



## ARCH EXECUTIVE BOARD AGENDA

January 9, 2025

Together Center, Shuksan Room

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

**9:00 a.m. – 10:30 a.m.**

- 1) Call to Order
- 2) Approval of the Agenda
- 3) Approval of the December 2024 Meeting Minutes
- 4) Public Comment
- 5) Reports / Action Items
  - a) Strategic Plan Monitoring
  - b) 2025 Board Work Plan and Meeting Schedule
  - c) City of Redmond Middle Housing Presentation
- 6) Other Business
  - a) Verbal Updates
    - Hiring
    - Update on ARCH Governance/Organizational Study
    - Update on ARCH Legislative Priorities
    - Investments Event - April
- 7) Adjournment

### **ITEM 3: Approval of the December 12, 2024, Meeting Minutes**

Approval of the December 2024 Executive Board Meeting minutes

#### **Attachments**

- A. Summary Minutes to Executive Board Meeting December 12, 2024

DRAFT

## **A REGIONAL COALITION FOR HOUSING (ARCH)**

### **Summary Minutes to Executive Board Meeting**

Date December 12, 2024  
9:00 am

Hybrid Meeting

#### **Board Members Present:**

David Pyle, City of Sammamish, Director of Community Development  
Alison Van Gorp, City of Mercer Island, Director of Development Services  
Debbie Bent, City of Kenmore, Community Development Director  
Kyle Stannert, City of Bothell, City Manager  
Dean Rohla, City of Clyde Hill, City Administrator  
Simon Foster, King County, Gov't Relations DCHS  
Steve Burns, City of Medina, City Manager  
Nathan McCommon, City of Bellevue, Deputy City Manager  
Scott Pingel, City of Newcastle, City Manager  
Jared Hill, City of Woodinville, Intergovernmental Affairs Coordinator  
Wally Bobkiewicz, City of Issaquah, City Administrator  
Kurt Triplett, City of Kirkland, City Manager  
Steve Burns, City of Medina, City Manager

#### **Board Members Absent:**

Carol Helland, City of Redmond, Director of Planning and Community Development

#### **Others Present:**

Lindsay Masters, ARCH, Executive Director  
Diana Heilman, ARCH, Senior Administrative Assistant  
Yelias Bender, ARCH, Senior Program Officer  
Mike Stanger, ARCH, Senior Planner  
Susie Levy, ARCH, Local Housing Programs Manager  
Patrick Tippy, ARCH, Investments Manager  
Adam Matza, ARCH, Rental Program Coordinator  
Ian Lefcourte, City of Redmond, Senior Planner  
Sunaree Marshall, King County, Housing, Homelessness, and Community Development – Dep Div Director  
Linda Abe, City of Bellevue, Affordable Housing Planning Manager  
Olga Perelman, CAB, Chair  
Jen Davis Hayes, City of Issaquah, Economic Development Manager  
Cissi Xu, ARCH, Intern  
Jason Gauthier, South Sound Housing Affordability Partners, Manager  
Valerie Kendall, King County, Interim Policy Planning and Special Projects Manager

#### **1. CALL TO ORDER**

Vice Chair Debbie Bent called the meeting to order at 9:01 am.

#### **2. APPROVAL OF THE AGENDA**

Vice Chair Bent asked if there were any changes to be made to the December 12, 2024, agenda. No changes were made.

*Kyle Stannert moved to approve the agenda. Nathan McCommon seconded the motion. All voted in favor of approving the agenda for December 12, 2024.*

### 3. APPROVAL OF THE MINUTES

Vice Chair Bent asked if there were any corrections to the meeting minutes for November 14, 2024. No corrections were requested.

*Nathan McCommon moved that the meeting minutes for November 14, 2024, be approved. Kurt Triplett seconded the motion. All voted in favor of approving the meeting minutes for November 14, 2024.*

### 4. PUBLIC COMMENT

Two members of the public offered comments.

### 5. REPORTS / ACTION ITEMS

#### 5a) 2024 ARCH Trust Fund Recommendations

Vice Chair Bent turned the discussion over to Director Masters. Director Masters introduced Patrick Tippy, ARCH Investments Manager, and Olga Perelman, Chair of the Community Advisory Board (CAB) as presenters of the 2024 Housing Trust Fund Recommendations. Director Masters said it had been a more challenging year than usual with most of the state housing funds being expended in the first year of the biennial budget and increasing complexities of the work ARCH was doing. There were additional city resources to be leveraged such as city properties made available for affordable housing.

Patrick Tippy began the presentation with a summary of the 2024 Housing Trust Fund Round. There were \$16.9 million in total funds, including \$4.9 million funding was available for award through the ARCH Trust Fund, \$10 million from the Bellevue Housing Stability Program and \$2 million from Issaquah's Inclusive Housing Investment Pool. ARCH was helping steward and align the awards of the Bellevue and Issaquah funds. A total of \$599,000 in CDBG funds were available for ARCH projects. For context, last year in 2023 ARCH invested in five different projects, including partial awards for two projects. Those previously funded projects helped build a pipeline with other public funders. The ARCH 2024 Trust Fund priorities set by the Board emphasized "Timely Delivery of Housing" and "Maximizing Unit Creation with ARCH Investment". It was a challenging year to align with other funding dollars. The State's Housing Trust Fund received more than \$110 million dollars in requests from King County projects for about \$20 million dollars available to award. They. About 25% of that \$20 million is expected to go to ARCH projects. With the low-income housing tax credit program and the tax and bond allocation, King County had \$200 million to award with almost \$1 billion in potential requests. ARCH anticipates that its projects would attract \$123 million or 60% of the King County allocation. The distribution of King County funding by region was also summarized. The challenges and the alignment of the HTF were illustrated by displaying the HTF workflow, including education efforts, council approvals, alignment of funding priorities, public funder coordination, loan closings of new projects and loan modifications. ARCH has added ongoing coordination with King County Housing Authority and Amazon Housing Equity fund. A slide was presented showing how ARCH funds leveraged other funding sources. For every \$1 that ARCH invested, they leveraged \$20 from other funds. For every \$3 in local funds, \$20 from State and local public funds were leveraged. About 23% of all the funding proposed for the projects that were being recommended this year was coming from the Amazon Housing Equity Fund. The income levels that were being looked at to fund with the recommended projects was summarized with presented charts. 50% would be studio units and 49% would be 1-bedroom units.

Patrick then turned the presentation to Olga Perelman, the CAB Chair. Chair Perelman presented the CAB recommendations for the 2024 Housing Trust Fund. They are recommending slightly less than the \$4.9 million available because of the restrictions of the CDBG. Eleven projects were considered with requests totaling more than \$14 million. Chair Perelman described the projects being recommended. *(Details available in presentation materials)*

- Larus (TWG) – Kenmore; recommended award \$3,400,000; 175 units
- Aventine (LIHI) – Bellevue; recommended award \$900,000; 66 units
- Emily House (LEO) – Issaquah; recommended award \$482,687 CDBG; 5 units

Chair Perelman went through the projects that were not being recommended for awards by CAB and the reasons for not choosing them. A summary of the recommendations was displayed. The three recommended projects totaled \$4,782,687. Chair Perelman opened the floor for questions.

Jared Hill asked if the project location being close to the relocated Plymouth Housing Kenmore site was possibly going to be a problem. Chair Perelman said quite a bit of time had been spent analyzing that concern. The situation for this Kenmore project was very different. The land was purchased differently so they were not anticipating the same concerns. Patrick added that the property was already owned by TWG, and it was a different population being served. Patrick had coordinated with the Kenmore permitting staff to confirm that it was viable within the timeline.

Kyle Stannert expressed support for the recommendations.

Vice Chair Bent recognized the large award to TWG and asked that they monitor closely the progress of the project within the 12-month timeline.

Chair Perelman noted that historically CAB had allowed projects to let funds to sit until they were ready. They had changed their approach to require projects to use the funds within twelve months. They can provide an extension.

David Pyle asked about the Issaquah HB 1590 process. The City of Sammamish had not received their funds from the County or had response back from the County. David estimated they should be receiving around \$700,000. David would be reaching out to the King County staff present at the meeting.

Patrick shared 2024 HTF Round takeaways. The 2023 ARCH awards positioned projects for success in 2024 though some projects required multiple rounds to fully fund. ARCH projects were competing and aligning at state/regional levels for funding. Public surplus sites seemed to attract investment from funders. A strong sponsor was important to attract capital. Construction costs were still at peak which was a challenge. More public dollars were needed to advance projects.

Director Masters shared the big picture view that the Housing Trust Fund was the most productive strategy for affordable housing in east King County for the last thirty years. It illustrated that funding strategies at the State and regional level had to be talked about and they needed to look internally on how ARCH could be most efficient in their processes.

*Vice-Chair Bent called for a motion to approve the 2024 Housing Trust Fund recommendations. Wally Bobkiewicz moved to approve the 2024 Housing Trust Fund recommendations. Nathan McCommon seconded the motion.*

Vice Chair Bent asked if there were any questions. Kurt Triplett expressed appreciation to the staff and CAB for their hard work.

*Vice-Chair Bent called for a vote on the motion to approve the 2024 Housing Trust Fund recommendations from the Community Advisory Board. All voted in favor.*

Nathan McCommon asked what the next steps were. Director Masters said the Board members would receive a memo for their Councils packaging up the recommendations as approved by the Board. The Board members would take that memo to their Councils for approval. ARCH staff would be in touch with the Board members to schedule those approvals, hopefully, in the first quarter of 2025. Director Masters offered to present to Councils if needed. Other opportunities for convening to discuss the projects were being considered.

## **5b) ARCH Executive Board Chair and Vice Chair Election**

Vice-Chair Bent asked for nominations for the Board Chair.

Kyle Stannert thanked Carol Helland for serving for two years. Kyle also thanked Debbie Bent for serving as Vice-Chair.

*Kyle Stannert nominated Nathan McCommon for Board Chair. Kurt Triplett seconded the nomination.*

*Vice-Chair Bent called for a vote on the nomination of Nathan McCommon for the Board Chair. All voted in favor.*

Vice-Chair Bent commended Carol Helland for the great job done as Board Chair for the past two years.

*Vice-Chair Bent called for nominations for the Vice-Chair position. Kurt Triplett moved that Debbie Bent serve another term as Vice-Chair. Scott Pingel seconded the motion.*

*Vice-Chair Bent called for a vote on the nomination of Debbie Bent to serve another term as Vice-Chair of the ARCH Board. All voted in favor.*

## 6) OTHER BUSINESS

### 6a] Verbal Updates

- **Update on ARCH Governance/Organizational Study** – Director Masters said an RFP had been put out for consultants. Proposals had been received. The task force would conduct interviews in January and would come back to the Board in February with a recommendation.
- **Update on ARCH Legislative Priorities** – Director Masters said there would be a check in with members next week ahead of the session to see where they landed with their legislative agendas. ARCH would look for opportunities to serve in a coordination role. Kyle Stannert asked if it would be helpful for the cities to send their legislative agendas to staff. Director Masters said most had been collected.
- Simon Foster announced that he would be leaving King County. Sunaree Marshall would be the acting Division Director for Housing. Director Masters welcomed Sunaree Marshall.
- David Pyle provided an update that the City of Sammamish had full adoption of their Comprehensive Plan and full adoption of all their Middle Housing regulations. They were in compliance with all recent State legislation. They added a middle housing affordability requirement on all new housing starts in the City. They would be amending their fee schedule and setting a policy on how to spend dollars collected.
- Jared Hill shared that the City of Woodinville passed their legislative agenda including adoption of the ARCH legislative agenda in theirs. Their Council wanted to include supporting efforts by the legislature for State-wide tenant protections. They had used ARCH recommendations to pass tenant protections in Woodinville.
- Dean Rohla shared that the City of Clyde Hill had approved ARCH's 2025-2026 Budget and Work Program.

## 7) ADJOURNMENT

The meeting was adjourned at 9:55 am.

## ITEM 5A: Strategic Plan Monitoring

Report on Strategic Plan implementation progress and ongoing review of strategies

### Background

In March of 2024, the Executive Board adopted a [Strategic Plan](#) aimed at *Building More Affordable Housing Faster*. The Strategic Plan contains the following components that were informed by stakeholder input, shaped by the Strategic Planning Committee and ultimately adopted by the full Board:

- **Vision Statement**
- Updated **Mission Statement** and ways that ARCH members work to achieve our mission
- **Strategic Advantages** that define ARCH
- **Decision Criteria** for evaluating strategies
- Planned **Strategies** to build more affordable housing faster
- Approach to **Implementation and Monitoring** of the Strategic Plan

Monitoring is a key area of Board responsibility, as the Strategic Plan was designed to be continually evaluated and adapted to changing conditions. The Board committed to monitoring progress a quarterly basis, as shown below.

| 6 Areas of Attention  | With the Staff Team | With the Executive Board | With Stakeholders |
|---|---------------------|--------------------------|-------------------|
| 1. Review success of our strategies so far                        | <i>Ongoing</i>      | <i>Quarterly</i>         | <i>Annually</i>   |
| 2. Determine adjustments, what needs to be revised or reinvented  | <i>Ongoing</i>      | <i>Quarterly</i>         | <i>Annually</i>   |
| 3. Invite, determine and address new big questions as they emerge | <i>Quarterly</i>    | <i>Quarterly</i>         |                   |
| 4. Remain current on trends facing our community                  | <i>Annually</i>     | <i>Annually</i>          |                   |
| 5. Decide what and how we should communicate progress             | <i>Annually</i>     | <i>Annually</i>          |                   |
| 6. Refresh the plan   | <i>Biannually</i>   | <i>Biannually</i>        | <i>Biannually</i> |

At the January meeting, the Board will have an opportunity to review progress to date and identify any new questions or adjustments that should be considered.

### Staff Recommendation

Staff recommend the Board review progress shown in the dashboard and discuss the following topics:

- Are there any new questions or conditions that should be addressed as we continue to implement the adopted strategies?

- Does the Board have any preliminary thinking on how to measure and communicate progress to key stakeholders?

#### Attachments

1. Strategic Plan Dashboard (1/3/25)





## Governance and Administration

| Strategy  | Action Steps   | Timeline                    | Status | Outcome   | Led By   |
|---|--|-----------------------------|--------|---|--|
| <b>Elected Official Education and Engagement</b><br>Engage with elected officials from member jurisdictions 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 | Implement annual Housing 101 with elected officials, planning commissioners, staff, etc.   | Q2 2024                     | ✓      | 50 attendees; materials shared with additional stakeholders; identified areas of interest in further education/engagement | ARCH Staff / Support from Board members/liaisons |
|   | Convene Middle Housing Affordability Virtual Panel (Affordable Housing Week event)   | Q2 2024                     | ✓      | Increased awareness of affordable homeownership issues and opportunities to advance affordability through HB 1110         | ARCH Staff                                       |
|   | Organize tour of Plymouth Crossing for ARCH members  | Q2 2024                     | ✓      | Increased knowledge of permanent supportive housing   | ARCH Staff                                       |
|   | Annual Council Approvals: HTF, Work Program/Budget   | HTF: Q1-Q2<br>Budget: Q3-Q4 | ↻      | Maintain ongoing knowledge/support for ARCH budget/work program and HTF investments                                       | ARCH Staff                                       |
|   | Board develops budget and work plan recommendation for policy/government affairs/communications work   | Q2 2024                     | ✓      | Board direction on staffing/approach for implementing new strategies  | ARCH Executive Board                             |
|   | <b>Hire new FTE; build out potential engagement opportunities, such as: events sponsored by ARCH, briefings on key policy issues, housing tours, etc.</b>  | Q1-Q2 2025                  | ➡      | Increased capacity to implement new strategies  | ARCH Staff                                       |
|   | Test options and interest with select number of council members; coordinate engagement with governance study; Evaluate opportunities to engage with elected officials through other coalitions and efforts | Q2 2025                     |        |   | ARCH Staff / Executive Board                     |
|   | <b>Event to celebrate recent funding awards and increase knowledge of local investment in affordable housing</b>   | Q1 2025                     | ➡      | Increased knowledge of funding tools and impact   | ARCH Staff                                       |

# ARCH Strategic Plan Dashboard



= completed



= started



= ongoing

As of 1/3/25

| Strategy  | Action Steps   | Timeline        | Status | Outcome  | Led By                            |
|---|--|-----------------|--------|--|-----------------------------------|
| <b>Governance Change Analysis</b><br>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 | Board direction on scope/process/consultant resources to complete study  | Q2 2024         | ✓      |  | ARCH Executive Board              |
|   | Board task force formed to oversee study and develop recommendations   | Q3 2024         | ✓      |  | ARCH Executive Board              |
|   | <b>Consultant procurement and contracting</b>  | Q4 2024-Q1 2025 | ➡      |  | ARCH Staff / Task Force           |
|   | Consultant evaluation and report   |                 |        |  | Consultant                        |
|   | Task force develops recommendations for full Board consideration   |                 |        |  | Task Force                        |
| Strategy  | Action Steps   | Timeline        | Status | Outcome  | Led By                            |
| <b>Streamline Decision-Making and Approval Processes</b><br>Implement streamlined approvals consistent with ARCH's current Interlocal Agreement   | Staff will prepare and the Board will adopt a biennial work plan and budget for 2025-26.   | Q1-Q2 2024      | ✓      | Reduced staff/Board time to develop budget and work plan in 2026 | ARCH Executive Board / ARCH Staff |
|   | <b>Executive Board members will place budget/ work plan approval and Trust Fund approvals on consent agenda where possible/appropriate</b>                       | Ongoing         | 🔄      | Reduced staff time for annual approvals                          | ARCH Executive Board              |
|   | Explore coalition-wide events/presentations in lieu of presentations at individual council meetings.   | TBD             |        |  | ARCH Staff                        |
|   | Consider additional streamlining recommendations from the organizational study ( <i>see above</i> )  | TBD             |        |  | ARCH Executive Board              |
| Strategy  | Action Steps   | Timeline        | Status | Outcome  | Led By                            |
| <b>Organizational Values / DEI</b><br>Establish values that incorporate how ARCH furthers diversity, equity, inclusion and belonging in the work it does  | Evaluate consultant capacity/budget to address organizational values through governance study - determine whether to include or address through separate effort. | Q1 2025         |        |  | Task Force                        |
|   | ARCH Exec Board review and approves a set of values.   | TBD             |        |  | ARCH Executive Board              |
|   | Staff identify venues to communicate and operationalize values.  | TBD             |        |  | ARCH Staff                        |



## State and Regional Policy and Funding Engagement

| Strategy   | Action Steps  | Timeline   | Status | Outcome   | Led By                             |
|--|---|------------|--------|---|------------------------------------|
| <b>Targeted State and Regional Legislation and Funding</b><br>Support cooperative efforts across the coalition on select, targeted state and regional legislation and funding that supports creating more housing faster                 | Board provides direction on legislative engagement/priority-setting   | Q2 2024    | ✓      | Leadership support for seeking alignment on legislative priorities              | ARCH Executive Board               |
|  | Engage members and external stakeholders; develop and test ideas for potential common priorities.                                     | Q2-Q3 2024 | ✓      | Opportunities for common policy priorities identified                           | ARCH Staff                         |
|  | Report back to Board; Board adopts priorities for 2025  | Q3 2024    | ✓      | Opportunities for common policy priorities identified                           | ARCH Executive Board / ARCH Staff  |
|  | <b>Members consider inclusion of ARCH legislative priorities</b>  | Q3-Q4 2024 | ✓      | Greater alignment on legislative priorities                                     | ARCH liaisons/Gov Affairs staff    |
|  | <b>Hire new FTE (same as above); build out policy/government affairs work plan</b>  | Q1-Q2 2025 | ➡      | Increased capacity to implement new strategies                                  | ARCH Staff                         |
| Strategy   | Action Steps  | Timeline   | Status | Outcome   | Led By                             |
| <b>Advocacy Coordination</b><br>Support coordination of legislative advocacy in areas supported by members and pursue opportunities to advocate as a coalition   | <b>ARCH and Member staff coordinate on common legislative priorities.</b>   | Q1 2025    | ➡      | Effective and coordinated advocacy on shared priorities                         | ARCH / liaisons/ Gov Affairs Staff |
|  | <b>Support ARCH members with data, talking points, etc. as needed</b>   | Q1-Q2 2025 |        | Effective and coordinated advocacy on shared priorities                         | ARCH Staff                         |
| Strategy   | Action Steps  | Timeline   | Status | Outcome   | Led By                             |
| <b>Policy and Data Resource</b><br>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 | Convene City staff work group and develop Middle Housing Affordability report and recommendations for members' consideration.         | Q1-Q3 2024 | ✓      | Create accessible resource for middle housing affordability consideration       | ARCH Staff                         |
|  | Develop economic analysis tool to support middle housing implementation and affordability analysis for individual cities.             | Q3 2024    | ✓      | Technical tools to support local implementation available to members            | ARCH Staff                         |
|  | Collect and analyze key housing data for all members (e.g., Census/ACS, HUD CHAS, etc.)   | Annually   | 🔄      | Members have access to key housing data   | ARCH Staff                         |
|  | Maintain data systems to track and report on key affordable housing metrics for individual members and the ARCH coalition as a whole. | TBD        | 🔄      | Members able to track and evaluate local affordable housing programs/strategies | ARCH Staff                         |



## Local Policy and Planning

| Strategy   | Action Steps   | Timeline        | Status | Outcome  | Led By          |
|--|--|-----------------|--------|--|-----------------|
| <b>Support Member Requests and Convene on Key Issues</b><br>Evaluate member requests using ARCH's strategy screen and determine which to support; add capacity if priority needs continue to grow.   | Establish on-call planning consultant contract for use by members as needed to supplement staff capacity   | Q1 2024         | ✓      | Increased member access to planning resources for affordable housing                                       | ARCH Staff      |
|  | Support middle housing implementation and affordability analysis as requested by individual cities.  | Q3 2024-Q2 2025 | ➡      | Expanded affordable housing/homeownership policies in single family neighborhoods                          | ARCH Staff      |
|  | Support individual city planning efforts -- e.g., Bellevue Affordable Housing Strategy Update; Bothell MFTE evaluation; Redmond residential zone consolidation; Sammamish Town Center planning; Issaquah pioneer program and MFTE analysis; Mercer Island inclusionary program; etc. | Ongoing         | ↻      | Affordable housing policy potential evaluated and considered by members' planning commissions and councils | ARCH Staff      |
| Strategy   | Action Steps   | Timeline        | Status | Outcome  | Led By          |
| <b>Advice on Surplus Land and Other Local Strategies</b><br>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. | Board develops budget and work plan recommendation for staffing  | Q2 2024         | ✓      | Board direction on staffing/approach for implementing new strategies                                       | Executive Board |
|  | <b>Hire new FTE; build out work plan and begin assessing/prioritizing key development opportunities</b>  | Q1-Q2 2025      | ➡      | Increased capacity to implement new strategies   | ARCH Staff      |
|  | Engage with faith communities interested in exploring/partnering to build affordable housing; provide advice, technical assistance, referrals for predevelopment resources, and partner navigation support.  | Ongoing         | ↻      | Faith communities with excess property are supported in their pursuit of affordable housing development    | ARCH Staff      |
|  | Engage with Sound Transit and member staff to maximize opportunities for TOD on surplus ST property.   | Ongoing         | ↻      | Public properties near transit are developed with affordable housing                                       | ARCH Staff      |



## Program Implementation: Housing Investments and Incentives, Preservation and Stewardship

| Strategy   | Action Steps  | Timeline   | Status | Outcome  | Led By                             |
|--|---|------------|--------|--|------------------------------------|
| <b>Capital Investments, Developer Incentives</b><br>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 | Identify 2024 annual member contributions and publish funding availability/priorities for the ARCH Housing Trust Fund; Solicit pre-application interest and estimate potential funding requests | Q1-Q2 2024 |        | Increased affordable housing developer interest in East King County  | ARCH Staff                         |
|  | Conduct pre-application meetings and provide advice/guidance to applicants  | Q2-Q3 2024 |        | Increased competitiveness of EKC affordable projects   | ARCH Staff                         |
|  | Review applications and prepare analysis to guide recommendation bodies (ARCH Community Advisory Board, Bellevue HSP committee); coordinate reviews with other funders                          | Q3-Q4 2024 |        | Local funds awarded to competitive affordable housing projects that meet a wide range of needs and priorities                          | ARCH Staff                         |
|  | <b>Present funding recommendations to member councils</b>   | Q1-Q2 2025 |        | Maintain ongoing knowledge/support for ARCH HTF investments  | ARCH Staff                         |
|  | Administer ARCH investments; execute financing agreements; construction disbursements; project closeout   | Ongoing    |        | New affordable housing projects delivered; member investments effectively administered consistent with intended purpose                | ARCH Staff                         |
|  | Collaborate with member staff to develop resource materials to communicate city incentive program policies and procedures   | Ongoing    |        | Increased developer knowledge of local affordable housing programs; consistent and streamlined program procedures across jurisdictions | ARCH Staff                         |
|  | <b>Develop updated template agreements for investment programs</b>  | Q2-Q4 2024 |        | Effective mechanisms to preserve affordability and deliver program objectives  | Bellevue CAO / ARCH Staff          |
|  | <b>Develop updated template agreements for incentive program templates</b>  | Q1-Q3 2025 |        | (See above) + Consistent and streamlined procedures across jurisdictions   | ARCH Staff / Member City Attorneys |

# ARCH Strategic Plan Dashboard



= completed



= started



= ongoing

As of 1/3/25

| Strategy  | Action Steps  | Timeline       | Status | Outcome  | Led By                   |
|---|---|----------------|--------|--|--------------------------|
| <b>Preservation and Stewardship</b><br>Maintain and improve essential monitoring and stewardship functions unlikely to be taken on by others and partner to accomplish other functions wherever possible              | Partner with Energy Smart Eastside on heat pumps for ARCH homeowners  | Q3 2024        | ✓      | Reduce costs and improve livability/sustainability of ARCH homes   | ARCH Staff               |
|   | <b>Develop strategies for supporting homeowners seeking to sell in high interest rate environment.</b>        | Q3 2024-TBD    | ➡      | Improve selling times for ARCH homeowners                          | ARCH Staff               |
|   | Update Homeownership Manual to include foreclosure response protocols   | Q2-Q3 2025     | ➡      | Assist homeowners and preserve covenants                           | ARCH Staff               |
|   | <b>Expand lender partnerships</b>   | Ongoing        | 🔄      | Improve low-income buyers' access to financing                     | ARCH Staff               |
|   | Pursue MOUs with other partners/funders to streamline monitoring functions and formalize coordination         | Q2-Q4 2025     |        |  | ARCH Staff               |
|   | Conduct annual sustainability review to assess financial health of HTF portfolio                              | Q2-Q3 2025     | 🔄      | Better understanding of affordable housing portfolio               | ARCH Staff               |
| Strategy  | Action Steps  | Timeline       | Status | Outcome  | Led By                   |
| <b>Data Systems</b><br>Continue to develop and modernize data systems to streamline operations  | <b>Scope database development and implement updates with Bellevue IT</b>                                      | Q2 2024 to TBD | ➡      | More efficient and reliable access to data                         | ARCH Staff / Bellevue IT |
| Strategy  | Action Steps  | Timeline       | Status | Outcome  | Led By                   |
| <b>Affirmative marketing</b><br>Foster inclusive communities through promoting affirmative marketing and community partnerships, including developing a toolkit / best practices for a range of projects and programs | <b>Evaluate current homeownership prioritization policy to assess equity outcomes and recommend updates.</b>  | Q1 -Q2 2025    | ➡      | Better understanding of racial equity outcomes in current program  | ARCH Staff               |
|   | Increase outreach and engagement focus on communities historically excluded from homeownership.               | Ongoing        | 🔄      | 22 community partners identified                                   | ARCH Staff               |
|   | <b>Partner with developers to implement community information meetings for new homeownership developments</b> | Ongoing        | 🔄      | Increase community's knowledge/access to new housing opportunities | ARCH Staff               |
|   | Translate key ARCH program materials into the top languages in East King County                               | Q2 2024        | ✓      | EKC affordable housing programs more accessible                    | ARCH Staff               |
|   | <b>Implement marketing strategies for ARCH Rental and Homeownership Program projects</b>                      | Ongoing        | 🔄      | EKC affordable housing programs more accessible                    | ARCH Staff               |
|   | <b>Provide guidance on affirmative marketing best practices for a range of projects and programs.</b>         | Ongoing        | ➡      | EKC affordable housing programs more accessible                    | ARCH Staff               |

## ITEM 5B: 2025 Board Work Plan and Meeting Schedule

Briefing and discussion on the 2025 work plan and meeting schedule for the ARCH Executive Board

### Background

As ARCH enters a new year, the Executive Board has the opportunity to review its anticipated work plan and meeting schedule for 2025 and provide direction on how it wishes to maximize the use of Board meetings. This discussion will also help provide a framework for the upcoming consultant study that will look at issues related to ARCH's governance and the functioning of the Board.

### *Recent Board Work and Accomplishments*

The Executive Board achieved a number of significant milestones in 2024, completing a strategic planning process, approving ARCH's first biennial budget and work plan, and deepening its engagement in legislative priorities. A high-level review of the Board's work and accomplishments from 2024 is shown below.

| Quarter                                     | Issue  |
|---|--|
| <b>Action Items</b>                         |  |
| Q1  | Strategic Plan Development and Adoption                        |
| Q2  | Budget and Work Program Development and Adoption               |
| Q2  | Adoption of HTF Priorities                                     |
| Q2-Q3                                       | Formation of Board Task Force, Scoping of Organizational Study |
| Q3  | Redmond Supportive Housing Funding Recommendation              |
| Q3  | Adoption of 2025 Legislative Priorities                        |
| Q3  | Trust Fund Legal Templates                                     |
| Q4  | Legal Services Expenditure Authority Extension                 |
| Q4  | Housing Trust Fund Recommendations                             |
| Q4  | Chair and Vice Chair Appointments                              |
| <b>Informational Briefings / Monitoring</b> |  |
| Q1  | Public Funder Coordination                                     |
| Q1  | Kenmore Supportive Housing Update                              |
| Q1-Q2                                       | Attain Housing Updates   |
| Q2  | On Call Planning Consultant                                    |
| Q2  | Funding Application Interest                                   |
| Q3  | Middle Housing Affordability Report                            |
| Q3  | ARCH Legislative Priorities                                    |
| Q3  | King County Health through Housing Update                      |
| Q3  | ARCH Cities Homelessness Coordination Update                   |
| Q3  | ARCH Outside Counsel Contract                                  |
| Q4  | ARCH Rental Program  |
| Q4  | City of Sammamish Middle Housing                               |
| Q4  | Strategic Plan Dashboard and Monitoring                        |
| Ongoing                                     | Quarterly Reports  |

### ***Ongoing Board Responsibilities and Authority***

As the Board considers its work plan for 2025 and prepares for the upcoming organizational study, Board members may wish to re-familiarize themselves with the responsibilities of the Executive Board established in ARCH's Interlocal Agreement, which include:

- **Develop and recommend a budget and work program** for ARCH
  - Establish policies for expenditure of budgeted items
- **Make recommendations concerning planning, policy and funding** of affordable housing
- Appoint ARCH's **Administering Agency**
  - Establish the Operating Fund and Housing Trust Fund accounts within the Administering Agency
  - Execute contracts for necessary services (e.g., legal services), through the Administering Agency
- Appoint **Community Advisory Board** Members
- Hold regular meetings and **adopt procedures** for the conduct of meetings and administration of ARCH (ARCH bylaws)
- Establish responsibilities and oversee **Executive Director** position

### ***Key Board Work for 2025***

Because of the significant work completed in 2024, the Board will have capacity in 2025 to focus on implementation and oversight of the Strategic Plan. To help prepare the Board for the upcoming year, staff have prepared a preview of anticipated Board Work, shown below:

| Priority/Required Board Work Items |  |
|------------------------------------|--|
| Q2                                 | Affirm 2026 Budget and Work Program                            |
| Q2                                 | Organizational and Governance Study and Recommendations        |
| Q2/Q4                              | Housing Trust Fund Priorities, Funding Recommendations         |
| Q2-Q3                              | Incentive Program Legal Agreements                             |
| Q1-Q2                              | Homeownership Program Policy Updates                           |
| Q3                                 | 2026 Legislative Priorities                                    |
| Q4                                 | 2026 Chair/Vice Chair Appointments                             |
| Q4                                 | Executive Director performance evaluation                      |
| Ongoing                            | Quarterly Monitoring – Strategic Plan, Work Program and Budget |
| Potential Board Work Items         |  |
| TBD                                | Update ARCH Bylaws (pending governance study)                  |
| TBD                                | Appointments to Community Advisory Board (if necessary)        |

Staff expect that the review of ARCH's organizational and governance study and development of related recommendations will be the most substantial work item for the year. The Board will have the opportunity to discuss this item in greater detail in the coming months.



### Staff Recommendation

Staff recommend the Board discuss and provide guidance on desired areas of focus for 2025. Key questions include:

- What informational briefings are necessary/useful for the Board to effectively carry out its responsibilities? These could be related to:
  - State/regional policy
  - Local policy and planning
  - ARCH programs
- Would the Board want to consider a shorter meeting time (1 hour) to accommodate potential in-person attendance by more Board members? Alternatively, would the Board be interested in holding less frequent meetings when feasible and consolidating agenda items?
- Does the Board have other direction to staff to enable effective governance and leadership on the Board in 2025?

### Attachments

N/A

## ITEM 5C: Redmond Middle Housing Affordability Presentation

Presentation on City of Redmond efforts to plan for middle housing and affordability

### Background

Since adoption of HB 1110 in 2023, ARCH has been focused on supporting middle housing as a key strategy for local jurisdictions to plan for and accommodate more diverse and affordable housing. In 2024, ARCH engaged a consultant and convened a city staff work group to develop a study of how to further affordable housing through HB 1110 implementation. The resulting [Middle Housing Affordability Report](#) was presented to the Board in July of 2024, along with an economic modeling tool that is available for ARCH members to utilize in local planning efforts. The report included the following high-level recommendations, which were shared with members following the Board's review:

- 1. Jurisdictions should establish policies that require affordable housing when allowing additional density in single-family areas.**
- 2. Affordable housing policies should be structured to work with small scale developments, providing flexibility in the design of affordable homes and allowing fee-in-lieu options when necessary.**
- 3. Jurisdictions should craft development standards and consider other tools to incentivize middle housing types over large single-family homes.**

Throughout the fall and winter of 2024, ARCH has been engaged in providing follow-up support to a number of individual cities as they work to implement HB 1110. A total of three ARCH member cities have already adopted middle housing regulations, and ARCH continues to be focused on sharing information across jurisdictions to illustrate a variety of options to advance affordability through middle housing. In November of 2024, the Board received a presentation on planning efforts and proposed middle housing regulations in the City of Sammamish, which have since been adopted by the Sammamish City Council.

This month, the City of Redmond has agreed to present their approach to middle housing, which incorporates several of ARCH's recommendations. The presentation will cover:

- Redmond's overall approach to planning for more diverse and affordable housing through its Comprehensive Plan
- Consolidation and simplification of single-family zones
- New development standards to accommodate diverse property sizes and incentivize greater density and smaller scale housing types
- Existing inclusionary policy and production of affordable ownership homes to date
- Updates to the inclusionary program that capture added value for affordable housing

The presentation is intended to be informational, with opportunities for Board members to ask questions.

Staff Recommendation

N/A

Attachments

*[Presentation Slides Forthcoming]*