



# MONROE CITY COUNCIL

## Agenda Bill No. 20-109

<b>SUBJECT:</b>	<i>Housing Action Plan Update (HAP)</i>
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DATE:	DEPT:	CONTACT:	PRESENTER:	ITEM:
7/21/2020	Community Development	Anita Marrero	Anita Marrero	Discussion Item #2

**Discussion:** 7/21/2020  
**Attachments:** 1. HAP Project Charter  
 2. Public Involvement Plan

**REQUESTED ACTION:** None, this presentation is an update to Council on the progress of the HAP.

### POLICY CONSIDERATIONS

*N/A, The Council is not being asked to consider any policy issues at this time.*

### DESCRIPTION/BACKGROUND

In October 2019, the City of Monroe applied for a Department of Commerce (DOC) grant funded through E2SHB 1923, which provided \$5 million to increase residential building capacity in Washington communities. Of the list of eligible activities, as defined in the bill, the City chose to adopt a housing action plan with a total funding request of \$50,000. The City was awarded the grant on November 5, 2019.

The City Council accepted the grant and the Mayor signed the DOC grant agreement on January 14, 2020. Staff selected a consultant and Council approved the consultant agreement on April 28, 2020.

Housing costs and housing affordability have been an increasingly prominent state and national policy issue since the Great Recession. In Snohomish County, the 2019 Snohomish County Housing Affordability and Regional Task Force (HART) report found that housing affordability has worsened since 2010. From 2010 to 2017:

- The monthly rent for a two-bedroom apartment increased 49.5% from \$901 to \$1,347;
- The price for an average single-family home increased 36.1% from \$400,000 to \$544,449;
- During that same period, median household income increased only by 17.7%.

Population growth driven by the State’s strong economy increased the demand for, and cost of, both rental and owner occupied housing. By comparison, wage growth outside of the tech industry has not kept up with these housing cost increases.

The Washington State legislature has been particularly active the past few years in considering and/or passing housing related legislature. Certain legislature has provided increased funding for housing programs (e.g. State Housing Trust Fund); other recent legislation has reduced Cities’ ability to create limiting regulations for certain accessory dwelling units and also the operation of homeless encampments by religions organizations.



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Still other legislation, which did not pass in 2020, sought to pre-empt local land use authority and require certain types of housing such as duplexes, triplexes, quadplexes, sixplexes, and courtyard apartments be allowed in areas zoned for single-family residential use.

HB 1923, passed in 2019, took an incentive approach. Rather than mandate certain requirements be adopted (as the bill originally proposed), HB 1923 allows local jurisdictions to work collaboratively with their communities to develop a Housing Action Plan to include housing recommendations and strategies appropriate to their jurisdiction. It also provides funding to support these efforts.

### **HOUSING ACTION PLAN**

The goal of a housing action plan is to encourage construction of additional affordable and market rate housing in a greater variety of housing types and at prices that are accessible to a greater variety of incomes, including strategies aimed at the for-profit single-family market.

The City of Monroe has planned for growth in the Comprehensive Plan. Growth targets require a population capacity of 24,754 in 2035. With the new density limits under the newly adopted Unified Development Regulations (UDR), Monroe now has a population capacity of 25,306 in 2035.

Although the City has the capacity to accommodate growth, the challenge is creating opportunities for non-profit and for-profit developers to build a variety of housing developments for all income levels. Pursuing a Housing Action Plan will provide the City with a clear vision and strategies to increase residential building capacity and/or streamline regulations.

As part of the Housing Action Plan, the city will focus on the following strategies:

- Helping people stay in affordable housing
- Creating a variety of housing choices
- Creating more affordable housing
- Unlock housing supply by making it easier to build
- Identify public lands for housing opportunities

Public involvement will be key in this process. The City wants to hear from all groups who have an interest in affordable housing and residents from all income levels. The Affordable Housing Committee will be able to provide input on proposed strategies as well as the Planning Commission.

The Housing Action Plan will provide guidance to the City when planning for the future and will be instrumental when drafting the mandated Comprehensive Plan 2024 Update.

The City hopes that the Housing Action Plan will stimulate development of new housing, preserve existing affordable housing, and improve the overall quality of life in the City. Addressing the affordable housing crisis is a top priority for the City and the goal is to create an inclusionary community through quality development and collaboration.

Staff has been working with the consultant to create a project charter, public participation plan, schedule, and project website. The consultant is currently working on the Housing Needs Assessment. Housing needs assessments typically involve a housing inventory, household characteristics (e.g. size, income, housing costs), population and employment forecasts, and an



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evaluation of needs for all demographic and economic segments of the community. This information is consistent with Growth Management Act (GMA) data requirements.

### **GOALS AND OBJECTIVES**

#### **Goals**

- Assess Monroe’s housing needs.
- Through a comprehensive public engagement process, develop a strategy addressing housing needs for the citizens of Monroe.
- Prepare a HAP that is consistent with the housing element of the City’s Comprehensive Plan and addresses goals and policies.

#### **Objectives**

- Develop strategies and recommendations to increase the supply and types of housing needed, in Monroe.
- Develop zoning, regulatory, and incentive strategies to support housing that meets the needs of Monroe.
- Evaluate and refine existing housing policies and actions.
- Develop recommendations for improvement based on housing needs assessment data.
- Identify a schedule of programs/actions to implement the recommendations of the HAP.
- Create a collaborative process that is inclusive and focused on housing solutions.

### **SCHEDULE AND NEXT STEPS**

<b>Task</b>	<b>Dates</b>
Task 1: Project Kick-Off/Charter	May 1 – May 31, 2020
Task 2: Public Outreach Plan/Webpage Development	May 1 – July 31, 2020
Task 3: Housing Needs Assessment	May 1 – September 30, 2020
Task 4: Preliminary Draft Housing Action Plan	October 1 – December 31, 2020
Task 5: Final Draft Housing Action Plan	January 1 – April 15, 2021
Task 6: Public Hearing Process/Final Adoption	April 15 – June 30, 2021

The next step for staff is to form a Stakeholder Advisory Committee that may consist of tribes, business stakeholders, real estate representatives, lenders, developers, other local government agencies, and housing and community service providers. The first meeting is tentatively scheduled via Zoom in August.

A major component of this project is to allow for public participation and opportunities for engagement. The City and consulting team will provide for both online and in-person engagement opportunities throughout the project timeline. Any meetings associated with the project will be posted on the City’s website.

In addition, a project webpage (landing page) will be hosted on the City’s website. This website will be frequently updated with general project information, project timelines, meeting dates/times, and an opportunity to directly comment on project documents that are uploaded to the site during the course of the project.



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### **FISCAL IMPACTS**

There is no match requirement. The grant is reimbursement based. Qualified expenditures made by the City are not to exceed the grant award amount of \$50,000.

### **TIME CONSTRAINTS**

The Commerce deadline for adoption of the HAP is June 30, 2021.

### **ALTERNATIVES**

N/A

**DRAFT**

**CITY OF MONROE HOUSING ACTION PLAN  
PROJECT CHARTER**



**MAY 11, 2020**



# **CITY OF MONROE HOUSING ACTION PLAN PROJECT CHARTER**

## **Purpose**

The purpose of a Project Charter is:

- ✓ Provide a background and framework for the project
- ✓ Outline high-level, introductory goals and objectives for the city
- ✓ Provide a detailed project schedule
- ✓ Establish communication protocols between the Consultant and the City
- ✓ Identify potential project risks upfront and strategies to address risk.

## **Project Background and Framework**

The Washington State Department of Commerce (“Commerce”) received \$5 million in the 2019 Legislative Session to provide grant funds to local governments for activities to increase residential building capacity, streamline development, or develop a Housing Action Plan (HAP).

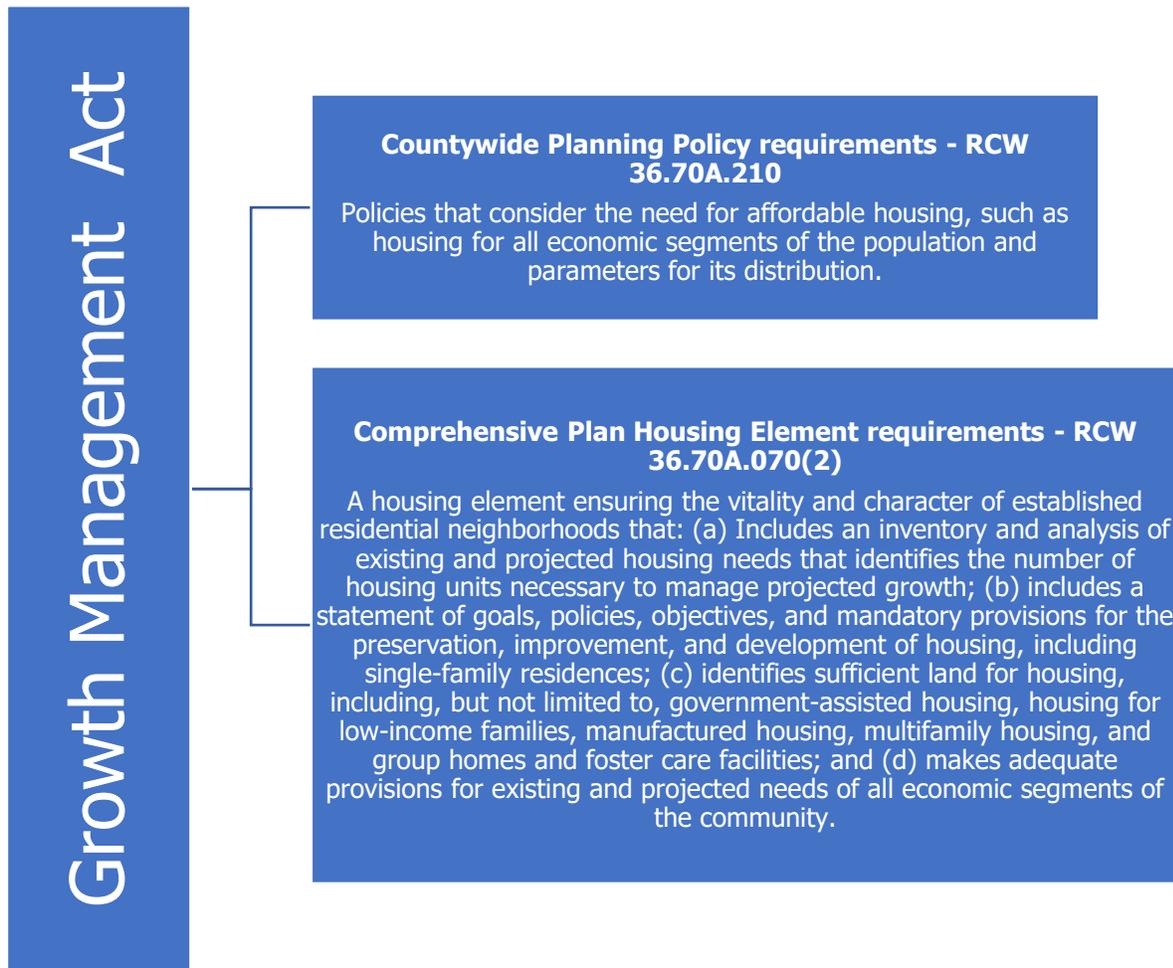
The City of Monroe has chosen to develop a housing action plan. As required by the State legislation, the project will generally focus on possible future actions that would “...encourage construction of additional affordable and market rate housing in a greater variety of housing types and at prices that are accessible to a greater variety of incomes, including strategies aimed at the for-profit single-family home market.”

The Commerce deadline for adoption of the HAP is June 30, 2021. However, it is expected the Monroe City Council will adopt the HAP by May 31, 2021.

### **State guidelines for a complete Housing Action Plan**

- ✓ Quantify existing and projected housing needs for all income levels, including extremely low-income households, with documentation of housing and household characteristics, and cost-burdened households
- ✓ Develop strategies to increase the supply of housing, and variety of housing types
- ✓ Analyze population and employment trends
- ✓ Consider strategies to minimize displacement of low-income residents resulting from redevelopment
- ✓ Review and evaluate the current housing element adopted pursuant to RCW 36.70A.070, including an evaluation of success in attaining planned housing types and units, achievement of goals and policies, and implementation of the schedule of programs and actions
- ✓ Provide for participation and input from community members, community groups, local builders, local realtors, nonprofit housing advocates, and local religious groups
- ✓ Include a schedule of programs and actions to implement the recommendations of the housing action plan

The HAP process itself will not result in any Comprehensive Plan Policy or development regulation changes. However, the project elements will outline information, recommendations, and possible actions that the City can consider taking in the future. The development of a HAP should also be a helpful tool as the City embarks on updating the comprehensive plans prior to June 2024. The elements and objectives of a HAP are directly linked to housing requirements under the Growth Management Act (GMA).



## City of Monroe Project Goals, Objectives, Deliverables

As part of this project, a Scope of Work (SOW) has been prepared. This is attached as **Appendix A**. The SOW provides details about the project tasks, deliverables, timelines, and expectations for the project. It refines the requirements outlined by the State to ensure the project is tailored to the City’s needs.

While additional detail on the projects tasks and deliverables are outlined in the adopted SOW (**Appendix A**) and the project schedule (**Appendix B**), the following is a high-level summary goals, objectives, and deliverables for each task.

### Goals

- ✓ Assess Monroe’s housing needs
- ✓ Through a comprehensive public engagement process, develop a strategy addressing housing needs for the citizens of Monroe
- ✓ Prepare a HAP that is consistent with the housing element of the City’s Comprehensive Plan and addresses goals and policies

### Objectives

- ✓ Develop strategies and recommendations to increase the supply and types of housing needed, in Monroe
- ✓ Develop zoning, regulatory, and incentive strategies to support housing that meets the needs of Monroe
- ✓ Evaluate and refine existing housing policies and actions
- ✓ Develop recommendations for improvement based on housing needs assessment data
- ✓ Identify a schedule of programs/actions to implement the recommendations of the HAP
- ✓ Create a collaborative process that is inclusive and focused on housing solutions

### Project Deliverables

<b>Task 1</b>	<ul style="list-style-type: none"> <li>• Project Charter distributed to project team (LDC)</li> <li>• Project schedule (LDC)</li> <li>• Establish website landing page (LDC)</li> </ul>
<b>Task 2</b>	<ul style="list-style-type: none"> <li>• Public Outreach Plan (LDC)</li> <li>• Develop engagement invitation and send to key stakeholders &amp; public (City)</li> <li>• Lead facilitation with Planning Commission and City Council (City)</li> </ul>
<b>Task 3</b>	<ul style="list-style-type: none"> <li>• Housing Needs Assessment (LDC)</li> <li>• Review/comment by City (City)</li> <li>• Revise document, if necessary (LDC)</li> </ul>
<b>Task 4</b>	<ul style="list-style-type: none"> <li>• Preliminary Draft Housing Action Plan (City)</li> <li>• Support staff with Preliminary Draft Plan (LDC)</li> </ul>
<b>Task 5</b>	<ul style="list-style-type: none"> <li>• Final Draft Housing Action Plan (City)</li> <li>• Support staff with Final Draft Plan (LDC)</li> <li>• Public notification/mailings (City) (LDC assist w/ project page)</li> <li>• Support staff at hearing, if requested (LDC)</li> </ul>
<b>Task 6</b>	<ul style="list-style-type: none"> <li>• Present Final Housing Action Plan to City Council (City)</li> <li>• Public notification/ mailing (City) (LDC assist w/ project page)</li> </ul>

## Internal Communication / Project Team Members

The success of a project is often built on a strong communication plan. The table below outlines the full project team and project contacts. Each team member will be involved on one or more elements of the overall project. In order to maintain internal controls, however, it is important to identify the primary contacts for the city and consultant group involved with the project.

### City of Monroe

Anita Marrero

Senior Planner  
(Project Manager)

City of Monroe

[amarrero@monroewa.gov](mailto:amarrero@monroewa.gov)

### LDC (consulting team)

Todd Hall

Planning Manger

LDC, Inc.

[thall@ldccorp.com](mailto:thall@ldccorp.com)

Ian Faulds

Planner

LDC, Inc.

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Samantha Adams

Permit Tech

LDC, Inc.

[sadams@ldccorp.com](mailto:sadams@ldccorp.com)

Anita Marrero, Senior Planner, City of Monroe, is the project manager and responsible for day to day management of the project.

Todd Hall, Planning Manager, LDC, Inc., is the primary consultant contact. He will coordinate efforts on behalf of the consultant team and manage communications between the City of Monroe during the project.

The project team will communicate during the course of the project to discuss project tasks, project status and to ensure the project schedules stay on course and deliverable due dates are met. Schedule and scope adjustments may occur on an as-needed basis. Notes of informal meetings will be emailed at the conclusion of meetings. Meeting minutes will only be taken for any formal project meetings.

## Public Participation / Project Webpage

A major component of this project is to allow for public participation and opportunities for engagement. The City and consulting team will provide for both online and in-person engagement opportunities throughout the project timeline. Any meetings associated to the project will be posted on the website in a conspicuous location.

In addition, a project webpage (landing page) will be hosted on the City's website. This website will be frequently updated with general project information, project timelines, meeting dates/times, and an opportunity to directly comment on project documents that are uploaded to the site during the course of the project.

Full details are provided in the public participation plan.

## External Communications Protocols

A separate Public Involvement Plan is being developed for the project.

LDC/City will mutually manage meeting scheduling, format, and arrangements. For formal meetings, the City and consulting team will provide agendas and any presentation materials necessary for the meetings. Meeting minutes will only be taken for formal meetings.

## Estimated Project Schedule

The following is a general project schedule, which is subject to change. Refer to the Appendix A - Scope of Work for a more detailed list of project tasks.

Task	Dates
Task 1: Project Kick-Off/Charter	May 1 – May 31, 2020
Task 2: Public Outreach Plan/Webpage Development	May 1 – June 30, 2020
Task 3: Housing Needs Assessment	May 1 – September 30, 2020
Task 4: Preliminary Draft Housing Action Plan	October 1 – December 31, 2020
Task 5: Final Draft Housing Action Plan	January 1 – April 15, 2021
Task 6: Public Hearing Process/Final Adoption	April 15 – May 31, 2021

## Assumptions and Constraints

Assumptions - Involved staff and stakeholder groups will have time to devote to the project in the schedule identified in this Charter. Public engagement will be available both online and in-person (when practical). The project budget will be sufficient to complete the project.

Constraints - Limited staff resources. The city has identified the senior planner as the only staffing resource dedicated for this project. At time of writing of this Charter, there are no other expected constraints for the project.

## Expectations and Keys to Success

The following factors will be necessary to ensure project success:

- Build trust with project stakeholders and the community at-large
- Establish common goals among the project team and stakeholders
- Provide clear, concise, and consistent messaging
- Provide documents that are easy to understand by the general public
- Encourage participation from all populations, including elderly and under-represented population
- Ensure a higher awareness and understanding of housing needs and issues

## Project Risks and Mitigation

The following is a list of potential risks that have been identified for this project:

1. Lack of understanding of the project – A housing needs assessment and housing action plan are needed to identify both short- and long-term housing needs within the City of Monroe. The overall process and methods of identifying these needs may not be understandable to the general public. The project team should collectively work together to ensure that messaging is clear, understandable, and accurately represents the issues raised by project stakeholders and participants.

2. Public engagement methods – Due to the recent COVID-19 pandemic, State and Federal government have placed restrictions on public gatherings, severely impacting opportunities for traditional public engagement methods. Even after the pandemic passes, there may be a greater fear of meeting in-person for quite some time. This has a significant effect on those who prefer to engage face-to-face vs. online, either by choice or because of a lack of online resources (Internet). The project team will need to assess current conditions at the time of each phase of the project, adjust participation methods and ensure that whatever the current health directives and social distancing protocols are in place, that the public is engaged to the best extent possible.
3. Limited staffing and duration of grant window – As noted above, the city has one assigned planner to this project. Depending on the Planning Department’s work program, the City’s project manager may be assigned to other projects as needed. This may have an impact on meeting project deliverables and deadlines as noted in the Commerce grant award and schedule. In order to ensure the project stays on track and the housing action plan is adopted by the June 30, 2021 deadline as mandated by Commerce, the city will need to ensure continuous staff resources throughout the life of the project.
4. Ensuring each Planning Commission and Council has adequate time to review and approve HAP – Housing issues can often engage a community which is a great thing. However, given the project schedule, we will have a limited amount of time to move the Final HAP through the legislative process. To adjust, we will coordinate with City staff early on to schedule briefing/meeting/hearing dates and ensure upfront work is completed so the Commissions and Councils feel well prepared and fully understand the project schedule. As part of the SOW, we will be assisting City staff with the preparation of meeting materials.

## **Appendix A – Scope of Work**

### **Task 1 - Kick-Off Workshop/Project Charter**

- In advance of developing a charter, LDC anticipates facilitating a project kickoff meeting/teleconference with the City of Monroe project team and/or committee to discuss project objectives, goals and expectations, guiding principles, and the values/needs/issues for the Housing Action Plan project. We will also discuss the project schedule, deliverables, communication protocols, public outreach methods/opportunities.
- This process will include setting a schedule for regular check in meetings (via phone/virtual meeting) with the City.
- Following the kick-off, we will develop a short project charter to direct the project team through the process and ensure that all subsequent tasks meet and exceed Monroe's expectations.

#### Deliverables/Assumptions:

- Project Charter distributed to project team and/or committee.
- Project Schedule.
- Meeting agendas/notes.

### **Task 2 – Public Outreach Plan/Project Webpage Development**

- In collaboration with Staff, develop an outreach plan that includes strategies to engage multiple stakeholders, including residents, community groups, builders, realtors, nonprofits/housing advocates, and local religious groups.
- In collaboration with City staff, scope plan for Planning Commission and City Council involvement.
- In collaboration with City staff, develop website engagement presence for public outreach. An option for outreach (in conjunction with limited in-person engagement) may be to utilize online engagement platform, allowing flexible options for public review and comment.

#### Deliverables/Assumptions:

- Public Outreach Plan.
- City will develop engagement invitation and send to key stakeholders and public.
- City will be lead in facilitation with Planning Commission and City Council.

### **Task 3 – Housing Needs Assessment**

- Identify household in each income segment that are paying more than 30 percent of income on housing costs (cost burdened) in Monroe.

- Document number of permanent and limited-term affordable housing units and number of Section 8 vouchers provided to Monroe residents.
- Document housing tenure and vacancy trends.
- Identify existing housing for special needs population.
- Project population demographics and income levels for the planning period and identify the types and densities needed for housing suitable and affordable for all demographic and economic segments.
- Consider underserved categories such as senior independent and assisted living.
- Develop inventory of existing housing supply in Monroe

Deliverables/Assumptions:

- Housing Needs Assessment.

**Task 4 – Preliminary Draft Housing Action Plan**

Preliminary Draft Housing Action Plan

- Support City staff in drafting the Preliminary Housing Action Plan, including:
  - Strategies and recommendations to increase supply and types of housing needed, including types, in Monroe
  - Strategies to minimize displacement of low-income residents
  - Develop zoning, regulatory, and incentive strategies to support housing that meets the needs of Monroe
  - Evaluate and refine existing housing policies and actions
  - Develop recommendations for improvement based on housing needs assessment data
  - Identify schedule of programs and actions to implement the recommendations of the housing action plan.

Potential Stakeholder Facilitation and Process

- Based on information gathered from previous tasks, support staff in gathering additional guidance and feedback from stakeholders on housing policy legislation.

Stakeholders, Planning Commission, City Council and Public Review Process

- Meeting (in-person/virtual) with identified stakeholders to review policy recommendations. Based on feedback, support staff to prioritize items to include in the preliminary housing plan.
- At City’s request, attend work sessions with Planning Commission and City Council to review recommended policy update recommendations.

- In conjunction with in-person/virtual meetings, also provide information online so the public can review and engage.

Deliverables/Assumptions:

- Support staff with Preliminary Draft Plan for Staff/Leadership Review/Public Review.
- LDC will attend 1 meeting (Stakeholders/Commission/Council).

**Task 5 – Final Draft Housing Action Plan**

- Based suggested revisions, LDC will support City staff in preparing Final Draft Housing Action plan to be used during the public hearing process.
- Final Draft to be provided to both Planning Commission and City Council for review, and viewable on city website.

Deliverables/Assumptions:

- Support staff with Final Draft Plan for Staff/Leadership Review/Public Review.
- Assumes City will take lead on public notification/public engagement process.
- LDC may attend (1) Planning Commission or City Council workshop meeting, per city request.

**Task 6 – Public Hearing Process/Final Adoption**

- Support staff to refine and finalize documents based on Staff/Public comment.
- Support staff with additional review/comment by PC/CC at public hearings.

Deliverables/Assumptions:

- Support staff to provide clean final copy of Housing Action Plan and supporting documents.
- Assumes City will take lead on public notification/approval process.
- Assumed LDC will not attend final adoption meeting, unless requested by City.



**DRAFT**

# City Of Monroe Housing Action Plan

## Public Involvement Plan



DRAFT

**Front Page Photo Credits (Top Right to Bottom)**

1. City of Monroe webpage
2. City of Monroe Facebook
3. Scenicwa.com
4. Wikipedia.org

# **CITY OF MONROE HOUSING ACTION PLAN**

## **PUBLIC INVOLVEMENT PLAN**

### **Goal**

The goal of the Public Involvement Plan (PIP) for the Housing Action Plan (HAP) is to achieve valuable public involvement and input during the project. The PIP acts as a guide to:

- ✓ Engage and obtain input from the public, key stakeholders, and various community groups and organization in Monroe and the surrounding community
- ✓ Convey project information in a clear and meaningful way
- ✓ Provide transparent and open decision-making process

### **Project Overview**

Washington State House Bill 1925 granted the Washington State Department of Commerce ("Commerce") \$5 million in the 2019 Legislative Session to provide grant funds to local governments for activities to increase residential building capacity, streamline development, or develop a Housing Action Plan. The City of Monroe received an \$50,000 grant from Commerce to complete a HAP, the goal of which will be to assess current and future housing needs and offer strategies and recommendation for policy or development regulations that will allow for a variety of housing types with varying income ranges

Per RCW 36.70A.600(2), the scope of work for a housing action plan is:

The goal of any such housing plan must be to encourage construction of additional affordable and market rate housing in a greater variety of housing types and at prices that are accessible to a greater variety of incomes, including strategies aimed at the for-profit single-family home market. A housing action plan may utilize data compiled pursuant to RCW [36.70A.610](#). The housing action plan should:

- (a) Quantify existing and projected housing needs for all income levels, including extremely low-income households, with documentation of housing and household characteristics, and cost-burdened households;
- (b) Develop strategies to increase the supply of housing, and variety of housing types, needed to serve the housing needs identified in (a) of this subsection;
- (c) Analyze population and employment trends, with documentation of projections;
- (d) Consider strategies to minimize displacement of low-income residents resulting from redevelopment;
- (e) Review and evaluate the current housing element adopted pursuant to RCW [36.70A.070](#), including an evaluation of success in attaining planned housing types and units, achievement of goals and policies, and implementation of the schedule of programs and actions;
- (f) Provide for participation and input from community members, community groups, local builders, local realtors, nonprofit housing advocates, and local religious groups; and

- (g) Include a schedule of programs and actions to implement the recommendations of the housing action plan.

The City of Monroe has chosen to develop a HAP that will focus on encouraging construction of a greater variety of additional affordable and market rate housing types that are accessible to a variety of incomes. Specifically, the HAP project will:

- ✓ Quantify existing and projected housing needs for all income levels
- ✓ Develop strategies to increase the supply of housing needed by those income levels
- ✓ Analyze population and employment trends
- ✓ Consider strategies to minimize displacement of low-income residents resulting from redevelopment
- ✓ Review and evaluate the Comprehensive Plan Housing Element
- ✓ Provide for participation and input from a variety of stakeholders
- ✓ Include a schedule of programs and actions for implementation of the HAP

### Housing Action Plan Process

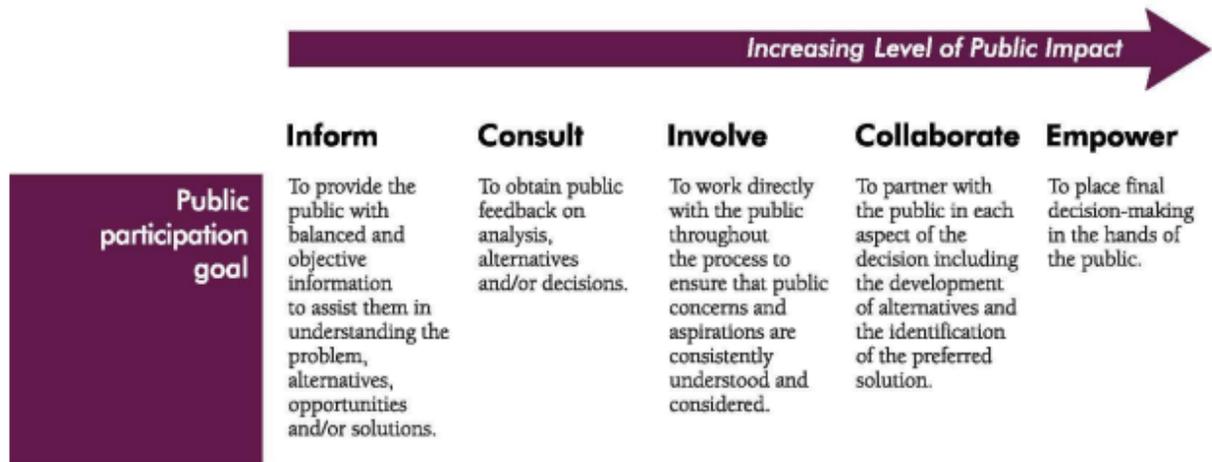
Below is a graphical representation of the process for the HAP project. A detailed scope of work is provided in Appendix B.



## Public Involvement

Since the development of the HAP will require public input, and to ensure residents and stakeholders are given opportunity to remain engaged during the development of the HAP, the City has created this PIP that identifies effective strategies and various methods for public engagement. The overarching goal of the PIP is to provide a guide to proactively encourage public participation during the Housing Action Plan project.

Below is a graphic from the International Association of Public Participation (IAP2)'s spectrum of public participation, which shows varying levels of engagement based on the level of public impact. Because the level of public impact of the HAP is high, the public and stakeholders will be engaged at the "inform," "consult," "involve," and "collaborate" levels.



*IAP2 Spectrum of Public Participation (source: [www.iap2.org](http://www.iap2.org))*

## Project Team Roles

### Community Development - City of Monroe

The City of Monroe Community Development Department will be the primary Project Manager for this HAP project. City staff will be responsible for the overall management and distribution of public information regarding the public involvement process. In addition, City staff will also:

- Coordinate with all applicable agencies, including Department of Commerce, who play a role or have direct interest in the development of the HAP
- In partnership with consulting team (LDC), provide frequent updates, as needed, on the City's website and project landing page
- In partnership with consulting team (LDC), develop a list of stakeholders made of key community and business leaders who have interest in the HAP
- Inform decisionmakers about HAP project requirements
- Inform Planning Commission, City Council, and all interested parties of all key project milestones and deliverables
- Document and keep all public records pertaining to the HAP project

## **Primary Project Contact**

### **City of Monroe**

Anita Marrero

Senior Planner

[amarrero@monroewa.gov](mailto:amarrero@monroewa.gov)

360-863-4513

Anita Marrero, Senior Planner, City of Monroe, is the Project Manager and responsible for day to day management of the project. LDC, Inc., is the contracted consulting team assisting the City of Monroe during the project. All communications shall be directed to Ms. Marrero.

## **Planning Commission / City Council - City of Monroe**

City staff, with assistance by LDC, Inc. will present information and key policy decisions to the Planning Commission and City Council at specific milestones during the HAP project. The Planning Commission will review proposed housing policy recommendations and will provide feedback to City Staff. Staff will then present draft documents, including the HNA and HAP, to the Planning Commission, and then they will forward their recommendation to City Council for its review and consideration. City Council will be periodically updated during the course of the project, with the final documents being presented for their consideration and ultimate final adoption.

## **Stakeholder Involvement**

The City shall involve a group of identified individuals, organizations and interest groups who represent diverse viewpoints of community's stakeholders on housing issues in Monroe. Stakeholders will be a key element in providing feedback and guidance throughout the HAP process, including:

- Identifying existing challenges and barriers to providing affordable mix of housing types
- Assisting project team in considering various housing issues, various approaches to addressing housing needs and potential policy recommendations
- Review and provide comments on both the draft HNA and HAP

## **Public Involvement Strategy**

A major component of this project is to allow for public participation and opportunities for engagement. The City and consulting team will provide for both online and in-person engagement opportunities throughout the project timeline. Any meetings associated to the project will be posted on the website in a conspicuous location.

### **A. Interested Groups and Citizens**

The City will make every effort to fully engage and encourage involvement of all stakeholders, whether public or private, local tribes, Federal agencies, State agencies, housing and

community service providers, and other local governments. A list of anticipated stakeholders is provided below, while a full stakeholder contact list is provided in Attachment A – Stakeholder Contact List.

### **City of Monroe Decisionmakers/Advisory Bodies**

- City Council
- Planning Commission

### **City of Monroe Staff**

- City Administration
- Community Development
- City Attorney
- Public Works
- Parks & Recreation

### **State & Federal**

- Washington State Department of Commerce
- Washington State Department of Corrections

### **Tribes**

- Sauk-Suiattle Tribe
- Stillaguamish Tribe
- Tulalip Tribe

### **Other Local Government**

- Snohomish County Planning & Development Services

### **Business Stakeholders**

- Monroe Chamber of Commerce

### **Housing & Community Service Providers**

- Snohomish County Human Services
- Senior Services of Snohomish County
- Housing Authority of Snohomish County
- Low Income Housing Alliance
- Habitat for Humanity of Snohomish County
- United Way of Snohomish County

## **B. Stakeholder Advisory Committee (SAC)**

As noted above, the SAC is made up of key individuals who represent various organization and groups who have a vested interest in housing needs and availability. The SAC will “meet” either in-person or web-conference at periodic intervals throughout the HAP project. It is expected, at a minimum, that the SAC will hold at least 3 meetings:

1. Kick-off meeting – project discussion, goals/objectives, issues/challenges
2. Draft Housing Needs Assessment (HNA) – Review and comment on findings and data
3. Draft Housing Action Plan – Review and comment on policy recommendations

## **C. Public Outreach Approach**

The City of Monroe will provide public outreach methods that ensures the general public and key stakeholders are provided various opportunities to participate and are regularly informed about the project status.

### **Public Meetings**

- Planning Commission meetings/hearings will be held at City Hall
- City Council meetings/hearings will be held at City Hall
- Other in-person public engagement events may be held at other local events at City's discretion

### **Online Media**

- Project Webpage – A project website (landing page) will be added to the City's website where citizens and interest groups can review draft documents and provide comments, view schedule information, check for meeting notices, and obtain general project information. The project landing page, [www.monroewaHAP.konveio.com](http://www.monroewaHAP.konveio.com) will be the primary website for the most up-to-date project information.
- Facebook – General information, including meeting dates and key dates will be published on the City's Facebook page, including a link to the project landing page (see link above).
- YouTube – The public may watch Planning Commission, City Council and any other recorded meetings to obtain information about the project as they are available.

### **Mailing List**

A stakeholder email list will be maintained by the City. The list will be used to notify key stakeholders about key dates and general progress regarding the project. They will also be informed of various engagement methods and opportunities as they arise.

### **Surveys**

Throughout the project, the project team may administer surveys to gather information and data regarding specific topics. Surveys will be found on the project landing page during various stages. The public will be informed as to when the surveys are available.

### **Media**

The City's official newspaper (Everett Herald) will be regularly informed about the HAP project and receive copies of all official notices. Notices will be sent to local news media to announce public engagement opportunities, key project dates and any general project information.

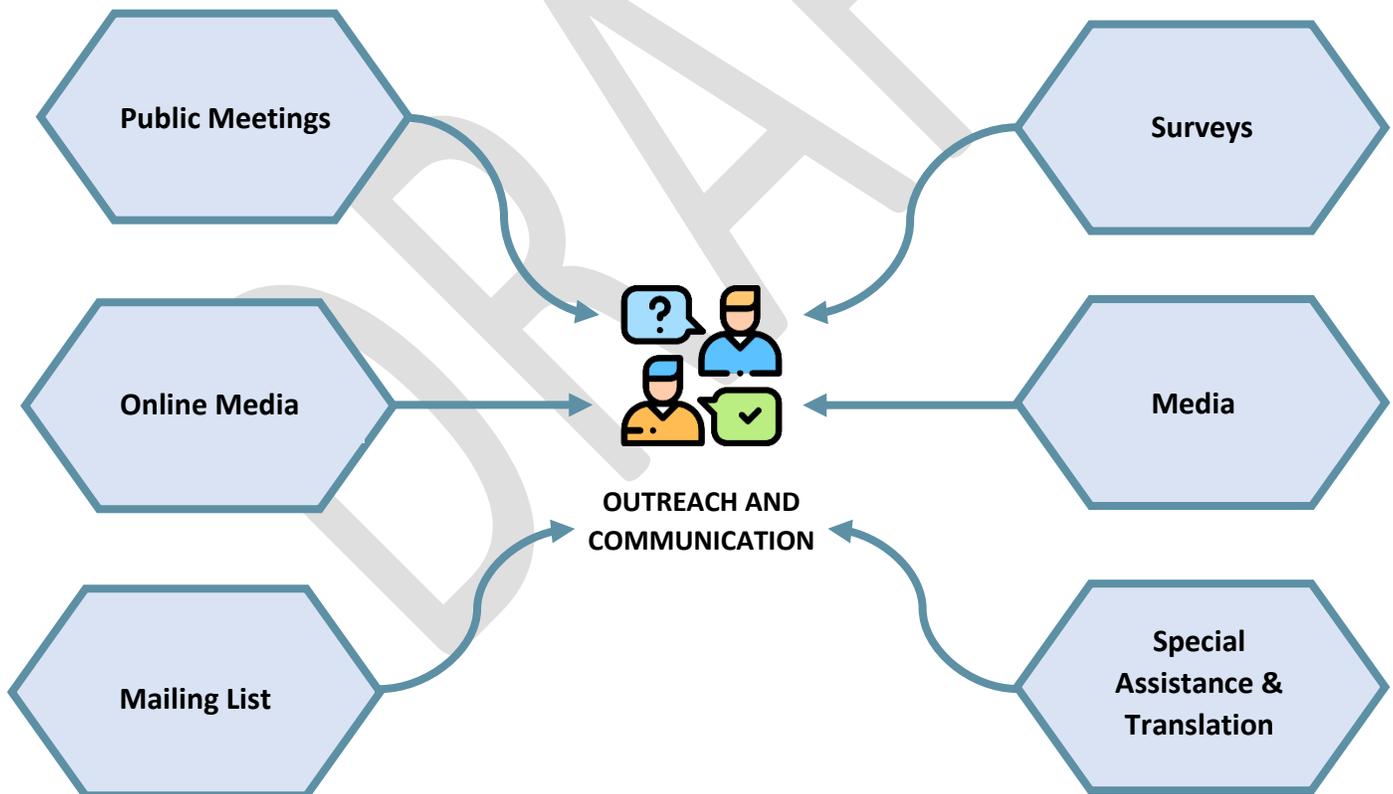
### **Other Posting Sites**

Notices of public meetings, events and other key dates will be posted at all City official noticing locations, including Monroe City Hall, Monroe Library, Monroe Public Works Department and Monroe Chamber of Commerce. Notices may also be posted at other locations at the City's discretion.

### **Special Assistance/Translation Needs**

To the best extent possible, the City should identify the best method to disseminate information to those who require special services or document translation. This includes individuals with Access and Functional Needs (AFN), individuals covered under the Americans with Disabilities Act (ADA) and people with Limited English Proficiency (LEP). This engagement is in conjunction with the participation of local, state and federal government partners. While the City of Monroe currently does not meet the minimum requirements for LEP persons, the City can contact translators should the need arise.

### **Public Outreach Approach**



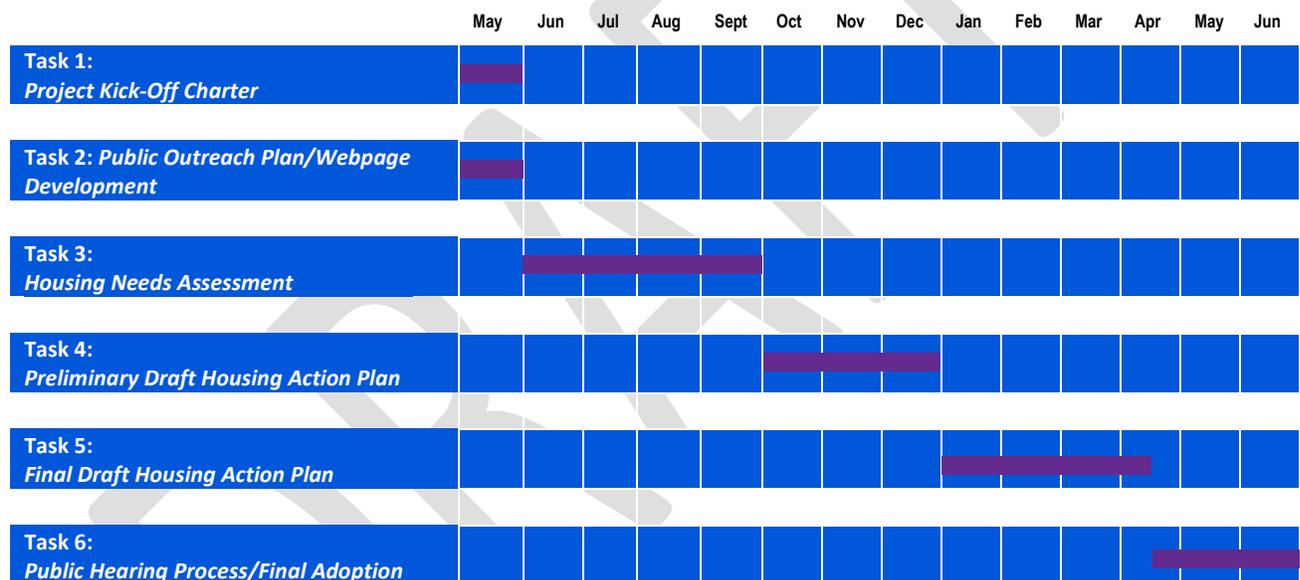
## Communications Protocols

Anita Marrero, Senior Planner, City of Monroe, is the Project Manager. Any external communications (i.e. project stakeholders, public, media, etc.) will be routed through Ms. Marrero. No external communication is to be routed to the consulting team.

Anita Marrero, Senior Planner, City of Monroe, [amarrero@monroewa.gov](mailto:amarrero@monroewa.gov), 360-863-4513

## Project Timeline

The following is an estimated project timeline, which is subject to change. Refer to Appendix B – Scope of Work and Appendix C – Project Timeline for more details regarding specific project details and schedule.



## PIP Risks and Opportunities

As is the case with most long-range plans requiring public involvement, there is always some level of risk depending on the overall success of the engagement process. The following items outline potential issues, threats and risks the HAP project faces with regarding to garnering public participation. Some of these items are repeated from the Project Charter.

1. Lack of understanding of the project – A HNA and HAP are needed to identify both short- and long-term housing needs within the City of Monroe. The overall process and methods of identifying these needs may not understandable to the general public. The project team should collectively work together to ensure that messaging is clear, understandable and accurately represents the issues raised by project stakeholders and participants.

2. Public engagement methods – Due to the recent COVID-19 pandemic, State and Federal government have placed restrictions on public gatherings, severely impacting opportunities for traditional public engagement methods. Even after the pandemic passes, there may be a greater fear of meeting in-person for quite some time. This has a significant effect on those who prefer to engage face-to-face vs. online, either by choice or because of a lack of online resources (Internet). The project team will need to assess current conditions at the time of each phase of the project, adjust participation methods and ensure that whatever the current health directives and social distancing protocols are in place, that the public is engaged to the best extent possible.
3. Difficulty in reaching underserved or transient communities – Similar to item 2 above, there may be some challenges in reaching out to sectors of the community that have limited access or ability to participate. These may include low-socio economic segments, military families who frequently move, or the elderly population which may not have the ability to easily connect and participate.
4. Some community groups may feel underrepresented – The subject of housing availability and affordability is a challenging and, in many ways, sensitive topic of discussion amongst many socio-economic, political and age groups which may lead to debate. As a result, there may be final policy recommendations that may not fully address concerns of particular groups or citizens.
5. Survey may not accurately represent all stakeholder and public interests – Surveys are challenging in many ways. Survey questions may be difficult to understand, or they may be misleading or open-ended. Many times, surveys are too lengthy, which then leads to disinterest in the entire survey. Because of this, there may be a lack of respondents, which then leads to ineffective results. Surveys for this project should be short, easy to understand and used only sparingly where data proves to be very useful for data collection.

## Appendix A – Stakeholder Contact List

### Federal & State

Organization	Name	Title	Contact Info
Washington State Department of Commerce			
Department of Social & Health Services			

### Tribes

Organization	Name	Title	Contact Info
Sauk-Suiattle Tribe			
Stillaguamish Tribe			
Tulalip Tribe			

### Other Local Government

Organization	Name	Title	Contact Info
Snohomish County Planning & Development Services			

### Business Stakeholders

Organization	Name	Title	Contact Info
Monroe Chamber of Commerce	Yvonne Gallardo-Van Ornam	Executive Director	director@choosemonroe.com

### Housing & Community Service Providers

Organization	Name	Title	Contact Info
Snohomish County Human Services			
Senior Services of Snohomish County			
Housing Authority of Snohomish County			
Low Income Housing Alliance			

Habitat for Humanity of Snohomish County			
United Way of Snohomish County			

**School District**

Organization	Name	Title	Contact Info
Monroe School District	Dr. Justin Blasko	Superintendent	<a href="mailto:blaskoj@monroe.wednet.edu">blaskoj@monroe.wednet.edu</a>

**Environmental Groups**

Organization	Name	Title	Contact Info

**Real Estate Agents/Builders/Lenders**

Organization	Name	Title	Contact Info

## Appendix B – Scope of Work

### **Task 1 - Kick-Off Workshop/Project Charter**

- In advance of developing a charter, LDC anticipates facilitating a project kickoff meeting/teleconference with the City of Monroe project team and/or committee to discuss project objectives, goals and expectations, guiding principles, and the values/needs/issues for the Housing Action Plan project. We will also discuss the project schedule, deliverables, communication protocols, public outreach methods/opportunities.
- This process will include setting a schedule for regular check in meetings (via phone/virtual meeting) with the City.
- Following the kick-off, we will develop a short project charter to direct the project team through the process and ensure that all subsequent tasks meet and exceed Monroe's expectations.
- Allow for 1 round of project charter review.

#### Deliverables/Assumptions:

- Project Charter distributed to project team and/or committee.
- Project Schedule.
- Meeting agendas/notes.
- LDC will attend 1 meeting via phone call/virtual meeting.

### **Task 2 – Public Outreach Plan/Project Webpage Development**

- In collaboration with Staff, develop an outreach plan that includes strategies to engage multiple stakeholders, including residents, community groups, builders, realtors, nonprofits/housing advocates, and local religious groups.
- In collaboration with City staff, scope plan for Planning Commission and City Council involvement.
- In collaboration with City staff, develop website engagement presence for public outreach. An option for outreach (in conjunction with limited in-person engagement) may be to utilize online engagement platform, allowing flexible options for public review and comment.

#### Deliverables/Assumptions:

- Public Outreach Plan.
- City will develop engagement invitation and send to key stakeholders and public.
- City will be lead in facilitation with Planning Commission and City Council.

### **Task 3 – Housing Needs Assessment (HNA)**

- Identify household in each income segment that are paying more than 30 percent of income on housing costs (cost burdened) in Monroe.
- Document number of permanent and limited-term affordable housing units and number of Section 8 vouchers provided to Monroe residents.
- Document housing tenure and vacancy trends.
- Identify existing housing for special needs population.
- Project population demographics and income levels for the planning period and identify the types and densities needed for housing suitable and affordable for all demographic and economic segments.
- Consider underserved categories such as senior independent and assisted living.
- Develop inventory of existing housing supply in Monroe

#### Deliverables/Assumptions:

- HNA.
- Allow for 1 round of review/edits.

### **Task 4 – Preliminary Draft Housing Action Plan**

#### Preliminary Draft Housing Action Plan

- Support city staff in drafting the Preliminary Housing Action Plan, including:
  - Strategies and recommendations to increase supply and types of housing needed, including types, in Monroe
  - Strategies to minimize displacement of low-income residents
  - Develop zoning, regulatory, and incentive strategies to support housing that meets the needs of Monroe
  - Evaluate and refine existing housing policies and actions
  - Develop recommendations for improvement based on the HNA data
  - Identify schedule of programs and actions to implement the recommendations of the housing action plan.

#### Potential Stakeholder Facilitation and Process

- Based on information gathered from previous tasks, support staff in gathering additional guidance and feedback from stakeholders on housing policy legislation.

#### Stakeholders, Planning Commission, City Council and Public Review Process

- Meeting (in-person/virtual) with identified stakeholders to review policy recommendations. Based on feedback, support staff to prioritize items to include in the preliminary housing plan.
- At City's request, attend work sessions with Planning Commission and City Council to review recommended policy update recommendations.
- In conjunction with in-person/virtual meetings, also provide information online so the public can review and engage.

#### Deliverables/Assumptions:

- Support staff with Preliminary Draft Plan for Staff/Leadership Review/Public Review.
- LDC will attend 1 meeting (Stakeholders/Commission/Council).

#### **Task 5 – Final Draft Housing Action Plan**

- Based suggested revisions, LDC will support city staff in preparing Final Draft Housing Action plan to be used during the public hearing process.
- Final Draft to be provided to both Planning Commission and City Council for review, and viewable on city website.

#### Deliverables/Assumptions:

- Support staff with Final Draft Plan for Staff/Leadership Review/Public Review.
- Assumes City will take lead on public notification/public engagement process.
- LDC may attend (1) Planning Commission or City Council workshop meeting, per city request.

#### **Task 6 – Public Hearing Process/Final Adoption**

- Support staff to refine and finalize documents based on Staff/Public comment.
- Support staff with additional review/comment by PC/CC at public hearings.

#### Deliverables/Assumptions:

- Support staff to provide clean final copy of Housing Action Plan and supporting documents.
- Assumes City will take lead on public notification/approval process.
- Assumed LDC will not attend final adoption meeting, unless requested by City.

## Appendix C– Project Timeline

Below is an estimated project timeline. All dates are subject to change, with the expectation that the Housing Action Plan must be adopted by early June 2021 in order to be completed by the June 30, 2021 Department of Commerce deadline.

2020		
<b>May 1 – May 31</b>	Project Kick-Off	May 4
	Project Schedule Finalized	May 15
	Project Charter Completed	May 29
<b>May 1 – June 30</b>	Public Involvement Plan Review/Approval	May 22
	Project Landing Page	May 22
	Stakeholder Advisory Committee Formed	May 29
<b>June 1 – September 30</b>	Begin Housing Needs Assessment Research	Jun 1
	Open HNA Survey	Jun 8
	Meeting/conference call with SAC	Jun 11
	Close HNA Survey	Jul 6
	Public Meeting (TBD)	Jul 21
	Planning Commission HNA Review	Aug 25
	City Council Workshop HNA Review	Sept 23
<b>October 1 – December 31</b>	Begin Preliminary Draft HAP	Oct 1
	City Staff Review Draft HAP	Nov 1
	SAC meeting/conference call	Nov 10
	Planning Commission Review HAP Draft	Nov 19*
	City Council Review HAP Draft	Dec 16#
2021		
<b>January 1 – April 15, 2021</b>	Begin Final Draft HAP	Jan 4
	SEPA Determination Issued/Published	Feb 5
	SEPA Comment Period Ends	Feb 19
	SEPA Appeal Period Ends	Mar 5
	City Staff Review Final Draft HAP	Mar 8
	SAC meeting/conference call	Mar 16
	Final Draft HAP sent to Commerce	Apr 5
<b>April 15 – May 31</b>	Planning Commission Public Hearing	Apr 28
	City Council Public Hearing/Adoption	Jun 1
	Final Plan/Ordinance sent to Commerce	Jun 14
<b>June 30, 2021</b>	HAP Plan Adoption Deadline	

\* Special Planning Commission Meeting due to Thanksgiving Holiday on Nov 26

# Special City Council Workshop Meeting due to Christmas Holiday week of Dec 21