

## CHSAB Agenda – Kick off meeting

City of Monroe is inviting you to a scheduled Zoom meeting.

Topic: CHSAB Kick Off Meeting

Time: Aug 20, 2020 06:00 PM Pacific Time (US and Canada)

Join Zoom Meeting

<https://us02web.zoom.us/j/82043783144?pwd=NERwdm5TQjhtbjRkdmx3RkdYNUhsdz09>

Meeting ID: 820 4378 3144

Passcode: 456574

Find your local number: <https://us02web.zoom.us/j/82043783144?pwd=NERwdm5TQjhtbjRkdmx3RkdYNUhsdz09>

August 20, 2020 – 6pm-8pm

|  |        |
|--|--------|
| Welcome from the Mayor                     | 5 min  |
| State this Meetings Objectives – Ms. Adams | 1 min  |
| Introduction/Icebreakers                   | 45min  |
| How a board works – Ms. Knight             | 5 min  |
| Interim Chair – Ms. Tuttle                 | 5 min  |
| Ground Rules Discussion                    | 15 min |
| Discuss Overdose Awareness Day             | 20 min |
| Recap – Ms. Adams/Ms. Knight               | 5 min  |
| Questions                                  | 10 min |
| Explain Handouts – Ms. Adams               | 10 min |

Hand Outs:

Myers Briggs 16 Personalities <https://www.16personalities.com/>

HPAC Final Report & Recommendations

TAC MVV

Work Reports

Working Together Diagram

Next Meeting September 3, 2020 6pm-8pm

Discuss Hand Outs

Discuss planning for & celebrating Hispanic Heritage Month (September 15-October 15)

# CHSAB

Community Human  
Services Advisory  
Board

August 20, 2020



# Welcome

Mayor Geoffrey Thomas



# CHSAB Kick Off Meeting - Objectives

Rachel Adams

- Get to know one another
- Establish group norms
- Share ideas to observe International Overdose Awareness Day
- Review resource materials for next meeting

# Roles and Responsibilities of the CHSAB

Rachel Adams

Recommend

Represent

Advocate

Advise

Educate

Coordinate

Communicate

Act honestly,  
in good faith

Ensure the  
public trust

Strategize

# Getting to know one another (2-3mins per person)

- Tell us a little bit about yourself?
- Why do you want to serve on this board?
- What do you hope to achieve?
- What's your favorite candy?

| Board Members         |                         |                                 |                       |                  |
|-----------------------|-------------------------|---------------------------------|-----------------------|------------------|
| <b>Sarah Lunstrum</b> | <b>Aisha Sial</b>       | <b>James Harrigan</b>           | <b>Roger Evans</b>    | <b>Amy Plumb</b> |
| <b>Tony Balk</b>      | <b>Lynsey Gagnon</b>    | <b>Jose Luis Nino de Guzman</b> | <b>Todd Strickler</b> | <b>Jim Bloss</b> |
| <b>Amber Mehta</b>    | <b>Bridgette Tuttle</b> | <b>Bryan Lipsy</b>              | <b>Brian Stoddard</b> |                  |

\*We will do this, or something similar, at every meeting for a while to give us a chance to get to know each other.

# How City Boards Work

Deborah Knight

- Interim Facilitator – Bridgette Tuttle
- Staff Support – Tyler Christian
- Project Management Consultant – Rachel Adams

# Group Ground Rules Discussion

| Start/Stop?  | On time or give grace period   |
|--|--|
| Land Acknowledgment?   | Do we want to use it to begin our meetings? Is there more than one?                      |
| Meetings   | 1x/2x  |
| Duration   | 1.5hrs/2hr   |
| How do we treat members of our team? What behaviors do we value? | Assume positive intent, acknowledge harm, respecting team members, Learning organization |
| Submit a quote of the night?                                     | Rotating responsibility to participating   |
| 3-5 word check in  | Acknowledge emotional temperature  |
| Public Comment Section   | Beginning or End?  |
| "The purpose of this group is" at the beginning of meetings      | Statement to guide us  |
| Board positions  | Chair, Co Chair, Note Taker, Chat Monitor  |
| How to be acknowledged   | Hand raised, chat, waving  |

# International Overdose Awareness Day

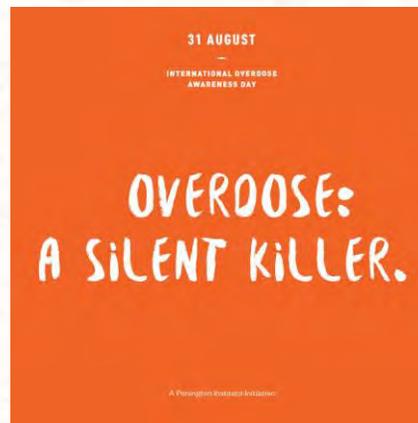
August 31, 2020



**Social Media**



**Proclamation**



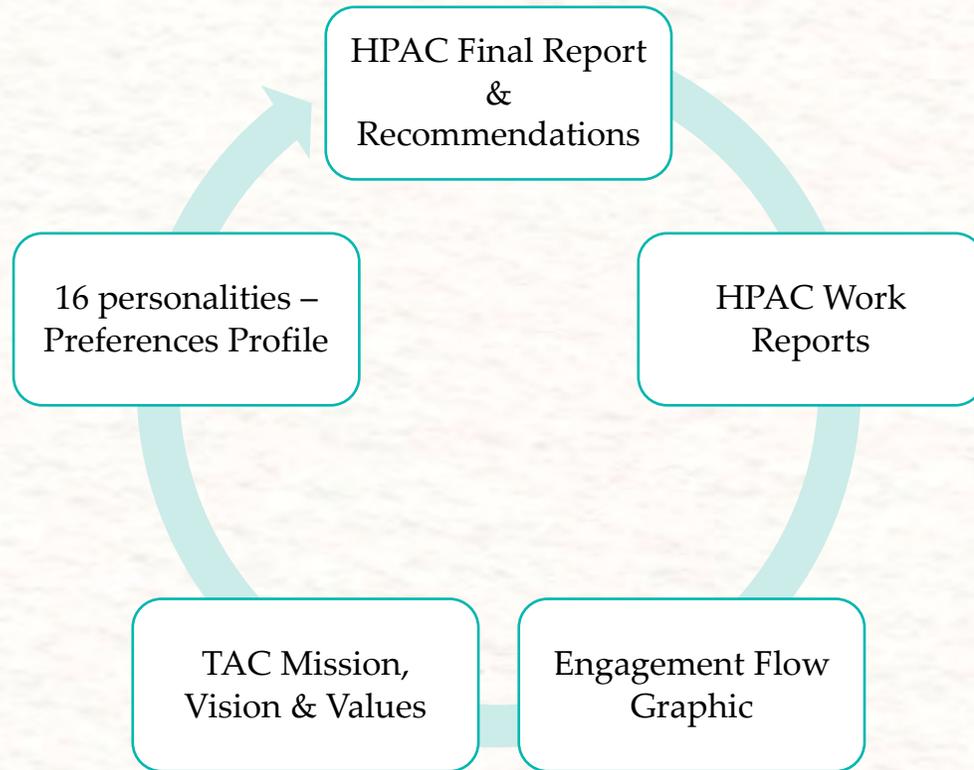
**Virtual Event**



**Other Ideas**

<https://www.facebook.com/events/214996109936721>

# Hand Outs & Homework



- Please review documents
- Come back with feedback and questions
- Consider how Diversity Equity and Inclusion will be a part of our work.

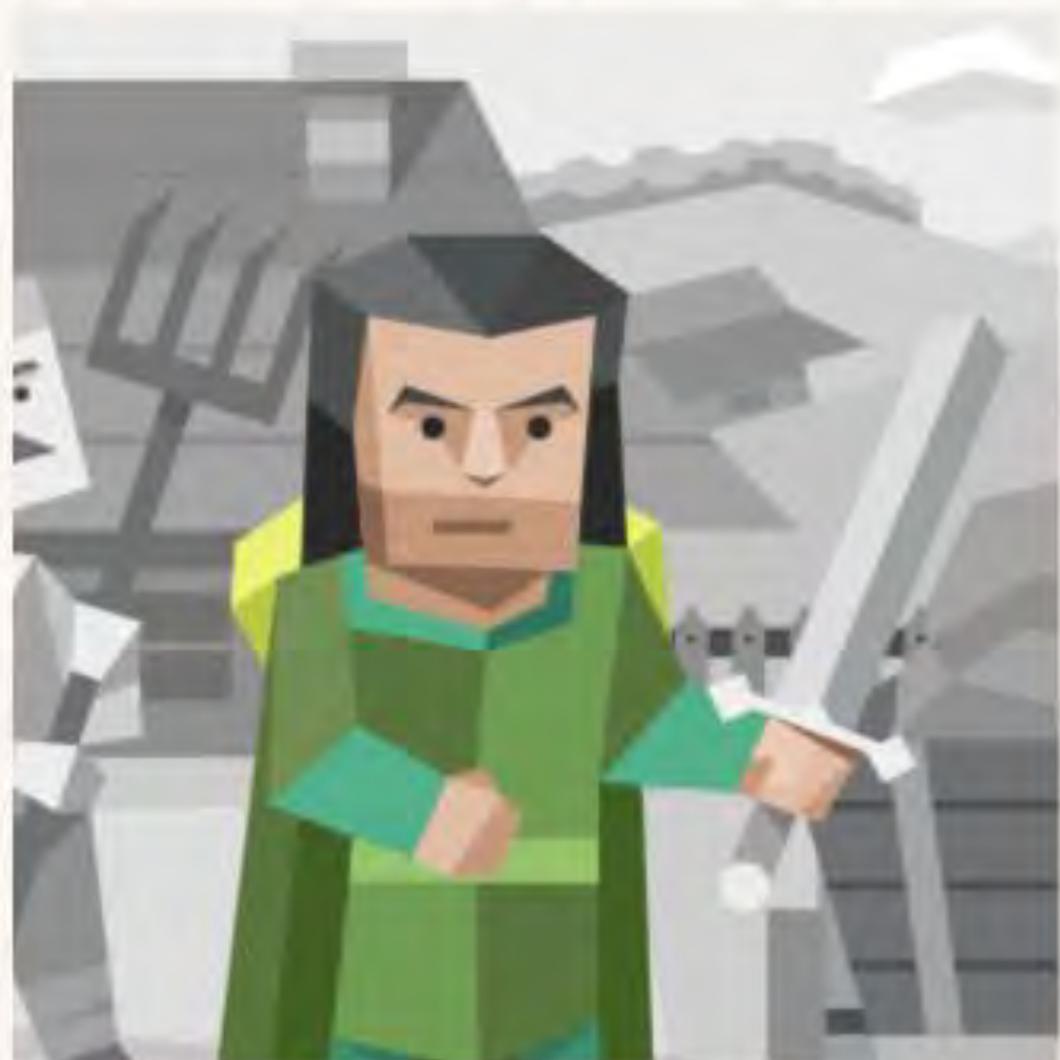
## According to Meyers Briggs Rachel is an ENFJ – The Protagonist

Protagonists are natural-born leaders, full of passion and charisma.

With a natural confidence that begets influence, Protagonists take a great deal of pride and joy in guiding others to work together to improve themselves and their community.

Protagonists radiate authenticity, concern and altruism, unafraid to stand up and speak when they feel something needs to be said.

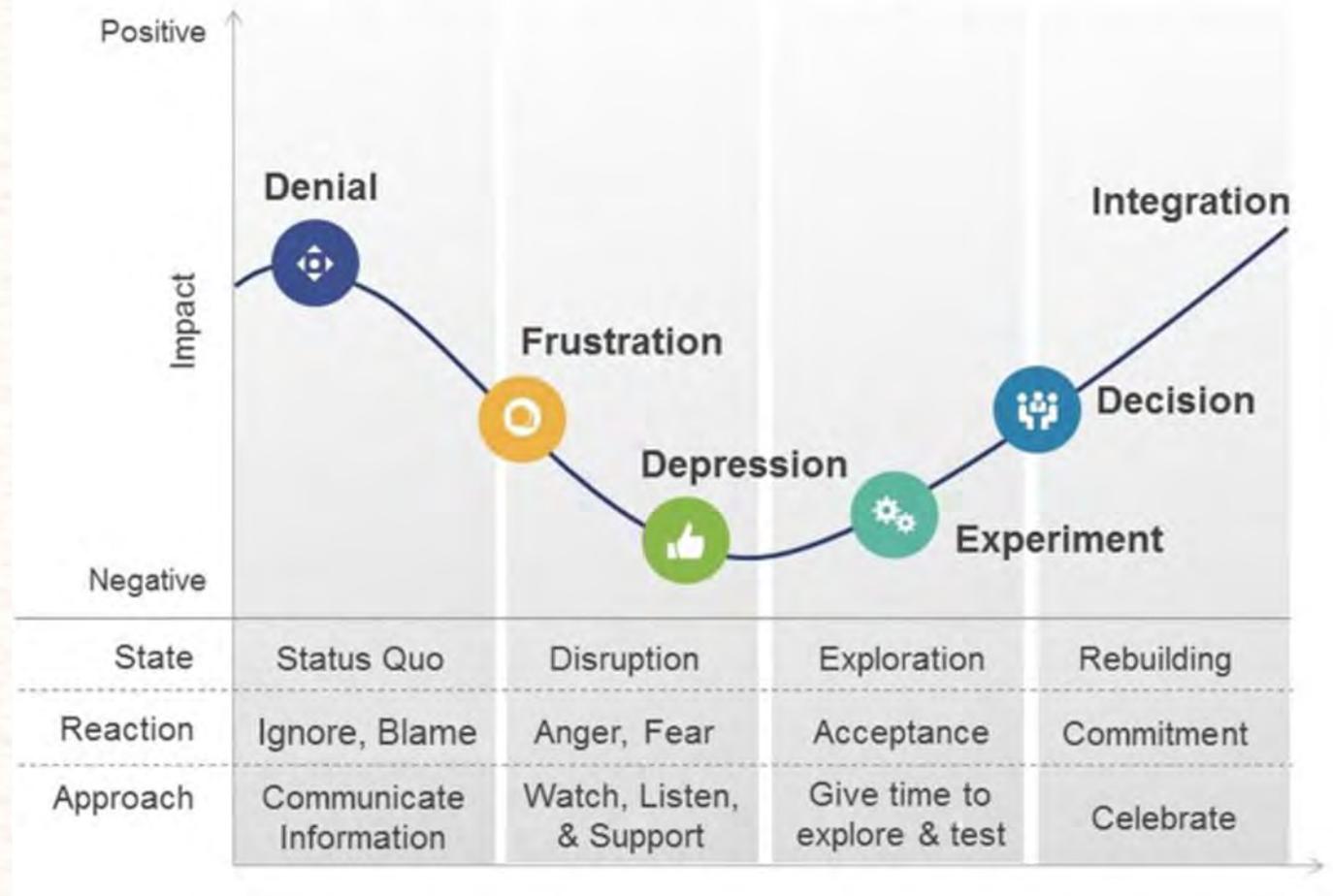
Protagonists are genuine, caring people who talk the talk and walk the walk, and nothing makes them happier than leading the charge, uniting and motivating their team with infectious enthusiasm.



**“The Struggle Ought Not to Deter Us From the Support of a Cause We Believe to Be Just.”**

# Questions?

## The Kübler-Ross Change Curve



# Next Meeting – September 3, 2020 6pm-8pm

- Discussion on your Personality Profile homework
- Discussion on Reading & Reference Documents
- Draft Work Plan
- Discussion on how we can celebrate Hispanic Heritage Month (September 15 - October15)
- Does anyone have anything to add to an upcoming agenda?

# Meeting Recap

Deborah Knight & Rachel Adams

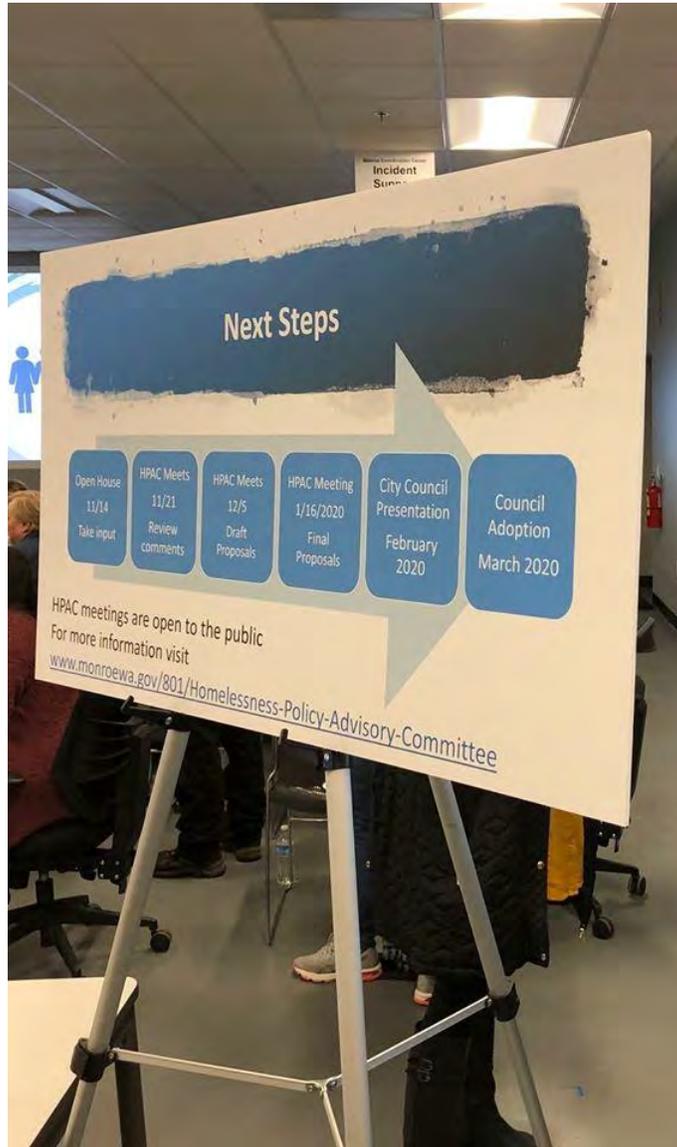
- Were our meeting objectives achieved?
- Were assignments given?



**Thank you!!**



**# WeAreMonroe**



# Homelessness Policy Advisory Committee Final Report

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## Table of Contents

|  |    |
|--|----|
| Acknowledgments.....                                       | 1  |
| Homelessness Policy Advisory Committee Summary Report..... | 3  |
| HPAC Final Recommendations.....                            | 5  |
| 2020 Action Plan .....                                     | 7  |
| 2020 HPAC Action Plan - Gantt Map Chart .....              | 19 |
| Communication Plan – EnviroIssues .....                    | 23 |
| Appendix A – HPAC Meeting Schedule .....                   | 31 |
| Appendix B – Definitions.....                              | 32 |
| Appendix C – Open House Public Comments.....               | 33 |

## Acknowledgments

**Mayor Geoffrey Thomas**

**City Administrator Deborah Knight**

**Police Chief Jeff Jolley**

**Facilitator: Janice Corbin**

### **HPAC Members:**

**Rachel Adams**

Monroe community member. Member of the faith community.

**Jim Bloss**

Monroe community member. Member of the faith community. NAMI advocate. Housing Hope.

**Jennifer Chavez**

Monroe community member. Member of the faith community. Homeless youth advocate.

**Sean Cramer**

Monroe community member. Formerly homeless perspective. Recovery peer mentorship.

**Kyle Fisher**

Monroe community member. Planning Commissioner. First responder. Neighborhood advocate.

**Geoffrey Godfrey**

Ideal Options Treatment facility; health care provider and professor of nurse practitioners.

**Todd Strickler**

Monroe community member. Monroe Senior Center Board Member. Volunteer for Monroe Police Department.

**Bridgette Tuttle**

Monroe community member. Planning Commission Chair. Local business owner.

**Heidie Waxham**

Real Estate Services Agent IV for Snohomish County PUD coordinates with Monroe Police to address homeless encampments on property owned by PUD. Active member and certified NAMI teacher.

**Mary Wysocki**

Take The Next Step Board member and advocate for safe and healthy communities.

**Ad Hoc Members:****Jason Gamble**

Council Member.

**Phil Spirito**

Monroe Library Manager. Homelessness Response Group member. Rotary. Board Member for the Community Foundation of Snohomish County.

**Special Thanks to:**

**Pam Baker, Macey Haverly, Debbie Willis** - Meeting Minutes

**Willow Russell** - EnviroIssues Consultant

**Pietra Gaebel** - Legislative Research Consultant

**Guest Speakers:**

**Mary Jane (MJ) Brell-Vujovic** - Director of Snohomish County Human Services

**Sgt. Paul Ryan, Elisa Delgado, Anji Jorstad, John Alcorn** Monroe Police Department Embedded Social Worker and Diversion Programs

**Allison Warren-Barbour** – United Way Collective Impact Model

**Dave Summers** – Snohomish County Executive

**Mark Smith** – Director of Snohomish County Housing

MRSC Webinars – Limits of Law Enforcement & Legal Considerations and Case Studies in Affordable Housing.

**Calei Vaughn** - Tour of Carnegie Resource Center

## Homelessness Policy Advisory Committee Summary Report

In the spring of 2019 Mayor Geoffrey Thomas, in response to the community's growing concern regarding homelessness in Monroe, formed a committee to make recommendations on how the city should respond to issues relating to homelessness. An announcement was made about the formation of the committee. Community members applied and were interviewed by the Mayor, City Administrator and the Police Chief.

The committee was formed with representation of community members from local businesses, faith-based organizations, services experts in mental health, drug dependency, and local human service providers. The committee also had a member with personal experience of successfully exiting homelessness.

In April of 2019, The Homelessness Advisory Committee (HPAC) had its first meeting. Ten committee members: Rachel Adams, Jim Bloss, Jennifer Chavez, Sean Cramer, Kyle Fisher, Geoffrey Godfrey, Todd Strickler, Bridgette Tuttle, Heidie Waxham and Mary Wysocki, and two ad-hoc members Jason Gamble and Phil Spirito. Facilitator Janice Corbin was selected to facilitate the meetings. City Administrator Deborah Knight, and Police Chief Jeff Jolley were also present and participated in the majority of meetings. The HPAC met twice monthly over the course of the 2019.

The Committee's goals were to:

- Provide a forum for the coordination of information among local stakeholders.
- Seek thoughtful, effective, and lasting solutions to the City's homelessness crisis.
- Facilitate assistance for unsheltered persons in the Monroe community.
- And to provide the Mayor and City Council with nonbinding advice and recommendations regarding issues related to homelessness.

The committee continually kept in mind these guiding questions:

- What concerns and issues does the community have about homelessness within the City of Monroe?
- What are the underlying causes of Homelessness in Monroe?
- What do we need to know about the causes, resources, and strategies underway in Monroe and other communities that reduce homelessness?

Over the past year the committee has been fully immersed in this topic. The committee has had experts come to give presentations, webinars, field trips to service organizations, and assigned take-home reading (*Appendix A*). From all of these informative and educational experiences, the committee began to hone in its focus into these areas: Housing, Partners, Prevention, Support Services, Public Safety, and Policy & Budget. In each of these categories the committee brainstormed and drafted recommendations to best express a balance of compassion

and accountability and a desire to enable people to choose a path out of homelessness. The committee has also always kept in mind that homelessness is a very complex issue that exists on a very broad spectrum (*Appendix B*). There is “no one size fits all” solution.

In November of 2019, the Committee hosted an Open House to ask for the community's feedback on the draft recommendations. The Open House use was extremely well attended and successful. The feedback from the community was very serious and thoughtful, and also encouragingly well-aligned with the HPAC vision (*Appendix C*).

The committee continued to meet and refine its recommendations, and in January of 2020 the final version of the Homeless Policy Advisory Committee recommendations were approved by the committee.

On February 18<sup>th</sup> 2020 the committee presented recommendations to the City Council. What follows are the HPAC recommendations and supporting documents.



\*A readers note: Please note in the footings of the document you are reading to show the most current month and year for the most accurate progress to be reflected in the Action Plan, and Gantt Mapp Project Management Tool sections.

## HPAC Final Recommendations

### Housing

- **Establish Temporary-Housing** in a permanent facility to serve Monroe residents with adjacent secured parking for those living in vehicles and RVs for overnight stay
- **Establish a Sky Valley Housing Consortium** to establish short, long-term, and alternative housing
- **Increase alternative housing that includes but is not limited to men, youth, LGBTQ, and families and pets**

### Partners

- **Establish Service Provider Networks** to provide services and housing 24/7 in Sky Valley
- **Increase public transportation** between Monroe & Everett
- **Involve other public entities** in a network to prevent and end homelessness in Sky Valley
- **Create an education campaign** that supports affordable housing, job training, and treatment options

### Prevention

- **Gather and analyze accurate data** about homelessness in Monroe
- **Create an education campaign** about homelessness: causes, prevention strategies, and alternatives
- **Promote social services networks** focused on youth and families

## Policy/Budget

- **Lobby legislators** at all levels to increase funding for addiction and mental health treatment, affordable housing, job training, and support services
- **Identify and lobby for new law enforcement** strategies focused on personal accountability
- **Engage developers** in building affordable and subsidized housing
- **Implement HB 1406** Explore all revenue options for housing, mental health, and chemical dependency
- **Continue HPAC as standing committee** Monitor progress towards implementing HPAC recommendations. Review Technical Committee recommendations.
- **Adopt and fund a Six-Year Plan** to fulfill HPAC's recommendations

## Public Safety

- **Implement law enforcement strategies** and regulations that increase personal accountability and adhere to civil and personal rights
- **Gather and analyze accurate data** about crime in Monroe
- **Initiate a residential and business** crime prevention program
- **Continue to budget** for the Embedded Social Worker/Community Outreach
- **Use technology to increase public safety and protect infrastructure.**
- **Implement Community Court** so treatment for addiction and mental health can be offered as an alternative to jail

## Support Services

- **Create a coordinated homeless response center.**
- **Create a system of services** that responds to the homeless crisis 24/7
- **Establish more accessible mental health** and addiction services in Monroe
- **Obtain supportive services to navigate people through resources**
- **Support agencies that serve and promote self-reliance** among people in need

## 2020 Action Plan

Now that the HPAC has set forth its recommendations, the next step has been to set forth a plan for implementation. In the chart below you will see how each of the HPAC recommendations and their category are listed in the center. An action item is shown to the far left that expands on each recommendation.

A budget column exists not to show the complete cost of doing any item in full, but to show the available city contribution toward each. The Mayor earmarked \$100,000.000 in the 2020 budget toward implementation of the HPAC Recommendations. The budget also allows for additional funding to come out of the General Fund. The city will receive approximately \$46,000, the State's shared sales tax program, to support housing needs. Other funding sources may be identified.

The hope is that this Action plan will be accomplished by a team of Technical Advisory Experts that is being referred to as the Technical Advisory Committee (TAC). Funding for human service projects also comes frequently in pieces put together and administered by a Non-Profit organization. The City will need to issue Requests for Proposals (RFP) to find the best fit for overseeing how to assemble the desired grants; along with the non-profit's budget; and the city contribution to implement the Action Plan once the HPAC recommendations are approved by the City Council.

The Action Plan is labeled for the year 2020. Homelessness is such a complex issue that initially a small scope was needed to take our first steps from the broad goals set forth in the recommendations into attainable action items. It is the intent that these action items become first steps toward small wins that start momentum into evaluating the scope of 2021 and beyond.

Many of the items show an "end date" of December 2020. There will be another Action Plan to define the scope of work for 2021 that will carry many of these items forward. It is the nature of homelessness to not be a static condition and it will need an adaptive approach to be able to plan, do, check, and adjust on services that are working, and those that need to be addressed further.

The TAC will be the group primarily responsible for determining performance measures, such as reduction in the number of homeless individuals; reduction in lengths of stays at emergency shelters; increase in rental vacancy rate; and a full Homeless Management Information (HMIS) utilized by service providers. They will coordinate with the Non-profit overseeing the implementation process to Adopt and fund a Six-Year Plan to fulfill HPAC's recommendations.

| Action  | Category       | HPAC Recommendation  | 2020 Budget                        | Start         | End            | Performance Measure  |
|---|----------------|--|------------------------------------|---------------|----------------|--|
| <b>Emergency Shelter and Transitional Housing</b><br>(Crisis Housing, Rapid Rehousing and Permanent Supportive Rehousing) | <b>Housing</b> | <b>Establish Temporary-Housing in a permanent facility to serve Monroe residents</b> with adjacent secured parking for those living in vehicles and RVs for overnight stay | <b>\$50,000</b>                    | <b>1/2020</b> | <b>12/2020</b> | Reduction in the number of homeless individuals; reduction in lengths of stays at emergency shelters |
| Evaluate Property Units   |                |  |                                    | 5/2020        | 12/2020        |  |
| Negotiate Lease – Master Leasing  |                |  |                                    | 6/2020        | 12/2020        |  |
| Write RFP and secure Program Manager through RFP  |                |  |                                    | 4/2020        | 12/2020        |  |
| Develop criteria with Technical Advisory Committee (TAC)  |                |  | <b>\$46,000</b><br><b>(HB1406)</b> | 1/2020        | 12/2020        |  |
| Provide Rental Assistance through RFP   |                |  |                                    |               |                |  |
| <b>Establish Sky Valley Housing Consortium</b>  | <b>Housing</b> | <b>Establish Sky Valley Housing Consortium</b> to establish short, long-term and alternative housing   |                                    | 1/2020        | 12/2020        | Reduction in the number of homeless individuals  |

| Action  | Category        | HPAC Recommendation  | 2020 Budget | Start         | End            | Performance Measure   |
|---|-----------------|--|-------------|---------------|----------------|---|
|   |                 | Increase alternative housing that includes but is not limited to <b>men, youth, LGBTQ, families, and pets</b>  |             |               |                |   |
| Inventory surplus property  |                 |  |             | 5/2020        | 12/2020        |   |
| Identify housing needs  |                 |  |             | 1/2020        | 06/2020        |   |
| Work with Technical Advisory Committee to identify partners and available funding |                 |  |             | 02/2020       | 06/2020        |   |
| <b>Form a Technical Advisory Committee</b>  | <b>Partners</b> | <b>Establish Service Provider Networks</b> to provide services and housing 24/7 in Sky Valley<br><br><b>Involve other public entities</b> in a network to prevent and end homelessness in Sky Valley |             | <b>1/2020</b> | <b>12/2020</b> | A full Homeless Management Information (HMIS) utilized by service providers |
| Identify non-profit stakeholders and partners                                     |                 |  |             | 1/2020        | 3/2020         |   |
| Determine shared mission and vision   |                 |  |             | 2/2020        | 4/2020         |   |
| Evaluate needs and resources for one-stop shop                                    |                 |  |             | 3/2020        | 5/2020         |   |
| Write scope of work for Request for Proposal for one-stop shop                    |                 |  |             | 4/2020        | 6/2020         |   |

| Action  | Category        | HPAC Recommendation   | 2020 Budget | Start         | End            | Performance Measure  |
|---|-----------------|---|-------------|---------------|----------------|--|
| <b>Establish Transportation service between Sky Valley and Everett</b>  | <b>Partners</b> | <b>Increase public transportation between Monroe &amp; Everett</b>  |             | <b>1/2020</b> | <b>12/2020</b> | <b>Increase public transportation</b>  |
| Evaluate transportation needs with partners   |                 |   |             | 1/2020        | 3/2020         |  |
| Evaluate existing transportation contracts with non-profits (e.g. Senior Center; SVT; DART)   |                 |   |             | 1/2020        | 3/2020         |  |
| Apply for Community Transit GO (grant) program  |                 |   |             | 3/2020        | 6/2020         |  |
| <b>Provide information about services to remain housed, financial training, and incentives for businesses to hire employees with entry level skills, information about mental and behavioral health services.</b> | <b>Partners</b> | <b>Create an education campaign that supports affordable housing, job training, and treatment options</b> |             | <b>1/2020</b> | <b>12/2020</b> | <b>A full Homeless Management Information (HMIS) utilized by service providers</b> |
| Work with partners to develop and promote annual “human service days” set up like a vendor show   |                 |   |             |               |                |  |

| Action  | Category          | HPAC Recommendation   | 2020 Budget                | Start         | End            | Performance Measure                            |
|---|-------------------|---|----------------------------|---------------|----------------|--|
| <b>Educational Campaign (Enviroissues Contract)</b>   | <b>Prevention</b> | <b>Create an education campaign about homelessness: causes, prevention strategies, and alternatives</b> | <b>\$50,000 (Budgeted)</b> | <b>1/2020</b> | <b>12/2020</b> | <b>Improved public perception and response</b> |
| Develop education and outreach communication plan   |                   |   |                            | 12/2019       | 12/2020        |  |
| Educate property owners about laws, enforcement, trespass - Chamber of Commerce & Downtown Monroe Association                           |                   |   |                            | 2/2020        | 12/2020        |  |
| Educate public about aggressive panhandling, property crime, and personal safety.   |                   |   |                            | 2/2020        | 12/2020        |  |
| Educate public about safety regarding vigilantism and bullying  |                   |   |                            | 2/2020        | 12/2020        |  |
| Develop and implement Block Watch Program - residential and business buy in/education/communication - training & certification program. |                   |   |                            | 10/2020       | 12/2020        |  |

| Action  | Category                   | HPAC Recommendation  | 2020 Budget | Start  | End     | Performance Measure   |
|---|----------------------------|--|-------------|--------|---------|---|
| Develop working relationship with McKinney Vento liaisons, and other School District Programs & Persons, at Monroe School District  | Prevention                 | Promote social service networks focused on youth and families    |             | 3/2020 | 12/2020 | Reduction in the number of homeless individuals                             |
| Identify needs of homeless families   | Prevention                 | Gather and analyze accurate data about homelessness in Monroe    |             | 1/2020 | 12/2020 | A full Homeless Management Information (HMIS) utilized by service providers |
| Work with McKinney-Vento Family Liaisons, and other School District Programs & Persons, in the Monroe School District to distribute flyers of local and county services for homeless students and families and encourage MSC to post flyers on school premises. |                            |  |             | 3/2020 | 6/2020  |   |
| Define 2021 Work Plan, Priorities, and Implementation Model   | Prevention/Policy & Budget | Adopt and fund a Six-Year Plan to fulfill HPAC's recommendations |             | 6/2020 | 12/2020 | Reduction in the number of homeless individuals                             |

| Action  | Category             | HPAC Recommendation   | 2020 Budget     | Start         | End           | Performance Measure                             |
|---|----------------------|---|-----------------|---------------|---------------|---|
| <b>Implement law enforcement strategies</b>   | <b>Public Safety</b> | <b>Implement law enforcement strategies</b> and regulations that increase personal accountability and adhere to civil and personal rights |                 | 1/2020        | 12/2020       | Reduction in the number of homeless individuals |
| Review Solicitation Regulations   |                      |   |                 | 2/2020        | 4/2020        |   |
| Evaluate bail fees  |                      |   |                 | 4/2020        | 9/2020        |   |
| Develop and implement Block Watch Program - residential and business buy in/education/communication - training & certification program. |                      | <b>Initiate a residential and business</b> crime prevention program   |                 | 10/2020       | 12/2020       |   |
| <b>Continue Embedded Social Worker Program</b>  | <b>Public Safety</b> | <b>Continue to budget</b> for embedded social worker/community outreach team  |                 | 1/2020        | 12/2020       | Reduction in the number of homeless individuals |
| Police Department (Existing program)  |                      |   | \$73,000        |               |               |   |
| Public Defender (New level of services)   |                      |   | \$20,000        | 3/2020        | 12/2020       |   |
| <b>Leverage Technology to increase safety in public spaces and problem areas, including but not</b>                                     |                      | <b>Use technology for public safety and to protect infrastructure.</b>  | <b>\$17,000</b> | <b>1/2020</b> | <b>6/2020</b> | Reduction in the number of homeless individuals |

| Action  | Category                | HPAC Recommendation  | 2020 Budget     | Start         | End            | Performance Measure   |
|---|-------------------------|--|-----------------|---------------|----------------|---|
| <b>limited the use of remote systems to allocate resources more efficiently.</b>                                      |                         |  |                 |               |                |   |
| <b>Collect data</b> on court cases. Determine with Monroe Municipal Court the costs/benefits of community court model | <b>Public Safety</b>    | <b>Implement Community Court</b> so treatment for addiction and mental health can be offered as an alternative to jail<br><br><b>Gather and analyze data</b> about crime in Monroe |                 | <b>6/2020</b> | <b>12/2021</b> | A full Homeless Management Information (HMIS) utilized by service providers |
| Identify partners to develop community court model  |                         |  |                 |               |                |   |
| Determine with Monroe Municipal Court and partners the costs/benefits of community court model                        |                         |  |                 | <b>1/2021</b> | <b>12/2021</b> |   |
| <b>Coordinated Services – One Stop Shop</b>   | <b>Support Services</b> | <b>Create a coordinated homeless response center</b><br><br><b>Create a system of services</b> that responds to the homeless crisis 24/7   | <b>\$50,000</b> | <b>4/2020</b> | <b>12/2020</b> | A full Homeless Management Information (HMIS) utilized by service providers |

| Action  | Category                | HPAC Recommendation   | 2020 Budget | Start           | End     | Performance Measure   |
|---|-------------------------|---|-------------|-----------------|---------|---|
|   |                         | <b>Establish more accessible mental health and addiction services in Monroe</b> |             |                 |         |   |
| Develop scope of work with Technical Advisory Committee   |                         |   |             | 1/2020          | 5/2020  |   |
| Issue Request for Proposal (RFP)  |                         |   |             | 3/2020          | 6/2020  |   |
| Award RFPs  |                         |   |             | 6/2020          | 7/2020  |   |
| Establish Homeless HMIS/By name lists   |                         |   |             | 6/2020          | 12/2020 |   |
| Work with Technical Advisory Committee and Snohomish County to identify resources to provide housing and mental health navigators in the Sky Valley | <b>Support Services</b> | <b>Obtain supportive services to navigate people through resources</b>          |             | 1/2020          | 12/2020 | A full Homeless Management Information (HMIS) utilized by service providers |
| Provide facilities and funding for non-profits  |                         | <b>Support agencies that serve and promote self-reliance</b>                    |             | <b>On-going</b> |         | Reduction in the number of homeless individuals                             |
| Work with Take the Next Step and Volunteers of America to designate a family resource center and/or services in Monroe                              |                         |   |             | 3/2020          | 12/2020 |   |

| Action   | Category                   | HPAC Recommendation   | 2020 Budget | Start  | End     | Performance Measure   |
|--|----------------------------|---|-------------|--------|---------|---|
| Identify performance measures, such as reduction in the number of homeless individuals; reduction in lengths of stays at emergency shelters; increase in rental vacancy rate; and a full Homeless Management Information (HMIS) utilized by service providers. | <b>Policy &amp; Budget</b> | <b>Create a Six-year Plan</b> , which includes performance measures   |             | 6/2020 | 9/2020  | Data driven results and evaluation of programs  |
| <b>Lobbying for changes to State and Federal law</b>   | <b>Policy &amp; Budget</b> | <b>Lobby legislators at all levels</b> to increase funding for addiction and mental health treatment, affordable housing, job training, and support services<br><br><b>Identify and lobby for new law enforcement strategies</b> focused on personal accountability of homeless |             | 1/2020 | 12/2020 | reduction in the number of homeless individuals; reduction in lengths of stays at emergency shelters; increase in rental vacancy rate |
| Collaborate with Affordable Housing Consortium (AHC) on writing new housing chapter for the city's   | <b>Policy &amp; Budget</b> | <b>Engage developers</b> in building affordable and subsidized housing  |             | 6/2020 | 12/2020 | reduction in the number of homeless individuals; reduction in lengths of stays at   |

| Action   | Category                   | HPAC Recommendation   | 2020 Budget              | Start         | End           | Performance Measure   |
|--|----------------------------|---|--------------------------|---------------|---------------|---|
| comprehensive plan update.                               |                            |   |                          |               |               | emergency shelters; increase in rental vacancy rate   |
| Continue HPAC as a standing committee                    |                            |   |                          |               |               |   |
|  | <b>Policy &amp; Budget</b> | <b>Implement HB 1406 and explore all revenue options</b> for housing, mental health, and chemical dependency. |                          | <b>7/2019</b> | <b>3/2021</b> | reduction in the number of homeless individuals; reduction in lengths of stays at emergency shelters; increase in rental vacancy rate |
| Identify needs   |                            |   | <b>\$46,000 (HB1406)</b> | 4/2020        | 9/2020        |   |
| Develop criteria with Technical Advisory Committee (TAC) |                            |   |                          | 9/2020        | 12/2020       |   |
| Provide Rental Assistance through RFP                    |                            |   |                          | 12/2020       | 12/2021       |   |
| Evaluate program   |                            |   |                          | 6/2020        | 12/2020       |   |
|  |                            | <b>Continue HPAC as a standing Committee</b>  |                          |               |               | Consistent community engagement;  |

| Action  | Category                   | HPAC Recommendation   | 2020 Budget | Start  | End     | Performance Measure                                    |
|---|----------------------------|---|-------------|--------|---------|--|
|   |                            |   |             |        |         | Community human services program governance structure. |
| Define 2021 Work Plan, Priorities, and Implementation Model | <b>Policy &amp; Budget</b> | <b>Adopt and fund a Six-Year Plan</b> to fulfill HPAC's recommendations |             | 6/2020 | 12/2020 |  |

**Total 2020 Investment \$312,000**

## 2020 HPAC Action Plan - Gantt Map Chart

This next section is a project management tool that was used to help organize the Action Plan’s projected dates.

The Gantt Map Chart key reflects steps started with an “X,” and steps to complete with an “O.” This will be a helpful system in the plan, do, check, adjust phase of the TAC’s work to see how the execution of the action plan is measuring up to the projected scope of work and where there will need to be more focus and where we are already seeing success.

This tool will be used monthly to help us track completion of the Action Plan and the dates in the footings of these pages will be able to change to reflect the most up to date information.

|  | January 2020 | February 2020 | March 2020 | April 2020 | May 2020 | June 2020 | July 2020 | August 2020 | September 2020 | October 2020 | November 2020 | December 2020 |
|--|--------------|---------------|------------|------------|----------|-----------|-----------|-------------|----------------|--------------|---------------|---------------|
|--|--------------|---------------|------------|------------|----------|-----------|-----------|-------------|----------------|--------------|---------------|---------------|

X – Started; O – Not Started.

| <b>A. Housing</b>   |   |  |  |  |  |  |  |  |  |  |  |  |
|---|---|--|--|--|--|--|--|--|--|--|--|--|
| Emergency Shelter and Transitional Housing (Crisis Housing, Rapid Rehousing and Permanent Supportive Housing) | O |  |  |  |  |  |  |  |  |  |  |  |
| Evaluate Property Units   |   |  |  |  |  |  |  |  |  |  |  |  |
| Negotiate Lease – Master Leasing  |   |  |  |  |  |  |  |  |  |  |  |  |
| Write RFP and Secure Program Manager through RFP  |   |  |  |  |  |  |  |  |  |  |  |  |
| Develop criteria with TAC   | O |  |  |  |  |  |  |  |  |  |  |  |
| Provide Rental Assistance through RFP   | O |  |  |  |  |  |  |  |  |  |  |  |
| Establish Sky Valley Housing Consortium   | X |  |  |  |  |  |  |  |  |  |  |  |
| Inventory Surplus Property  |   |  |  |  |  |  |  |  |  |  |  |  |
| Identify Housing Needs  | O |  |  |  |  |  |  |  |  |  |  |  |
| Work with TAC to identify partners and available funding  |   |  |  |  |  |  |  |  |  |  |  |  |
| <b>B. Partners</b>  |   |  |  |  |  |  |  |  |  |  |  |  |
| Form a TAC  | X |  |  |  |  |  |  |  |  |  |  |  |

|  | January 2020 | February 2020 | March 2020 | April 2020 | May 2020 | June 2020 | July 2020 | August 2020 | September 2020 | October 2020 | November 2020 | December 2020 |
|--|--------------|---------------|------------|------------|----------|-----------|-----------|-------------|----------------|--------------|---------------|---------------|
|--|--------------|---------------|------------|------------|----------|-----------|-----------|-------------|----------------|--------------|---------------|---------------|

|  |   |  |  |  |  |  |  |  |  |  |  |  |
|--|---|--|--|--|--|--|--|--|--|--|--|--|
| Identify non-profit stakeholders and partners  | X |  |  |  |  |  |  |  |  |  |  |  |
| Determine shared mission and vision  |   |  |  |  |  |  |  |  |  |  |  |  |
| Evaluate needs and resources for one-stop shop   |   |  |  |  |  |  |  |  |  |  |  |  |
| Write scope of work for RFP for one-stop shop  |   |  |  |  |  |  |  |  |  |  |  |  |
| Establish Transportation service between Sky Valley and Everett  | O |  |  |  |  |  |  |  |  |  |  |  |
| Evaluate transportation needs with partners  | X |  |  |  |  |  |  |  |  |  |  |  |
| Evaluate existing transportation contracts with non-profits  | X |  |  |  |  |  |  |  |  |  |  |  |
| Apply for Transit Go (grant) program   |   |  |  |  |  |  |  |  |  |  |  |  |
| Provide information about services to remain housed, financial training, and incentives for businesses to hire employees with entry level skills, information about mental and behavioral health services. | O |  |  |  |  |  |  |  |  |  |  |  |
| Work with partners to develop and promote annual "human services days" set up like a vendor show.  | O |  |  |  |  |  |  |  |  |  |  |  |
| <b>C. Prevention</b>   |   |  |  |  |  |  |  |  |  |  |  |  |
| Educational Campaign (Enviroissues Contract)   | X |  |  |  |  |  |  |  |  |  |  |  |
| Develop education and outreach communication plan  | X |  |  |  |  |  |  |  |  |  |  |  |
| Educate Property Owners about laws, enforcement, trespass – Chamber of Commerce & Downtown Monroe Association  |   |  |  |  |  |  |  |  |  |  |  |  |
| Educate public about aggressive panhandling, property crime, and personal safety   |   |  |  |  |  |  |  |  |  |  |  |  |
| Educate public about safety regarding vigilantism and bullying   |   |  |  |  |  |  |  |  |  |  |  |  |
| Develop and implement Block Watch Program – residential and business buy in/ education/ communication – training & certification program.  |   |  |  |  |  |  |  |  |  |  |  |  |

|  | January 2020 | February 2020 | March 2020 | April 2020 | May 2020 | June 2020 | July 2020 | August 2020 | September 2020 | October 2020 | November 2020 | December 2020 |
|--|--------------|---------------|------------|------------|----------|-----------|-----------|-------------|----------------|--------------|---------------|---------------|
|--|--------------|---------------|------------|------------|----------|-----------|-----------|-------------|----------------|--------------|---------------|---------------|

|   |   |  |  |  |  |  |  |  |  |  |  |  |
|---|---|--|--|--|--|--|--|--|--|--|--|--|
| Develop working relationship with McKinney Vento liaison at Monroe High School  |   |  |  |  |  |  |  |  |  |  |  |  |
| Identify needs of homeless families   | O |  |  |  |  |  |  |  |  |  |  |  |
| Work with McKinney-Vento Family Liaisons in the Monroe School District to distribute flyers of local and county services for homeless students and families and encourage MSD to post flyers on school premises |   |  |  |  |  |  |  |  |  |  |  |  |
| <b>D. Public Safety</b>   |   |  |  |  |  |  |  |  |  |  |  |  |
| Implement law enforcement strategies  | O |  |  |  |  |  |  |  |  |  |  |  |
| Review Solicitation Regulations   |   |  |  |  |  |  |  |  |  |  |  |  |
| Evaluate Bail Fees  |   |  |  |  |  |  |  |  |  |  |  |  |
| Develop and implement Block Watch Program – residential and business buy in/ education/ communication – training & certification program  |   |  |  |  |  |  |  |  |  |  |  |  |
| Continue Embedded Social Worker Program   | X |  |  |  |  |  |  |  |  |  |  |  |
| Police Department (Existing Program)  | X |  |  |  |  |  |  |  |  |  |  |  |
| Public Defender (New level of services)   |   |  |  |  |  |  |  |  |  |  |  |  |
| Install Cameras in Parks  | O |  |  |  |  |  |  |  |  |  |  |  |
| Collect data on court cases. Determine with Monroe Municipal Court the costs/benefits of community court model  |   |  |  |  |  |  |  |  |  |  |  |  |
| Identify partners to develop community court model  |   |  |  |  |  |  |  |  |  |  |  |  |
| Determine with Monroe Municipal Court and partners the cost/benefits of community court model   |   |  |  |  |  |  |  |  |  |  |  |  |
| <b>A. Support Services</b>  |   |  |  |  |  |  |  |  |  |  |  |  |
| Coordinated Services – One Stop Shop  |   |  |  |  |  |  |  |  |  |  |  |  |
| Develop scope of work with TAC  | X |  |  |  |  |  |  |  |  |  |  |  |

|  | January 2020 | February 2020 | March 2020 | April 2020 | May 2020 | June 2020 | July 2020 | August 2020 | September 2020 | October 2020 | November 2020 | December 2020 |
|--|--------------|---------------|------------|------------|----------|-----------|-----------|-------------|----------------|--------------|---------------|---------------|
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|   |   |  |  |  |  |  |  |  |  |  |  |  |
|---|---|--|--|--|--|--|--|--|--|--|--|--|
| Issue RFP   |   |  |  |  |  |  |  |  |  |  |  |  |
| Award RFP   |   |  |  |  |  |  |  |  |  |  |  |  |
| Establish Homeless HMIS/by name lists   |   |  |  |  |  |  |  |  |  |  |  |  |
| Work with TAC and Snohomish County to identify resources to provide housing and mental health navigators in the Sky Valley    | X |  |  |  |  |  |  |  |  |  |  |  |
| Provide facilities and funding for non-profits  | O |  |  |  |  |  |  |  |  |  |  |  |
| Work with Take the Next Step and Volunteers of America to designate a family resource center and/or services in Monroe        |   |  |  |  |  |  |  |  |  |  |  |  |
| <b>A. Policy &amp; Budget</b>   |   |  |  |  |  |  |  |  |  |  |  |  |
| Define 2021 Work Plan, Priorities, and implementation Model   |   |  |  |  |  |  |  |  |  |  |  |  |
| Identify performance measures, and a full HMIS utilized by service providers.   |   |  |  |  |  |  |  |  |  |  |  |  |
| Lobby for changes to State and Federal law  | X |  |  |  |  |  |  |  |  |  |  |  |
| Collaborate with Affordable Housing Consortium (AHC) on writing new housing chapter for the city's comprehensive plan update. |   |  |  |  |  |  |  |  |  |  |  |  |
| Continue HPAC as a standing committee   | X |  |  |  |  |  |  |  |  |  |  |  |
| Implement HB1406 and explore all revenue options for housing, mental health and chemical dependency.                          | X |  |  |  |  |  |  |  |  |  |  |  |
| Identify needs  |   |  |  |  |  |  |  |  |  |  |  |  |
| Develop criteria with TAC   |   |  |  |  |  |  |  |  |  |  |  |  |
| Provide Rental Assistance through RFP   | O |  |  |  |  |  |  |  |  |  |  |  |
| Evaluate Program  |   |  |  |  |  |  |  |  |  |  |  |  |

## Communication Plan – EnviroIssues

The following is a communications plan. The city has hired a Communications Consultant to help package how the city shares this information and how the recommended education campaigns will be handled. Please see below.

### Purpose & Context

In November 2019, the City of Monroe hired EnviroIssues to develop a plan that would help the City and its partners communicate proactively, clearly, and consistently with Monroe residents about homelessness. The plan aims to dispel misinformation around this complex and charged issue. It also provides guidance for when and how to respond to social media posts and will include supportive web content and a sample social media calendar once the plan is approved.

This plan was informed by communications best practices, research regarding public response to homelessness, a review of existing materials and social media content produced by and about the City of Monroe, feedback from the Homelessness Policy Advisory Committee (HPAC), public comments provided at the HPAC Open House, and deeper conversations with the following City staff and HPAC members:

- Bridgette Tuttle, HPAC Member
- Debbie Willis, Administrative Bureau Director
- Deborah Knight, City Administrator
- Geoffrey Thomas, Mayor
- Jeff Jolley, Chief of Police
- Rachel Adams, HPAC Member
- Ryan Irving, Deputy Chief of Police

The activities outlined in this communications plan are intended to support the Draft HPAC Action Plan. In particular, the Action Plan recommends that the City create an education campaign about homelessness, including causes, prevention strategies, and alternatives. This communications plan is the first step towards that campaign.

### Goals & Audiences

The activities outlined in this plan are designed to reach Monroe residents (whether housed or unhoused) and business owners. Our communications goals for 2020 include the following. Monroe residents and business owners will ...

- Have a reality-based and unexaggerated understanding of homelessness in Monroe.
- Understand what the City is doing to ensure public safety and to help people experiencing homelessness.
- Understand individual constitutional rights and the City's legal limitations.
- Understand the varied and systemic factors that can lead to homelessness.
- Feel heard and know what to do if they ...
  - Feel unsafe.

- Are experiencing homelessness and need help.
- Want to help someone who does not have a home.

There are also broader goals that were discussed by City staff, including decreasing the number of illegal encampments, reducing property crime, and increasing the number of people who receive services and housing. These important goals will be addressed as the City moves forward on the HPAC recommendations. This plan builds a foundation for future campaigns to seek funding and support to implement those recommendations.

## Approach

Shifting the narrative to fact-based information about homelessness in Monroe is a complicated task because public perception may be rooted in emotions and beliefs rather than facts. Those who are housed have any number of reactions to someone experiencing homelessness – fear, guilt, shame, anger, empathy, helplessness, frustration – and thus, our communications must address those base responses and foster a sense of shared humanity as well as provide clear and accurate information. The following combination of activities aims to strike that balance.

### Ambassadors

Ambassadors will be everyday Monroe residents and business owners who represent a cross-section of the area and collaborate with a member of the City staff. Ambassadors will carry the City’s message and bolster it with their own stories and experiences, dispelling misinformation – whether over coffee, on social media, or as a speaker at an event.

The ambassador group should include former HPAC members who are already incredibly knowledgeable about regional homelessness and who led a successful and well-attended open house. Former HPAC members shall help recruit others to join, focusing on under-represented groups and community leaders – ultimately building a team of 20-40 people.

The group will be formally trained and supported with:

- Consistent messaging that is adaptable so ambassadors can speak with their authentic voices.
- Constructive conversation training and practice (e.g. active listening, acknowledging the other person’s point of view, sharing how your own experience is different, knowing when to walk away if needed, etc.).
- Storytelling training and practice, so ambassadors are ready with examples that resonate.
- Opportunities to learn from police officers, service providers, and people experiencing homelessness.

EnviroIssues will provide initial training and support to establish the ambassadors program and recruit participants. We will also work with the City and former HPAC members to identify co-leaders who will carry the work forward, convening ambassadors monthly to support one another, share success stories and challenges, and refine approaches.

In addition to responsive communications, the ambassadors will also lead a “Get to Know Monroe” campaign. This campaign will elevate the commonalities among all Monroe residents and foster community. Similar to the [Humans of New York](#) series, Get to Know Monroe will feature a wide variety of community members – sharing quotes, values, fun facts, photos, and/or short videos.

Ambassadors will conduct the interviews for the campaign, ideally over coffee or a pint, so that in addition to gathering stories, they are making connections. The stories they gather will be featured on social media and possibly in local publications, on radio programs, or on a stand-alone website. Stories will feature both housed

and unhoused residents, and while the campaign may eventually touch on the issue of homelessness, it will never disclose the housing status of those featured. And that will be the point. Because at the end of the day, we are all Monroe.

## **Consistent Outbound City Communications**

In addition to the ambassadors program, the City of Monroe and nonprofit partners should increase their own proactive storytelling. This effort has already begun with regular social media posts, media coverage of the outreach team, the HPAC Open House, and the Monroe This Week newsletter. We recommend building on this and diversifying the types of stories that are shared, including stories and social media posts that:

- Highlight bright spots and successes from the City’s Outreach Team, municipal courts, and service providers.
- Share steps people can take if they feel unsafe, if they’re worried about their business, if they are experiencing homelessness and need help, or if they want to help someone who is unsheltered.
- Demonstrate what it means to be a Monroe community member (e.g. a series from ambassadors that highlights why they are involved in solving homelessness and/or cross-promoting Get to Know Monroe stories).
- Combat stereotypes of people experiencing homelessness by featuring them – with their consent and input – as people, not just circumstances ([Facing Homelessness](#) does this well).
- Highlight the City’s good work to ensure public safety, without stigmatizing those experiencing homelessness or being perceived as having “rose-colored glasses.”

The City’s outbound communications should also include specific content that supports the recommendations made in the HPAC Draft Action Plan, including:

- Educate property owners about laws, enforcement, and trespassing.
- Educate public about aggressive panhandling, property crime, and personal safety.
- Educate public about safety regarding vigilantism and bullying.

The City is currently using Facebook ([City of Monroe](#), [Monroe Police Department](#), and community-led [You Had Me at Monroe](#)), [Twitter](#), [Monroe This Week](#), word of mouth, flyers, events, and their [website](#) to reach their audience. These are a solid base that could be augmented by working with local publications and radio stations. To identify other channels, we recommend surveying Monroe community members and asking how they want to hear from the City).

Once this plan is finalized, EnviroIssues will provide graphic design support to ensure all City communications about homelessness have a consistent look and feel. We will also make recommendations for photographs and imagery.

## **Volunteer and Learning Opportunities**

Many people shut down when confronted with the complex challenges of homelessness. Research shows that individuals are more willing to help if there’s just one person in need. But when there are hundreds or thousands of people to help, they feel overwhelmed. How could they possibly make a difference? So why do anything at all?

It is important to fight this feeling of helplessness – which can quickly turn to anger and frustration – by giving people simple things to do:

- Promote volunteer events and mentorship, coaching, or job training opportunities with local service providers.
- Share opportunities for people to donate food, essential items, or money to local shelters and service providers.
- Post reading lists and organize book clubs or discussion sessions where people can learn about systemic causes of homelessness and how to advocate for change. The Monroe library could be a good partner in this.
- Encourage civil behavior and to treat everyone, sheltered and unsheltered, the way we would like to be treated.

In terms of the last bullet, it is also important to ask people who are experiencing homelessness what would be helpful to them – what are they hoping for from their neighbors?

## **Annual Report**

Producing and distributing an annual report (in print, online, or via video) could be an excellent way for the City to report back to community members, particularly if the HPAC recommendations are implemented using public funds. It doesn't need to be long or complex – in fact, shorter and simpler will be more successful.

The report could include one or two success stories, data that demonstrates how the City has made progress (e.g. the growing number of people successfully housed thanks to new investments), lessons learned, and plans for the coming year. To keep it manageable, the report could be a compilation of existing stories and data. (It's okay to repeat stories!)

## **Foundational Web Content**

While most Monroe community members will not spontaneously visit the City of Monroe's webpages on homelessness, it is important to provide foundational messaging that serves as a resource for City staff and ambassadors (e.g. easy links to share in response to public concerns). This web content should include core messages about the City's beliefs and approach, answers to frequently asked questions, stories that demonstrate the City's efforts, stories and data that combat stereotypes and misperceptions about homelessness, and resources for those seeking help. EnviroIssues will provide foundation content once this place is approved.

## **Managing Social Media Comments**

### **State a Clear Policy**

The first step in managing social media comments is posting a clear policy around conduct and language. The City of Monroe may have this already, but it was not readily accessible. Here is an [example of a comment policy](#).

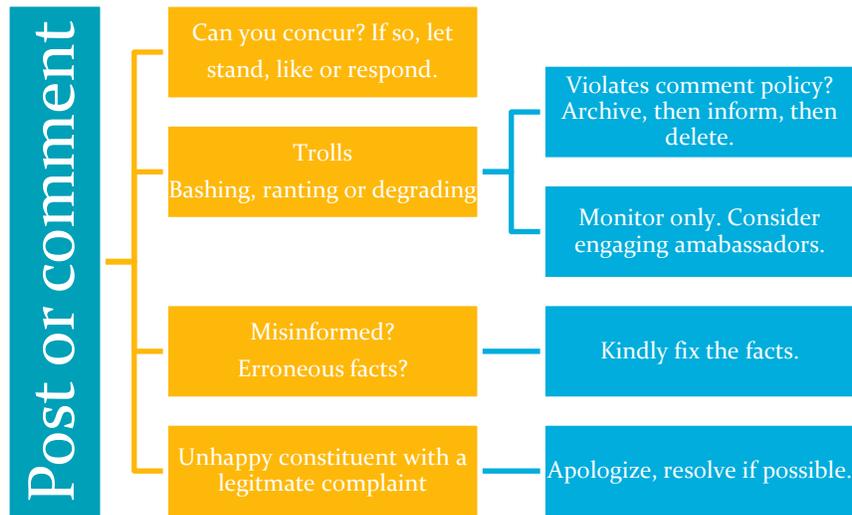
### **Assign Roles**

Identify who will be responsible for monitoring and responding to comments. Here is one option:

- Assign a City staff member and two alternates to monitor social media comments daily.
- Identify a team of 6-12 ambassadors who are available to provide supportive comments or help dispel misinformation when needed.
- Create a schedule so not all ambassadors need to be on call all the time (e.g. weekly rotations of three).

## Establish Criteria

Establish clear criteria for when and how to respond. Here are some guidelines:



Please note that this applies to City of Monroe social media sites, not to private Facebook groups. It is prudent to monitor private groups, but do not engage.

## Draw on Existing Resources

When the assigned person encounters a comment that needs a response (based on the criteria above):

- Review existing web content, FAQ, and key messages to inform response.
- Respond with relevant content and a link if helpful within one to three business days (if possible)
- If the comment is charged and could benefit from community confirmation, alert the ambassadors on-call and ask them to chime in with their experience to help shift the tenor of the conversation.
- Reminder about negative posts:
  - Treat negative comments and posts just as you would if you were talking face to face.
  - Respond to negative posts with a positive tone. Thank people for sharing their concerns or opinions.
  - You do not need to respond to every criticism or barb.

## City of Monroe Homelessness Communication Plan: Summary Table By Audience & Goal

| Audiences                            | Goals   | Key Messages  | Messengers     | Potential Activities & Channels  |
|--------------------------------------|---|---|----------------|--|
| Monroe residents and business owners | Understand what the City is doing to increase public safety and to help people experiencing homelessness. | We believe that everyone in Monroe deserves to feel safe and supported. Our officers and Outreach Team are out every day, working to reduce crime and connect our unhoused neighbors with services and resources.   | City of Monroe | <p>City webpages that describe ongoing efforts</p> <p>Weekly social media updates (e.g. featured outreach stat, opportunity for Monroe residents to volunteer)</p> <p>Police blotter that tracks responses to public safety or disturbance and Outreach Team connections</p>   |
|                                      |   |   | Outreach Team  | <p>Weekly bright spots: short personal reports that celebrate a success from the field (share on social media and embed on the website)</p> <p>Periodic bright spot features in local or regional media</p>  |
|                                      |   |   | Ambassadors    | <p>Share above bright spots and other updates through personal social media and conversations.</p>   |
|                                      | Have a reality-based and unexaggerated understanding of homelessness in Monroe.                           | <p>There are many factors that contribute to someone losing their home: the gap between wages and rising rents, illness or injury, domestic violence, struggles with addiction and/or mental health.</p> <p>The City of Monroe is working hard to help our unsheltered neighbors while holding them accountable for the steps they need to take.</p> <p>Criminal activity is not tolerated, but keep in mind that it is not a crime to be homeless.</p> | Ambassadors    | <p>Conversations with other Monroe community members to dispel misinformation. Acknowledge their feelings and what is true in their statement. Ask questions. Share personal experiences and real-life stories to challenge and replace their narrative. Don't rely on data alone – a false story must be replaced with a more powerful true story.</p> <p>Respond to comments on social media using consistent messages (in your authentic language) and share links to relevant webpages to dispel misinformation.</p> |
|                                      |   |   | City of Monroe | <p>Weekly stories and stats (e.g. % of working people who experience homelessness, \$100 rent increase = X% increase in homelessness) that educate and combat stereotypes and misconceptions.</p> <p>City webpages that describe varied and systemic roots of homelessness, dispelling myths and inviting empathy. Content should also clarify that homelessness can look very different from person to person. For instance, there</p>  |

## City of Monroe Homelessness Communication Plan: Summary Table By Audience & Goal

| Audiences  | Goals  | Key Messages   | Messengers            | Potential Activities & Channels   |
|--|--|--|-----------------------|---|
|  |  |  |                       | <p>are people who experience chronic homelessness, who are very visible, and sometimes refuse services. However, many people experiencing homelessness are hidden, but are nonetheless affected by stereotypes and need help.</p> |
| <p>Monroe residents or business owners who are frustrated that the City doesn't arrest people who panhandle or live in public spaces</p> | <p>Understand individual constitutional rights and the City's legal limitations.</p> | <p>Every person in Monroe has constitutional rights. It is not a crime to be homeless and panhandling is protected as free speech. However, trespassing, aggressive behavior or blocking someone's path is not legal. If you experience this, please call 911.</p> | <p>City of Monroe</p> | <p>City website (homelessness FAQ, police department pages)<br/>                     Flyers delivered to Monroe businesses<br/>                     Responses to social media and public comments</p>                             |
| <p>Monroe residents or business owners who are frustrated and scared of people experiencing homelessness</p>                             | <p>Feel heard and know what to do if they feel unsafe.</p>                           | <p>Everyone in Monroe deserves to feel safe and supported. If you feel unsafe, please call 911.</p>  | <p>City of Monroe</p> | <p>City website (homelessness FAQ, police department pages)<br/>                     Flyers delivered to Monroe businesses<br/>                     Responses to social media and public comments</p>                             |
| <p>Monroe business owners or employees who are affected by homelessness</p>  | <p>Feel seen and know what to do to reduce crime.</p>                                | <p>Thriving businesses are a vital part of our community. Please take these steps to reduce crime: (e.g. lock dumpsters, provide bright lighting, report trespassing)</p>  | <p>City of Monroe</p> | <p>City website (homelessness FAQ, police department pages)<br/>                     Flyers delivered to Monroe businesses</p>  |

## City of Monroe Homelessness Communication Plan: Summary Table By Audience & Goal

| Audiences   | Goals   | Key Messages   | Messengers     | Potential Activities & Channels  |
|---|---|--|----------------|--|
| Monroe residents who are experiencing homelessness  | Feel supported and know where and how to find help.   | Everyone in Monroe is welcome. If you need help, please call 211 or contact Take the Next Step.  | City of Monroe | <p>City website</p> <p>Flyers in public places (e.g. libraries)</p> <p>Resource card (see an <a href="#">example from Redmond</a>)</p> <p>Conversations with partner agencies and organizations to ensure everyone is sharing the same information</p>   |
| Monroe residents or business owners who tend towards empathy for people experiencing homelessness | Understand the varied and systemic factors that can lead to homelessness and are willing to help. | Monroe is a place where we help each other. Together we can ensure all our neighbors are supported, housed, thriving, and accountable for their actions.                       | Ambassadors    | <p>Semi-weekly Get to Know Monroe stories on social media</p> <p>Monthly or periodic Get to Know Monroe stories in local publications and other media</p> <p>Monthly stories, photos, and experiences from volunteering with shelters or helping someone in need.</p> <p>Ambassador led book clubs, discussion sessions, and service days (or recruitment for local volunteer opportunities with service providers).</p> |
|   |   |  | City of Monroe | <p>Weekly cross-promotion of Get to Know Monroe stories</p> <p>Website with information about systemic factors and the varied ways people can lose their home.</p> <p>Share posts, stories, volunteer opportunities, and events from service providers.</p>  |
| Monroe residents or business owners who want to help  | Feel less helpless and know how they can make a difference.                                       | We all have a part to play in ending homelessness. Here's how you can help: [e.g. donate to or volunteer/partner with a homelessness service provider, hand out resource care] | City of Monroe | Share posts, stories, volunteer opportunities, and events from service providers.  |
|   |   |  | Ambassadors    | <p>Share volunteer opportunities, fundraising drives, and events from service providers.</p> <p>Resource card (see an <a href="#">example from Redmond</a>)</p>  |

**Homelessness Policy Advisory Committee**  
**Draft Work Plan and Meeting Schedule**  
**(Revised 12/10/2019)**

## Appendix A – HPAC Meeting Schedule

| Meeting Date     | Location           | Agenda Topic   |
|------------------|--------------------|--|
| April 4, 2019    | City Hall          | Introduction, Icebreaker, OPMA and PRA   |
| April 18, 2019   | PW Conference Room | Homework Results<br>Overview of Homelessness<br>Mary Jane (MJ) Brell-Vujovic Director, Sno Co Human Services Dept  |
| May 2, 2019      | City Hall          | Discuss assigned reading ( <i>Strategic Plan and Collective Impact</i> )<br>Who experiences homelessness<br>Monroe Service Providers<br>Service Model and Gaps |
| May 16, 2019     | PW Conference Room | Monroe Police Department<br>Embedded Social Worker and Diversion Programs<br>Legal Restrictions and City Ordinances  |
| June 6, 2019     | City Hall          | Allison Warren-Barbour, United Way<br>Collective Impact Model (see assigned reading 5/2)<br>Reading Assignment for 6/20– Housing Snohomish County Proj. Report |
| June 20, 2019    | PW Conference Room | Snohomish County Executive Dave Somers – Housing Alternatives<br>Permanent Housing Alternatives – Mark Smith, Director Sno Co Housing                          |
| July 11, 2019    | City Hall          | Limits of Homelessness Enforcement – MRSC Webinars<br>Legal Considerations and Case Studies in Affordable Housing - Webinar                                    |
| July 18, 2019    | PW Conference Room | Vision for addressing homelessness in Monroe<br>What goals do we need to adopt to achieve vision<br>Discuss Recommended Pillars                                |
| August 1, 2019   | City Hall          | City Funding Sources<br>Public/Private partnerships<br>State and Federal programs  |
| August 15, 2019  | PW Conference Room | Cancelled?   |
| Sept 5, 2019     | City Hall          | Carnegie Resource Center Tour  |
| Sept 19, 2019    | PW Conference Room | Vision for addressing homelessness in Monroe<br>What goals do we need to adopt to achieve vision   |
| October 3, 2019  | City Hall          | Develop recommendations  |
| October ?        | City Hall          | Open House<br>Public comment on recommendations  |
| October 17, 2019 | PW Conference Room | <del>Finalize recommendations to Mayor and Council</del><br>Develop recommendations  |
| Nov 7, 2019      | City Hall          | Develop recommendations  |
| Nov 14, 2019     |                    | Open House<br>Public comment on recommendations  |
| Nov 21, 2019     | PW Conference Room | Discuss public comment<br>Discuss draft recommendations  |
| Dec 5, 2019      | City Hall          | Finalize draft recommendations   |
| Jan 16, 2020     | PW Conference Room | Approve final recommendations  |
| Jan 30, 2020     | PW Conference Room | Final Meeting  |

## Appendix B – Definitions

| Term                             | Definition   |
|----------------------------------|--|
| <b>Affordable Housing</b>        | housing that consumes < 30% of the household income  |
| <b>Carnegie Center (Everett)</b> | a centralized support services facility in Everett that provides addiction and mental health services to the homeless  |
| <b>Diversion Center</b>          | a program that offers addiction or mental health treatment as an alternative to jail   |
| <b>Family Wage</b>               | same criteria as the living wage, but the costs are calculated based on what is needed for a family to live and be housed  |
| <b>Living Wage</b>               | is the hourly wages needed to pay for rent, food, transportation, childcare, health care, and taxes for a single person to live and be housed  |
| <b>Homeless</b>                  | individuals who lack a fixed, regular, and adequate nighttime residence  |
| <b>Risk of Homelessness</b>      | persons that have an annual household income that is < 30% of the median family income in the area and cannot afford both housing and the basic necessities such as food, clothing, transportation, and medical care |
| <b>Subsidized Housing</b>        | government sponsored housing provided to those with limited income   |
| <b>Temporary Housing</b>         | housing and support services that help persons move to independence  |
| <b>Transitional Housing</b>      | living in temporary housing for 90+ days so the person can achieve financial independent   |

## Appendix C – Open House Public Comments

# HPAC Open House - Community Feedback

November 14, 2019

## Housing

There must be someplace for people to sleep - it is the humane thing to do - look at Camp Hope in Yakima

Secure parking for RVs and cars hasn't worked well in other areas

Use the back lot of City Hall

Adopt a code that allows ADU adoption. (accessory dwelling ot - secondary housing on single lot with other house)

Feel temporary housing should require mandatory drug testing

HPAC should not focus on building affordable housing - not responsibility of taxpayers

Empty building next to dollar store would be a good temporary housing

Have a foundation that has sufficient zoning which should include multi-family. (x2)

Make education about prevention a condition of temporary housing

Sky Valley Consortium is a good idea - support regional thinking, planning, and implementation

don't allow resell of junk RVs

Can religious shelter exist if they don't force religious practices on homeless

I am a developer and interested in developing subsidized housing

There are developers interested in developing 22 beautiful cottages in village setting in Monroe

Solicit donation of public/private property - at below market prices

Implement a community clean-up

No to RV/car parking - too many issues with sanitation and health

## Partners

Centralized work and services is more effective, but must be a regional approach - a more global approach. e

Think globally - include others - work collaboratively

Hire out clean up of trash - don't expose city workers to biohazardous materials

Partners must hold homeless accountable to be sober or deny services

PTSA - School District team up for donations, education and education to students and families

Reach out to the prison for land, support, and coordination of services

Agree there is a lack of public transportation between Monroe and Everett - needs to be addressed

Include childcare for those children impacted by mental health

HPAC must work with City and County governments

Increase support for children missing school because of homelessness

## Prevention

Crime Prevention education can be done by volunteers - not solely the PD's role

Share information about burglaries throughout the region

Great job! I think education is great. I didn't know about the committee - love 211 concept

Thank you for recognizing that homelessness is a complex and multi-pronged approach

Feels homeless should have an ombudsman that isn't the police

## Support Services

Create an ombudsman that will serve as a "go between" police and the community

Incorporate all of the voluntary services in Monroe - increase awareness of resources

I am not homeless, but I need assistance with medical expenses and general life

What is the difference between vagrant and homelessness? City should be address panhandling - Al Brolin park

Addiction is a spiritual problem and not a government issue

Treatment services didn't work in Seattle

Didn't hear about anything about Cocoon services for children. (center in Everett that support youth and children)

## Public Safety

Police are not social workers, nor are social workers police

how will accountability occur for those in treatment?

Public cameras are a bad idea - I installed my own camera

Seattle had a 10-year plan and that didn't work - a six year plan is impossible

Limit the City's plan to one year. business/residents are on the defense and not responsible for homeless

We shop in Duvall because we don't feel safe in Monroe

Implement law enforcement - like panhandling laws

The embedded social worker should be able to get a good count about the number of homeless

Work with prosecutors to increase penalties for sale and use of drugs

MPD is very responsive

Get vagrant homeless - repeat offenders - out of Monroe

Monroe to Everett is a drug highway - I am not willing to pay the transportation expense

Please enforce the panhandling laws - the homeless intimidate my elderly mother

Greater police presence in known areas - "best cops"

Work with courts to increase penalties for drug dealing and dealers

Do not shop in town - use Amazon instead

I am afraid for my elderly mother to shop in town (She is longtime resident - very frustrated)

Weekly police visits

## **Policy/Budget**

Community Court is effective with personal accountability and treatment as an alternative to jail

Look at Redmond that has a Community Court

Delicate line between providing resources to individuals who are active members in the community and raising taxes

Use large vacant building in the City to establish an emergency shelter

Include solar lighting and camera for JVM food bank and garden

Delicate line between providing resources to individuals who are active members in the community and raising taxes

Concentrate on shelters/emergency housing - fill large building vacant - provide incentives

Increase incentives to developers to build affordable housing donation of surplus land

Implement code to discourage "short-term" housing like Airbnb

Seniors are not fixed income and cannot afford an increase in taxes

Include the homeless in the process so, they can help identify what help they need

Ensure there is personal accountability for those that want to be homeless - so they don't abuse resources

Thank you for all of your hard work

Some homeless do not want help and should be held accountable

# HPAC 2020 Work Report

*“Getting Closer to Home”*

**In January** we began work to establish the Sky Valley Housing Consortium by reaching out to VOA in Sultan.

We are beginning to assemble the Technical Advisory Committee by developing the scope of work for the TAC, identifying resources and asking who else to invite to the table.

We began to identify and set up meetings with our non-profit stake holders to go over the HPAC recommendations and get feedback on our implementation steps.

We began to evaluate transportation needs with our current partners and set up a meeting with the senior center to discuss their capacity and the use of their fleet. It may not be in alignment with their mission. And may not be in their current capacity. They have recently enlarged their fleet however so it is something to keep in mind.

EnviroIssues drafted and finalized their communication plan and strategy to add into our Final Report.

We reassessed the timing of needing to identify the needs of homeless families and moved it forward in our action plan.

Existing programs in Law Enforcement have continued but no new strategies are being implemented.

A new level of service is the Public Defender now has an embedded social worker.

The Mayor has been to Olympia lobbying. HPAC has approved and posted to the City Website their final Recommendations.

HB1406 is being implemented and we are discussing using these resources for prevention and for first and lasts.

*Working on bids for using technology to protect public infrastructure.*

No work has begun on establishing emergency housing or providing rental relief. A shelter location idea was brought up and was not viable.

The idea of a day center was set forth but the location is not a good fit.

No work has been done to begin human services days or provide education about homelessness.

\*\*\*\*\*

**In February** we presented the Final Report to City Council. It included the Final Recommendations, 2020 action plan and Gantt map along with the EnviroIssues communication plan. The Council approved the recommendations and asked for performance measures to be added into the action plan. The communication plan is still pending approval. The City Council signed the resolution to adopt the HPAC recommendations. HPAC will continue as a standing committee as a result.

We began to identify needs of homeless families by brainstorming survey questions to collect data and eventually have programs that are data driven.

We have met with a couple homeless families to gain insight into their situation, what services they need, and where some of the current system breakdowns they have encountered are. (CC) (F&G)

We continue to set up meetings with stakeholders to gather insight and feedback and to gain their buy-in into the HPAC recommendations for implementation purposes.

TTNS has shared about its shared data system "Sales Force". It could be a potential way to coordinate all our local service providers and analyses data.

TAC is continuing in the forming stages and we have decided to bring in a facilitator to help us begin to move forward with storming, norming and scope of work for RFP process.

We met with Snohomish Affordable Housing Group and hope to form a similar group.

A new governance structure is being established for this project. TAC & AHG will report to HPAC that will report to City Council.

Soliciting bids to use technology to protect public infrastructure.

There is work being done on amendments for Solicitation Regulations.

Housing/Homelessness advocacy day happened in Olympia. I was registered but unfortunately was unable to attend the day of the event.

No work has been done on transportation.

Still no location for an emergency shelter.

**\*In March** we need to determine shared mission and values of the TAC and write RFPs. Approve the Communication plan and form the Ambassadors group. Apply for the GO Transit program. Connect with McKinney Vento Liaison. Work on establishing TTNS as our Family Resource center. Provide information about services and host a human services day or plan one for April. Check in on Lobbying and Law enforcement strategies. Launch the communications plan. Assemble the Ambassadors program for a meeting at the beginning of April.

\*\*\*\*\*

|  | January 2020 | February 2020 | March 2020 | April 2020 | May 2020 | June 2020 | July 2020 | August 2020 | September 2020 | October 2020 | November 2020 | December 2020 |
|--|--------------|---------------|------------|------------|----------|-----------|-----------|-------------|----------------|--------------|---------------|---------------|
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**2020 HPAC Action Plan - Gantt Map Chart (X = Started O = Not Started)**

| <b>A. Housing</b>  |   |   |  |  |  |  |  |  |  |  |  |  |
|--|---|---|--|--|--|--|--|--|--|--|--|--|
| Emergency Shelter and Transitional Housing (Crisis Housing, Rapid Rehousing and Permanent Supportive Housing)  | O | O |  |  |  |  |  |  |  |  |  |  |
| Evaluate Property Units  |   |   |  |  |  |  |  |  |  |  |  |  |
| Negotiate Lease – Master Leasing   |   |   |  |  |  |  |  |  |  |  |  |  |
| Write RFP and Secure Program Manager through RFP   |   |   |  |  |  |  |  |  |  |  |  |  |
| Develop criteria with TAC  | O | O |  |  |  |  |  |  |  |  |  |  |
| Provide Rental Assistance through RFP  | O | O |  |  |  |  |  |  |  |  |  |  |
| Establish Sky Valley Housing Consortium  | X | O |  |  |  |  |  |  |  |  |  |  |
| Inventory Surplus Property   |   |   |  |  |  |  |  |  |  |  |  |  |
| Identify Housing Needs   | O | X |  |  |  |  |  |  |  |  |  |  |
| Work with TAC to identify partners and available funding   |   | X |  |  |  |  |  |  |  |  |  |  |
| <b>B. Partners</b>   |   |   |  |  |  |  |  |  |  |  |  |  |
| Form a TAC   | X | X |  |  |  |  |  |  |  |  |  |  |
| Identify non-profit stakeholders and partners  | X | X |  |  |  |  |  |  |  |  |  |  |
| Determine shared mission and vision  |   | O |  |  |  |  |  |  |  |  |  |  |
| Evaluate needs and resources for one-stop shop   |   |   |  |  |  |  |  |  |  |  |  |  |
| Write scope of work for RFP for one-stop shop  |   |   |  |  |  |  |  |  |  |  |  |  |
| Establish Transportation service between Sky Valley and Everett  | O | O |  |  |  |  |  |  |  |  |  |  |
| Evaluate transportation needs with partners  | X | O |  |  |  |  |  |  |  |  |  |  |
| Evaluate existing transportation contracts with non-profits  | X | O |  |  |  |  |  |  |  |  |  |  |
| Apply for Transit Go (grant) program   |   |   |  |  |  |  |  |  |  |  |  |  |
| Provide information about services to remain housed, financial training, and incentives for businesses to hire employees with entry level skills, information about mental and behavioral health services. | O | O |  |  |  |  |  |  |  |  |  |  |

|  | January 2020 | February 2020 | March 2020 | April 2020 | May 2020 | June 2020 | July 2020 | August 2020 | September 2020 | October 2020 | November 2020 | December 2020 |
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|   |   |   |  |  |  |  |  |  |  |  |  |  |
|---|---|---|--|--|--|--|--|--|--|--|--|--|
| Work with partners to develop and promote annual “human services days” set up like a vendor show.   | O | O |  |  |  |  |  |  |  |  |  |  |
| <b>C. Prevention</b>  |   |   |  |  |  |  |  |  |  |  |  |  |
| Educational Campaign (Enviroissues Contract)  | X | X |  |  |  |  |  |  |  |  |  |  |
| Develop education and outreach communication plan   | X | X |  |  |  |  |  |  |  |  |  |  |
| Educate Property Owners about laws, enforcement, trespass – Chamber of Commerce & Downtown Monroe Association   |   | O |  |  |  |  |  |  |  |  |  |  |
| Educate public about aggressive panhandling, property crime, and personal safety  |   | O |  |  |  |  |  |  |  |  |  |  |
| Educate public about safety regarding vigilantism and bullying  |   | O |  |  |  |  |  |  |  |  |  |  |
| Develop and implement Block Watch Program – residential and business buy in/ education/ communication – training & certification program.   |   |   |  |  |  |  |  |  |  |  |  |  |
| Develop working relationship with McKinney Vento liaison at Monroe High School  |   |   |  |  |  |  |  |  |  |  |  |  |
| Identify needs of homeless families   | O | X |  |  |  |  |  |  |  |  |  |  |
| Work with McKinney-Vento Family Liaisons in the Monroe School District to distribute flyers of local and county services for homeless students and families and encourage MSD to post flyers on school premises |   |   |  |  |  |  |  |  |  |  |  |  |
| <b>D. Public Safety</b>   |   |   |  |  |  |  |  |  |  |  |  |  |
| Implement law enforcement strategies  | O | O |  |  |  |  |  |  |  |  |  |  |
| Review Solicitation Regulations   |   | O |  |  |  |  |  |  |  |  |  |  |
| Evaluate Bail Fees  |   |   |  |  |  |  |  |  |  |  |  |  |
| Develop and implement Block Watch Program – residential and business buy in/ education/ communication – training & certification program  |   |   |  |  |  |  |  |  |  |  |  |  |
| Continue Embedded Social Worker Program   | X | X |  |  |  |  |  |  |  |  |  |  |

|  | January 2020 | February 2020 | March 2020 | April 2020 | May 2020 | June 2020 | July 2020 | August 2020 | September 2020 | October 2020 | November 2020 | December 2020 |
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|--|--------------|---------------|------------|------------|----------|-----------|-----------|-------------|----------------|--------------|---------------|---------------|

|  |   |   |  |  |  |  |  |  |  |  |  |  |
|--|---|---|--|--|--|--|--|--|--|--|--|--|
| Police Department (Existing Program)   | X | X |  |  |  |  |  |  |  |  |  |  |
| Public Defender (New level of services)  |   |   |  |  |  |  |  |  |  |  |  |  |
| Install Cameras in Parks   | O | O |  |  |  |  |  |  |  |  |  |  |
| Collect data on court cases. Determine with Monroe Municipal Court the costs/benefits of community court model             |   |   |  |  |  |  |  |  |  |  |  |  |
| Identify partners to develop community court model   |   |   |  |  |  |  |  |  |  |  |  |  |
| Determine with Monroe Municipal Court and partners the cost/benefits of community court model                              |   |   |  |  |  |  |  |  |  |  |  |  |
| <b>A. Support Services</b>   |   |   |  |  |  |  |  |  |  |  |  |  |
| Coordinated Services – One Stop Shop   |   |   |  |  |  |  |  |  |  |  |  |  |
| Develop scope of work with TAC   | X | X |  |  |  |  |  |  |  |  |  |  |
| Issue RFP  |   |   |  |  |  |  |  |  |  |  |  |  |
| Award RFP  |   |   |  |  |  |  |  |  |  |  |  |  |
| Establish Homeless HMIS/by name lists  |   |   |  |  |  |  |  |  |  |  |  |  |
| Work with TAC and Snohomish County to identify resources to provide housing and mental health navigators in the Sky Valley | X | X |  |  |  |  |  |  |  |  |  |  |
| Provide facilities and funding for non-profits   | O | O |  |  |  |  |  |  |  |  |  |  |
| Work with Take the Next Step and Volunteers of America to designate a family resource center and/or services in Monroe     |   |   |  |  |  |  |  |  |  |  |  |  |
| <b>A. Policy &amp; Budget</b>  |   |   |  |  |  |  |  |  |  |  |  |  |
| Define 2021 Work Plan, Priorities, and implementation Model  |   |   |  |  |  |  |  |  |  |  |  |  |
| Identify performance measures, and a full HMIS utilized by service providers.  |   |   |  |  |  |  |  |  |  |  |  |  |
| Lobby for changes to State and Federal law   | X | O |  |  |  |  |  |  |  |  |  |  |
| Collaborate with Affordable Housing Consortium (AHC) on writing new  |   |   |  |  |  |  |  |  |  |  |  |  |

|  | January 2020 | February 2020 | March 2020 | April 2020 | May 2020 | June 2020 | July 2020 | August 2020 | September 2020 | October 2020 | November 2020 | December 2020 |
|--|--------------|---------------|------------|------------|----------|-----------|-----------|-------------|----------------|--------------|---------------|---------------|
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|  |   |   |  |  |  |  |  |  |  |  |  |  |
|--|---|---|--|--|--|--|--|--|--|--|--|--|
| housing chapter for the city's comprehensive plan update.  |   |   |  |  |  |  |  |  |  |  |  |  |
| Continue HPAC as a standing committee  | X | O |  |  |  |  |  |  |  |  |  |  |
| Implement HB1406 and explore all revenue options for housing, mental health and chemical dependency. | X | X |  |  |  |  |  |  |  |  |  |  |
| Identify needs   |   |   |  |  |  |  |  |  |  |  |  |  |
| Develop criteria with TAC  |   |   |  |  |  |  |  |  |  |  |  |  |
| Provide Rental Assistance through RFP  | O | O |  |  |  |  |  |  |  |  |  |  |
| Evaluate Program   |   |   |  |  |  |  |  |  |  |  |  |  |

## Work Report – March 2020

### Support Services:

We are continuing to assess needs and gather information about our local systems by keeping in contact with homeless couple (F&G) ***They could use a heat source that plugs into the cigarette lighter to stop spending money on gas and requesting gas cards from service providers.***

### Housing:

I began calling our Affordable Housing units in Monroe to have a reference of contacts. All are full, with waiting lists of 2-3 years. I was able to get a couple of their applications to have on file also.

In conversation with Michael from TTNS he has said it ***would be helpful to know which local landlords would be willing to take housing vouchers to supplement rent.***

### Partners:

Oxford House - We had a zoom meeting with Oxford House and learned about their program. It is a self-managing system. Residents are voted into the house and sign contracts of conduct. Roles and chores are assigned. Each tenant pays an EES - \$550-\$570. Mandatory meetings and UA's that fellow household members can request. ***Seeking Upscale Houses in nice neighborhoods with a rent of 2500/3000 a month.***

Congregations for The Homeless - We had a zoom meeting with Congregations for The Homeless (CFH) and learned about their four program approach. Their organization has a high success rate and has been operating for 28 years. They mobilize twelve host churches, and others in the faith community, to provide a rotating shelter for about 35 men that is high barrier with goals to move into housing. They also have an outreach program, a low barrier 24/7 shelter program, and a housing program. The secret to their success is their case management. Their program focuses on men only. They would be happy to help & consult with us.

HART Report - We met with the County Executive Assistant to go over the HART report & the HPAC final Report and seek her feedback and advise.

Housing Navigator - We met with our local navigator who will be transitioning the area to someone else as she is moving out of state.

Cocoon House - We met with Cocoon house and heard about their successful programs with youth housing options and how they manage cases. Their program incorporates an emphasis on attempting to reunify and reconcile family relationships, trainings and classes, peer leadership, and employing lived experience to guide their programs.

Community Transit - I reconnected with Community Transit to explore the VanGo grant for transportation to Everett and have been added to a list of interested parties.

## Prevention:

In the Communications plan Willow is focusing on the website while we wait for Rich to join us to manage the Ambassadors and for council to approve this part of the communications plan. We are meeting with the core team to discuss the We Are Monroe campaign in the beginning of April.

## Policy & Budget:

Several items on the action plan now reflect being put on hold due to Coronavirus and the new social services landscape and focus we are finding ourselves in. The key in the Gantt Map now has a CV to reflect items on hold due to the Coronavirus.

## Covid19 Response:

Local service providers are focusing on prevention in food and rental assistance. *(see Local Services - Crisis Document)*

We are working to coordinate local efforts and find ways to help. I have checked in with many of our local service providers to see how they are adjusting. We now have a list of current services being offered in Monroe. I have scheduled weekly check in zoom meetings to help us coordinate and share needs.

Our Facilitated TAC meetings will resume in May with Jody. Currently all our TAC members are responding to the crisis of right now.

I am looking at the Action Plan to try to find things I can focus on that are duo purpose for right now and for when we emerge from this current crisis. I have highlighted areas of focus that may be of most value as we work remotely. *(see 2020 HPAC Action Plan - Gantt Map Chart)*

Considerable concern about funding from the City is being expressed. Whether we should tap into the \$100,000 earmarked for HPAC implementation or use HB1406 money to go towards relief efforts.

We have been exploring grant/relief funds with MJ & Debbi Trosvig at the county and sitting in on County conference calls.

**The City is placing a porta potty and hand washing station in front of City Hall for the homeless to use while all our public restrooms are closed. \$345. To be installed: Monday March 31<sup>st</sup> 2020**

|  | January 2020 | February 2020 | March 2020 | April 2020 | May 2020 | June 2020 | July 2020 | August 2020 | September 2020 | October 2020 | November 2020 | December 2020 |
|--|--------------|---------------|------------|------------|----------|-----------|-----------|-------------|----------------|--------------|---------------|---------------|
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**2020 HPAC Action Plan - Gantt Map Chart (X = Started O = Not Started) (CV – On hold due to Coronavirus)**

| <b>A. Housing</b>  |   |   |    |  |  |  |  |  |  |  |  |  |
|--|---|---|----|--|--|--|--|--|--|--|--|--|
| Emergency Shelter and Transitional Housing (Crisis Housing, Rapid Rehousing and Permanent Supportive Housing)  | O | O | CV |  |  |  |  |  |  |  |  |  |
| Evaluate Property Units  |   |   | X  |  |  |  |  |  |  |  |  |  |
| Negotiate Lease – Master Leasing   |   |   |    |  |  |  |  |  |  |  |  |  |
| Write RFP and Secure Program Manager through RFP   |   |   |    |  |  |  |  |  |  |  |  |  |
| Develop criteria with TAC  | O | O | CV |  |  |  |  |  |  |  |  |  |
| Provide Rental Assistance through RFP  | O | O | O  |  |  |  |  |  |  |  |  |  |
| Establish Sky Valley Housing Consortium  | X | O | CV |  |  |  |  |  |  |  |  |  |
| Inventory Surplus Property   |   |   | X  |  |  |  |  |  |  |  |  |  |
| Identify Housing Needs   | O | X | X  |  |  |  |  |  |  |  |  |  |
| Work with TAC to identify partners and available funding   |   | X | X  |  |  |  |  |  |  |  |  |  |
| <b>B. Partners</b>   |   |   |    |  |  |  |  |  |  |  |  |  |
| Form a TAC   | X | X | X  |  |  |  |  |  |  |  |  |  |
| Identify non-profit stakeholders and partners  | X | X | X  |  |  |  |  |  |  |  |  |  |
| Determine shared mission and vision  |   | O | O  |  |  |  |  |  |  |  |  |  |
| Evaluate needs and resources for one-stop shop   |   |   | X  |  |  |  |  |  |  |  |  |  |
| Write scope of work for RFP for one-stop shop  |   |   |    |  |  |  |  |  |  |  |  |  |
| Establish Transportation service between Sky Valley and Everett  | O | O | O  |  |  |  |  |  |  |  |  |  |
| Evaluate transportation needs with partners  | X | O | O  |  |  |  |  |  |  |  |  |  |
| Evaluate existing transportation contracts with non-profits  | X | O | O  |  |  |  |  |  |  |  |  |  |
| Apply for Transit Go (grant) program   |   |   | X  |  |  |  |  |  |  |  |  |  |
| Provide information about services to remain housed, financial training, and incentives for businesses to hire employees with entry level skills, information about mental and behavioral health services. | O | O | O  |  |  |  |  |  |  |  |  |  |

|  | January 2020 | February 2020 | March 2020 | April 2020 | May 2020 | June 2020 | July 2020 | August 2020 | September 2020 | October 2020 | November 2020 | December 2020 |
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|   |   |   |    |  |  |  |  |  |  |  |  |  |
|---|---|---|----|--|--|--|--|--|--|--|--|--|
| Work with partners to develop and promote annual “human services days” set up like a vendor show. | O | O | CV |  |  |  |  |  |  |  |  |  |
|---|---|---|----|--|--|--|--|--|--|--|--|--|

**C. Prevention**

|   |   |   |   |  |  |  |  |  |  |  |  |  |
|---|---|---|---|--|--|--|--|--|--|--|--|--|
| Educational Campaign (Enviroissues Contract)  | X | X | X |  |  |  |  |  |  |  |  |  |
| Develop education and outreach communication plan   | X | X | X |  |  |  |  |  |  |  |  |  |
| Educate Property Owners about laws, enforcement, trespass – Chamber of Commerce & Downtown Monroe Association   |   | O | O |  |  |  |  |  |  |  |  |  |
| Educate public about aggressive panhandling, property crime, and personal safety  |   | O | O |  |  |  |  |  |  |  |  |  |
| Educate public about safety regarding vigilantism and bullying  |   | O | O |  |  |  |  |  |  |  |  |  |
| Develop and implement Block Watch Program – residential and business buy in/ education/ communication – training & certification program.   |   |   |   |  |  |  |  |  |  |  |  |  |
| Develop working relationship with McKinney Vento liaison at Monroe High School  |   |   |   |  |  |  |  |  |  |  |  |  |
| Identify needs of homeless families   | O | X | X |  |  |  |  |  |  |  |  |  |
| Work with McKinney-Vento Family Liaisons in the Monroe School District to distribute flyers of local and county services for homeless students and families and encourage MSD to post flyers on school premises |   |   | X |  |  |  |  |  |  |  |  |  |

**D. Public Safety**

|  |   |   |   |  |  |  |  |  |  |  |  |  |
|--|---|---|---|--|--|--|--|--|--|--|--|--|
| Implement law enforcement strategies   | O | O | O |  |  |  |  |  |  |  |  |  |
| Review Solicitation Regulations  |   | O | O |  |  |  |  |  |  |  |  |  |
| Evaluate Bail Fees   |   |   |   |  |  |  |  |  |  |  |  |  |
| Develop and implement Block Watch Program – residential and business buy in/ education/ communication – training & certification program |   |   |   |  |  |  |  |  |  |  |  |  |
| Continue Embedded Social Worker Program  | X | X | X |  |  |  |  |  |  |  |  |  |

|  | January 2020 | February 2020 | March 2020 | April 2020 | May 2020 | June 2020 | July 2020 | August 2020 | September 2020 | October 2020 | November 2020 | December 2020 |
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|  |   |   |    |  |  |  |  |  |  |  |  |  |
|--|---|---|----|--|--|--|--|--|--|--|--|--|
| Police Department (Existing Program)   | X | X | X  |  |  |  |  |  |  |  |  |  |
| Public Defender (New level of services)  |   |   | X  |  |  |  |  |  |  |  |  |  |
| Install Cameras in Parks   | O | O | O  |  |  |  |  |  |  |  |  |  |
| Collect data on court cases. Determine with Monroe Municipal Court the costs/benefits of community court model             |   |   |    |  |  |  |  |  |  |  |  |  |
| Identify partners to develop community court model   |   |   |    |  |  |  |  |  |  |  |  |  |
| Determine with Monroe Municipal Court and partners the cost/benefits of community court model                              |   |   |    |  |  |  |  |  |  |  |  |  |
| <b>A. Support Services</b>   |   |   |    |  |  |  |  |  |  |  |  |  |
| Coordinated Services – One Stop Shop   |   |   |    |  |  |  |  |  |  |  |  |  |
| Develop scope of work with TAC   | X | X | CV |  |  |  |  |  |  |  |  |  |
| Issue RFP  |   |   | CV |  |  |  |  |  |  |  |  |  |
| Award RFP  |   |   |    |  |  |  |  |  |  |  |  |  |
| Establish Homeless HMIS/by name lists  |   |   |    |  |  |  |  |  |  |  |  |  |
| Work with TAC and Snohomish County to identify resources to provide housing and mental health navigators in the Sky Valley | X | X | CV |  |  |  |  |  |  |  |  |  |
| Provide facilities and funding for non-profits   | O | O | CV |  |  |  |  |  |  |  |  |  |
| Work with Take the Next Step and Volunteers of America to designate a family resource center and/or services in Monroe     |   |   | O  |  |  |  |  |  |  |  |  |  |
| <b>A. Policy &amp; Budget</b>  |   |   |    |  |  |  |  |  |  |  |  |  |
| Define 2021 Work Plan, Priorities, and implementation Model  |   |   |    |  |  |  |  |  |  |  |  |  |
| Identify performance measures, and a full HMIS utilized by service providers.  |   |   |    |  |  |  |  |  |  |  |  |  |
| Lobby for changes to State and Federal law   | X | O | O  |  |  |  |  |  |  |  |  |  |
| Collaborate with Affordable Housing Consortium (AHC) on writing new  |   |   |    |  |  |  |  |  |  |  |  |  |

|  | January 2020 | February 2020 | March 2020 | April 2020 | May 2020 | June 2020 | July 2020 | August 2020 | September 2020 | October 2020 | November 2020 | December 2020 |
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|--|---|---|----|--|--|--|--|--|--|--|--|--|
| housing chapter for the city's comprehensive plan update.  |   |   |    |  |  |  |  |  |  |  |  |  |
| Continue HPAC as a standing committee  | X | O | CV |  |  |  |  |  |  |  |  |  |
| Implement HB1406 and explore all revenue options for housing, mental health and chemical dependency. | X | X | X  |  |  |  |  |  |  |  |  |  |
| Identify needs   |   |   | X  |  |  |  |  |  |  |  |  |  |
| Develop criteria with TAC  |   |   | CV |  |  |  |  |  |  |  |  |  |
| Provide Rental Assistance through RFP  | O | O | O  |  |  |  |  |  |  |  |  |  |
| Evaluate Program   |   |   |    |  |  |  |  |  |  |  |  |  |

## Local Social Services – Crisis Response

Week of 3/23/2020

**TTNS Laron** is trying to stay connected with Take the Next Step families by dropping off food & school work related resources. He is also ready to reallocate program funds into prevention assistance. The resource center is closed but services are available remotely. Call 360-794-1022 during 10am-5pm M-F business hours. Forwarding calls to navigators. Exploring Seattle Foundation Grant & has received some Community Foundation Grant Money.

**Sky Valley Foodbank** is closed but coordinating with Phil to deliver meals. Contact [PSpirito@sno-isle.com](mailto:PSpirito@sno-isle.com) to volunteer for food delivery teams; or if you are in need of delivery send your name, address, phone number, and the number of people in your household.

**The Boys & Girls Club** Jeff is reducing costs of childcare and expanding scholarships.

**St. Vincent** Inga is focusing on exploring funds for expanding rental and utility assistance. Community Foundation Grant Recipient.

**The school district** in partnership with the foodbank has been great in getting food in the hands of families. The Connections Team (Multi-Cultural Team that shares information and resources to families), has been great in helping us reach families and share the available resources. Please send me any resources that you feel would be beneficial to our families and I will ensure the team shares the information.

**YMCA** is providing emergency child-care for the sky valley area. Offering this for FREE to all first responders and medical staff.

**Cascade Community Church** is closed but Kimberly Clem is still available for meetings to assist with rent, utilities and food.

**Catholic Community Services** is working remotely and focusing on mental health/chemical dependency recovery & remote meetings.

**Evergreen Health Social Services** is still fully operational. Challenges with discharging patients.

**MPD** – Diversion Center is closed. Embedded Social Worker and Team is currently not as accessible. ATV patrols in parks to be present.

**EGM** the shelter is on lockdown to protect clients and staff. To go services & to go meals.

**VOA** center is open 9am-4pm. Has drive-up / pick-up meals, food bank is still open. Their “Send Meals” service is accepting applications.

**FEMA** – Providing Rental & Food Assistance.

**The County** - Community Foundation. They won't be issuing an RFP but they are assessing needs from the give well website, emails & calls. <https://pihchub.org/givewell/>  
-There are more grants coming from the stimulus that they do not have information on yet.  
-Angel of the Winds arena & Providence – People showing symptoms.

**Unemployment** – esd.wa.gov Expanded unemployment with carefunds.

**The City of Monroe** has two websites up and running:

<http://www.monroewa.gov/934/COVID-19> (you will see “tabs” half-way down the page for “city operations”, “businesses”, “resources” and “FAQs”)

The chamber also has a webpage listed for delivery and take-out restaurants in Monroe

<https://www.choosemonroe.com/listings.aspx?nv=1880&c=1880>



# Homeless Policy Advisory Committee Implementation Work Report – April 2020

## Policy & Budget:

Through the work of the City and City Council three agenda bills were passed on April 28<sup>th</sup> that are in response to implementing the HPAC recommendations both during covid19 and after we emerge from this crisis. Here is the link to the agenda bills and associated contracts:

<http://www.monroewa.gov/AgendaCenter/ViewFile/Agenda/889?html=true>

## Housing, Support Services & Prevention:

### Adjustments to Planning in times of Covid19

The City is continuing to seek out duo purpose items on the Gant Map Chart (below). These items are highlighted in yellow to show the adjustments to focus during covid19. These areas represent opportunities for potential impact for both now and for after we emerge from covid19 hence serving a duo purpose.

### Case Management & Client Data

The City continues to do limited case management to gather data. One couple the City has been working with is currently housed in a hotel by covid19 funding through their Housing Navigator through 211 and the Housing Authority. The couple's vehicle that they had been living in prior has also broke down. The City and local service providers collectively investigated what their situation might be when the temporary housing they were receiving came to an end. City staff has reached out to several affordable housing units and some market rate units and has been unsuccessful in securing anything other than a waiting list.

### Eviction Moratorium Research

The Governor's Eviction Moratorium as it extends to Hotels and Transitional Housing. City staff reached out to the Attorney General's Office to clarify that this couple cannot be evicted under the moratorium guidelines and the response has been that: regardless of the length of their stay, that if they consider it their primary residence, they cannot be evicted from the hotel under the moratorium. The Governor's Eviction Moratorium currently extends to June 4<sup>th</sup>.

City staff and partners translated the Eviction Moratorium into several languages including Spanish.

### Data Sharing & Release of Information (ROI)

The TAC team is exploring the options of a shared data system to help all our local service providers work together. This would collectively provide and maintain an appropriate and consistent level of compassion and accountability for clients. This research includes Release of Information (ROI) and confidentiality.

## **Homeless Policy Advisory Committee Implementation Work Report – April 2020**

### Community Foundation of Snohomish County Grant

The City applied for and received a \$10,000 grant from the Community Foundation of Snohomish County. Some of this money is designated to go towards housing assistance (\$1,500) and has been contracted to be used by Take The Next Step.

The CFSC grant scope of work also includes some funds (\$4,000) for showers as the result of feedback from our homeless population. The Monroe YMCA has been contracted to reopen the Showers After Hours program to help our vulnerable populations maintain good hygiene practices. This service will be offered May 4th - June 11th on Mondays and Thursdays from 11am-1pm.

### Emergency Shelter & One Stop Shop

There is still no location that has been identified as an emergency shelter and one stop shop specific to Monroe. There are ideas being explored surrounding how to create a potential hub and spoke model that branches off the Carnegie Center into Monroe and other cities.

### Technical Advisory Committee (TAC)

The TAC meetings for this month were changed to service provider check ins as many of our TAC members needed to be able to shift focus and respond to the immediate crisis. This was at the time the best way for this group to support our service providers and has become an unbelievably valuable source of information sharing and action for the community.

The service providers began doing weekly check ins over zoom. A list was created of local resources for the City website and as a reference: <https://www.monroewa.gov/937/Additional-Resources> . The ability to swiftly know who could respond to what needs and get that updated information out was a huge success for the team in working together.

In May, the TAC will resume now under the facilitation of Jody Beisner with Everett Gospel Mission. This be the most direct route for the TAC to develop the criteria needed and write the Requests for Proposals RFP(s) now on schedule for being produced out of this group by July 31<sup>st</sup>.

### EnviroIssues & The Communications Consultant Team

The Communications Consultant team has been working hard to develop content and branding for the launch or the #wearemonroe campaign. The response to covid19 has required adjusting the communication plan and timeline. The team has decided to begin by seeking stories of Acts of Kindness and highlighting how our community is staying strong and positive during the pandemic. (Attachment A.)

### Support Services

The partnership with McKinney Vento and the school district is being strengthened by check in zoom meetings and connecting with the new Superintendent for MSD.

## **Homeless Policy Advisory Committee Implementation Work Report – April 2020**

McKinney Vento has been partnering with the foodbank and staying in touch with their families.

There have now been a couple of local food drives organized by our partners to support the food bank.

Teams of volunteers are delivering food from the food bank to people who are in need. The need is growing in the community, but the response is incredible in both services and volunteers.

Volunteers are making hundreds of masks that are being donated to the City, service providers and going out to the public.

Agencies that serve our communities children, like the YMCA, The Boys & Girls Club and Housing Hope's program Tomorrow's Hope have been attending to the needs of first responders and essential workers extending many scholarships and reducing rates.

### **Partners & Public Safety:**

During these times of covid19 local partnerships have accelerated in becoming formed. Partnerships are proving to be strong and responsive in their working relationships. The adjustments the service providers are making to deliver services, work together and to educate the public in responding to homelessness poverty and prevention during this pandemic...is amazing!!

#### SAFE Teams

Through partnerships at the County level, the City was able to quickly join forces with the Department of Emergency Management and the SAFE Teams. City staff joined MPD and the embedded social worker team going out into the encampments and helping screen our homeless population for covid19.

The City gathered feedback about what services the homeless populations were struggling to access under the new covid19 regulations. A service that was frequently identified on the survey was laundry. Providing this service potentially could be explored and perhaps funded through the CFSC grant.

The teams offered resources and handed out hygiene and PPE kits. The PPE kits were also a result of the CFSC grant funds the City received and coordinating volunteer efforts to assemble the kits.

The SAFE Teams outreach effort reached 15 individuals, none of whom had signs of covid19 or had thought they had been exposed.

# Homeless Policy Advisory Committee Implementation Work Report – April 2020

## New Level of Services

Law enforcement has been responding to increased domestic violence and is partnering with a counselor as a resource.

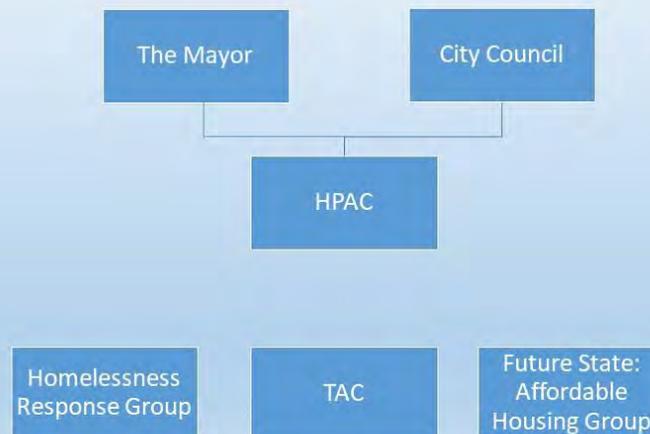
The City of Monroe has installed a Sanican and hand washing station at City Hall as a response to the public health concern over the closure of public restrooms.

## HPAC

The City continues to reach out to stake holders and share the HPAC recommendations and action plan.

When the stay home order lifts the City will work to reconvene the HPAC by making an announcement, releasing applications and scheduling interviews with new applicants and those interested in continuing with the standing Ad Hoc Committee as approved by the Council. This will become a critical community perspective filter in the emerging governance model for implementing the HPAC recommendations.

## Engagement Flow Chart



|  | January 2020 | February 2020 | March 2020 | April 2020 | May 2020 | June 2020 | July 2020 | August 2020 | September 2020 | October 2020 | November 2020 | December 2020 |
|--|--------------|---------------|------------|------------|----------|-----------|-----------|-------------|----------------|--------------|---------------|---------------|
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**2020 HPAC Action Plan - Gantt Map Chart (X = Started O = Not Started) (CV – On hold due to Coronavirus)**

| <b>A. Housing</b>  |   |   |    |    |  |  |  |  |  |  |  |  |
|--|---|---|----|----|--|--|--|--|--|--|--|--|
| Emergency Shelter and Transitional Housing (Crisis Housing, Rapid Rehousing and Permanent Supportive Housing)  | O | O | CV | CV |  |  |  |  |  |  |  |  |
| Evaluate Property Units  |   |   | X  | O  |  |  |  |  |  |  |  |  |
| Negotiate Lease – Master Leasing   |   |   |    | O  |  |  |  |  |  |  |  |  |
| Write RFP and Secure Program Manager through RFP   |   |   |    | CV |  |  |  |  |  |  |  |  |
| Develop criteria with TAC  | O | O | CV | CV |  |  |  |  |  |  |  |  |
| Provide Rental Assistance through RFP  | O | O | O  | X  |  |  |  |  |  |  |  |  |
| Establish Sky Valley Housing Consortium  | X | O | CV | X  |  |  |  |  |  |  |  |  |
| Inventory Surplus Property   |   |   | X  | X  |  |  |  |  |  |  |  |  |
| Identify Housing Needs   | O | X | X  | X  |  |  |  |  |  |  |  |  |
| Work with TAC to identify partners and available funding   |   | X | X  | X  |  |  |  |  |  |  |  |  |
| <b>B. Partners</b>   |   |   |    |    |  |  |  |  |  |  |  |  |
| Form a TAC   | X | X | X  | CV |  |  |  |  |  |  |  |  |
| Identify non-profit stakeholders and partners  | X | X | X  | X  |  |  |  |  |  |  |  |  |
| Determine shared mission and vision  |   | O | O  | O  |  |  |  |  |  |  |  |  |
| Evaluate needs and resources for one-stop shop   |   |   | X  | CV |  |  |  |  |  |  |  |  |
| Write scope of work for RFP for one-stop shop  |   |   |    | CV |  |  |  |  |  |  |  |  |
| Establish Transportation service between Sky Valley and Everett  | O | O | O  | O  |  |  |  |  |  |  |  |  |
| Evaluate transportation needs with partners  | X | O | O  |    |  |  |  |  |  |  |  |  |
| Evaluate existing transportation contracts with non-profits  | X | O | O  |    |  |  |  |  |  |  |  |  |
| Apply for Transit Go (grant) program   |   |   | X  | X  |  |  |  |  |  |  |  |  |
| Provide information about services to remain housed, financial training, and incentives for businesses to hire employees with entry level skills, information about mental and behavioral health services. | O | O | O  | X  |  |  |  |  |  |  |  |  |

|  | January 2020 | February 2020 | March 2020 | April 2020 | May 2020 | June 2020 | July 2020 | August 2020 | September 2020 | October 2020 | November 2020 | December 2020 |
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|   |   |   |    |    |  |  |  |  |  |  |  |  |
|---|---|---|----|----|--|--|--|--|--|--|--|--|
| Work with partners to develop and promote annual “human services days” set up like a vendor show. | O | O | CV | CV |  |  |  |  |  |  |  |  |
|---|---|---|----|----|--|--|--|--|--|--|--|--|

**C. Prevention**

|  |   |   |   |   |  |  |  |  |  |  |  |  |
|--|---|---|---|---|--|--|--|--|--|--|--|--|
| Educational Campaign (Enviroissues Contract) | X | X | X | X |  |  |  |  |  |  |  |  |
|--|---|---|---|---|--|--|--|--|--|--|--|--|

|   |   |   |   |   |  |  |  |  |  |  |  |  |
|---|---|---|---|---|--|--|--|--|--|--|--|--|
| Develop education and outreach communication plan | X | X | X | X |  |  |  |  |  |  |  |  |
|---|---|---|---|---|--|--|--|--|--|--|--|--|

|   |  |   |   |    |  |  |  |  |  |  |  |  |
|---|--|---|---|----|--|--|--|--|--|--|--|--|
| Educate Property Owners about laws, enforcement, trespass – Chamber of Commerce & Downtown Monroe Association |  | O | O | CV |  |  |  |  |  |  |  |  |
|---|--|---|---|----|--|--|--|--|--|--|--|--|

|  |  |   |   |    |  |  |  |  |  |  |  |  |
|--|--|---|---|----|--|--|--|--|--|--|--|--|
| Educate public about aggressive panhandling, property crime, and personal safety |  | O | O | CV |  |  |  |  |  |  |  |  |
|--|--|---|---|----|--|--|--|--|--|--|--|--|

|  |  |   |   |    |  |  |  |  |  |  |  |  |
|--|--|---|---|----|--|--|--|--|--|--|--|--|
| Educate public about safety regarding vigilantism and bullying |  | O | O | CV |  |  |  |  |  |  |  |  |
|--|--|---|---|----|--|--|--|--|--|--|--|--|

|   |  |  |  |  |  |  |  |  |  |  |  |  |
|---|--|--|--|--|--|--|--|--|--|--|--|--|
| Develop and implement Block Watch Program – residential and business buy in/ education/ communication – training & certification program. |  |  |  |  |  |  |  |  |  |  |  |  |
|---|--|--|--|--|--|--|--|--|--|--|--|--|

|  |  |  |  |   |  |  |  |  |  |  |  |  |
|--|--|--|--|---|--|--|--|--|--|--|--|--|
| Develop working relationship with McKinney Vento liaison at Monroe High School |  |  |  | X |  |  |  |  |  |  |  |  |
|--|--|--|--|---|--|--|--|--|--|--|--|--|

|                                     |   |   |   |   |  |  |  |  |  |  |  |  |
|-------------------------------------|---|---|---|---|--|--|--|--|--|--|--|--|
| Identify needs of homeless families | O | X | X | X |  |  |  |  |  |  |  |  |
|-------------------------------------|---|---|---|---|--|--|--|--|--|--|--|--|

|   |  |  |   |   |  |  |  |  |  |  |  |  |
|---|--|--|---|---|--|--|--|--|--|--|--|--|
| Work with McKinney-Vento Family Liaisons in the Monroe School District to distribute flyers of local and county services for homeless students and families and encourage MSD to post flyers on school premises |  |  | X | X |  |  |  |  |  |  |  |  |
|---|--|--|---|---|--|--|--|--|--|--|--|--|

**D. Public Safety**

|                                      |   |   |   |   |  |  |  |  |  |  |  |  |
|--------------------------------------|---|---|---|---|--|--|--|--|--|--|--|--|
| Implement law enforcement strategies | O | O | O | X |  |  |  |  |  |  |  |  |
|--------------------------------------|---|---|---|---|--|--|--|--|--|--|--|--|

|                                 |  |   |   |    |  |  |  |  |  |  |  |  |
|---------------------------------|--|---|---|----|--|--|--|--|--|--|--|--|
| Review Solicitation Regulations |  | O | O | CV |  |  |  |  |  |  |  |  |
|---------------------------------|--|---|---|----|--|--|--|--|--|--|--|--|

|                    |  |  |  |    |  |  |  |  |  |  |  |  |
|--------------------|--|--|--|----|--|--|--|--|--|--|--|--|
| Evaluate Bail Fees |  |  |  | CV |  |  |  |  |  |  |  |  |
|--------------------|--|--|--|----|--|--|--|--|--|--|--|--|

|  |  |  |  |  |  |  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Develop and implement Block Watch Program – residential and business buy in/ education/ communication – training & certification program |  |  |  |  |  |  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|--|--|--|--|--|--|

|   |   |   |   |   |  |  |  |  |  |  |  |  |
|---|---|---|---|---|--|--|--|--|--|--|--|--|
| Continue Embedded Social Worker Program | X | X | X | X |  |  |  |  |  |  |  |  |
|---|---|---|---|---|--|--|--|--|--|--|--|--|

|  | January 2020 | February 2020 | March 2020 | April 2020 | May 2020 | June 2020 | July 2020 | August 2020 | September 2020 | October 2020 | November 2020 | December 2020 |
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|--|---|---|----|----|--|--|--|--|--|--|--|--|
| Police Department (Existing Program)   | X | X | X  | X  |  |  |  |  |  |  |  |  |
| Public Defender (New level of services)  |   |   | X  | X  |  |  |  |  |  |  |  |  |
| Install Cameras in Parks   | O | O | O  | O  |  |  |  |  |  |  |  |  |
| Collect data on court cases. Determine with Monroe Municipal Court the costs/benefits of community court model             |   |   |    |    |  |  |  |  |  |  |  |  |
| Identify partners to develop community court model   |   |   |    |    |  |  |  |  |  |  |  |  |
| Determine with Monroe Municipal Court and partners the cost/benefits of community court model                              |   |   |    |    |  |  |  |  |  |  |  |  |
| <b>E. Support Services</b>   |   |   |    |    |  |  |  |  |  |  |  |  |
| Coordinated Services – One Stop Shop   |   |   |    | CV |  |  |  |  |  |  |  |  |
| Develop scope of work with TAC   | X | X | CV | CV |  |  |  |  |  |  |  |  |
| Issue RFP  |   |   | CV | CV |  |  |  |  |  |  |  |  |
| Award RFP  |   |   |    |    |  |  |  |  |  |  |  |  |
| Establish Homeless HMIS/by name lists  |   |   |    |    |  |  |  |  |  |  |  |  |
| Work with TAC and Snohomish County to identify resources to provide housing and mental health navigators in the Sky Valley | X | X | CV | X  |  |  |  |  |  |  |  |  |
| Provide facilities and funding for non-profits   | O | O | CV | X  |  |  |  |  |  |  |  |  |
| Work with Take the Next Step and Volunteers of America to designate a family resource center and/or services in Monroe     |   |   | O  | O  |  |  |  |  |  |  |  |  |
| <b>F. Policy &amp; Budget</b>  |   |   |    |    |  |  |  |  |  |  |  |  |
| Define 2021 Work Plan, Priorities, and implementation Model  |   |   |    |    |  |  |  |  |  |  |  |  |
| Identify performance measures, and a full HMIS utilized by service providers.  |   |   |    |    |  |  |  |  |  |  |  |  |
| Lobby for changes to State and Federal law   | X | O | O  | O  |  |  |  |  |  |  |  |  |
| Collaborate with Affordable Housing Consortium (AHC) on writing new  |   |   |    |    |  |  |  |  |  |  |  |  |

|  | January 2020 | February 2020 | March 2020 | April 2020 | May 2020 | June 2020 | July 2020 | August 2020 | September 2020 | October 2020 | November 2020 | December 2020 |
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| housing chapter for the city's comprehensive plan update.  |   |   |    |    |  |  |  |  |  |  |  |  |
| Continue HPAC as a standing committee  | X | O | CV | CV |  |  |  |  |  |  |  |  |
| Implement HB1406 and explore all revenue options for housing, mental health and chemical dependency. | X | X | X  | X  |  |  |  |  |  |  |  |  |
| Identify needs   |   |   | X  | X  |  |  |  |  |  |  |  |  |
| Develop criteria with TAC  |   |   |    |    |  |  |  |  |  |  |  |  |
| Provide Rental Assistance through RFP  | O | O | O  | CV |  |  |  |  |  |  |  |  |
| Evaluate Program   |   |   |    |    |  |  |  |  |  |  |  |  |



## We Are Monroe Campaign Plan

### Context

In the February 2020, the City of Monroe adopted a communications plan focused on homelessness. The aim was to help the City communicate proactively, clearly, and consistently about this charged and complex issue, while dispelling misinformation and providing residents with the information they need to get or provide help.

The plan includes guidelines and content for direct communications from the City (e.g. success stories, volunteer opportunities, where to find help, etc.) and outlines an ambassador program that engages Monroe residents in neighbor-to-neighbor communications. The final piece of the plan is the “We Are Monroe” campaign, which supports the rest of the plan by building connections and community. More below.

### Campaign Concept

The original “We Are Monroe” campaign concept is similar to the [Humans of New York](#) series, featuring a wide variety of community members – sharing quotes, values, fun facts, photos, and/or short videos. Stories will feature both housed and unhoused residents, and while the campaign may eventually touch on the issue of homelessness, it will never disclose the housing status of those featured. And that will be the point. Because at the end of the day, “we are *all* Monroe.”

The intention is still to run the original campaign, but in light of COVID-19, we will focus the initial phase of the campaign on acts of kindness and fun, highlighting the best of Monroe in these unprecedented times.

### Campaign Goal

Elevate commonalities and shared values among Monroe residents, spark connections, and ultimately cultivate empathy that is grounded in shared humanity rather than circumstances.

### Audience & Outcomes

This campaign is designed to reach all Monroe community members. Desired outcomes for the first phase of the campaign include the following. Monroe community members ...

- Are uplifted when they read about what their community members are doing to help each other
- Feel a kinship with their neighbors and pride in their community
- Engage in their own acts of kindness
- Share the acts of kindness they see

### Key Messages & Sample Stories

#### Key Message

Monroe pulls together. We help each other. In small and big ways.

# Homelessness Policy Advisory Committee Implementation Work Report – May 2020

## **Partners, Support Services & Prevention:**

### **County Collaboration**

The City of Monroe was invited to participate in the May 14, 2020 meeting of the Homelessness Policy Task Force along with partners in Snohomish County, the City of Everett, the City Edmonds, and other representatives from the community. The Task Force discussed how Federal, State, County, City Government, and social services resources are responding to covid19.

The City is now represented as part of the Partnership to End Homelessness – Continuum of Care. Rachel Adams, the Project Management Consultant, is serving on the communication committee. This opportunity furthers the connection of the City of Monroe with the Snohomish County Human Services Department.

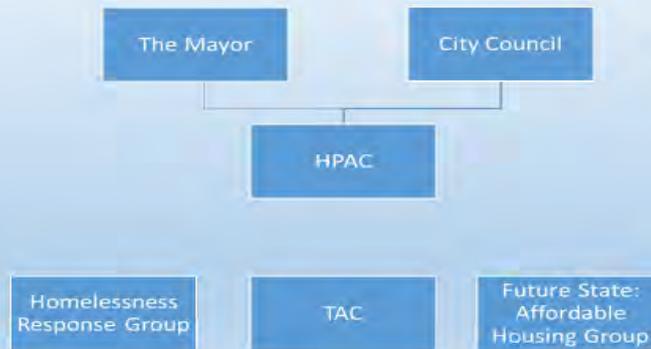
### **TAC**

The TAC team has begun facilitated meetings and is beginning to work out its Vision, Mission, and Values. The TAC has a working draft of *TAC Values: a relational, collaborative, and action-oriented approach to championing equity, empowerment, and learning throughout Sky Valley*. RFP production is beginning as a parallel track to forming the group's Vision, Mission, and Values. The TAC has agreed to move forward with selecting a “quick hit solution” from the HPAC recommended priorities adopted by the City Council: one-stop-shop, day center, rental assistance program, and temporary shelter. Funding awards are tentatively scheduled for the Mayor and Council to review in August.

The City would also like to take a moment to publicly honor and recognize the work of the Homelessness Response Group. The TAC has several members who organized and participate in the Homeless Response Group. The Homelessness Response Group has been meeting for about five years. The Group has laid the foundation for the work being done today. It has been a platform for information sharing, networking, inclusion, and community activism.

# Homelessness Policy Advisory Committee Implementation Work Report – May 2020

## Engagement Flow Chart



### Service Providers and Resources

The service providers continue to meet weekly on a zoom call to share information and resources and have done an incredible job collaborating. Rachel Adams, the City Project Management Consultant has created a google drive to house and store all the shared service provider resources. This is a cloud-based, virtual version of binders and handouts for meetings. This may continue to be a way to share resources with each other even after the covid19 social distancing requirements end. It may also begin a collaboration toward a local shared data system. Below is a current map of where and when services are happening in Monroe during covid19.

### SERVICES EVENT MAP – DURING COVID19

| Monday          | Tuesday         | Wednesday  | Thursday             | Friday                            |
|-----------------|-----------------|--|----------------------|-----------------------------------|
| TTNS Outreach   | PM Showers YMCA | Food Bank DT Market – (2 <sup>nd</sup> & 4 <sup>th</sup> ) | TTNS Outreach        | Food Gleanings at The Rock Church |
| AM Showers YMCA |                 |  | AM Showers YMCA      |                                   |
|                 |                 |  | Food Bank Deliveries |                                   |
|                 |                 |  | MPD Outreach Team    |                                   |



# Homelessness Policy Advisory Committee Implementation Work Report – May 2020

The City sent out a new resources flyer in the June utility bill to share where to get help and ways to volunteer in the community.



The City partnered with the McKinney-Vento and the Prevention Specialist with the Monroe School District to advocate for mental health and had a meeting with the CEO of Compass Health to dispel concerns that the Monroe Compass Health location was closing. The City discovered that the intent is to switch continuing service over to telehealth with limited outpatient locations.

# Homelessness Policy Advisory Committee Implementation Work Report – May 2020

## CFSC Grant and Response to Homelessness During Covid19

The City has distributed the \$10,000 grant funds from the Community Foundation of Snohomish County to assist in responding to those experiencing homelessness and poverty in our community. This money provided:

- The reopening of the YMCA showers program,
- Three separate housing assistance awards to local service providers,
- 100 PPE kits, food to be used for homeless specific needs
- Outreach, a laundry certificate program that also supports one of our local businesses the Monroe Laundry Company.



## MONROE LAUNDRY SERVICE

"I just want to share a little story with you all: When I went out with the SAFE Teams I got to meet a gentleman named S. who is new to our area and newly experiencing homeless. He was the first of several that listed Laundry as a service they were having a hard time accessing.

We were able to provide 100 PPE Kits from the grant funds we received from the Community Foundation of Snohomish County to go out with the SAFE Teams and to be distributed by agencies to people experiencing homelessness and poverty in Monroe. The PPE Kit assembly came in below my estimate for the scope of work and we had a remainder of about \$250. With the permission of the Community Foundation, we were then able to reassign that amount to providing laundry services. These services are now being contracted with the Monroe Laundry Co. to provide laundry services and remit the bill to the City using Laundry Certificates.

I got to have the experience of handing the very first Laundry Certificate to S. I let him know how it worked and that it being available as a service was a direct result of his feedback. Oh my gosh...he sobbed, he had an empowered moment and said something about the how now his old landlord could "finally see he did know something".... his gratitude was genuine and overwhelming.

I am so humbled to have been able to share that moment with him. I got a little way around the corner and shed some tears of my own. A great deal of behind the scenes time and work and support went into that moment of which the dedication of the HPAC is also a part of. I needed to bring that part back and share it with you and just say from the bottom of my heart: Thank you for blessing him and for graciously allowing me to be **there.**" Rachel Adams – Project Management Consultant.

# Homelessness Policy Advisory Committee Implementation Work Report – May 2020

## **Housing & Public Safety:**

### **Congregations for the Homeless Model Exploration**

One of the recommendations of the HPAC and priorities that the TAC is reviewing is Monroe's need for a shelter. Currently Monroe has the Monroe Women's Gospel Mission and a Monroe Cocoon House, but there is not a shelter for single men who are most of our homeless population seen in encampments and living in cars.

Monroe's Cold Weather Shelter operates seasonally and is open on the nights that are forecasted to drop below Freezing. It is a partnership between one of Monroe's Churches and the Medical Reserve Corps. The Cold Weather Shelter is financially managed in partnership with Take the Next Step. This past season the Cold Weather Shelter was open 25 nights and saw a total of 38 unduplicated visits on the nights that they were open. Of these 38 unduplicated visits 19 stayed 10 nights or more. From this data we estimate 10 -15 men in Monroe would utilize a year-round shelter and associated services in Monroe.

The City has been meeting with a group of local Clergy and sharing with them a model for expanding our current cold weather shelter into a year-round rotating model following the Congregations for the Homeless (CFH) model out of Bellevue Washington <https://www.cfhomeless.org/year-round-shelter/>. CHF has been successfully operating in Bellevue for the past 28 years. They have three programs that include outreach & a low barrier day center, a higher barrier rotating shelter with case management services and a path toward exiting into housing, and they also have a subsidized housing program. CFH has been consulting with the City and the local Clergy.

There seems to be enough interest and support to begin planning out a Monroe model. City staff has begun to draft the program proposal that includes budgeting, staffing, and scheduling. The City Project Management Consultant is reaching out to the County and State to learn about potential grant funding to assist in the expansion of the cold weather shelter.

The City is consulting with the city attorney to determine if this model will meet the Boise test.

# Homelessness Policy Advisory Committee Implementation Work Report – May 2020

## **Policy & Budget:**

### **City Code**

The Project Management Consultant reviewed the interim Temporary Encampment Code with the Community Development department

### **HPAC**

On (date) the City presented an update to the HPAC committee on progress since the recommendations being adopted by resolution on implementation. Rachel Adams HPAC Update: [https://us02web.zoom.us/rec/play/vMB-dr-g\\_Gg3GtLE5QSDCvR7W9S8e6-sh3RNqfFbnkfhV3ZWZ1XzNbFAN-Z7Yz9FmoF2iyRe2iIY00C0?autoplay=true&startTime=1590776920000](https://us02web.zoom.us/rec/play/vMB-dr-g_Gg3GtLE5QSDCvR7W9S8e6-sh3RNqfFbnkfhV3ZWZ1XzNbFAN-Z7Yz9FmoF2iyRe2iIY00C0?autoplay=true&startTime=1590776920000)

### **Community Human Services Advisory Board (CHSAB)**

The City staff are preparing a resolution for council consideration to establish the HPAC as a standing committee and renaming it the Community Human Services Advisory Board (CHSAB). The new name broadens the committee's mission to consider policies that affect community members who are experiencing homelessness, who are at risk of becoming homeless, who are experiencing poverty, or are adversely impacted by a crisis.

|  | January 2020 | February 2020 | March 2020 | April 2020 | May 2020 | June 2020 | July 2020 | August 2020 | September 2020 | October 2020 | November 2020 | December 2020 |
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**2020 HPAC Action Plan - Gantt Map Chart (X = Started O = Not Started) (CV – On hold due to Coronavirus)**

| <b>A. Housing</b>   |   |   |    |    |    |  |  |  |  |  |  |  |
|---|---|---|----|----|----|--|--|--|--|--|--|--|
| Emergency Shelter and Transitional Housing (Crisis Housing, Rapid Rehousing and Permanent Supportive Housing)   | O | O | CV | CV | X  |  |  |  |  |  |  |  |
| Evaluate Property Units   |   |   | X  | O  | CV |  |  |  |  |  |  |  |
| Negotiate Lease – Master Leasing  |   |   |    | O  | O  |  |  |  |  |  |  |  |
| Write RFP and Secure Program Manager through RFP  |   |   |    | CV | O  |  |  |  |  |  |  |  |
| Develop criteria with TAC   | O | O | CV | CV | X  |  |  |  |  |  |  |  |
| Provide Rental Assistance through RFP   | O | O | O  | X  | X  |  |  |  |  |  |  |  |
| Establish Sky Valley Housing Consortium   | X | O | CV | X  | O  |  |  |  |  |  |  |  |
| Inventory Surplus Property  |   |   | X  | X  | X  |  |  |  |  |  |  |  |
| Identify Housing Needs  | O | X | X  | X  | X  |  |  |  |  |  |  |  |
| Work with TAC to identify partners and available funding  |   | X | X  | X  | X  |  |  |  |  |  |  |  |
| <b>B. Partners</b>  |   |   |    |    |    |  |  |  |  |  |  |  |
| Form a TAC  | X | X | X  | CV | X  |  |  |  |  |  |  |  |
| Identify non-profit stakeholders and partners   | X | X | X  | X  | X  |  |  |  |  |  |  |  |
| Determine shared mission and vision   |   | O | O  | O  | X  |  |  |  |  |  |  |  |
| Evaluate needs and resources for one-stop shop  |   |   | X  | CV | O  |  |  |  |  |  |  |  |
| Write scope of work for RFP for one-stop shop   |   |   |    | CV | O  |  |  |  |  |  |  |  |
| Establish Transportation service between Sky Valley and Everett   | O | O | O  | O  | O  |  |  |  |  |  |  |  |
| Evaluate transportation needs with partners   | X | O | O  |    |    |  |  |  |  |  |  |  |
| Evaluate existing transportation contracts with non-profits   | X | O | O  |    |    |  |  |  |  |  |  |  |
| Apply for Transit Go (grant) program  |   |   | X  | X  | O  |  |  |  |  |  |  |  |
| Provide information about services to remain housed, financial training, and incentives for businesses to hire employees with entry level skills, information about mental and behavioral health services | O | O | O  | X  | X  |  |  |  |  |  |  |  |

|  | January 2020 | February 2020 | March 2020 | April 2020 | May 2020 | June 2020 | July 2020 | August 2020 | September 2020 | October 2020 | November 2020 | December 2020 |
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|  |   |   |    |    |    |  |  |  |  |  |  |  |
|--|---|---|----|----|----|--|--|--|--|--|--|--|
| Work with partners to develop and promote annual “human  | O | O | CV | CV | O  |  |  |  |  |  |  |  |
| <b>C. Prevention</b>   |   |   |    |    |    |  |  |  |  |  |  |  |
| Educational Campaign<br>(Enviroissues Contract)  | X | X | X  | X  | X  |  |  |  |  |  |  |  |
| Develop education and outreach communication plan  | X | X | X  | X  | X  |  |  |  |  |  |  |  |
| Educate Property Owners about laws, enforcement, trespass – Chamber of Commerce &  |   | O | O  | CV | X  |  |  |  |  |  |  |  |
| Educate public about aggressive panhandling, property crime,   |   | O | O  | CV | O  |  |  |  |  |  |  |  |
| Educate public about safety regarding vigilantism and  |   | O | O  | CV | O  |  |  |  |  |  |  |  |
| Develop and implement Block Watch Program – residential and business buy in/ education/  |   |   |    |    | X  |  |  |  |  |  |  |  |
| Develop working relationship with McKinney Vento liaison at  |   |   |    | X  | X  |  |  |  |  |  |  |  |
| Identify needs of homeless families  | O | X | X  | X  | X  |  |  |  |  |  |  |  |
| Work with McKinney-Vento Family Liaisons in the Monroe School District to distribute flyers of local and county services for homeless students and families and encourage MSD to post flyers on school |   |   | X  | X  | CV |  |  |  |  |  |  |  |
| <b>D. Public Safety</b>  |   |   |    |    |    |  |  |  |  |  |  |  |
| Implement law enforcement strategies   | O | O | O  | X  | X  |  |  |  |  |  |  |  |
| Review Solicitation Regulations  |   | O | O  | CV |    |  |  |  |  |  |  |  |
| Evaluate Bail Fees   |   |   |    | CV | O  |  |  |  |  |  |  |  |
| Develop and implement Block Watch Program – residential and business buy in/ education/  |   |   |    |    | X  |  |  |  |  |  |  |  |
| Continue Embedded Social Worker Program  | X | X | X  | X  | X  |  |  |  |  |  |  |  |

|  | January 2020 | February 2020 | March 2020 | April 2020 | May 2020 | June 2020 | July 2020 | August 2020 | September 2020 | October 2020 | November 2020 | December 2020 |
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|  |   |   |   |   |   |  |  |  |  |  |  |  |
|--|---|---|---|---|---|--|--|--|--|--|--|--|
| Police Department (Existing Program)   | X | X | X | X | X |  |  |  |  |  |  |  |
| Public Defender (New level of services)  |   |   | X | X | X |  |  |  |  |  |  |  |
| Install Cameras in Parks   | O | O | O | O | O |  |  |  |  |  |  |  |
| Collect data on court cases. Determine with Monroe Municipal Court the costs/benefits of community |   |   |   |   |   |  |  |  |  |  |  |  |
| Identify partners to develop community court model   |   |   |   |   |   |  |  |  |  |  |  |  |
| Determine with Monroe Municipal Court and partners the cost/benefits of community court model      |   |   |   |   |   |  |  |  |  |  |  |  |

**E. Support Services**

|  |   |   |    |    |   |  |  |  |  |  |  |  |
|--|---|---|----|----|---|--|--|--|--|--|--|--|
| Coordinated Services – One Stop Shop   |   |   |    | CV | O |  |  |  |  |  |  |  |
| Develop scope of work with TAC   | X | X | CV | CV | O |  |  |  |  |  |  |  |
| Issue RFP  |   |   | CV | CV | O |  |  |  |  |  |  |  |
| Award RFP  |   |   |    |    |   |  |  |  |  |  |  |  |
| Establish Homeless HMIS/by name lists  |   |   |    |    |   |  |  |  |  |  |  |  |
| Work with TAC and Snohomish County to identify resources to provide housing and mental health navigators in the Sky Valley | X | X | CV | X  | O |  |  |  |  |  |  |  |
| Provide facilities and funding for non- profits  | O | O | CV | X  | X |  |  |  |  |  |  |  |
| Work with Take the Next Step and Volunteers of America to designate a family resource center and/or services in Monroe     |   |   | O  | O  | O |  |  |  |  |  |  |  |

**F. Policy & Budget**

|  |   |   |   |   |  |  |  |  |  |  |  |  |
|--|---|---|---|---|--|--|--|--|--|--|--|--|
| Define 2021 Work Plan, Priorities, and implementation                        |   |   |   |   |  |  |  |  |  |  |  |  |
| Identify performance measures, and a full HMIS utilized by service providers |   |   |   |   |  |  |  |  |  |  |  |  |
| Lobby for changes to State and Federal law                                   | X | O | O | O |  |  |  |  |  |  |  |  |
| Collaborate with Affordable Housing Consortium (AHC) on                      |   |   |   |   |  |  |  |  |  |  |  |  |

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|---|---|---|----|----|--|--|--|--|--|--|--|--|
| housing chapter for the city's comprehensive plan update.   |   |   |    |    |  |  |  |  |  |  |  |  |
| Continue HPAC as a standing committee   | X | O | CV | CV |  |  |  |  |  |  |  |  |
| Implement HB1406 and explore all revenue options for housing, mental health and chemical dependency | X | X | X  | X  |  |  |  |  |  |  |  |  |
| Identify needs  |   |   | X  | X  |  |  |  |  |  |  |  |  |
| Develop criteria with TAC   |   |   |    |    |  |  |  |  |  |  |  |  |
| Provide Rental Assistance through RFP   | O | O | O  | CV |  |  |  |  |  |  |  |  |
| Evaluate Program  |   |   |    |    |  |  |  |  |  |  |  |  |

# Homelessness Policy Advisory Committee Implementation Work Report – June 2020

## Partners, Support Services & Prevention:

### Technical Advisory Committee (TAC) Consensus

Through facilitated TAC meetings a consensus on the TAC's Values has been reached as part of their parallel track and group scope of work. Consensus is also being reached on the TAC Mission and Vision.

## TAC Values

Monroe's Technical Advisory Committee values a relational, collaborative, and action-oriented approach to championing equity, empowerment, and learning throughout Sky Valley.



### One Stop Shop Proposal

Laron Olsen of Take the Next Step, and Inga Page of St. Vincent De Paul have collaboratively presented a proposal to the TAC for a Monroe One Stop Shop.

This proposal would be consistent with the HPAC Recommendations and Action Plan to provide facilities for non-profits and support agencies that serve and promote self-reliance. The TAC is in unanimous support of this as the first project to come out of this group and will begin to further define the details to write into the RFP to present to council by August.

The next goal of the TAC will be to begin to work on a multiyear implementation and action plan and proposal to submit for consideration for the City's 2021 budget.

# Homelessness Policy Advisory Committee Implementation Work Report – June 2020

## Monroe Community Resource Center One-Stop-Shop Proposal

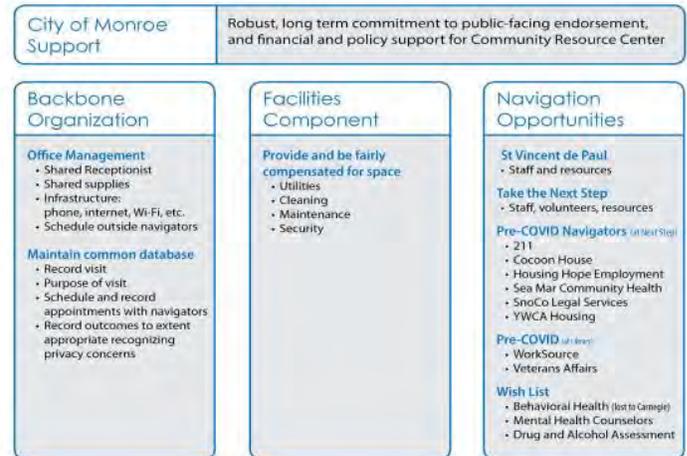
**Objective and Goal** To provide a fully furnished, equipped, functional, and operational space in which social service organizations and appropriate government human services agencies will conduct their work to provide assistance and connection to resources for Sky Valley residents.

Meets HPAC's Support Services recommendations

- ✓ Create a coordinated homeless response center
- ✓ Obtain supportive services to navigate people through resources
- ✓ Support agencies that serve and promote self-reliance among people in need
- ✦ Establish more accessible mental health and addiction services in Monroe (tentative)

*The Community Resource Center is consistent with the original vision for St Vincent's Monroe facility.*

## Monroe Community Resource Center



## Monroe Community Resource Center Suggested RFP Requirements

1. Provide suitable and flexible **space** for a one-stop-shop Community Resource Center so that social service providers will be well positioned to deliver resources and assistance to residents of Monroe and surrounding areas.
  - a. Physical space
  - b. Cleaning, maintenance, security, maintenance
2. **Backbone entity** to:
  - a. Hire, train, manage, oversee, and provide payroll services for Center **shared receptionist**
  - b. **Perform daily operational management** of Center including infrastructure (phone, wifi, etc.), shared supplies, etc. as provided for in RFP budget
  - c. Recruiting (with City and County assistance) and scheduling **navigators**
  - d. Provide and manage **database** to:
    - i. Record visit and purpose of visit
    - ii. Schedule and record appointments with navigators
    - iii. Record outcomes to extent appropriate to maintain client privacy and confidentiality
3. City's **ongoing, long term to commitment** to fund and support the Monroe Community Center and to actively work with the County and other government agencies to bring navigation services to the Monroe Community Center

## Monroe Community Resource Center Projected Budget

| <u>Operational Expenses</u>   | Monthly Expense | 9 / 1 to 12 / 31 / 2020 | Annual Thereafter |
|---|-----------------|-------------------------|-------------------|
| Facility Rental (paid to St Vincent de Paul)<br><i>Includes utilities and maintenance</i> | \$1,500         | \$6,000                 | \$18,000          |
| Center "Backbone" Management  | \$1,000         | \$4,000                 | \$12,000          |
| Center Receptionist<br><i>40 hours per week at \$17.00 per hour fully funded</i>          | \$3,600         | \$14,400                | \$43,200          |
| Shared office supplies, Internet, phone, equipment maintenance, etc.                      | \$1,000         | \$4,000                 | \$12,000          |
| <b>Preliminary Estimate of Operational Expense</b>  | <b>\$7,100</b>  | <b>\$28,400</b>         | <b>\$85,200</b>   |
| Initial build-out, furnishing, electrical, etc*   |                 | \$40,000                |                   |
| <b>Total Cost for 2020</b>  |                 | <b>\$68,400</b>         |                   |

**To make this meaningful and impactful, the City must commit to long term funding and support of the Community Resource Center. Without that assurance, most service providers will not make the move to the Center.**

## Service Providers and Resources

The service providers continue to meet bi-weekly on a zoom call to share information and resources and continue to do an incredible job collaborating.

## Mental Health

The May work report contained this statement:

*“The City partnered with the McKinney-Vento and the Prevention Specialist with the Monroe School District to advocate for mental health and had a meeting with the CEO of Compass Health to dispel concerns that the Monroe Compass Health location was closing. The City discovered that the intent is to switch continuing service over to telehealth with limited outpatient locations.”*

Unfortunately, confusion still exists over the Compass Health plans for their Monroe practice. They are moving to telehealth, however many of the Monroe clinicians have been laid off.

# Homelessness Policy Advisory Committee Implementation Work Report – June 2020

In efforts to keep mental health services in Monroe The City has reached out some of the former Compass Health clinicians. The mental health clinicians are extremely interested in partnering with the local service providers to continue mental health services in Monroe and partner by providing services at the Monroe One Stop Shop.

## Community Relief Fund Grant and Response During Covid19

Through the CARES Act \$50,000 is being made available in the form of a Community Relief Fund grant for service providers and non-profits to apply for. A small group task force of service providers worked with City Staff to establish the criteria and application process to make these grant funds available to those serving Monroe's most vulnerable community members. The grant criteria and application were then presented to the larger group of Service Providers for additional feedback. The application is now available on the City website.

<https://www.monroewa.gov/956/Community-Relief-Grant>

## State Face Covering Program

This month the State in coordination with the Snohomish County Department of Emergency Management sent all Cities a large allotment of face coverings to be distributed to community members in the 200% of the federal poverty line and below. (<\$43,440 for a family of 3). A chart of the Federal Poverty Level is available at: <https://bit.ly/2Ntggs>

City staff contacted agencies to make face coverings available to their clients and then also set up two face covering distribution events over the weekend of June 27-28. The distribution event information went out over social media and 7,400 of the 8,000 face coverings were distributed. City Staff is currently supporting the Department of Emergency Management's efforts to continue communications about which local agencies are available as pick up sites to serve those who still need a face covering and qualify for this program.

## CFSC Grant

All the grant funds awarded to the City to respond to those experiencing Homelessness during covid19 have been accounted for and distributed.

The CFSC Grant continues to support laundry services with the Monroe Laundry Company with the use of laundry certificates.

The YMCA has now fulfilled its contract with the City to provide additional weekday showers from their facility. The YMCA is now beginning to open and has started a Saturday evening Showers After Hours program.

## Interlocal Partnership

The City of Monroe is increasing its working relationship with the Sultan VOA. The Sultan VOA has been assisting with providing select case management and services to some of our Monroe homeless. They have also collaboratively created a transportation plan with Take the Next Step by each agency providing bus vouchers. The transportation plan is designed currently to allow

# Homelessness Policy Advisory Committee Implementation Work Report – June 2020

Monroe residents access to the VOA showers on Wednesdays and Saturdays.

## **Communications Plan**

With the content from EnviroIssues the City has created a new Human Services Website Page on the City website.

<https://www.monroewa.gov/655/Human-Services>

The communication team has officially launched the #wearemonroewa social media campaign on Facebook and Instagram. City Staff is proposing to amend the EnviroIssues Contract to continue services and will present an agenda bill and amendment to the City Council.

## **Housing & Public Safety:**

### **Congregations for the Homeless Model**

The City continues to explore the Congregations for the Homeless (CFH) model. Legal Council has done a study on the Boise v. Martin case and any related rulings and determined that the model of the emergency shelter and year-round rotating shelter hosted by local churches is a viable shelter model for individuals found sitting, sleeping or lying outside on public property. The City is now reaching out to the cities of Snohomish and Sultan to work on joint efforts across interlocal faith communities.

The City Project Management Consultant is attending County Notice of Funding Availability (NOFA) workshops to find out about potential program funding and drafting applications for County Grants. An Agenda Bill is being prepared to present to the Mayor and the City Council for approval to pursue grant funding to support the CFH model.

### **Court Assessment:**

The City of Monroe, together with the cities of Lake Stevens and Sultan, hired a consultant to evaluate strategies to improve municipal court functions. The study looked at workload and staffing; customer service; performance; program and operating improvements; and facility and technology capacity.

The study determined that the Monroe Municipal Court does not have the physical space, staffing, or other resources necessary to provide services to Lake Stevens and Sultan. The Monroe Municipal Court would need to implement a number of changes before a combined municipal court could be developed. These changes include:

- Updating the website and phone system to allow customers to pay-by-phone and pay-online
- Adding a .25 administrative employee and a part-time probations officer
- Constructing a permanent court facility for court operations, administrative support and

# Homelessness Policy Advisory Committee Implementation Work Report – June 2020

- records management
- Developing wrap around services/casework for repeat offenders.

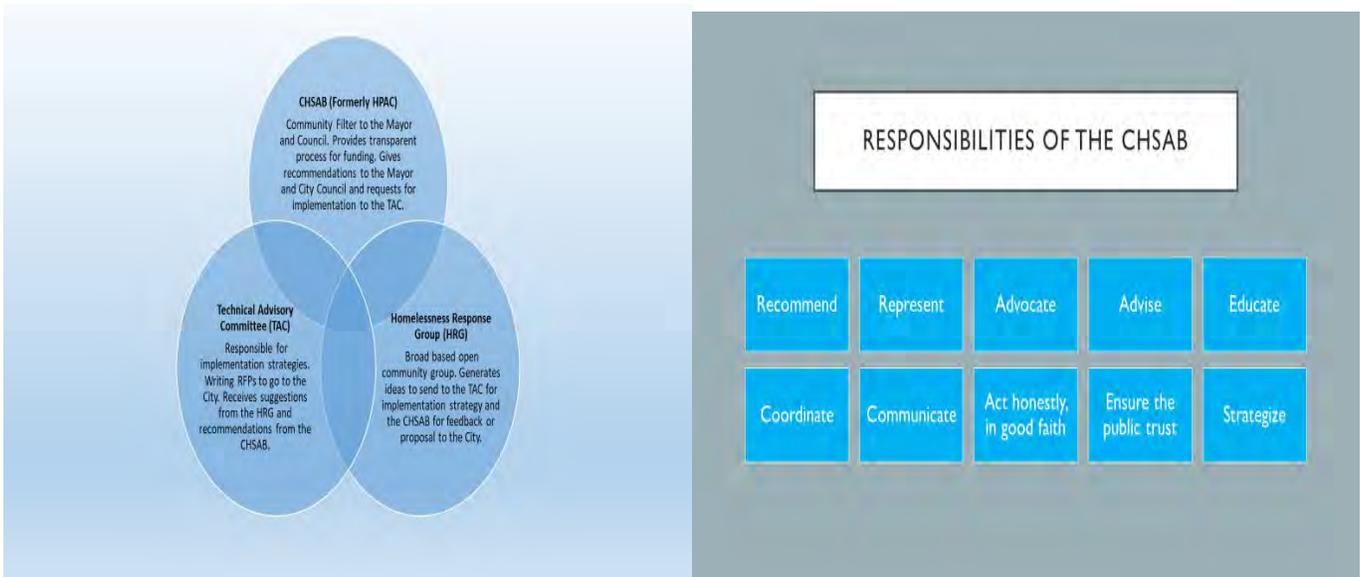
City staff are working to implement some of the recommendations such as updating the website for on-line payments and pay-by phone alternatives. Mayor Thomas will consider recommending other initiatives in the Mayor’s 2021 Recommended Budget.

The consultants will present the study findings to the Monroe City Council Public Safety Committee (at 5:30PM) and the Monroe City Council at 7PM on July 21, 2020.

## **Policy & Budget:**

### **Community Human Services Advisory Board (CHSAB)**

The City Project Management Consultant presented the agenda bill and resolution to establish the HPAC as a standing committee and renaming it the Community Human Services Advisory Board (CHSAB). The new name broadens the committee’s mission to consider policies that affect community members who are experiencing homelessness, who are at risk of becoming homeless, who are experiencing poverty, or are adversely impacted by a crisis.



To view the agenda bill & Resolution:

<https://monroewa.gov/AgendaCenter/ViewFile/Item/9895?fileID=12281>

The application process is now active for community members to be a part of this new advisory board.

<http://monroewa.gov/949/Community-Human-Services-Advisory-Board>

# Homelessness Policy Advisory Committee Implementation Work Report – June 2020

## City Code

The local faith community stakeholder met with City Staff s to discuss the temporary encampment code. <https://monroe.municipal.codes/MMC/22.90> A small group has been assigned to give any additional feedback into the code writing process on how it relates to implementing the CFH model.

|  | January 2020 | February 2020 | March 2020 | April 2020 | May 2020 | June 2020 | July 2020 | August 2020 | September 2020 | October 2020 | November 2020 | December 2020 |
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**2020 HPAC Action Plan - Gantt Map Chart (X = Started O = Not Started) (CV – On hold due to Coronavirus)**

| <b>A. Housing</b>  |   |   |    |    |    |    |  |  |  |  |  |  |
|--|---|---|----|----|----|----|--|--|--|--|--|--|
| Emergency Shelter and Transitional Housing (Crisis Housing, Rapid Rehousing and Permanent Supportive Housing)  | O | O | CV | CV | X  | X  |  |  |  |  |  |  |
| Evaluate Property Units  |   |   | X  | O  | CV | CV |  |  |  |  |  |  |
| Negotiate Lease – Master Leasing   |   |   |    | O  | O  | O  |  |  |  |  |  |  |
| Write RFP and Secure Program Manager through RFP   |   |   |    | CV | O  | O  |  |  |  |  |  |  |
| Develop criteria with TAC  | O | O | CV | CV | X  | X  |  |  |  |  |  |  |
| Provide Rental Assistance through RFP  | O | O | O  | X  | X  | O  |  |  |  |  |  |  |
| Establish Sky Valley Housing Consortium  | X | O | CV | X  | O  | X  |  |  |  |  |  |  |
| Inventory Surplus Property   |   |   | X  | X  | X  | O  |  |  |  |  |  |  |
| Identify Housing Needs   | O | X | X  | X  | X  | X  |  |  |  |  |  |  |
| Work with TAC to identify partners and available funding   |   | X | X  | X  | X  | X  |  |  |  |  |  |  |
| <b>B. Partners</b>   |   |   |    |    |    |    |  |  |  |  |  |  |
| Form a TAC   | X | X | X  | CV | X  | X  |  |  |  |  |  |  |
| Identify non-profit stakeholders and partners  | X | X | X  | X  | X  | X  |  |  |  |  |  |  |
| Determine shared mission and vision  |   | O | O  | O  | X  | X  |  |  |  |  |  |  |
| Evaluate needs and resources for one-stop shop   |   |   | X  | CV | O  | X  |  |  |  |  |  |  |
| Write scope of work for RFP for one-stop shop  |   |   |    | CV | O  | X  |  |  |  |  |  |  |
| Establish Transportation service between Sky Valley and Everett  | O | O | O  | O  | O  | O  |  |  |  |  |  |  |
| Evaluate transportation needs with partners  | X | O | O  |    |    |    |  |  |  |  |  |  |
| Evaluate existing transportation contracts with non-profits  | X | O | O  |    |    |    |  |  |  |  |  |  |
| Apply for Transit Go (grant) program   |   |   | X  | X  | O  | O  |  |  |  |  |  |  |
| Provide information about services to remain housed, financial training, and incentives for businesses to hire employees with entry level skills, information about mental and behavioral health services. | O | O | O  | X  | X  | X  |  |  |  |  |  |  |

|  | January 2020 | February 2020 | March 2020 | April 2020 | May 2020 | June 2020 | July 2020 | August 2020 | September 2020 | October 2020 | November 2020 | December 2020 |
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|   |   |   |    |    |   |   |  |  |  |  |  |  |
|---|---|---|----|----|---|---|--|--|--|--|--|--|
| Work with partners to develop and promote annual “human services days” set up like a vendor show. | O | O | CV | CV | O | O |  |  |  |  |  |  |
|---|---|---|----|----|---|---|--|--|--|--|--|--|

**C. Prevention**

|   |   |   |   |    |    |   |  |  |  |  |  |  |
|---|---|---|---|----|----|---|--|--|--|--|--|--|
| Educational Campaign (Enviroissues Contract)  | X | X | X | X  | X  | X |  |  |  |  |  |  |
| Develop education and outreach communication plan   | X | X | X | X  | X  | X |  |  |  |  |  |  |
| Educate Property Owners about laws, enforcement, trespass – Chamber of Commerce & Downtown Monroe Association   |   | O | O | CV | X  | X |  |  |  |  |  |  |
| Educate public about aggressive panhandling, property crime, and personal safety  |   | O | O | CV | O  | O |  |  |  |  |  |  |
| Educate public about safety regarding vigilantism and bullying  |   | O | O | CV | O  | O |  |  |  |  |  |  |
| Develop and implement Block Watch Program – residential and business buy in/ education/ communication – training & certification program.   |   |   |   |    | X  | X |  |  |  |  |  |  |
| Develop working relationship with McKinney Vento liaison at Monroe High School  |   |   |   | X  | X  | X |  |  |  |  |  |  |
| Identify needs of homeless families   | O | X | X | X  | X  | X |  |  |  |  |  |  |
| Work with McKinney-Vento Family Liaisons in the Monroe School District to distribute flyers of local and county services for homeless students and families and encourage MSD to post flyers on school premises |   |   | X | X  | CV | O |  |  |  |  |  |  |

**D. Public Safety**

|  |   |   |   |    |   |   |  |  |  |  |  |  |
|--|---|---|---|----|---|---|--|--|--|--|--|--|
| Implement law enforcement strategies   | O | O | O | X  | X | X |  |  |  |  |  |  |
| Review Solicitation Regulations  |   | O | O | CV |   |   |  |  |  |  |  |  |
| Evaluate Bail Fees   |   |   |   | CV | O | O |  |  |  |  |  |  |
| Develop and implement Block Watch Program – residential and business buy in/ education/ communication – training & certification program |   |   |   |    | X | X |  |  |  |  |  |  |
| Continue Embedded Social Worker Program  | X | X | X | X  | X | X |  |  |  |  |  |  |

|  | January 2020 | February 2020 | March 2020 | April 2020 | May 2020 | June 2020 | July 2020 | August 2020 | September 2020 | October 2020 | November 2020 | December 2020 |
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|  |   |   |   |   |   |   |  |  |  |  |  |  |
|--|---|---|---|---|---|---|--|--|--|--|--|--|
| Police Department (Existing Program)   | X | X | X | X | X | X |  |  |  |  |  |  |
| Public Defender (New level of services)  |   |   | X | X | X | X |  |  |  |  |  |  |
| Install Cameras in Parks   | O | O | O | O | O | O |  |  |  |  |  |  |
| Collect data on court cases. Determine with Monroe Municipal Court the costs/benefits of community court model |   |   |   |   |   | X |  |  |  |  |  |  |
| Identify partners to develop community court model   |   |   |   |   |   | X |  |  |  |  |  |  |
| Determine with Monroe Municipal Court and partners the cost/benefits of community court model                  |   |   |   |   |   | X |  |  |  |  |  |  |

**E. Support Services**

|  |   |   |    |    |   |   |  |  |  |  |  |  |
|--|---|---|----|----|---|---|--|--|--|--|--|--|
| Coordinated Services – One Stop Shop   |   |   |    | CV | O | X |  |  |  |  |  |  |
| Develop scope of work with TAC   | X | X | CV | CV | O | X |  |  |  |  |  |  |
| Issue RFP  |   |   | CV | CV | O | O |  |  |  |  |  |  |
| Award RFP  |   |   |    |    |   | O |  |  |  |  |  |  |
| Establish Homeless HMIS/by name lists  |   |   |    |    |   | O |  |  |  |  |  |  |
| Work with TAC and Snohomish County to identify resources to provide housing and mental health navigators in the Sky Valley | X | X | CV | X  | O | X |  |  |  |  |  |  |
| Provide facilities and funding for non-profits   | O | O | CV | X  | X | X |  |  |  |  |  |  |
| Work with Take the Next Step and Volunteers of America to designate a family resource center and/or services in Monroe     |   |   | O  | O  | O | X |  |  |  |  |  |  |

**F. Policy & Budget**

|   |   |   |   |   |  |   |  |  |  |  |  |  |
|---|---|---|---|---|--|---|--|--|--|--|--|--|
| Define 2021 Work Plan, Priorities, and implementation Model                   |   |   |   |   |  | O |  |  |  |  |  |  |
| Identify performance measures, and a full HMIS utilized by service providers. |   |   |   |   |  | O |  |  |  |  |  |  |
| Lobby for changes to State and Federal law                                    | X | O | O | O |  |   |  |  |  |  |  |  |
| Collaborate with Affordable Housing Consortium (AHC) on writing new           |   |   |   |   |  | O |  |  |  |  |  |  |

|  | January 2020 | February 2020 | March 2020 | April 2020 | May 2020 | June 2020 | July 2020 | August 2020 | September 2020 | October 2020 | November 2020 | December 2020 |
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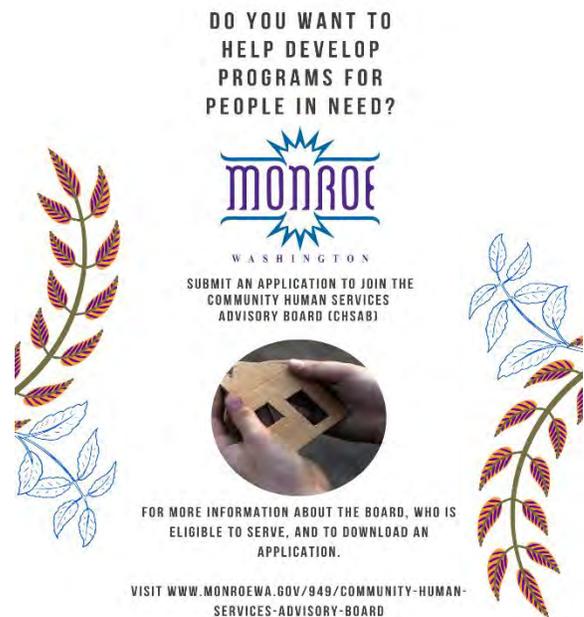
|  |   |   |    |    |    |   |  |  |  |  |  |  |
|--|---|---|----|----|----|---|--|--|--|--|--|--|
| housing chapter for the city's comprehensive plan update.  |   |   |    |    |    |   |  |  |  |  |  |  |
| Continue HPAC as a standing committee  | X | O | CV | CV | CV | X |  |  |  |  |  |  |
| Implement HB1406 and explore all revenue options for housing, mental health and chemical dependency. | X | X | X  | X  | X  | X |  |  |  |  |  |  |
| Identify needs   |   |   | X  | X  | XX |   |  |  |  |  |  |  |
| Develop criteria with TAC  |   |   |    |    |    |   |  |  |  |  |  |  |
| Provide Rental Assistance through RFP  | O | O | O  | CV | CV | O |  |  |  |  |  |  |
| Evaluate Program   |   |   |    |    |    | O |  |  |  |  |  |  |

# Community Human Services Advisory Board Work Report – July 2020

## Policy & Budget:

### Community Human Services Advisory Board (CHSAB)

The City has received fourteen applications for the Community Human Services Advisory Board (CHSAB) which will be the standing City of Monroe board formerly known as the Homelessness Policy Advisory Committee. The new name broadens the committee's mission to consider policies that affect community members who are experiencing homelessness, who are at risk of becoming homeless, who are experiencing poverty, or are adversely impacted by a crisis.



To view the full Agenda Bill & Resolution:

<https://monroewa.gov/AgendaCenter/ViewFile/Item/9895?fileID=12281>

## Partners, Support Services & Prevention:

### Technical Advisory Committee (TAC) Consensus

Through facilitated meetings the TAC has finalized the Mission, Vision, and Values.

TAC Mission: Creating a community where individuals and families find access to meaningful realistically available services, shelter, and housing. Where all those who struggle to make ends meet can find affordable housing and help meet their basic needs.

TAC Vision Statement: Monroe and Sky Valley communities are thriving and desirable locations for all individuals and businesses for generations to come, responding affectively to the needs of all residents ensuring stability and self-sufficiency.

TAC Values: Monroe's Technical Advisory Committee values a relational, collaborative, and action-oriented approach to championing equity, empowerment, and learning throughout Sky Valley.

The TAC continues to work on drafting the RFP for the One Stop Center for Health and Human Services along with City Staff. A small group is being tasked from the TAC to examine three different models and give their feedback on which model is a best fit for Monroe.

### Service Providers and Resources

The service providers continue to meet bi-weekly on a zoom call to share information and resources and continue to do an incredible job collaborating.

# Community Human Services Advisory Board Work Report – July 2020

## Community Relief Fund Grant and Response During Covid19

Through the CARES Act \$50,000 is being made available in the form of a Community Relief Fund grant for service providers and non-profits to apply for. The City received nine grant applications. A small group task force of service providers worked with City Staff to review the applications and assist City Staff to recommend how these grant funds should be awarded to those serving Monroe's most vulnerable community members. The proposed grant awards will be presented to the Mayor and Council at the August 11th

## State Face Covering Program

City Staff is supporting the Department of Emergency Management's efforts to continue communications about which local agencies are available as pick up sites to serve those who still need a face covering and qualify for this program. This information can be viewed on the City Website along with up to date additional resources for community members being affected by the Covid19 crisis: <https://www.monroewa.gov/937/Additional-Resources>

## CFSC Grant

All the grant funds awarded to the City to respond to those experiencing Homelessness during covid19 have been accounted for and distributed. The CFSC Grant funds continue to support laundry services with the Monroe Laundry Company using laundry certificates.

## Communications Plan



#WeAreMonroe

The communication team has launched the #wearemonroewa social media campaign on Facebook and Instagram and is sharing stories on acts of kindness intended to elevate commonalities among community members.

Facebook: <https://www.facebook.com/We-Are-Monroe-WA-105780997847486>

Instagram: <https://www.instagram.com/wearemonroewa/>

City Staff has amended the EnviroIssues contract to continue their services and give more time to complete deliverables.

## Housing & Public Safety:

### Congregations for the Homeless Model

The Mayor and the City Council have authorized City Staff to pursue grant funding to support the launch of a year-round low barrier emergency shelter and rotating shelter with case management services that would be similar to the Bellevue WA. Congregations for the Homeless model.

# Community Human Services Advisory Board Work Report – July 2020

## Path to Housing



The Agenda Bill can be viewed in full here:

<https://monroewa.gov/AgendaCenter/ViewFile/Item/9937?fileID=12333>

Currently one grant application has been submitted to Snohomish County for consideration. The City of Monroe requesting the support of Snohomish County in the amount of \$250,000 to expand the Monroe Cold Weather Shelter into a low barrier emergency shelter operating in tandem with a high barrier year-round shelter with case management that rotates between several host churches in East Snohomish County.

| Preliminary Budget(s) of launching The Sanctuary Project:   | Plan A.   | Plan B.   |
|---|-----------|-----------|
| Mats/Cots   | \$1,000   | \$1,000   |
| Safe Storage  | \$1,000   | \$1,000   |
| Case Manager  | \$50,000  | \$50,000  |
| On Site Oversight Person(s)   | \$100,000 | \$50,000  |
| To go food items/Hygiene kits   | \$10,000  |           |
| Annual retainer for overnight emergency low barrier space.  | \$25,000  | \$25,000  |
| Administration and oversight person.  | \$50,000  | \$25,000  |
| <b>Subtotal</b>   | \$237,000 | \$152,000 |
| Additional insurance & business set up costs, EGM Shelter Bed, Data System RFP and beginning buffer for cost estimates. | \$13,000  | \$13,000  |
| <b>TOTAL</b>  | \$250,000 | \$165,000 |

|  | January 2020 | February 2020 | March 2020 | April 2020 | May 2020 | June 2020 | July 2020 | August 2020 | September 2020 | October 2020 | November 2020 | December 2020 |
|--|--------------|---------------|------------|------------|----------|-----------|-----------|-------------|----------------|--------------|---------------|---------------|
|--|--------------|---------------|------------|------------|----------|-----------|-----------|-------------|----------------|--------------|---------------|---------------|

**2020 HPAC Action Plan - Gantt Map Chart (X = Started O = Not Started) (CV – On hold due to Coronavirus)**

| <b>A. Housing</b>  |   |   |    |    |    |    |    |  |  |  |  |  |
|--|---|---|----|----|----|----|----|--|--|--|--|--|
| Emergency Shelter and Transitional Housing (Crisis Housing, Rapid Rehousing and Permanent Supportive Housing)  | O | O | CV | CV | X  | X  | X  |  |  |  |  |  |
| Evaluate Property Units  |   |   | X  | O  | CV | CV | CV |  |  |  |  |  |
| Negotiate Lease – Master Leasing   |   |   |    | O  | O  | O  | O  |  |  |  |  |  |
| Write RFP and Secure Program Manager through RFP   |   |   |    | CV | O  | O  | X  |  |  |  |  |  |
| Develop criteria with TAC  | O | O | CV | CV | X  | X  | X  |  |  |  |  |  |
| Provide Rental Assistance through RFP  | O | O | O  | X  | X  | O  | O  |  |  |  |  |  |
| Establish Sky Valley Housing Consortium  | X | O | CV | X  | O  | X  | O  |  |  |  |  |  |
| Inventory Surplus Property   |   |   | X  | X  | X  | O  | O  |  |  |  |  |  |
| Identify Housing Needs   | O | X | X  | X  | X  | X  |    |  |  |  |  |  |
| Work with TAC to identify partners and available funding   |   | X | X  | X  | X  | X  |    |  |  |  |  |  |
| <b>B. Partners</b>   |   |   |    |    |    |    |    |  |  |  |  |  |
| Form a TAC   | X | X | X  | CV | X  | X  | X  |  |  |  |  |  |
| Identify non-profit stakeholders and partners  | X | X | X  | X  | X  | X  | X  |  |  |  |  |  |
| Determine shared mission and vision  |   | O | O  | O  | X  | X  | X  |  |  |  |  |  |
| Evaluate needs and resources for one-stop shop   |   |   | X  | CV | O  | X  | X  |  |  |  |  |  |
| Write scope of work for RFP for one-stop shop  |   |   |    | CV | O  | X  | X  |  |  |  |  |  |
| Establish Transportation service between Sky Valley and Everett  | O | O | O  | O  | O  | O  | O  |  |  |  |  |  |
| Evaluate transportation needs with partners  | X | O | O  |    |    |    |    |  |  |  |  |  |
| Evaluate existing transportation contracts with non-profits  | X | O | O  |    |    |    |    |  |  |  |  |  |
| Apply for Transit Go (grant) program   |   |   | X  | X  | O  | O  |    |  |  |  |  |  |
| Provide information about services to remain housed, financial training, and incentives for businesses to hire employees with entry level skills, information about mental and behavioral health services. | O | O | O  | X  | X  | X  | X  |  |  |  |  |  |

|  | January 2020 | February 2020 | March 2020 | April 2020 | May 2020 | June 2020 | July 2020 | August 2020 | September 2020 | October 2020 | November 2020 | December 2020 |
|--|--------------|---------------|------------|------------|----------|-----------|-----------|-------------|----------------|--------------|---------------|---------------|
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|   |   |   |    |    |    |   |   |  |  |  |  |  |
|---|---|---|----|----|----|---|---|--|--|--|--|--|
| Work with partners to develop and promote annual “human services days” set up like a vendor show.   | O | O | CV | CV | O  | O | O |  |  |  |  |  |
| <b>C. Prevention</b>  |   |   |    |    |    |   |   |  |  |  |  |  |
| Educational Campaign (Enviroissues Contract)  | X | X | X  | X  | X  | X | X |  |  |  |  |  |
| Develop education and outreach communication plan   | X | X | X  | X  | X  | X | X |  |  |  |  |  |
| Educate Property Owners about laws, enforcement, trespass – Chamber of Commerce & Downtown Monroe Association   |   | O | O  | CV | X  | X | O |  |  |  |  |  |
| Educate public about aggressive panhandling, property crime, and personal safety  |   | O | O  | CV | O  | O | O |  |  |  |  |  |
| Educate public about safety regarding vigilantism and bullying  |   | O | O  | CV | O  | O | O |  |  |  |  |  |
| Develop and implement Block Watch Program – residential and business buy in/ education/ communication – training & certification program.   |   |   |    |    | X  | X | X |  |  |  |  |  |
| Develop working relationship with McKinney Vento liaison at Monroe High School  |   |   |    | X  | X  | X | O |  |  |  |  |  |
| Identify needs of homeless families   | O | X | X  | X  | X  | X | X |  |  |  |  |  |
| Work with McKinney-Vento Family Liaisons in the Monroe School District to distribute flyers of local and county services for homeless students and families and encourage MSD to post flyers on school premises |   |   | X  | X  | CV | O | O |  |  |  |  |  |
| <b>D. Public Safety</b>   |   |   |    |    |    |   |   |  |  |  |  |  |
| Implement law enforcement strategies  | O | O | O  | X  | X  | X | X |  |  |  |  |  |
| Review Solicitation Regulations   |   | O | O  | CV |    |   |   |  |  |  |  |  |
| Evaluate Bail Fees  |   |   |    | CV | O  | O | O |  |  |  |  |  |
| Develop and implement Block Watch Program – residential and business buy in/ education/ communication – training & certification program  |   |   |    |    | X  | X |   |  |  |  |  |  |
| Continue Embedded Social Worker Program   | X | X | X  | X  | X  | X | X |  |  |  |  |  |

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|  |   |   |   |   |   |   |   |  |  |  |  |  |
|--|---|---|---|---|---|---|---|--|--|--|--|--|
| Police Department (Existing Program)   | X | X | X | X | X | X | X |  |  |  |  |  |
| Public Defender (New level of services)  |   |   | X | X | X | X | X |  |  |  |  |  |
| Install Cameras in Parks   | O | O | O | O | O | O |   |  |  |  |  |  |
| Collect data on court cases. Determine with Monroe Municipal Court the costs/benefits of community court model |   |   |   |   |   | X | X |  |  |  |  |  |
| Identify partners to develop community court model   |   |   |   |   |   | X | X |  |  |  |  |  |
| Determine with Monroe Municipal Court and partners the cost/benefits of community court model                  |   |   |   |   |   | X | X |  |  |  |  |  |

**E. Support Services**

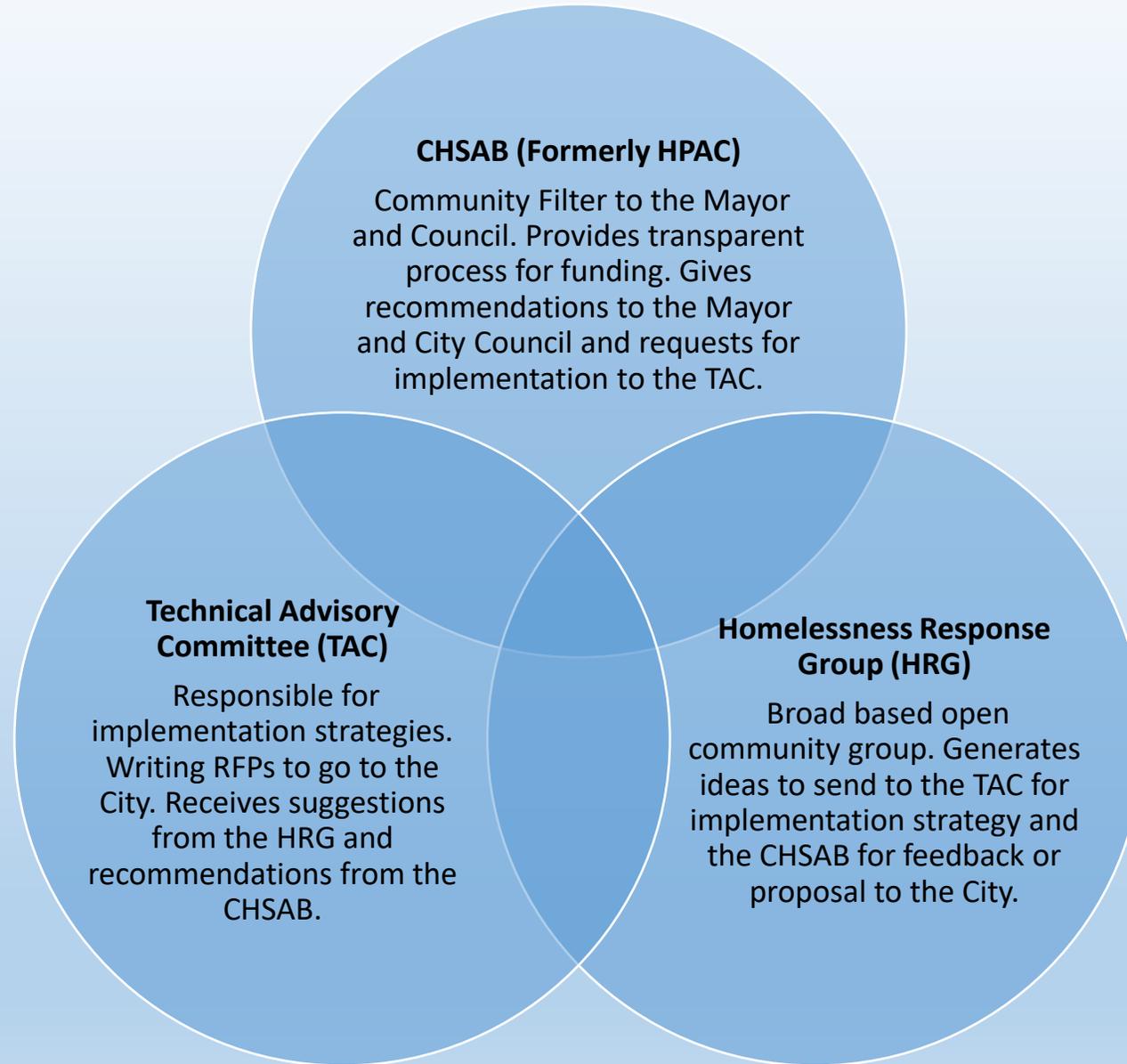
|  |   |   |    |    |   |   |   |  |  |  |  |  |
|--|---|---|----|----|---|---|---|--|--|--|--|--|
| Coordinated Services – One Stop Shop   |   |   |    | CV | O | X | X |  |  |  |  |  |
| Develop scope of work with TAC   | X | X | CV | CV | O | X | X |  |  |  |  |  |
| Issue RFP  |   |   | CV | CV | O | O | O |  |  |  |  |  |
| Award RFP  |   |   |    |    |   | O | O |  |  |  |  |  |
| Establish Homeless HMIS/by name lists  |   |   |    |    |   | O | O |  |  |  |  |  |
| Work with TAC and Snohomish County to identify resources to provide housing and mental health navigators in the Sky Valley | X | X | CV | X  | O | X | X |  |  |  |  |  |
| Provide facilities and funding for non-profits   | O | O | CV | X  | X | X | X |  |  |  |  |  |
| Work with Take the Next Step and Volunteers of America to designate a family resource center and/or services in Monroe     |   |   | O  | O  | O | X | O |  |  |  |  |  |

**F. Policy & Budget**

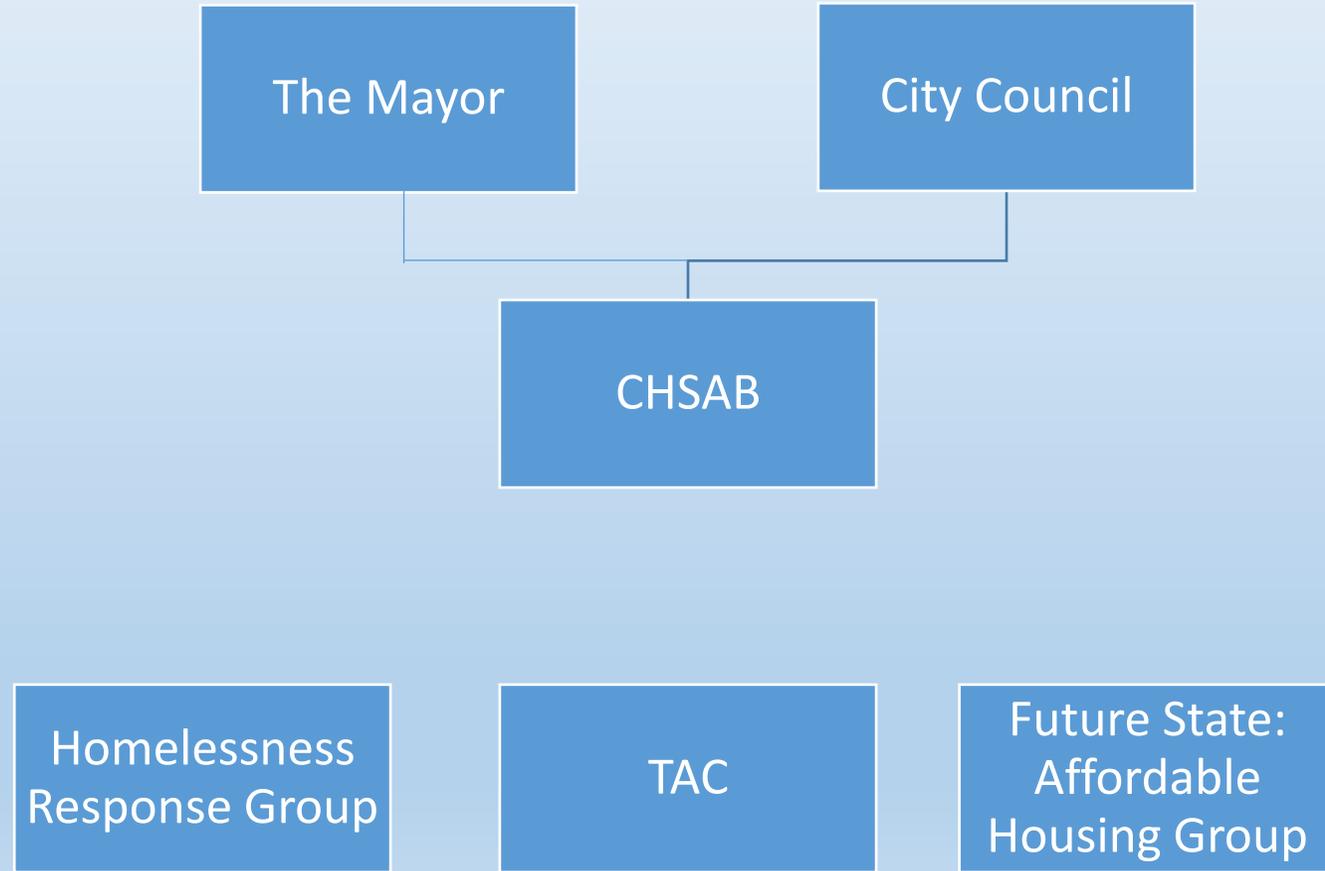
|   |   |   |   |   |  |   |   |  |  |  |  |  |
|---|---|---|---|---|--|---|---|--|--|--|--|--|
| Define 2021 Work Plan, Priorities, and implementation Model                   |   |   |   |   |  | O | O |  |  |  |  |  |
| Identify performance measures, and a full HMIS utilized by service providers. |   |   |   |   |  | O | O |  |  |  |  |  |
| Lobby for changes to State and Federal law                                    | X | O | O | O |  |   |   |  |  |  |  |  |
| Collaborate with Affordable Housing Consortium (AHC) on writing new           |   |   |   |   |  | O | O |  |  |  |  |  |

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|  |   |   |    |    |    |   |   |  |  |  |  |  |
|--|---|---|----|----|----|---|---|--|--|--|--|--|
| housing chapter for the city's comprehensive plan update.  |   |   |    |    |    |   |   |  |  |  |  |  |
| Continue HPAC as a standing committee  | X | O | CV | CV | CV | X | X |  |  |  |  |  |
| Implement HB1406 and explore all revenue options for housing, mental health and chemical dependency. | X | X | X  | X  | X  | X | X |  |  |  |  |  |
| Identify needs   |   |   | X  | X  | X  | X | X |  |  |  |  |  |
| Develop criteria with TAC  |   |   |    |    |    |   |   |  |  |  |  |  |
| Provide Rental Assistance through RFP  | O | O | O  | CV | CV | O | O |  |  |  |  |  |
| Evaluate Program   |   |   |    |    |    | O | O |  |  |  |  |  |



# Engagement Flow Chart



# TAC's Vision Statement

Monroe and Sky Valley communities are thriving and desirable locations for all individuals and businesses for generations to come, responding affectively to the needs of all residents ensuring stability and self-sufficiency.

# TAC's Mission Statement

Creating a community where individuals and families find access to meaningful, realistically available services, shelter, and housing. Where all those who struggle to make ends meet can find affordable housing and help meet their basic needs.

# TAC Values

Monroe's Technical Advisory Committee values a relational, collaborative, and action-oriented approach to championing equity, empowerment, and learning throughout Sky Valley.

## Relational

- Connecting people in a community that cares.
- Trust, respect, and confidence in each other's abilities.

## Collaboration

- Honoring the strengths and connections we all bring to this team.
- Everyone has an equal voice.
- Work through conflict (grace).
- Ability to disagree respectfully.
- Transparent

## Action Oriented

- Putting ideas into action – not passive.
- Bias toward action humbled by a concern of intent versus impact.
- Trust work done by the team (move forward into action).

## Equity

- All residents of Monroe / Sky Valley have an equitable chance at life.
- Challenge status quo when groups of people are invalidated, violated and/or ignored.
- Commitment to racial and economic diversity.

## Empowerment

- Assume best intentions
- Hold yourself and others accountable when impact is harmful.

## Learning

- Lifelong learning
- No shame in failing if we are learning.
- Freedom to take risks.

## TAC's Customers

include the community of Monroe / Sky Valley who are

marginalized,

low to extremely  
low-income  
individuals and  
families,

adversely  
impacted by a  
crisis,

homeless or at  
risk of becoming  
homeless.

And those who  
will benefit from  
a resilient  
community (such  
as businesses,  
community  
organizations,  
and others).