housing on the WDOT Park & Ride.
Nonprofit/faith owned property	Provide support to nonprofit providers (CIRC/Transforming Age) to ensure long-term preservation of existing affordable housing.

Local Policy and Planning

Item	*Description / ARCH Support*
Land use, tax and financial incentives for affordable housing	Help review analysis and share best practices/policies as needed to inform potential expansion of Woodinville's inclusionary zoning and MFTE policies.

Program Implementation

Item	*Description / ARCH Support*
Land use, MFTE, fee waiver incentive program administration	Administer affordable housing code requirements for inclusionary zoning (interim) and MFTE programs and related development agreements. Support contracting and monitoring of affordable housing requirements for the Midtown Woodinville (former Molbak's) development.
Rental Program	Monitor 26 affordable rental units in 1existing project. Provide lease-up support, training and monitoring for new rental projects.
Homeownership Program	Steward 20 existing affordable ARCH homes in Woodinville. Provide pricing, marketing, buyer selection and qualification for new affordable homes produced through city agreements.

Outreach and Engagement

Item	*Description / ARCH Support*
Civic education in housing, staff outreach events, etc.	N/A