



ARCH EXECUTIVE BOARD AGENDA

February 15, 2024

Together Center, Klickitat Room

<https://kirklandwa-gov.zoom.us/j/96905200722>

11:00 a.m. – 12:30 p.m.

- 1) Call to Order
- 2) Approval of the Agenda
- 3) Approval of the January 2024 Meeting Minutes
- 4) Public Comment
- 5) Reports / Action Items
 - a) Update on Kenmore Supportive Housing Project
 - b) Public Funding Coordination Update
 - c) Draft ARCH Strategic Plan – Further Discussion
- 6) Other Business
 - a) Verbal Updates
 - Community Advisory Board Recruitment
 - ARCH Legislative Priorities
 - ARCH Legal Services
 - Middle Housing Planning Coordination
 - Housing 101 potential dates: April 3, 4, 17, or 18 from 1-4pm
- 7) Adjournment

ITEM 3: Approval of the January 2024 Meeting Minutes

Approval of the January Executive Board Meeting minutes

Attachments

- A. Summary Minutes to Executive Board Meeting (January 11, 2024)

A REGIONAL COALITION FOR HOUSING (ARCH)

Summary Minutes to Executive Board Meeting

Date January 11, 2024
9:00 am

Hybrid Meeting

Board Members Present:

Carol Helland, City of Redmond, Director of Planning and Community Development
Diane Carlson, City of Bellevue, Acting City Manager
Nathan McCommon, City of Bellevue, Deputy City Manager
David Pyle, City of Sammamish, Director of Community Development
Maia Knox, City of Clyde Hill, Assistant City Manager
Alison Van Gorp, City of Mercer Island, Director of Development Services
Jared Hill, City of Woodinville, Intergovernmental Affairs Coordinator
Kurt Triplett, City of Kirkland, City Manager
Debbie Bent, City of Kenmore, Community Development Director
Wally Bobkiewicz, City of Issaquah, City Administrator
Kyle Stannert, City of Bothell, City Manager
Simon Foster, King County, HHCD Division Director, DCHS
Erin Fitzgibbons, City of Newcastle, Interim Community Development Director

Board Members Absent:

Steve Burns, City of Medina, City Manager

Others Present:

Lindsay Masters, ARCH, Executive Director
Diana Heilman, ARCH, Senior Administrative Assistant
Terrell Edwards, ARCH, Planner
Yelias Bender, ARCH, Senior Program Officer
Nicole Palczewski, ARCH, Housing Program Intern
Mike Stanger, ARCH, Senior Planner
Susie Levy, ARCH, Local Housing Programs Manager
Jen Davis Hayes, City of Issaquah, Economic Development Manager
Elsa Kings, ARCH, Housing Trust Fund Manager
Layla Khademi, NAIOP, Legal Extern
Cissi Xu, ARCH, Intern
Linda Hall, LPA, Consultant
David Ports, LPA, Consultant
Linda Abe, City of Bellevue, Affordable Housing Planning Manager
Adam Matza, ARCH, Rental Program Coordinator

1. CALL TO ORDER

Chair Carol Helland called the meeting to order at 9:11 am.
Introductions were made.

2. APPROVAL OF THE AGENDA

Chair Carol Helland asked if there were any changes to be made to the January 11, 2024 agenda. No changes were made.

Kyle Stannert moved that the agenda be approved. Seconded by Jared Hill. Approved 10-0

3. APPROVAL OF THE MINUTES

Chair Carol Helland asked if there were any corrections to the meeting minutes for December 2023. No corrections were requested.

David Pyle moved that the minutes be approved as presented. Maia Knox seconded the motion. Approved 10-0.

4. PUBLIC COMMENT

No public comment was made.

5. REPORTS / ACTION ITEMS

5a) Draft ARCH Strategic Plan

Carol acknowledged the work of the Strategic Planning Committee and asked for a reminder of who the Committee members were. Lindsay noted Kurt Triplett has chaired the committee and will be helping to guide the discussion, and Diane Carlson, Debbie Bent, Olga Perelman and Mark Hofman were also members. LPA consultants Linda Hall and David Ports have assisted through the process.

Lindsay shared a PowerPoint presentation to walk the Board through the process to date and the draft strategies for consideration. This includes foundational elements of ARCH's identity, including ARCH's mission, strategic advantages and strategy screen criteria. The mission has long included overarching strategies, to which this plan would include adding advancement of policies to build affordable housing faster. Our strategic advantages help us to clarify our lane and where we can be most effective. The strategy screen questions were used to help develop potential strategies and questions, and should be kept in mind by the Board as we think about whether these are the right actions for this time.

Wally Bobkiewicz joined the meeting at 9:25 am.

Kurt Triplett joined the meeting at 9:35 am.

Lindsay walked through the draft strategies, which were outlined as follows:

Governance and Administration

- Elected Official Education and Engagement
- Governance Change Analysis
- Streamline Decision-Making and Approval Processes
- Organizational Values / DEI

Local Policy and Planning

- Support Member Requests and Convene on Key Issues. (Ongoing)
- Advice on Surplus Land and Other Strategies

Affordable Housing Policy, Legislation and Funding

- Targeted State and Regional Policy Efforts

Program Implementation: Housing Investments, Preservation and Stewardship

Some strategies were **not** recommended for inclusion in the initial strategic plan, but are worth consideration in the future. Lindsay shared a Strategy Matrix that placed strategies based on how they aligned with the Identity Statement and what potential impact they would have. A chart of potential actions for the next three years was displayed – some of this includes recommending new staff or consultant resources in the 2025 budget, and potentially starting the streamlining and consultant study work this year. More information on the strategies can be found in the meeting materials and presentation.

The proposed steps for plan review and approval are as follows:

1. Today: Board feedback into draft plan
2. Week of Jan. 15: Staff incorporate feedback and circulates updated draft.

3. Week of Jan. 29: Staff update plan and develop a summary document that incorporates the multiple elements around ARCH's Identity, Big Question and Priority Strategies ("Strategy Road Map")
4. February 9: Board review and considers approval of updated draft.
5. Mid-Late February: Staff develop and activate a communication and outreach plan to notify key stakeholders.
6. March/April: Strategic Plan included in the Housing 101 event.

Lindsay opened the subject for discussion and welcomed thoughts from the Planning Committee.

Kurt Triplett, Planning Committee Chair, kicked off the discussion and reminded the Board that the touchstone for the effort was how to build more affordable housing faster. ARCH continuing to tread water won't accomplish that. At the same time, we want to be proactive and pragmatic, but not provocative. We talked about the sweet spot of where to move things forward in a way that councils could listen to and give something specific and actionable. Particularly on the policy front, we are constantly reacting to state policymaking, and having someone with expertise to help advise, give suggested amendments and help with testimony would be very helpful. On the project front, there are opportunities we want to be able to pivot and support. Kurt invited comments from the other Committee members

Vice Chair Debbie Bent concurred with the summary and was interested to hear from other Board members. Diane agreed that there was so much engagement with this group through the 2 or 3 sessions that informed this. We had a lot of really big ideas and thoughtful participation to get to this tough job of narrowing down, and the staff did excellent work to help the planning team do that. The recommendations put ARCH in a good position for the Board to have good options and good direction to move forward. Overall, it was a really good process and we have a good plan.

Kyle Stannert expressed his appreciation for the heavy lifting of the committee and thought the materials reflected the great work of the workshop. Two notes of caution – it would be easy to debate what strategies have the most impact, and it may not be as important to make that assertion as it is to express that we want to balance investments with a potential impact and seeing where it all goes. Middle size cities also don't have staff like the ones proposed in the plan, and would be thinking of whether we could get by with outsourcing help on communications and intergovernmental/lobbyist work? We also want to keep with us the mindset of, if not now, when? Overall, balancing the must-have investments with what they might accomplish, and how to know when we are successful. Overall, this is a job well done.

Kurt shared more on the government relations position. There was a lot of discussion in the group that this is not a lobbyist, but more of a policy and government relations expert to inform government officials and help them understand the impact of policies and legislation so cities can be more successful. Kyle appreciated that explanation and noted it will be helpful to start laying the groundwork for this.

Wally echoed the comments about the work and thoughtfulness, but expressed concern about the staff member for advocacy or analysis. Issaquah's councilmembers already belong to other affordable housing policy groups that provide competing direction, such as PSRC, SCA and King County. ARCH adding another layer doesn't make sense. It would be helpful to consolidate the input from all these groups. The role of the Executive Director of ARCH needed to be discussed. Should the Director work more with elected officials and externally on communications, and what resources need to be added internally to take care of things in-house? The timeframe for governance and how elected officials are involved is too aggressive. We need more time to talk to Council and that won't happen until February. Councilmembers might ask why ARCH is doing things on their own? This is an opportunity to bridge that gap, but we need to slow process down a bit to get early buy-in.

Kurt said that he views the Strategic Plan as an extension of the Work Program and as such we did not contemplate preapproval by each Council, but acknowledged this is a gray area and that's why there's an opportunity to check in. Getting sign-off on the recommendation doesn't make sense because we haven't made the recommendation yet. We should discuss further as the Board, as it would definitely be a tricky discussion if one council says no to a specific strategy.

Lindsay echoed that the Strategic Plan is the Board's plan, but implementation would require Councils being willing to move forward with it. There will still be more work to be done after the plan is adopted to determine what happens when. The plan can be kept at a higher level with less specificity on timing. Regarding the groups that council relies on for policy advice, ARCH's niche is really as the affordable housing expert for ARCH cities, with a focus on funding and policy issues that impact getting development done on the ground. It seems this technical advice is often missions, however it will be good to consult with Council members to see if this resonates. The Executive Director does play a role in communications and engaging with elected officials, but having another dedicated staff person to support that work would be a significant value add.

Carol agreed with the Director's comments and acknowledged it can be challenging to manage input from many sources. The King County Affordable Housing Committee and GMPC are really charged with holding us accountable as they approve our Housing Elements and check on implementation progress. A government affairs expert could help us navigate that. PSRC is the same, they have a checklist we have to respond to, and Commerce may even have a role in the future. Most jurisdictions rely on their planning directors to navigate all the legislative updates, and that resource could be very helpful coming from ARCH, understanding ARCH is not speaking on behalf of cities but was supporting cities in understanding the consequences of things that were proposed. Cities would still decide how to act.

Lindsay said this also connects back to proactive educational engagement so there was some foundation of understanding and support for affordable housing and related policies rather than solely reacting to a policy issue.

Carol wondered if the process outlined is too fast or too slow. We all expressed that the issue is urgent and asked the Board what was the right timeframe in order to be able to provide feedback into this process so the Strategic Plan could be finalized.

Kurt heard that Board members might need a few more weeks. Kyle pointed out that the AWC conference falls at the same time as the scheduled February Board meeting. Carol asked Lindsay what the consequences would be of finalizing of the Strategic Plan later in February or March. Lindsay said the Board will soon be tasked with developing the 2025 Budget to operationalize the Strategic Plan, and if we delay too long we could get out of sync with when cities are developing their budgets.

Wally said it doesn't sound like others have concerns about timing, but wants this to be successful and it's important not to have elected officials surprised and thinking ARCH is getting ahead of the Councils and asking for more money to lobby us.

Alison Van Gorp said they have been updating their Council on a regular basis, but they have not seen the content, and it would be helpful to have some education on what the Board has been doing the last six months, and a high-level preview would be helpful to get input and see if there are significant concerns. We need some way for that education and give a chance for input.

Diane said they talked about this in the steering committee and it was understood to be important to have time for everyone to have conversation with their Councils, and it might look different for different cities. It's important to take that time as long as it's a reasonable time, and it will be more successful if we all go through that step. We also need to have good points to communicate what the plan intends and what it doesn't intend so we are clear and consistent in how we communicate it to our elected officials.

Debbie said each Board member is responsible to keep their Council updated, and agreed it would be helpful to have a high-level overview as a reminder why we are doing this, and show the link between this and what the Council would be approving in the form of the Work Plan. The Councils need to understand that some of these strategies may have implications for the Work Plan and Budget going forward.

David agreed and said one concern is Councilmembers may want to backtrack when it comes time to deal with what it means for the budget and what value new services bring. One of the challenges is we are already required to do this by 1220. King County and PSRC are already reviewing these plans, and we will have already passed that point and created the necessary policies in 2024 before this role will be created. David added that additional time to communicate with the council and build a foundation for a budget ask later in the year is definitely helpful, and we should use a template memo so we are consistent in communication. February is a stretch, March is more realistic.

Carol asked if the comment on being mandated by 1220 to implement the requirements meant that the time and need for the governmental affairs and policy position had passed? David said it depended on what the role would be. Is the role focused on getting cities to provide the capacity and make opportunities available in our comprehensive plans, or is it trying to coordinate and connect cities and communities to projects and funding? That role would be a definite win, the policy role is more challenging because it depends on the politics in that city and their objectives at the time.

Jared echoed with David's points about having a clear position on what this is. Most if not all of ARCH's priorities are in our own legislative agenda, it will be interesting how that plays out as we communicate those with our legislators. If we are already doing that advocacy, part of that role may have already been fulfilled.

Kurt deferred to Lindsay and the Chair on the timeline. In response to other points made, it's important to remember this is a draft recommendation from the committee for Board discussion. We need to be clear about what we are checking in with our councils about. The process we launched a couple months ago asked Board members to let Councils know we are doing this, that we are gathering their input and the Board will work on a recommendation. We are very clear that the deciders are the Councils. The key is to check in with your folks to know if these are the right recommendations so we can come back and make a decision, which councils can then edit or deny. We're also hearing the need for more clarity on the governmental affairs position and how it differs from HDC or other advocacy groups. The strategy is both for someone who can help take advantage of opportunities and someone who could help us refine legislative policy. We all know how there can be a vision and mandate set out, and then the implementation is riddled with challenges. We have to have a way to coordinate legislative feedback to make sure things are working for the ARCH cities.

Carol thanked Kurt for the summary and said it would be useful to think about questions that were provided to the Board for discussion. It sounds like there is consensus that everyone should have time to check with their key stakeholders to frame their positions on those key questions. A tentative timeline was to look for a decision on the ARCH recommendations in March. The information provided may be enough for communication, but sounds like it would be helpful to include more context on the goals and budget implications in a cover letter, and the Council's opportunity to play a role in the budget and work plan.

Wally reiterated his concerns that Councils will not support something they didn't have a hand in making.

Carol concluded that the Board hasn't really answered the questions that have been asked of us. It was requested that Lindsay send the slideshow to the Board with the questions attached so the Board can be accountable to form positions on those questions prior to next month. Could Board members have conversations not in a meeting but in one on one settings to get feedback? The Strategic Plan would be put on the agenda for February on a day to avoid AWC days. Carol asked what other materials are necessary for conversations with Councils?

Maia asked for more information on the resource implications associated with additional staffing.

Carol said they could include information from last budget discussions regarding salaries and contribution changes for each jurisdiction.

Lindsay said we could include something in the memo about the process of putting the budget together and share an example of a staff position. We may also hear about the HUD grant this month, and there could be other grant opportunities in the future. We want to highlight that those are future conversations but also important context to consider now. Lindsay agreed we have what is needed for next steps.

6) OTHER BUSINESS

6a] Verbal Updates – *These items were postponed till the next meeting.*

- Middle Housing Planning Coordination
- Reminder: Scheduling Council HTF / Budget Approvals

7) ADJOURNMENT

Meeting was adjourned at 10:35 am.

ITEM 5A: Update on Kenmore Supportive Housing Project

Update on Kenmore Supportive Housing Project

Background

Since 2021, ARCH has been collaborating with the City of Kenmore to explore and advance opportunities to develop affordable housing within Kenmore. This began with the formation of a working team in July of 2021 to identify and evaluate a range of potential properties. This evaluation resulted in the City focusing its first efforts on a 22,222 square foot vacant, underutilized City-owned property in downtown Kenmore at 67th Avenue and Bothell Way NE, in close walking distance to a future Bus Rapid Transit station. In 2022, to encourage development of the project, the City pledged to commit over \$5 million of its own resources to the project, including donation of the property (valued at \$1.89 million) and contribution of \$3.2 million in American Rescue Plan Act (ARPA) funds. ARCH also worked with the City to secure predevelopment grant funds that were used for early due diligence items.

ARCH Funding Commitment and City RFP Process

In 2022, ARCH had approximately \$2.5 million in uncommitted funds remaining from the previous funding round, and was expecting at least \$500,000 in additional HB 1406 funds. In February of 2022, the ARCH Executive Board approved reservation of up to \$3 million to be included in the solicitation for the project. Kenmore representatives were in attendance to describe the City's commitment to affordable housing and investments in the project. Staff also shared the preliminary project goals, which included deep affordability (for households up to 30% AMI), achieving significant density, and creating community-supportive uses on the ground floor. The Board's action considered a range of factors, including:

- Alignment with the City's goal to create deep affordability at 30% AMI
- Availability of funds and desire to deploy resources in a timely manner
- Supporting geographic distribution of affordable housing, and lack of past opportunities to invest Trust Fund resources in Kenmore
- Expected financial leverage, based on analysis by ARCH staff
- Ability to help increase the project's competitiveness for other resources and attract well-qualified respondents
- Kenmore's strong commitment and investment in the project

Following the Board's approval to reserve funds, ARCH worked with City staff to develop a Request for Proposals (RFP) that was released in late February. The RFP welcomed proposals for a wide range of housing options affordable to low-income households, including permanent supportive housing, housing for seniors, and workforce housing. Specific priorities articulated in the RFP included: (1) achieving affordability at 30% AMI; (2) cost-efficiency and significant financial leverage of City and ARCH resources; (3) utilizing flexibility in the Development Agreement process to maximize density and achieve quality design (with a specific goal to achieve 80-100 units); (4) creation of ground floor commercial and/or community space that provides a public benefit (e.g., community center, child care center, health or wellness clinic, or other space that serves the residents

of the project and the Kenmore community); and (5) proposals that address diversity, equity and inclusion and support Kenmore to welcome residents of all races and incomes.

In April of 2022, the City received three competitive proposals. Based on the criteria in the RFP, an evaluation panel that included ARCH staff recommended selection of the development team led by Plymouth Housing, together with Walsh Construction as general contractor and Environmental Works as architect. The proposal met the key criteria outlined in the City's RFP, providing 100 units of permanent supportive housing for homeless individuals earning up to 30% AMI in a cost-effective design, leveraging significant public and private funds, and offering a financing strategy to facilitate ground floor uses that would benefit the community. Plymouth identified population parameters to include seniors, veterans and persons with disabilities, and communicated its desire to work with the City on selection of local referral partners. The proposal was also reviewed by the ARCH Community Advisory Board (CAB) to facilitate formation of final funding recommendation.

In late May, the proposal was [introduced](#) to the Kenmore City Council and a [study session](#) conducted to delve into the project details. At a [June 21, 2022 meeting](#), the Council voted unanimously to approve the selection of Plymouth, allocate \$3.2 million in ARPA funds, and direct staff to initiate negotiations for the property transfer agreement, development agreement and other necessary agreements. That same month, the ARCH Executive Board approved the CAB's funding recommendation of \$3 million. In the following months, the project team continued to work closely to develop the project and submit a variety of other funding applications, including a modest amendment to ARCH's award. Because of steep competition for State funds during the 2022 round, Plymouth received only a partial commitment, but was able to secure the remaining gap funds in 2023 through subsequent efforts, including a State appropriation resulting from Kenmore's lobbying efforts.

Recent City Decision on Development Agreement

To meet the City's goal of starting construction near the end of 2023, Plymouth's team worked closely with Kenmore to progress the design through the permitting process and draft the necessary provisions in a development agreement to accommodate the proposed density. Actions to approve the development agreement and enter into a formal purchase and sale agreement were scheduled for late 2023. Leading up to these decisions, a vocal opposition effort formed within the community and significant public comment against the project (as well as was made during the public hearings for the development agreement. This culminated in a 6-1 vote at a [December 11, 2023 meeting](#) not to adopt the ordinance approving the development agreement.

In January, the City identified the need for further direction from the Council to prepare an ordinance formally approving, modifying or rejecting the development agreement. Additional briefings and a detailed FAQ was provided by Plymouth and City staff to councilmembers, including two newly seated councilmembers. Plymouth also hosted a tour for Kenmore officials at two of their properties, including their newly opened property in Bellevue. Staff prepared options for the council to consider specific modifications to the project that would have the best chance of retaining the funding commitments secured by

Plymouth, including the option to require all residents to be seniors age 55 and over; to require good neighbor agreement; and to create a community engagement board. At a January 11 meeting, the Council voted to direct staff to bring an ordinance back to reject the development agreement. This ordinance was adopted the following week.

Ongoing Efforts to Facilitate Plymouth Project at Another Location

In recent weeks, ARCH has worked with members to explore other potential locations for the Plymouth project, with a goal of preserving as much of the project plans and assembled financing as possible. Currently, the City of Redmond is considering a City-owned property in Downtown Redmond close to a light rail station.

If an alternative site within the ARCH region is successfully matched to the project, ARCH will return to the Executive Board with more information, and to facilitate consideration of an amendment of our funding commitment to accommodate the new location.

Staff Recommendation

N/A

Attachments

1. City of Redmond February 13 Meeting Agenda

City of Redmond



Redmond
WASHINGTON

Agenda

Special Meeting Notice and Agenda

Tuesday, February 13, 2024

6:30 PM

**City Hall: 15670 NE 85th St; Remote: Comcast Ch. 21/321, Ziplly Ch. 34,
Facebook (@CityofRedmond), Redmond.gov/rctlive, or 510-335-7371**

City Council

Mayor

Angela Birney

Councilmembers

Vanessa Kritzer, President

Jessica Forsythe, Vice President

Jeralee Anderson

Steve Fields

Angie Nuevacamina

Osman Salahuddin

Melissa Stuart

Redmond City Council Agendas, Meeting Notices, and Minutes are available on the City's Web Site:

<http://www.redmond.gov/CouncilMeetings>

FOR ASSISTANCE AT COUNCIL MEETINGS FOR THE HEARING OR VISUALLY IMPAIRED:

Please contact the City Clerk's office at (425) 556-2194 one week in advance of the meeting.

Meetings can be attended in person, viewed live on RCTV (redmond.gov/rctlive), Comcast Channel 21/321, Ziplly Channel 34, Facebook/YouTube (@CityofRedmond), or listen live at 510-335-7371

AGENDA

ROLL CALL

I. NEW BUSINESS

- A. [AM No. 24-A024](#) Approval of Proposed Land Transfer to Plymouth Housing Development

[Attachment A: Overview of Kenmore Supportive Housing](#)

[Attachment B: Map of 16725 Cleveland Street](#)

[Attachment C: Plymouth Housing Funding Sources](#)

[Attachment D: Plymouth Housing Relocation Steps](#)

[Attachment E: ARCH Preliminary Site Analysis](#)

ADJOURNMENT

Meeting videos are usually posted by 12 p.m. the day following the meeting at redmond.legistar.com, and can be viewed anytime on Facebook/YouTube (@CityofRedmond) and OnDemand at redmond.gov/OnDemand



Memorandum

Date: 2/13/2024
Meeting of: City Council

File No. AM No. 24-A024
Type: New Business

TO: Members of the City Council
FROM: Mayor Angela Birney
DEPARTMENT DIRECTOR CONTACT(S):

Executive	Malisa Files, Chief Operating Officer	425-556-2166
Planning and Community Development	Carol Helland, Director	425-556-2107

DEPARTMENT STAFF:

N/A	N/A	N/A
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TITLE:
Approval of Proposed Land Transfer to Plymouth Housing Development

OVERVIEW STATEMENT:

The City of Redmond has the opportunity to capitalize on an affordable housing development, originally sited in the City of Kenmore, through Plymouth Housing. In partnership with the City of Redmond, Plymouth Housing is looking for land to develop a six-story building with 100 affordable units and ground floor commercial space (see description of the project in Attachment A). Redmond owns a parcel at 16725 Cleveland Street (see parcel map in Attachment B) next to light rail that is appropriately zoned for the project. Council has given the Mayor approval to pursue a land transfer contingent on further discussion of the project.

Additional Background Information/Description of Proposal Attached

REQUESTED ACTION:

Receive Information Provide Direction Approve

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
The acquisition of affordable housing is one of the City’s major initiatives in the Community Strategic Plan, the Comprehensive Plan, the Housing Action Plan, and in the 2023-2024 Budget.
- **Required:**
N/A
- **Council Request:**
At the Council meeting on Tuesday, February 6, 2024, the City Council approved staff to pursue a land transfer to Plymouth Housing contingent on further discussion of the housing project.
- **Other Key Facts:**

The City of Kenmore originally worked with Plymouth Housing to design and build a project on Bothell Way in Kenmore. The Kenmore City Council denied the project which gave Redmond the opportunity to partner with Plymouth Housing to bring the project within Redmond city limits.

OUTCOMES:

An overarching objective of Redmond’s Housing Action Plan is to build more housing, diversify housing options, and target resources to less advantaged households. An aim of the objective is to increase housing development opportunities and housing access for all income levels with particular attention to underserved communities. Plymouth Housing is a non-profit organization whose mission is to eliminate homelessness and address its causes by preserving, developing, and operating safe, quality, supportive housing and by providing adults experiencing homelessness with opportunities to stabilize and improve their lives. The proposed Plymouth Housing project takes another step forward in reaching both organization’s goals.

Project Description (see Attachment A):

The Plymouth Housing project is a fully funded, unique partnership between the City of Redmond, A Regional Coalition for Housing (ARCH), and Plymouth housing, including:

- 100 units of permanent supportive housing constructed and operated by Plymouth Housing
- 100% of residents will have documented disabilities (a condition of the Federal Trust Fund money)
- Residents will be below 30% area median income (AMI)
- Residents will be those currently experiencing homelessness
- Ground floor services

ARCH conducted a preliminary site analysis (see Attachment E) that concluded, based on the potential alternatives, the proposed Plymouth project represents a relatively greater return on the City’s investment of land in terms of the number of affordable units created and the depth of affordability.

Why Redmond?

Redmond is uniquely situated to offer Plymouth Housing a place for their project, including:

- Redmond has land appropriately zoned for housing that is situated next to light rail.
- The City had planned to use the Cleveland parcel for affordable housing.
- The Plymouth Housing project is currently without a home and both jurisdictions (City of Kenmore and City of Redmond) are a part of ARCH which would keep the current ARCH contribution to the project available for use in Redmond.
- Redmond already has the \$3.2 million in allocated affordable housing resources to supplant the funds committed by the City of Kenmore.
- Redmond has a successful track record of approval with the County Permanent Supportive Housing project in Overlake and would engage in the same community outreach effort.
- Redmond staff are knowledgeable and eager to lend support to this project based on the recent success with the Together Center.

Project Funding

The Plymouth Housing Project is fully funded as described in Attachment C. The project is using a combination of sources from the Washington State Housing Finance Commission, the National Housing Trust, ARCH, Washington State Department of Commerce, Plymouth Housing, Federal Home Loan Bank, direct appropriation from the State, and Connecting Housing to Infrastructure (CHIP). The City of Redmond would also contribute \$3.2 million from money set aside in the Capital Investment Program for affordable housing. Redmond’s contribution would supplant the funds committed by the City of Kenmore.

A timeline of the re-location steps is contained in Attachment D. The next step in bringing the Plymouth Housing project to Redmond is the commitment to transfer the Cleveland parcel to Plymouth Housing. Redmond purchased the 25,928 square foot Cleveland parcel in 2019 for \$5.5 million with the intent to develop affordable housing. Staff recommends transferring the land to Plymouth Housing, putting in place adequate covenants which would ensure the property is used in furtherance of the governmental objectives (affordable housing) including reversionary interest back to the City if the property is ever not used for those expressed purposes. With Council’s approval giving authority to the Mayor, staff will work with Plymouth Housing to transfer the land with the covenants and revisionary interest as described in the Executive Session.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**
Redmond would follow the same community outreach process as the permanent supportive housing project in Overlake once the project is approved to move forward.
- **Outreach Methods and Results:**
N/A
- **Feedback Summary:**
N/A

BUDGET IMPACT:

Total Cost:

Redmond purchased the parcel at 16725 Cleveland Street for \$5.5 million in 2019 from King County Housing Authority. In addition to the land, the City would contribute approximately \$3 million out of funds set aside for affordable housing which was the contribution the City of Kenmore was making to the project. Other costs that will be incurred by Redmond include staff, administrative and legal expenses as well as waived permit fees allowable under the Redmond code.

Approved in current biennial budget: Yes No N/A

Budget Offer Number:

CIP project Affordable Housing Development (page 261 in the 2023-2024 Budget)

Budget Priority:

Vibrant and Connected

Other budget impacts or additional costs: Yes No N/A

If yes, explain:

Additional expenses will be incurred by the City for staff time, administration, and legal costs.

Funding source(s):

Capital Investment Program

Budget/Funding Constraints:

N/A

Additional budget details attached

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
2/6/2024	Business Meeting	Provide Direction

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
2/13/2024	Special Meeting	Approve

Time Constraints:

Per Council action, the City is pursuing the land transfer to Plymouth Housing. Staff will complete the transfer once Council makes a final decision.

ANTICIPATED RESULT IF NOT APPROVED:

If the project and land transfer is not approved the City would release an RFP for affordable housing developers to propose projects for the Cleveland parcel. Plymouth Housing would seek a new piece of land for their project.

ATTACHMENTS:

- Attachment A: Overview of Plymouth Housing Project
- Attachment B: 16725 Cleveland Street Parcel Map
- Attachment C: Plymouth Housing Project Funding Sources
- Attachment D: Plymouth Housing Project Re-Location Steps
- Attachment E: ARCH Preliminary Site Analysis

Overview of Kenmore Supportive Housing

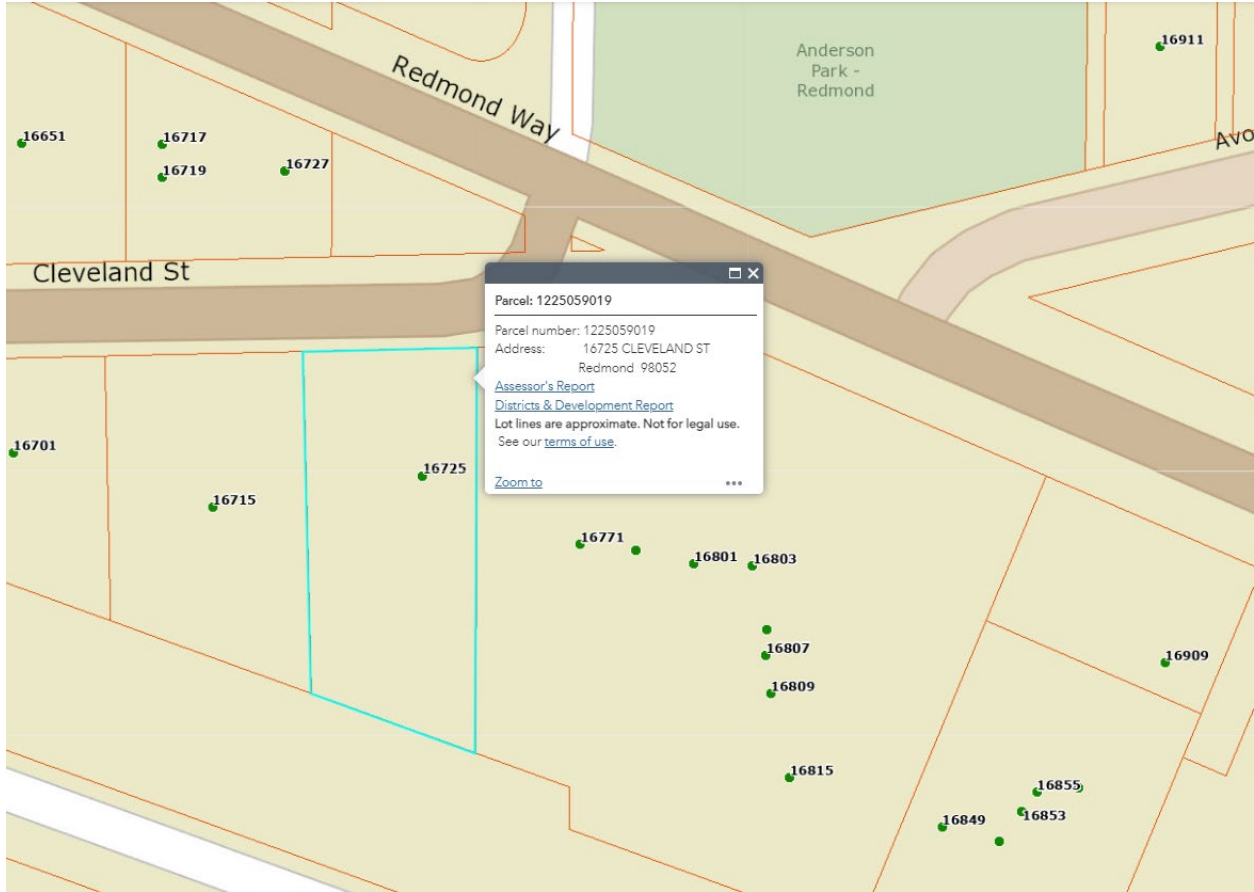


- City parcel at 6532 Bothell Way
- Unique Partnership/Coalition
 - City of Kenmore
 - Plymouth Housing
 - ARCH
- Six-story building
- 100 affordable housing units
- Ground floor commercial space
- Onsite resident services
- Courtyard area



Attachment B

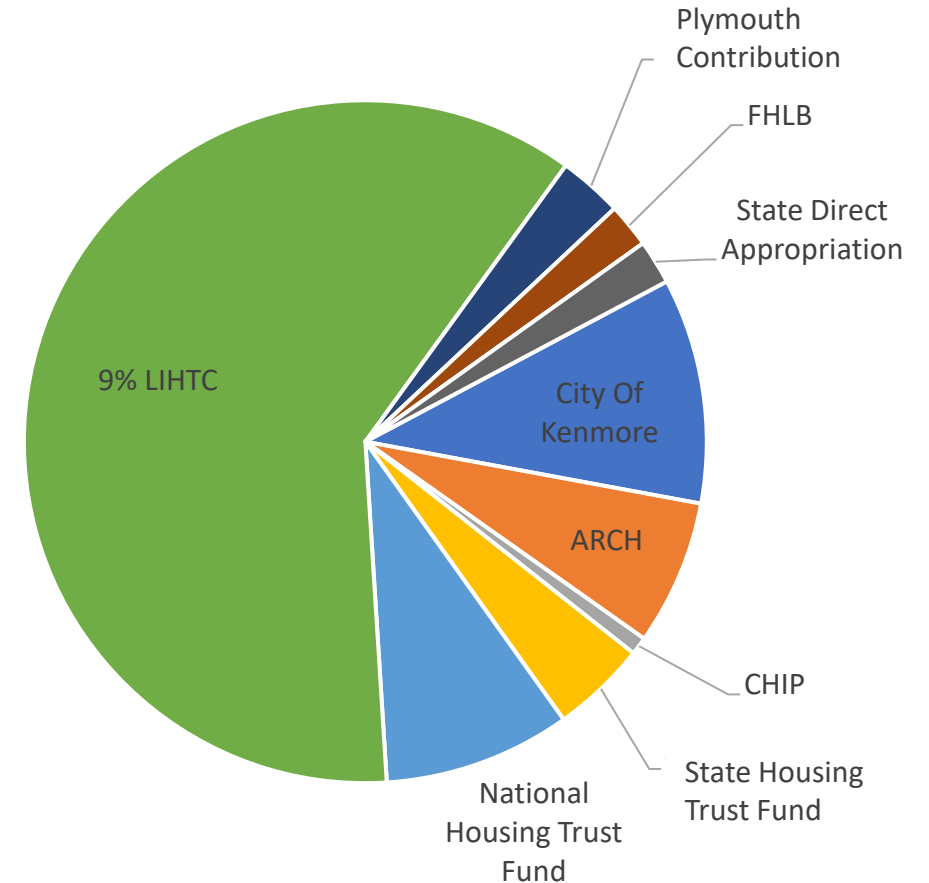
City of Redmond Property
16725 Cleveland St.



Kenmore Financing Sources*

Attachment C

Source	% of Total Funding
Washington State Housing Finance Commission (LIHTC Equity)	61%
City of Kenmore (Land & Funding)	11%
National Housing Trust Fund (NHTF)	9%
A Regional Coalition for Housing (ARCH)	7%
Washington State Department of Commerce (Housing Trust Fund)	5%
Plymouth Housing Contribution	3%
Federal Home Loan Bank AHP (FHLB)	2%
State Direct Appropriation	2%
Connecting Housing to Infrastructure (CHIP)	1%



*Pre-closing sources as of December 2023

Attachment D

Plymouth Housing Project Re-Location Steps

Action	Due Date	Done
Establish Mayor Support – Malisa and Carol meeting with Mayor	1/23/24	✓
Consult with Briahna 1. Mayor/Briahna – Jan 23 2. Carol/Briahna – Jan 24	1/23/24 ongoing	✓
Establish Kenmore Support 1. Mayor Birney confirmed N. Herbig support - Jan 23 2. C. Helland confirmed Rob Karlinsey support with N. Herbig - Jan 24	1/24/24	✓
Establish City Council support – Mayor Birney to call Councilmembers	1/23/24	✓
Capital Fund Earmark from Kenmore to Redmond 1. ARCH/Plymouth preparing Capital Funding Request form – Jan 24 2. Briahna talking to 48 th District Legislators for sponsor – Jan 24 3. Briahna talking to 1 st District Legislators for support – Jan 29	Due Jan 25	✓
2PW COTW meeting 1. ARCH HTF Recommendation presented	Feb 6	
Business Meeting/Executive Session on Land transfer 1. Will recommend: a. Approve land transfer to Plymouth b. Transfer contingent on funding stack staying intact	Feb 6	

Project Details (also see [link](#))

- 100 units of permanent supportive housing constructed and operated by Plymouth Housing
- Below 30% AMI; individuals exiting homelessness
- 100% of residents will have document disability (condition of federal trust fund money)
- Ground floor services
- Fully funded project
- Project denied by 4-3 vote in Kenmore

Why Redmond?

- Kenmore has project without a home, and both jurisdictions are part of ARCH coalition which would keep ARCH Housing Trust Fund contribution available for use in Redmond
- Redmond has land appropriately zoned for use to be allowed as of right and next to light rail
- Redmond has \$3.2 M allocated to affordable housing to supplant funds committed by Kenmore
- Redmond has a track record of approval with County Permanent Supportive Housing project in Overlake, and would engage in the same outreach process
- Redmond staff are eager to lend support based on recent success with the Together Center

Attachment E

ARCH Preliminary Site Analysis- Plymouth Redmond PSH

SITE ADDRESS: 16725 CLEVELAND ST. REDMOND, WA

LOT AREA: 25,913 SF

ZONING: Downtown Mixed Use, Anderson Park

Proposed project

Plymouth contemplates developing 100 residential units, residential open space, supportive service amenities, and ground floor retail in a 5-story building on the Cleveland St. site.

The proposed residential area is driven and limited by four items that would impact any potential mixed-use development on the site.

1. Site dimensions;
2. Height limits;
3. Parking requirements; and
4. Shallow water table.

Based on these constraints, the preliminary Plymouth plan does not leave significant unrealized development capacity on the site.

Development Capacity:

1. The proposed site is a long skinny site (approximately 120' by 235') with vehicular and garbage access solely from Cleveland Street. This constraint narrows the allowable building width on the site by an additional 20'.
2. Plymouth's preliminary program maximizes the 5 stories allowable on the site. Other developers may seek a 6th floor through a TDR or Green Building program. An additional floor may yield 25 additional units. Plymouth is not seeking either route because of timing and financial limitations. Additionally, the parking requirements may be increased directly to the number of units, resulting in 31 additional required stalls.
3. The current parking requirement per Table 21.10.040C dictates a required 125 spaces for a 100 unit development. Plymouth is working to confirm their proposed development will meet Section 2 of RCW 36.70A.620 with 100% of the units serving people with disabilities.

The parking requirement may limit additional unit creation if another floor were feasible for non-affordable, senior, or supportive housing.

4. Plymouth does not have site specific geotechnical analysis at this time. Anecdotal information from other developers in the downtown area identify the water table is fairly shallow which may limit the depth of subterranean parking to a single level. 100 parking stalls is not feasible in a single level of parking. The water table would limit the parking stall count, and therefore,

residential unit count of any development not eligible for parking reductions will limit the total number of units created on the site.

Development Alternatives

The following table summarizes potential development alternatives to achieve affordable housing on the property.

Program:	Plymouth Housing	4% Family*	4% Senior	Market Rate**
Units:	100	60	100	60
Narrative:	Supportive Housing for people with disabilities and exiting homelessness; uses parking reduction.	Blend of Studio, 1br, and 2br units in 6 story building; may need parking reduction	Affordable, senior housing in 5 story building in similar layout as Plymouth; uses parking reduction.	Blend of Studio, 1br, and 2br units in 6 story building; no parking reduction; affordable produced through mandatory requirements
Total Affordable Units:	100	60	100	6
0-50% AMI	100	0	0	0
51-60% AMI	0	60	100	0
61-80% AMI	0	0	0	6*
Assessed Land Value:	\$4,664,300	\$4,664,300	\$4,664,300	\$4,664,300
Land Investment per affordable unit:	\$46,643	\$77,738	\$46,643	\$777,383

Notes:

*A 4% family project may have challenges competing for funding with larger projects that can achieve greater construction cost-efficiencies.

**In a market rate development, the City may be able to negotiate a small additional set-aside of affordable units by contributing the full value of the land (estimated 10-15 units).

Conclusion

Based on these potential alternatives, the proposed Plymouth project represent a relatively greater return on the City’s investment of land in terms of the number of affordable units created and the depth of affordability.

ITEM 5B: Funding Coordination Update

Informational Update on Public Funding Coordination Process

Background

One of ARCH's primary mission objectives is to attract other public and private funding to local affordable housing projects. To accomplish this, ARCH advocates for our priority projects and participates in ongoing coordination with other public funders in Washington state. This work has become increasingly critical as the competition for resources has increased at all levels. In particular, demand for multifamily housing bonds with 4% Low Income Housing Tax Credits (LIHTC) has been at an all-time high in recent years, with demand outpacing available bond cap by at least 5:1. This has resulted in long waiting lists and significant uncertainty for developers investing resources during the pre-development process.

To address these challenges and generally improve coordination and transparency, the collective set of public funders in King County have collaborated on framework for preparing projects to compete for allocations of bonds and tax credits. ARCH participated in the development of the framework and initial implementation in 2024, along with King County, City of Seattle, South King Housing and Homelessness partners (SKHHP), Sound Transit, the State Department of Commerce, and the Washington State Housing Finance Commission (WSHFC), which administers the bond/LIHTC program. Key factors and considerations within the framework include:

- Readiness of projects and ability to secure building permits within specified time periods
- Required local funding commitments
- Countywide geographic distribution
- Cost efficiency and unit production
- Support for community-based organizations and strategies to undo racial inequities

ARCH will continue to participate in refining and updating the framework over time, while seeking to ensure priority projects in East King County have a path to secure commitments from other funding partners.

Staff Recommendation

N/A

Attachments

1. King County Bond/Tax Credit Pre-Allocation Process

King County Bond/Tax Credit Pre-Allocation Process

Important 2024 Policy Changes in King County

Starting in 2024, the Commission introduced a new allocation process in King County to improve coordination and provide a transparent process to developers with projects in the public funder pipeline.

Local Funders Make Commitments First

In King County, Bond/Tax Credit projects are now required to have local funding commitments in place prior to applying to the Commission. The Commission and the public funders agreed to share an allocation framework to prioritize public investment to ensure developments can move towards readiness with limited resources.

The Commission will invite applicants on the tiered “Invitation to Apply” list below to apply once their project has reached a sufficient level of readiness and is fully funded. The tier designations on the list indicate priority level and readiness to close. In addition, a “partially funded” Tier 3 list of projects is still under discussion and will be made available in the following weeks.

Invitation to Apply List – Updated January 23, 2024

Projects that are fully funded only will receive an invitation to apply from the Commission as they approach their closing date. Tier designations on this list will be reevaluated in July.

Project Name	Applicants ¹	Public Funders ²
Tier 1 – Closing within 6 months; local funding commitments secured; path to securing final building permits		
New Hope Family Housing	New Hope Community Dev. Inst.	HTF, Seattle OH
Victory Northgate	GMD Development	Seattle OH
Tier 2 – Closing by year-end; local funding commitments secured; path to securing final building permits		
Beacon Hill Affordable TOD Development	El Centro de la Raza	HTF, King County, Seattle OH
Bryant Manor Redevelopment Phase II	First A.M.E. Housing Association	HTF, King County, Seattle OH
Burien Family Housing	Mercy Housing Northwest	HTF, King County, SKHHP
Spring District/120 th Station	Bridge Housing Corp	ARCH, HTF, King County, Sound Transit
Via7	Mount Baker Housing Association	HTF, King County, Seattle OH
Youth Care	Community Roots Housing	HTF, King County, Seattle OH
Tier 3 – Closing next year; local funding commitments secured; path to securing final building permits		
Bellwether Overlake Apartments	Bellwether Housing	ARCH, HTF, King County, Sound Transit
Kent Multicultural Village	Mercy Housing Northwest	HTF, King County, SKHHP, Sound Transit

¹ Each of the projects on the list has a proposed Community-Based Organization (CBO) as a partner or are being developed by a Community-Based Organization.

² The Commission coordinates closely with public funders in King County which includes the King County Department of Community and Human Services, Sound Transit, City of Seattle’s Office of Housing (OH), the Department of Commerce’s Housing Trust Fund (HTF), A Regional Coalition for Housing (ARCH), and South King Housing and Homelessness Partners (SKHHP).

ITEM 5C: Draft ARCH Strategic Plan Discussion

Further discussion of draft ARCH Strategic Plan

Background

In 2022, the year of ARCH's 30th anniversary, the Executive Board set forth plans to initiate a strategic planning process in 2023. The effort was intended to build on recent organizational evaluations that the Board had been utilizing to make incremental improvements and expansions in ARCH's programs and services, with the timing aligned with current local planning efforts aimed at far more ambitious housing needs than in years past. The Board identified several goals for the process, including:

- Re-affirm members' commitments to ARCH
- Strengthen consensus on ARCH's roles and responsibilities
- Recommend actionable strategies with phased priorities for implementation
- Evaluate alignment between ARCH's work/mission and resources/staff capacity, and define organizational priorities
- Evaluate new ways for ARCH to continually engage changing city leaders (elected and staff)

ARCH initiated the process in the first half of 2023, hiring Loveall Price and Associates (LPA) to facilitate the process, and commissioning a subcommittee with responsibility for recommending the plan's acceptance by the Executive Board. Kurt Triplett was selected to chair the Strategic Planning Committee, with Diane Carlson, Debbie Bent and Mark Hofman joining to represent a range of smaller and larger jurisdictions, and Olga Perelman joining to help provide the perspective of the Community Advisory Board.

At the January Executive Board meeting, Board members reviewed the Committee's set of proposed strategies that emerged from the formal planning process initiated in the summer of 2023. The proposed strategies take into account input from the early workshop on ARCH's identity and criteria for making decisions, input from stakeholders collected through a detailed survey, and more recent input from Board members at a strategy workshop in November. In response to the draft strategies, the Board was asked to consider the following questions:

- **Strategies:**
 - Do these strategies align with what you heard at the workshops?
 - Should any strategies be changed or moved to the parking lot? Are there any in the parking lot that we should incorporate in year 1?
 - Looking at the governance and policy/legislative/funding strategies, have we identified the right actions steps and pacing to move these forward?
- **Process:**
 - Do you have any concerns with the next steps for plan approval?

In response to these questions, Board members provided several thoughtful comments and articulated some requests for next steps. These are summarized in the table below, along with the follow-up actions that have occurred since the meeting.

Comment	Follow up
Request for additional time to consider the strategies and consult with stakeholders from each jurisdiction, including rescheduling the February meeting.	February meeting re-scheduled to the 15th, and Board action on the plan postponed to March.
Request for additional information on the rough order of magnitude impact of a new staffing position	High level information on an example FTE allocation sent to Board members on January 19. (Note this estimate does not incorporate expected updates to Bellevue’s salary ranges for 2025 that will be approved later this year.)
Request for a formal communication to use for sharing the draft strategies summarizing the reasons for developing a Strategic Plan, the Board’s approach and engagement in the process, and how the plan would be implemented through typical processes including Council’s role in approving ARCH’s budget and work plan.	Cover memo from the Planning Committee Chair and a clean summary of the draft strategies sent to Board members on January 19.
Request for additional discussion and thinking on potential roles for policy/government relations/communications staff	List of potential responsibilities for new staff and/or consultants drafted (see attachment 3)

In addition to the responses above, a few members determined it would be most effective to bring the draft strategies to a council meeting to gather feedback and questions. To assist with this effort, ARCH staff prepared a set of presentation slides, shown in attachment 2. ARCH staff and LPA have also outlined the final materials that should be developed for ongoing use as the Strategic Plan is communicated and implemented.

Document	Content
Strategic Plan	Mirrors the content in the Executive Summary developed in January, plus high level information on the process to monitor and adjust the plan. Does not include action steps/timelines. Could incorporate additional background on the State-required planning framework/housing needs in East King County
Strategic Plan Summary	High-level 2-page summary of the strategic plan for a general audience
Identity Statement	1 to 2-page document capturing the key elements of ARCH’s identity
Monitoring Dashboard	Internal dashboard for use by the Board and staff to develop and track action steps and timelines following adoption of the Strategic Plan

At the February meeting, Board members will be asked to share any additional feedback on the materials outlined above, most importantly on the proposed strategies, any desired adjustments and readiness to take action at the March meeting.

Staff Recommendation

Staff recommend the Board continue to discuss the proposed strategies and share feedback from their individual jurisdictions, and provide any suggestions on the associated documents to ensure they capture the right content for our intended audiences.

Attachments

1. Draft Strategic Plan Executive Summary
2. Strategic Planning Update Presentation Slides
3. Example FTE Salary and Benefits Allocation
4. Draft Job Duties to Implement Proposed Strategies

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.

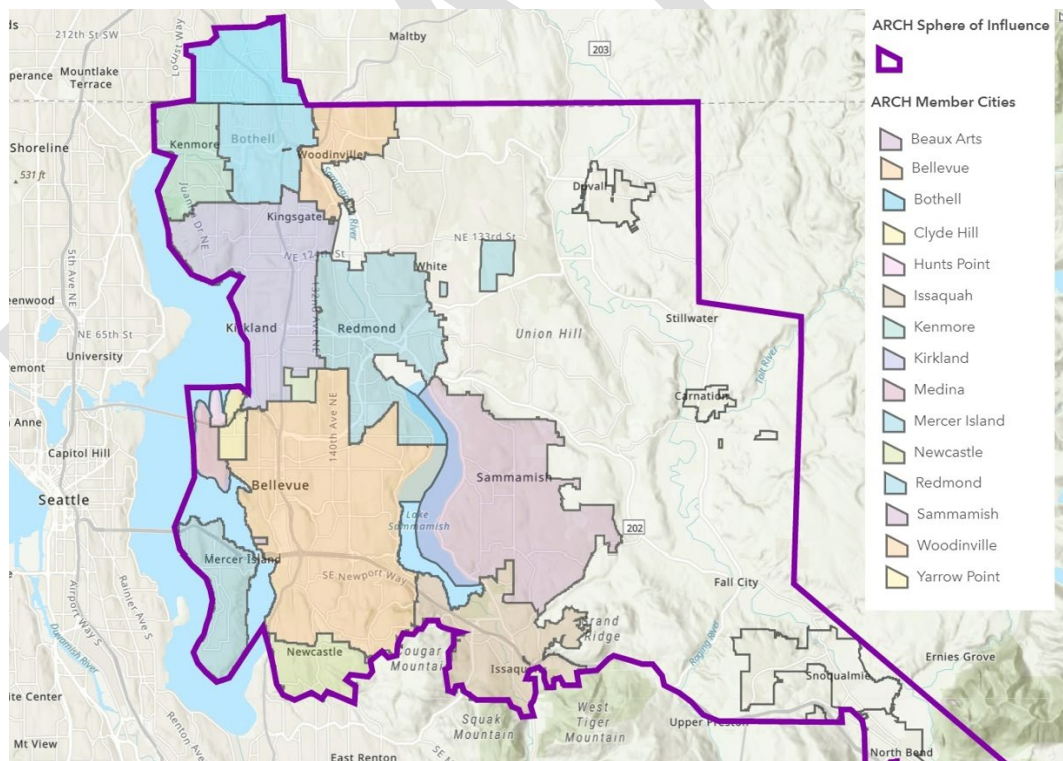
ARCH Mission and Identity

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.



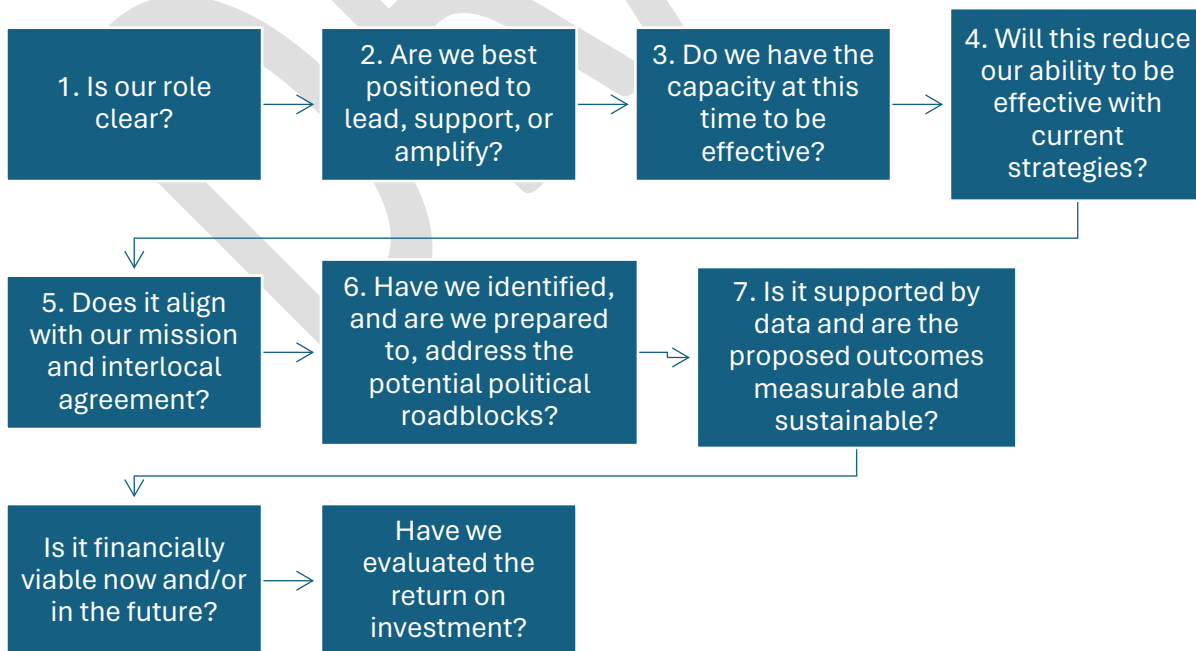
We provide expertise on all facets of affordable housing – including complex data analysis, policy, planning, financing, development, and operations.



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.**

A Regional Coalition for Housing

Strategic Planning Process Update

Agenda

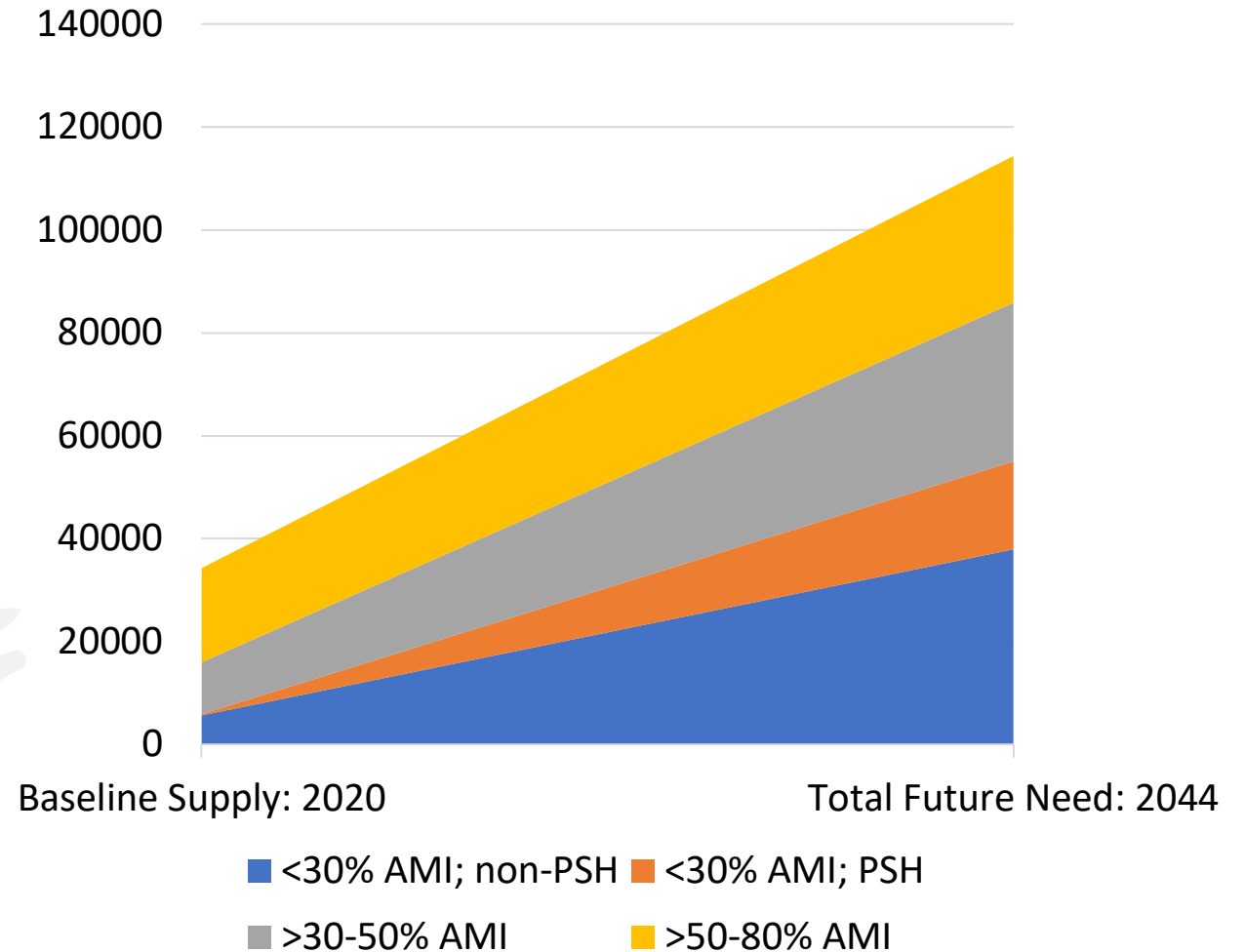
A thick yellow horizontal bar spans the width of the slide, with a vertical yellow bar extending downwards from its right end.

1. Context and Goals
2. Strategic Planning Process
3. Draft Strategic Plan Elements
 - ARCH Identity: Mission, Strategic Advantages, Strategy Screen
 - Draft Strategies and Big Question
4. Implementation Process

Broader Context

- Growing housing affordability gap
 - East King County planning for over 80k additional homes affordable to households with low incomes by 2044
 - Ranked number one most important problem 2023 State survey
- Expansion of local jurisdiction responsibilities under Growth Management Act
- State mandates driving local policy and planning decisions

Additional Affordable Homes Needed
In East King County (2020 vs 2044)



Context for ARCH Planning

2019-2021:

Building on Recent Organizational Evaluations

Program audit/evaluations; right-sizing staff for monitoring work; updating policies/procedures

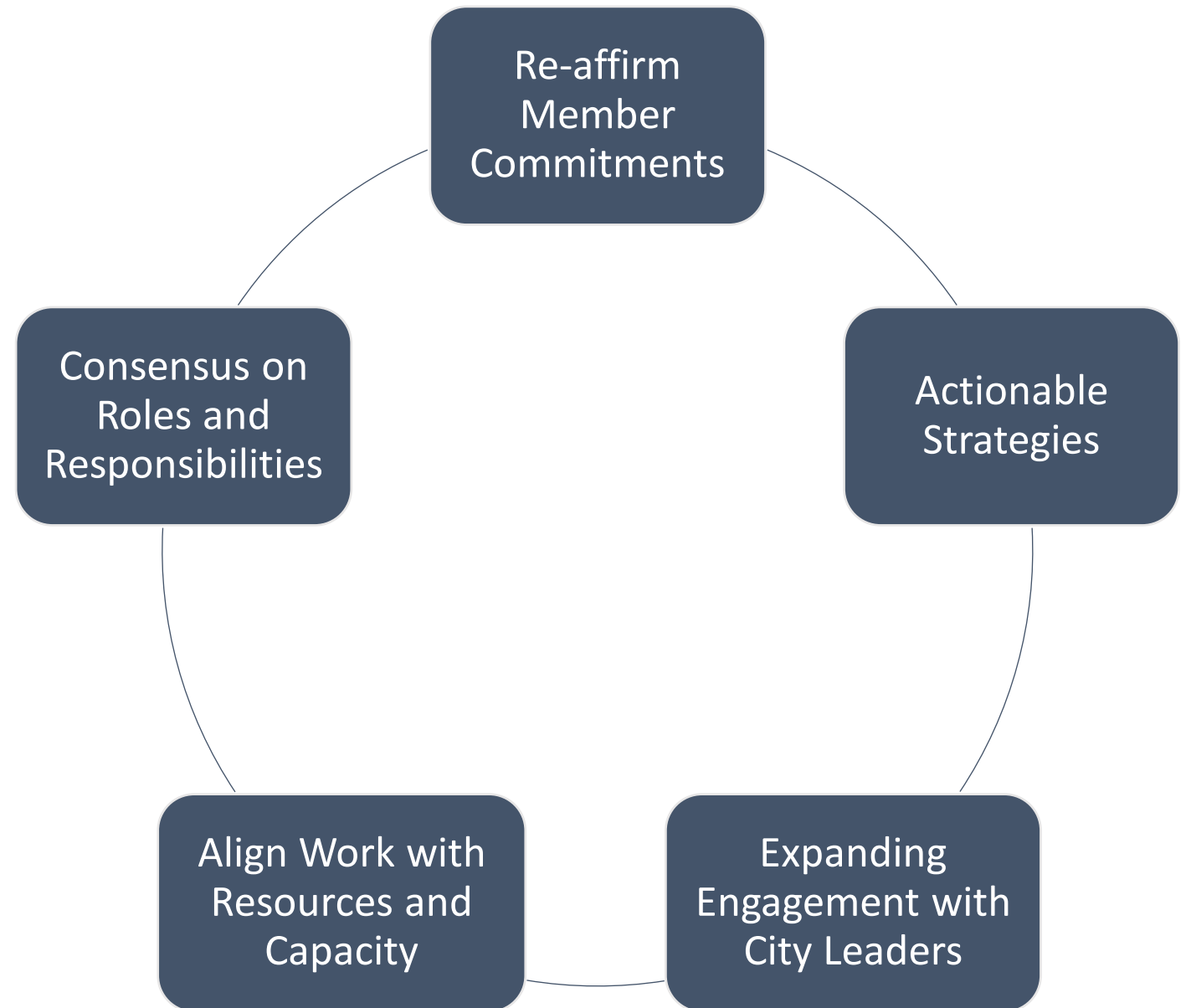
Landscape analysis; Interviews with Eastside developers, members and others; Staffing vs work program trends; Future staffing options/funding models

2022

Celebrating 30 Years of Housing Collaboration

Pooled housing investments; Assisted 10 cities with local incentives/inclusionary programs; work on 50+ policies, plans, code amendments, regulations

Executive Board Goals



Strategic Planning Process



Stakeholder Engagement

- Built on recent engagement efforts
- Surveyed stakeholders on ARCH, role, and strategies
- 116 responses (28 Elected Officials, 41 Developers and Property Owners/Managers, plus planning commissioners, public entity staff, community members/Community Advisory Board, Chamber/business owners, and others)
- Wide range of viewpoints even among common types of stakeholders



ARCH Mission

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

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 programs 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.

ARCH's Strategic Advantages

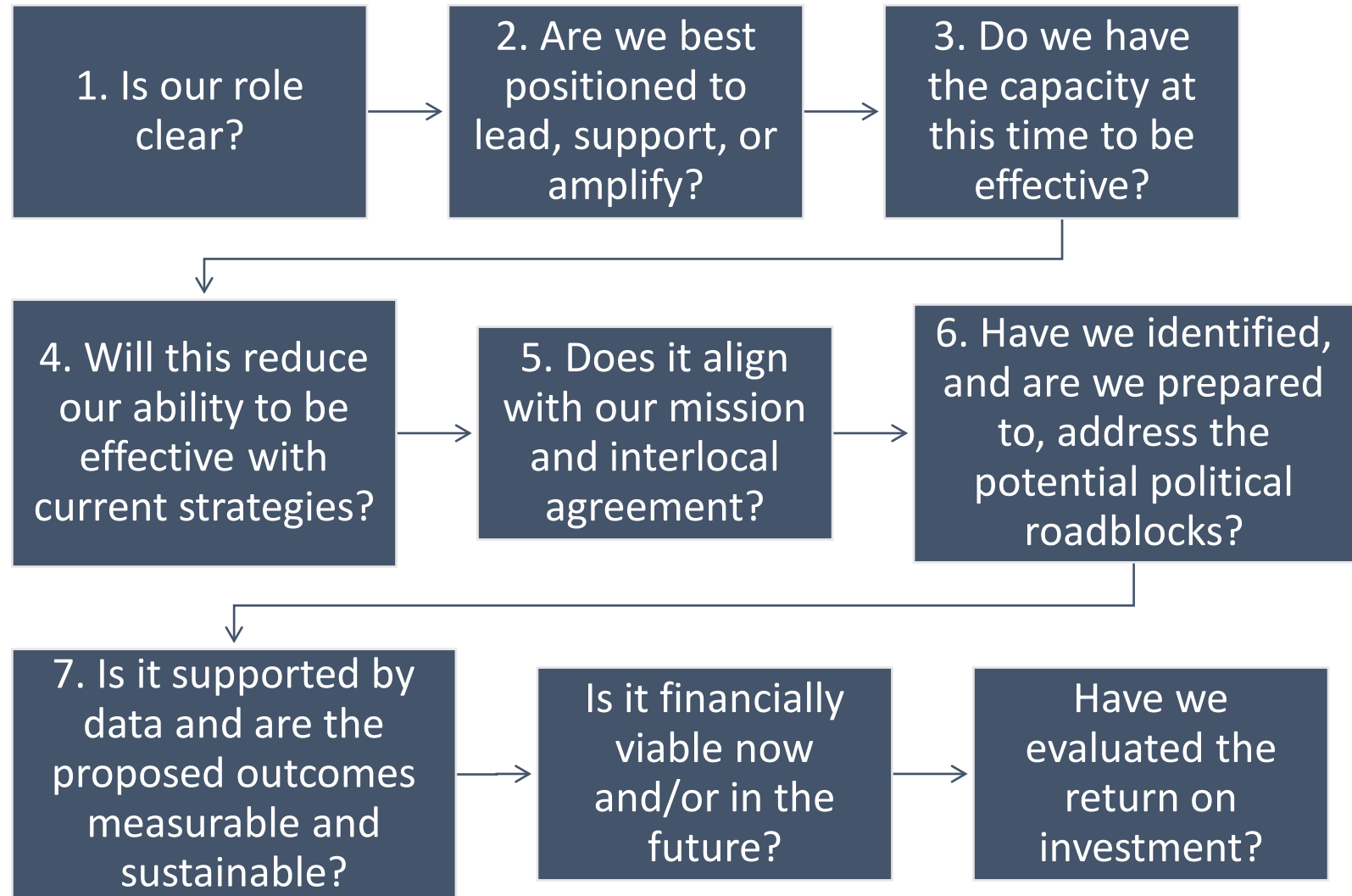
Defining who ARCH is and where we can deliver superior programs and services to achieve our mission...

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.

Strategy Screen Questions



How do we build more affordable housing faster?

Governance and Administration

- Increase elected official education and engagement
- Streamline decision-making processes
- Explore governance changes, including role of Board and elected officials
- Establish organizational / diversity, equity and inclusion values

State and Regional Policy and Funding Engagement

- Support cooperative efforts on targeted state and regional legislation and funding that advances creating more housing faster
- Serve as policy resource; connect members with data and expertise on housing solutions
- Support coordination of legislative advocacy in areas supported by members

Local Policy and Planning

- Support member requests for planning assistance
- Facilitate use of surplus land and other local strategies
- Support high impact special projects

Program Implementation

- Continue being the cost effective implementation vehicle for local investments, programs/policies
- Preserve and steward affordable housing created by members
- Consider strategic partnerships to meet other community needs

Strategic Plan Implementation



Example Salary and Benefits Allocation

Estimates for 2024 salary and benefits for senior planner or mid-range policy advisor position - allocated on a per capita basis

	Population (2021 ACS)	Percentage	1.0 FTE Staff - Allocation by Member
Beaux Arts Village	325	0.1%	\$ 88
Bellevue	149,365	24.0%	\$ 40,281
Bothell	47,355	7.6%	\$ 12,771
Clyde Hill	3,118	0.5%	\$ 841
Hunts Point	324	0.1%	\$ 87
Issaquah	39,057	6.3%	\$ 10,533
Kenmore	23,556	3.8%	\$ 6,353
Kirkland	91,656	14.7%	\$ 24,718
Medina	2,928	0.5%	\$ 790
Mercer Island	25,506	4.1%	\$ 6,879
Newcastle	12,855	2.1%	\$ 3,467
Redmond	72,166	11.6%	\$ 19,462
Sammamish	66,532	10.7%	\$ 17,943
Woodinville	13,247	2.1%	\$ 3,573
Yarrow Point	1,365	0.2%	\$ 368
King County (unincorporated)	73596	11.8%	\$ 19,848
	622,951	100%	\$ 168,000

Draft Job Duties to Implement Proposed Strategies

Communications:

- Develop and implement communications plans for projects, programs, initiatives, and events
- Provide strategic communications support for ARCH members regarding public policy issues
- Create external facing ARCH materials including annual reports, presentations, and program information
- Write, edit, and proofread content for ARCH's communications channels. Examples include website and social media content, program promotional and educational materials, video, flyers, and press releases.

Policy/Government Affairs:

- Convene coalition members on an annual basis to develop targeted legislative priorities related to funding for affordable housing and/or reducing barriers to affordable housing development
- Collaborate with ARCH members' government relations and other key personnel to support implementation of identified legislative priorities, including tracking key legislation and coordination of advocacy efforts
- Provide expert policy analysis and draft talking points for members on proposed legislation
- Explore collaboration with other subregional housing coalitions and housing-focused organizations
- Lead and coordinate annual engagement efforts with ARCH elected officials and their staff, including educational events, and develop materials in coordination with ARCH staff and Board
- Prepare and make presentations to city councils and other audiences.

Development and Financing Strategy:

- Identify potential opportunities and conduct outreach to faith-based communities, nonprofits, public and private entities with surplus or underutilized land that could be available for affordable housing
- Provide technical assistance to land owners and/or developers interested and ready to pursue affordable housing
- Conduct feasibility studies for individual properties identified as potential affordable housing sites
- Draft and/or advise entities in drafting requests for proposals and/or solicitations for affordable housing development; serve on review panels and assist with evaluating development proposals
- Advise on community engagement strategies for high priority projects
- Pursue partnerships with other funders to leverage other public and private investment; develop innovative financing proposals to maximize local resources
- Support analysis and recommendations for zoning and incentive strategies to unlock new development opportunities