



A REGIONAL COALITION FOR HOUSING

## **BUILDING MORE AFFORDABLE HOUSING FASTER**

---

### **STRATEGIC PLAN DASHBOARD**

#### **MISSION:**

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

#### **MEMBER JURISDICTIONS**

Beaux Arts Village  
Bellevue  
Bothell  
Clyde Hill  
Hunts Point  
Issaquah  
Kenmore  
King County  
Kirkland  
Medina  
Mercer Island  
Newcastle  
Redmond  
Sammamish  
Woodinville  
Yarrow Point

- GOVERNANCE AND ADMINISTRATION
- STATE AND REGIONAL POLICY AND FUNDING ENGAGEMENT
- LOCAL POLICY AND PLANNING
- PROGRAM IMPLEMENTATION: HOUSING INVESTMENTS AND INCENTIVES, PRESERVATION AND STEWARDSHIP



## Governance and Administration

Strategy	Action Steps	Timeline	Status	Outcome	Led By
<b>Elected Official Education and Engagement</b> 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 Budget: Q3-Q4	↻	Maintain 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>Event to celebrate recent funding awards and increase knowledge of local investment in affordable housing.</b>	Q1 2025	✓	70 attendees; Increased knowledge of funding tools and impact	ARCH Staff
	<b>Hire new Government Affairs, Communications and Policy Manager.</b>	Q1 2025	✓	Increased capacity to implement new strategies	ARCH Staff
	<b>Build out Communications Plan and engagement opportunities, such as: events sponsored by ARCH, briefings on key policy issues, housing tours, partnerships with other coalitions, etc. Test interest with council members and coordinate with governance study.</b>	Q2 2025	➡		ARCH Staff / Executive Board
	<b>Partner with other organizations to host additional events (e.g., Affordable Housing Week Event).</b>	Q2 2025	➡		ARCH Staff

# ARCH Strategic Plan Dashboard



= completed



= started



= ongoing

As of 4/30/25

Strategy	Action Steps	Timeline	Status	Outcome	Led By
<b>Governance Change Analysis</b> 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	✓	Board leadership invested in improved governance and	ARCH Executive Board
	Board task force formed to oversee study and develop recommendations.	Q3 2024	✓	organizational structure for ARCH	ARCH Executive Board
	<b>Consultant procurement and contracting</b>	Q4 '24-Q1 '25	✓	Expert assistance to support evaluation of governance and	ARCH Staff / Task Force
	<b>Consultant evaluation and report</b>	Q2-Q3 2025	➡	organizational structure	Consultant
	Task force develops recommendations for full Board consideration.	Q2-Q3 2025			Task Force
Strategy	Action Steps	Timeline	Status	Outcome	Led By
<b>Streamline Decision-Making and Approval Processes</b> 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.	Ongoing	🔄	Reduced staff time for annual approvals; opportunity for deeper engagement	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> Establish values that incorporate how ARCH furthers diversity, equity, inclusion and belonging in the work it does	Secure consultant capacity/budget to address organizational values through governance study.	Q1 2025	✓	Expert assistance to develop organizational values	Task Force
	<b>ARCH Exec Board participates in a workshop to develop a set of values.</b>	Q2 2025	➡	Clear and consistent guidance and language to communicate organizational values	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> 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
	Members consider inclusion of ARCH legislative priorities.	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</b>	Q1-Q2 2025	➡	Increased capacity to implement new strategies	ARCH Staff
	<b>Assess legislative session outcomes and next steps for ARCH priorities.</b>	Q2 2025	➡		ARCH Staff
Strategy	Action Steps	Timeline	Status	Outcome	Led By
<b>Advocacy Coordination</b> 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-Q2 2025 + ongoing	🔄	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 + ongoing	🔄	Effective and coordinated advocacy on shared priorities	ARCH Staff
Strategy	Action Steps	Timeline	Status	Outcome	Led By
<b>Policy and Data Resource</b> 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> 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
	<b>Support middle housing implementation and affordability analysis as requested by individual cities.</b>	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
	<b>Explore incentive strategies to encourage affordable housing on religious property.</b>	TBD			
Strategy	Action Steps	Timeline	Status	Outcome	Led By
<b>Advice on Surplus Land and Other Local Strategies</b> 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
	<b>Engage with Sound Transit and member staff to maximize opportunities for TOD on surplus ST property.</b>	Ongoing	↻	Public properties near transit are developed with affordable housing	ARCH Staff
	<b>Support member cities to utilize surplus property for affordable housing (Bellevue, Kirkland, Redmond, Bothell).</b>	Ongoing	↻	Cities leverage land and attract affordable housing developers/financing.	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> 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	<b>Identify annual member contributions and publish funding availability/priorities for the ARCH Housing Trust Fund; Solicit pre-application interest and estimate potential funding requests.</b>	Q1-Q2 2025		Increased affordable housing developer interest in East King County	ARCH Staff
	Conduct pre-application meetings and provide advice/guidance to applicants.	Q2-Q3 2025		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 2025		Local funds awarded to competitive affordable housing projects that meet a wide range of needs and priorities	ARCH Staff
	Present funding recommendations to member councils.	Q1-Q2 2026		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
	<b>Collaborate with member staff to develop resource materials to communicate city incentive program policies and procedures.</b>	Ongoing		Increased developer knowledge of local affordable housing programs; consistent and streamlined program procedures across jurisdictions	ARCH Staff
	Develop updated template agreements for investment programs.	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 4/30/25

Strategy	Action Steps	Timeline	Status	Outcome	Led By
<b>Preservation and Stewardship</b> 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
	<b>Conduct annual sustainability review to assess financial health of HTF portfolio.</b>	Q2-Q3 2025	🔄	Better understanding of affordable housing portfolio	ARCH Staff
Strategy	Action Steps	Timeline	Status	Outcome	Led By
<b>Data Systems</b> Continue to develop and modernize data systems to streamline operations	<b>Scope database development. Secure consultant assistance to expand existing salesforce database.</b>	Q2 2024 to TBD	➡	More efficient and reliable access to data	ARCH Staff
Strategy	Action Steps	Timeline	Status	Outcome	Led By
<b>Affirmative marketing</b> 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
	Partner with developers to implement community information meetings for new homeownership developments.	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
	Implement marketing strategies for ARCH Rental and Homeownership Program projects.	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