



EXHIBIT 1
A REGIONAL COALITION FOR HOUSING

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425-861-3677

January 19, 2024

Dear Mayors and Councilmembers of ARCH Member Cities,

Last summer, A Regional Coalition for Housing (ARCH) announced the start of a strategic planning process to help determine ARCH’s strategic priorities over the next several years. We committed to invite input from stakeholders and provide updates along the way. It has been my privilege to serve as the Chair of the Strategic Planning Committee since that announcement. I’m happy to share that Strategic Planning Committee has presented the ARCH Executive Board with a draft strategic plan with specific strategies ready to share. Our focus as a committee was to propose proactive but pragmatic strategies that would “build more affordable housing faster.” I am truly grateful for the thoughtfulness and dedication of the committee members. The strategies we are proposing are intended to provide **high-level direction** that will be implemented over time through ARCH’s normal processes. The recommendations are built on the foundation that ARCH is a “coalition of the willing” and consistent with that history, the draft plan itself does not commit any member to a particular outcome. Member jurisdictions’ elected councils will continue to be critical partners and decision-makers to implement individual strategies, both in their role in approving ARCH’s year-to-year budget and work plans and acting on specific policies and actions within their jurisdictions. We welcome your feedback!

We hope you agree that this draft plan is a recognition of the unprecedented need for affordable housing in our communities, and a thoughtful approach to positioning our coalition to be more effective in meeting those needs. Building more affordable housing faster will take commitment by ARCH’s members, and a willingness to come together as a coalition in advancing shared strategies.

The Board will be convening in the next month to incorporate feedback and finalize the plan. Please share any thoughts you have on the draft with your ARCH Board Member. If you have any questions, please don’t hesitate to contact Lindsay Masters, ARCH Executive Director at LMasters@bellevuewa.gov or 425-861-3677.

Thank you,

Kurt Triplett
Kirkland City Manager
Chair, Strategic Planning Committee

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**

Building More Affordable Housing Faster

A Regional Coalition for
Housing

DRAFT STRATEGIC PLAN

EXECUTIVE SUMMARY

January 2024



DRAFT

Background

A Regional Coalition for Housing (ARCH) was founded in 1992 as a joint undertaking of local jurisdictions to address the growing need for affordable housing in East King County. In the last three decades, ARCH has expanded its membership and established a successful model for bringing cities together to take cooperative action on affordable housing policies, programs and investments, resulting in the creation or preservation of over 9,000 units of housing for low and moderate income households. At the same time, the dramatic growth in need for affordable housing has created greater pressure on ARCH's efforts and a widening gap in resources to effectively meet that need.

In 2023, the ARCH Executive Board initiated a strategic planning process that builds on recent organizational assessments and examines broader organizational challenges and opportunities. Many stakeholders were invited to provide input during development of the plan, including member jurisdictions' elected officials, planning commissioners and staff; for-profit and nonprofit housing developers, operators and service providers; advocacy organizations and others. The resulting Strategic Plan creates a framework that will help align and guide the Board to move several key strategies forward over the coming years. These strategies are organized as follows:

- **Governance and Administration:** Organizational and governance strategies to streamline decision-making, empower the coalition to tackle major policy challenges, and increase and education and engagement by members' elected officials
- **Affordable Housing Policy, Legislation and Funding:** Strategies to advance targeted state and regional policy efforts that increase funding and reduce barriers that contribute to the cost of affordable housing development
- **Local Policy and Planning:** Maintaining support for individual planning efforts at the local level while increasing support for high impact special projects and strategies to help advance more affordable housing faster
- **Program Implementation: Housing Investments and Incentives, Preservation and Stewardship:** Continuing to provide a cost-effective vehicle for implementing local funding and incentive programs and stewarding the affordable housing assets created through those programs, while relying on partners to meet the broader set of needs of low- and moderate-income renters and homeowners

In addition to the draft strategies, the planning process has helped to refine and strengthen ARCH's identity and intended role, and establish key criteria for future decisions. These elements will assist the ARCH Executive Board as it continually evaluates and adjusts strategies over time.

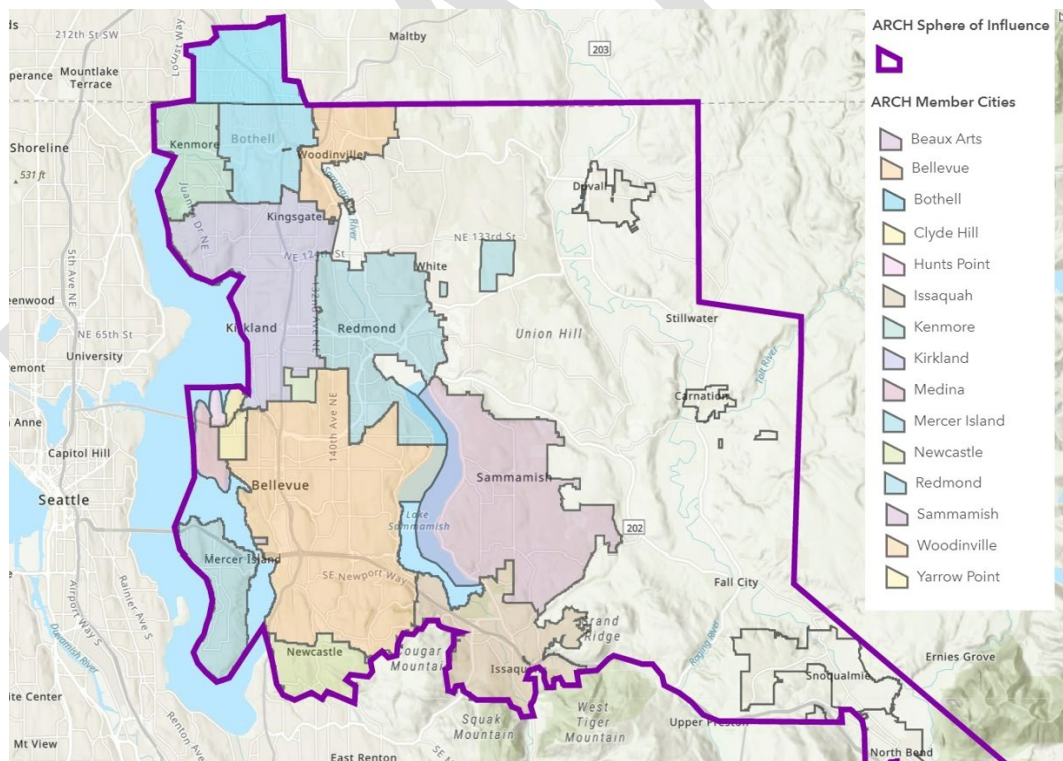
ARCH Mission and Identity

ARCH’s Mission is to preserve and increase housing for low- and moderate-income households in East King County.

ARCH members work to achieve this mission by collaborating on shared goals, policies, and strategies, including:

- Coordinating public resources and attracting greater private investment into affordable housing;
- Sharing technical resources and staff between jurisdictions to create a sound base of housing policies and programs;
- Effectively stewarding affordable housing created through local policies and investment;
- Providing one clear point of contact for affordable housing development
- Directly engaging the community with information and expertise; and
- Advancing policies that will help create more affordable housing faster.

Who We Serve: Our mission supports **people who need affordable housing** on behalf of the sixteen member jurisdictions that ARCH represents.



ARCH's Strategic Advantages

To assess where ARCH is uniquely positioned to carry out our mission, we examined the landscape of similar organizations, partners and providers and asked for input from our partners and stakeholders. The following strategic advantages help define who ARCH is and where we can deliver superior programs and services to achieve our mission.



We are a unique coalition of East King County jurisdictions that can address issues, leverage opportunities, and allocate resources more effectively than any single jurisdiction.



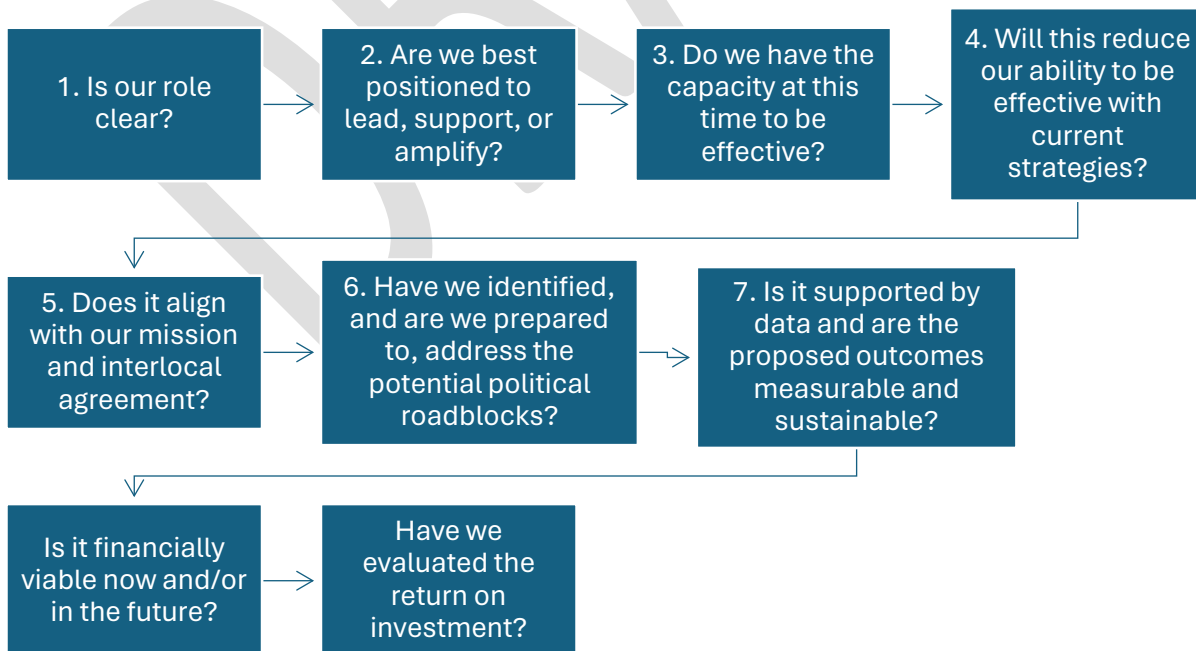
We provide expertise on all facets of affordable housing – including complex data analysis, policy, planning, financing, development, and operations.



We have earned credibility and trust through our sustained and focused commitment to the preservation, development, and operations of affordable housing.

Decision Criteria

We use the following questions to evaluate our strategies:



Proposed Strategies

How do we build more affordable housing faster?...

The following framework sets out a series of high-level strategies aimed at the challenge of **building more affordable housing faster**. The strategies were developed considering ARCH's mission and identity, the decision criteria listed above, input from stakeholders and an assessment of the key barriers to increasing our impact as a coalition. These strategies are intended to be implemented through the ongoing work of the ARCH Executive Board, member councils and other key partners. Specific action steps and success measures will be developed by the Board, in tandem with the development of ARCH's annual work program and budget.

Governance and Administration

ARCH has served as a successful national model for over 30 years, with a governance model designed to mirror the structure and decision-making within local jurisdictions. This model has yielded significant achievements through voluntary efforts as individual jurisdictions have been ready to make investments and adopt supportive policies.

To keep pace with the current and increasing affordable housing need, **ARCH will pursue organizational and governance changes that streamline decision-making, empower the coalition to tackle major policy challenges, and increase education and engagement by members' elected officials in affordable housing.**

Strategies:

- **Elected Official Education and Engagement**
 - *Engage with members' elected officials to build deeper understanding and support for affordable housing, key policy and funding tools, and ARCH's role in meeting the needs of low-income households*
- **Governance Change Analysis**
 - *Evaluate and pursue long-term changes to ARCH's legal and governance structure that better advance its mission – including exploring the role of elected officials*
- **Streamline Decision-Making and Approval Processes**
 - *Implement streamlined approvals within limits of current ILA (e.g., Board approval of biennial budget and work plan, placement of council approvals on consent)*
- **Organizational Values / DEI**
 - *Establish values that incorporate how ARCH furthers diversity, equity, inclusion and belonging in the work it does*

State and Regional Policy and Funding Engagement

In recent years, state legislation has been the impetus for major policy shifts on affordable housing, resulting in local governments having increased responsibility to plan for and accommodate housing affordable at all income levels, and new state mandates increasingly driving local policy and planning decisions. At the same time, significant funding and policy barriers continue to create challenges for communities to be successful in developing more affordable housing.

To respond to these challenges and build on a long and successful track record of pooling and leveraging local investments into affordable housing, **ARCH will focus on targeted state and regional policy efforts that increase funding and reduce barriers that contribute to the cost of affordable housing development.**

Strategies:

- **Targeted State and Regional Policy Efforts**
 - *Support cooperative efforts across the coalition on select, targeted state and regional legislation and funding that supports creating more housing faster*
 - *Serve as a policy resource, connecting members with data and other key information that elevates the need for funding and reducing policy barriers that slow down or increase the cost of development*
 - *Support coordination of legislative advocacy in areas supported by members and pursue opportunities to advocate as a coalition*

Local Policy and Planning

ARCH's involvement in local planning has enabled cities to advance common affordable housing policies, strategies and code provisions over time while recognizing that individual cities may be ready to move policies forward at different times. ARCH will continue to serve as a resource for individual members in planning for affordable housing and **dedicate new capacity to supporting important local policy priorities that are applicable to a majority of its membership, and high impact special projects that result in creating more affordable housing faster.**

- **Support Member Requests and Convene on Key Issues.**
 - *Evaluate member requests using ARCH's strategy screen and determine which to support; add capacity if priority needs continue to grow.*
- **Advice on Surplus Land and Other Local Strategies.**
 - *Provide specialized expertise in affordable housing development and financing to inform evaluation of surplus land, feasibility studies, RFP development, zoning/incentive strategies, and other local strategies to advance affordable housing.*

Program Implementation: Housing Investments and Incentives, Preservation and Stewardship

ARCH's coordinated approach to local housing investment and program implementation has led to the successful expansion of affordable housing incentives across ARCH members and created an efficient model for shared administration, with common code provisions and templates for affordable housing agreements, a streamlined process to access capital funding, and a centralized system for monitoring and stewardship. These accomplishments are core to ARCH's work, with many benefits including staffing efficiencies for members, maximizing leverage of local resources, consistency and predictability for developers and property managers, flexibility to accommodate diverse housing across jurisdictions, and a shared pool of institutional knowledge on policy and implementation.

To build on this foundation, ARCH will continue to be an efficient, cost-effective vehicle for members to implement local funding and developer incentive programs and steward the affordable housing assets created through those programs. With limited resources available, ARCH will focus on partnerships to streamline its work and support the broader range of needs of low-income renters and homeowners.

- **Capital Investments, Developer Incentives**
 - *Continue to serve as the central point of contact for capital funding applications and affordable housing incentives, and provide technical assistance for affordable housing developers in East King County*
 - *Encourage collective increases in local contributions to affordable housing through ongoing guidance on parity goals*
- **Preservation and Stewardship**
 - *Maintain and improve essential monitoring and stewardship functions unlikely to be taken on by others and partner to accomplish other functions wherever possible*
 - *Continue to develop and modernize data systems to streamline operations*
- **Affirmative marketing**
 - *Foster inclusive communities through promoting affirmative marketing and community partnerships, including developing a toolkit / best practices for a range of projects and programs*

Strategic Plan Implementation

The first year of the proposed Strategic Plan is focused on investigating and preparing to launch specific strategies. This will include further work by the ARCH Executive Board to develop specific budget and work plan proposals for 2025-26, including staffing needs, as well as action steps and success measures for each strategy. Additional staffing and/or consultant capacity is expected to be needed to support areas where ARCH plans to invest more energy—particularly government affairs and education, as well as specialized expertise to advance local affordable housing strategies and projects. These efforts are intended to help us tackle major state and regional policy issues that will create the tools and conditions for our success, as well as provide targeted local support that results in building more affordable housing faster.

As with ARCH's typical process, specific budget and work plans will be developed through the cooperative efforts of the ARCH Executive Board, with ultimate approval required by member councils. In addition, the Board will continue to review this Plan and make adjustments each year to respond to new conditions and opportunities. While we know this work will entail significant challenges, we also believe that **through the collaborative efforts of ARCH's member jurisdictions, East King County can be a thriving, inclusive community where the housing needs of people of all income levels are met.**