



**MONROE CITY COUNCIL**  
Special Meeting: Study Session  
and Business Meeting  
Tuesday, September 15, 2020, 7:00 P.M.  
Zoom Online Meeting Platform

**Mayor**  
Geoffrey Thomas

**Councilmembers**  
Ed Davis, Mayor Pro Tem;  
Patsy Cudaback; Kevin Hanford;  
Jason Gamble, Jeff Rasmussen;  
Kirk Scarboro, & Heather Rousey

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## AGENDA

### CALL TO ORDER

1. Virtual Participation Information

The City Council meeting will be held virtually via Zoom Meeting. Due to the COVID-19 pandemic, and Proclamation 20-28.9 issued by Governor Jay Inslee, in-person attendance is not permitted at this time.

Join Zoom Meeting:

- Click link: <https://us02web.zoom.us/j/89536855135>
- Dial in: (253) 215-8782
- Meeting ID: 895 3685 5135

### ROLL CALL

**PLEDGE OF ALLEGIANCE** (Councilmember Gamble)

### PUBLIC COMMENTS

*(This time is set aside for members of the public to speak to the City Council on any issue related to the City of Monroe; except any quasi-judicial matter subject to a public hearing. Three minutes will be allowed per speaker.)*

1. Virtual Participation Information

If you are attending the meeting virtually (using the link or number provided above) please indicate that you would like to speak by clicking “raise hand” and the Mayor will call on attendees to speak at the appropriate time. If you are joining by phone, dial \*9 to “raise hand.”

Attendees can alternatively submit written comments to be read into the record at the time of the meeting. All written comments must be received prior to 5:00 p.m. on the day of the meeting and must be 350 words or less. Submit to [gpfister@monroewa.gov](mailto:gpfister@monroewa.gov).

### FINAL ACTION

1. [AB20-142: Waive Council Rules of Procedure – Business Meeting Format \(B. Hasart\)](#)

### NEW BUSINESS

1. [AB20-143: Approval of Small Business Relief Grant, Second Round Awards \(R. Huebner\)](#)

### DISCUSSION ITEMS

1. [AB20-144: Review Final Court Assessment Report \(D. Knight\)](#)
2. [AB20-145: Draft 2021 Strategic Priorities and 2021-2026 Strategic Plan \(D. Knight\)](#)

### STAFF/DEPARTMENT REPORTS

### COUNCILMEMBER REPORTS

ACCOMMODATIONS FOR PEOPLE WITH DISABILITIES WILL BE PROVIDED UPON REQUEST.

For assistance, please contact the City Clerk’s Office at 425-967-1272 in advance of the meeting.

**THE CITY COUNCIL MAY ADD AND TAKE ACTION ON OTHER ITEMS NOT LISTED ON THIS AGENDA**



## MONROE CITY COUNCIL

Special Meeting: Study Session  
and Business Meeting  
Tuesday, September 15, 2020, 7:00 P.M.  
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**Mayor**  
*Geoffrey Thomas*

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### MAYOR/ADMINISTRATIVE REPORTS

1. City Administrator Update (D. Knight)
  - [Extended Agenda](#)
2. Mayor's Update
  - [Monroe This Week \(September 11, 2020, Volume 6, Edition 35\)](#)

### EXECUTIVE SESSION

1. If needed.

**ADJOURNMENT** (*majority vote to extend past 10:00 p.m.*)

ACCOMMODATIONS FOR PEOPLE WITH DISABILITIES WILL BE PROVIDED UPON REQUEST.  
For assistance, please contact the City Clerk's Office at 425-967-1272 in advance of the meeting.  
**THE CITY COUNCIL MAY ADD AND TAKE ACTION ON OTHER ITEMS NOT LISTED ON THIS AGENDA**



# MONROE CITY COUNCIL

## Agenda Bill No. 20-142

<b>SUBJECT:</b>	<b><i>Waive Council Rules of Procedure – Business Meeting &amp; Study Session Format</i></b>
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<b>DATE:</b>	<b>DEPT:</b>	<b>CONTACT:</b>	<b>PRESENTER:</b>	<b>ITEM:</b>
09/15/2020	City Clerk	Becky Hasart	Rich Huebner	Final Action #1

- Discussion:** 09/15/2020  
**Attachments:**
  1. Monroe Municipal Code 2.04, Council Meetings
  2. Council Rules of Procedure Section 3.1 & Section 17

**REQUESTED ACTION:** Move to waive Council Rules of Procedure to allow final action to be taken at a study session; and to hold a Business Meeting and Study Session on Tuesday, September 15, 2020.

### POLICY CONSIDERATIONS

*MMC 2.04.010, Council Meetings – Regular Meeting Date Established, states that “the city council shall hold its regular meetings on the first through fourth Tuesdays of each month” and “may limit the scope of its regular meetings, such as designating some of them “study session,” in its by-laws or other rules of procedure.”*

*The City Council Rules of Procedure Section 3.1.3, states “the first and third Tuesdays of each month shall be deemed to be a “Study Session.” Study Sessions will be informal meetings for the purpose of reviewing forthcoming programs or projects, or receiving similar information. No final decisions/actions can be made during a study session. Final action on study session items will be scheduled for a forthcoming regular or special Council meeting;” and Section 17. 1 states “Any provision of these rules not governed by state law or ordinance may be temporarily waived suspended by a majority vote of the Council...”*

### DESCRIPTION/BACKGROUND

At its July 28, 2020 Business Meeting, Council approved a second round of the Small Business Relief Grant, and allocated an additional \$30,000 to the \$9,630 fund balance from the first round. The City published the grant application and Notice of Available Funds on Friday, July 31. A City webpage was published describing the grant’s eligibility criteria and link to the grant application form, and details of the grant and a link to the new page were provided in the City News section of the City’s webpage, on the City and Mayor Thomas’s Facebook pages, and in the *Monroe This Week* newsletter. Twenty nine applications were received.

The Small Business Relief Grant is made possible through Coronavirus Relief Funds received by the City. The state Department of Commerce has enacted a deadline of October 31, 2020 for cities to expend their Coronavirus Relief Funds and request reimbursement. In order to ensure sufficient time for the City to execute contracts with and issue payments to the second round recipients, and to submit a reimbursement request to the state, Staff requests Council consideration and action at its September 15, 2020 meeting, thus necessitating the need for the waiver of Council Rules.

### FISCAL IMPACTS

N/A.



# MONROE CITY COUNCIL

## *Agenda Bill No. 20-142*

### **TIME CONSTRAINTS**

Reimbursement requests through the CARES Act must be submitted to the state Department of Commerce by October 31, 2020.

### **ALTERNATIVES**

Do not waive Council Rules; keep the meeting as a Study Session only for discussion items; and defer all action items to the Tuesday, September 22, 2020, City Council Regular Business Meeting.

## Chapter 2.04 COUNCIL MEETINGS

### Sections:

[2.04.010](#) Regular meeting date established.

[2.04.020](#) Place of meeting.

[2.04.030](#) Change in meeting.

### **2.04.010 Regular meeting date established.**

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The city council shall hold its regular meetings on the first through fourth Tuesdays of each month at the hour of seven p.m. The city council may limit the scope of its regular meetings, such as designating some of them “study sessions,” in its by-laws or other rules of procedure. (Ord. 007/2006 § 1; Ord. 010/2004)

### **2.04.020 Place of meeting.**

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The place of meeting of the city council shall be in the City Hall. (Ord. 15, 1903; Ord. 1, 1903)

### **2.04.030 Change in meeting.**

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Whenever a regularly stated meeting of the council falls on a holiday or a holiday eve, the council may, by motion, change that particular date to another suitable date, which changed date shall then become a regular stated meeting date of the council. (Ord. 598, 1974; Ord. 362, 1958)

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### **The Monroe Municipal Code is current through Ordinance 033/2018, passed December 11, 2018.**

Disclaimer: The City Clerk's Office has the official version of the Monroe Municipal Code. Users should contact the City Clerk's Office for ordinances passed subsequent to the ordinance cited above.

## EXCERPTS FROM CITY COUNCIL RULES OF PROCEDURE

### SECTION 3. COUNCIL MEETINGS

The Monroe City Council may hold one of two types<sup>1</sup> of official meetings when a quorum of its members is present. "Quorum" is defined as at least four members of the City Council. Council shall choose their seating arrangements on the dais at the first meeting of every even year; selection order to be determined by seniority of each council member and the number of years served on City Council.

- 3.1 **REGULAR MEETINGS:** Regular meetings of the Monroe City Council will be held the first four Tuesdays of each month at the Council Chambers in City Hall.<sup>2</sup> However, Council reserves the right as deemed necessary to cancel, adjourn, or continue any regular meeting in accordance with state law.
- 3.1.1 Regular meetings will begin at 7:00 PM, and will be scheduled to end at 10:00 PM; provided that meetings may be extended by majority vote of the Council.
- 3.1.2 The second and fourth Tuesdays of each month shall be deemed to be a "Business Meeting." Business Meetings will be formal meetings for the purpose of all actions items; to include, and not be limited to, all public hearings, resolutions, ordinances, and minute orders for the approval of such items as appointment confirmations, contracts, interlocal agreements, grants, etc.
- 3.1.3 The first and third Tuesdays of each month shall be deemed to be a "Study Session." Study Sessions will be informal meetings for the purpose of reviewing forthcoming programs or projects, or receiving similar information. No final decisions/actions can be made during a study session. Final action on study session items will be scheduled for a forthcoming regular or special Council meeting.
- 3.1.4 Separate from public hearings and the designated Public Comments portion of each Regular Meeting, participation in City Council discussions is limited to Council members and those invited to speak by the Council.

### SECTION 17. SUSPENSION AND AMENDMENT OF RULES

- 17.1 Any provision of these rules not governed by state law or ordinance may be temporarily waived suspended by a majority vote of the Council, except as otherwise specified in these rules or required by law. Any formal action of the City Council in violation or disregard of these rules shall be deemed as an implied waiver thereof.
- 17.2 These rules may be amended or new rules adopted, by a majority vote of the Council.

<sup>1</sup> RCW provides for only two types of meetings, "regular" and "special."

<sup>2</sup> MMC 2.04.010: Provides for day and time of meetings. Also provides for study sessions.



# MONROE CITY COUNCIL

## Agenda Bill No. 20-143

<b>SUBJECT:</b>	<b>Approval of Small Business Relief Grant Second Round Awards</b>
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<b>DATE:</b>	<b>DEPT:</b>	<b>CONTACT:</b>	<b>PRESENTER:</b>	<b>ITEM:</b>
09/15/2020	Executive	Rich Huebner	Rich Huebner	New Business #1

**Discussion:** 09/15/2020

**Attachments:** 1. Recommended Small Business Relief Grant Second Round award matrix

**REQUESTED ACTION:** Approve the recommended second round Small Business Relief Grant awards, and authorize the Mayor to execute the necessary agreements.

**POLICY CONSIDERATION:**

*Should the city enact the recommendations of the Small Business Relief Grant review committee?*

**DESCRIPTION/BACKGROUND:**

At its June 9, 2020 Regular Business Meeting, the City Council approved a contract with the state Department of Commerce for receipt of Coronavirus Relief Funds (CRF). As part of its approval of the contract, Council approved the staff-recommended CRF budget summary, which allocated \$110,000 to the Monroe CARES grant program. As stated on the record in that meeting, the initial allocations were planned to be \$60,000 to the Small Business Relief Grant and \$50,000 to the Community Relief Grant.

The Small Business Relief Grant gave priority to Monroe businesses that had not previously been eligible for or received other Federal, State and/or County grant funds. Monroe CARES grant funds were made available to cover costs to local businesses associated with the impact of the COVID-19 pandemic, such as rent, utilities, payroll, and business license fees.

An application review committee was formed; the committee thoroughly reviewed all applications and presented its award recommendations at the July 23 EDAB meeting. The award recommendations, totaling \$50,370, were unanimously approved by the EDAB. Council approved the recommendations at its July 28, 2020 Regular Business Meeting.

At the July 28, 2020 meeting, Council also approved a second round of the Small Business Relief Grant, and allocated an additional \$30,000 to the \$9,630 fund balance from the first round, making available in the second round a total of \$39,630. The City published the grant application and Notice of Available Funds on Friday, July 31. A City webpage was published describing the grant's eligibility criteria with a link to the grant application form, and details of the grant and a link to the new page were provided in the City News section of the City's webpage, on the City and Mayor Thomas's Facebook pages, and in the *Monroe This Week* newsletter. 29 applications were received.

An application review committee was formed consisting of Management Analyst Rich Huebner, Economic Development Specialist James Palmer, and EDAB members Allan Dye and Sally King. The committee thoroughly reviewed all applications and presented its award recommendations at the September 10 EDAB meeting. The award recommendations, totaling \$39,630, were unanimously approved by the EDAB.



# MONROE CITY COUNCIL

## *Agenda Bill No. 20-143*

Local grant programs to assist businesses with business interruptions are an expressly allowed use of CRF funds, per the contract approved by Council on June 9, 2020.

### **FISCAL IMPACT:**

Approval would authorize the mayor to execute contracts with local businesses totaling \$39,630. This outlay was not included in the 2020 adopted budget. However, per the contract with the state Department of Commerce, approved by Council on June 9, CRF funds are expressly available only for expenses not accounted for in the City's adopted budget, and the full value of the program will be reimbursed to the City.

### **TIME CONSTRAINTS:**

1. Approval of the Small Business Relief Grant Second Round award recommendations is requested as soon as possible.
2. Per the Coronavirus Relief Funds contract, the City must expend all funds it plans to seek reimbursement for by October 31, 2020.
3. Approval of the Small Business Relief Grant Second Round award recommendations will enable the City to execute the necessary agreements in a timely manner, to ensure funds are expended by the October 31 deadline.

### **ALTERNATIVES:**

1. Amend various Small Business Relief Grant Second Round Awards, in whole or in part, prior to approval.
2. Decline to approve the Small Business Relief Grant Second Round award recommendations.



**Agenda Bill No. 20-143**

**Attachment No. 1**

<b>SUBJECT:</b>	<b><i>Small Business Relief Grant Second Round award matrix</i></b>
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**DESCRIPTION/BACKGROUND:**

At its June 9, 2020 Regular Business Meeting, the City Council approved a contract with the state Department of Commerce for receipt of Coronavirus Relief Funds (CRF). As part of its approval of the contract, Council approved the staff-recommended CRF budget summary, which allocated \$110,000 to the Monroe CARES grant program. As stated on the record in that meeting, the initial allocations were planned to be \$60,000 to the Small Business Relief Grant and \$50,000 to the Community Relief Grant. At its July 28, 2020 Regular Business Meeting, Council approved a second round of the Small Business Relief Grant, and allocated an additional \$30,000 to the \$9,630 fund balance from the first round, making available in the second round a total of \$39,630. The City published the grant application and Notice of Available Funds on Friday, July 31. 29 applications were received.

An application review committee was formed consisting of Management Analyst Rich Huebner, Economic Development Specialist James Palmer, and EDAB members Allan Dye and Sally King. The committee thoroughly reviewed all applications and presented its award recommendations at the September 10 EDAB meeting. The following award recommendations were unanimously approved by the EDAB:

<b>Applicant Business Name</b>	<b>Recommended Grant Amount</b>
Burnt Barrel Whiskey Bar	\$3,000.00
Harry's on Main	\$3,000.00
Monroe Door	\$3,000.00
Brush Salon and Spa	\$2,500.00
Milkwood Home and Body Apparel	\$2,500.00
Stray Dogs Club	\$2,500.00
5 Lines Pottery	\$2,000.00
Golden Nail Salon	\$2,000.00
Kayla J Photography	\$2,000.00
NW Sport Taekwondo	\$2,000.00
Sky Valley Academy	\$2,000.00
Drive Right Washington, LLC	\$1,500.00
Inkblot Collective	\$1,500.00
Mischelle's Consulting	\$1,500.00
Tanglez Salon	\$1,500.00
Farmhouse Kitchens	\$1,200.00
Moonlite Machining	\$1,100.00
Eastside Floor Pro	\$1,000.00
Pacific Audit Services	\$1,000.00
The Hair Depot	\$1,000.00
Discovery Leadership	\$730.00
Connected IT Investigations	\$600.00
Sunrise Spa	\$500.00
Bliss Yoga Studio	\$0.00
Image Mill	\$0.00
Tacos Monte	\$0.00
Jump Rattle & Roll, LLC	\$0.00
Miracles and Memories Academy	\$0.00
Monroe/Sky Valley YMCA	\$0.00
<b>Total:</b>	<b>\$39,630.00</b>



# MONROE CITY COUNCIL

## Agenda Bill No. 20-144

<b>SUBJECT:</b>	<b>Review Final Court Assessment Report</b>
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<b>DATE:</b>	<b>DEPT:</b>	<b>CONTACT:</b>	<b>PRESENTER:</b>	<b>ITEM:</b>
09/15/2020	Executive	Deborah Knight	Deborah Knight	Discussion Item #1

**Discussion:** 08/18/20; 07/21/2020; 01/21/2020; 12/03/2019; 10/01/2019 (Public Safety)

**Attachments:** 1. Court Assessment Summary PowerPoint

**REQUESTED ACTION:** Review the Final Court Assessment report. Discuss the report findings and recommendations. Provide direction to Mayor Thomas and city staff on preferred alternatives.

### POLICY CONSIDERATION

*The Court Assessment was first presented to the city council on July 21, 2020. The city council directed Mayor Thomas and staff to bring the issue back to the city council for further discussion. The policy question for the city council is whether the city should continue to retain local control over court operations and make investments as recommended in the Court Assessment presented to the city council on July 21, 2020.*

*This is an opportunity for the city council to review the Final Report and ask questions about the facts and findings. The city council may want to use the report recommendations to inform priority investments in the 2021 budget and to update the six-year strategic plan for 2021-2026.*

### DESCRIPTION/BACKGROUND

#### Background

The City of Monroe formed a municipal court in 2014 under Chapter 3.50 RCW. The original intent of forming the Monroe Municipal Court was to handle a high volume of “red-light” tickets; process arraignments in a timely manner; control costs; and guide the city’s judicial philosophy.

The Monroe Municipal Court is a court of limited jurisdiction. The Municipal Court judge is authorized by Washington State statute to preside over misdemeanors, gross misdemeanors, traffic infractions and other City of Monroe Code violations. The Court is in session on Tuesday, Wednesdays, and Fridays. The judge is appointed by the mayor and confirmed by the city council.

The court has been in operation for five years under Judge Mara Rozzano. Pam Haley has served as the Court Administrator along with a full time court clerk and two part-time security officers. Judge Rozzano resigned in December 2019. The city council confirmed Jessica Ness to fill Judge Rozzano’s unexpired term which runs through the end of 2021.

The change in court leadership and interest from Lake Stevens and Sultan in contracting with the City of Monroe for court services provided an opportunity to evaluate program strategies to improve existing court outcomes and alternative service provision models available to the parties for adult infraction and misdemeanor court and probation services.



# MONROE CITY COUNCIL

## *Agenda Bill No. 20-144*

In October of 2019, the City of Monroe issued a Request for Proposal (RFP) for a court assessment. The city received three proposals. The city council awarded a contract to The Other Company (Anne Pflug) and Karen Reed Consulting LLC.

The scope of work included:

- Assessing the Monroe Municipal Court including current and projected case-loads, staffing needs; work methods, programs; current facilities, future requirements; and a menu of potential program changes that can improve productivity and/or desired outcomes.
- Assessing the court needs of the cities of Lake Stevens and Sultan including court and customer service requirements; current and projected court cases; implications of court service changes; and implications for capacity of the Monroe court facilities and technologies.
- Financial, direct and indirect service and criminal justice outcomes, and impact comparisons of court service alternatives including expanding the Monroe Municipal Court (MMC) to provide services to Lake Stevens and Sultan; Court and probation service proposal from Evergreen District court (if provided); modifying the MMC to provide diversion court and/or probation services; continuing current levels of services, discussion of recommendations and next steps.

Development of the report included three phases – 1) Information and data collection from the three courts providing services – Monroe, Marysville, and Evergreen District Court; 2) Analysis and development of draft recommendations; and final report and presentations. The consultants conducted interviews and site visits; projected case-loads; and evaluated court facilities.

Nine court options were analyzed and three caseload scenarios. Six facilities options that met specific criteria were examined for Monroe.

After reviewing the report findings, the cities of Lake Stevens and Sultan have determined not to pursue a joint court with the City of Monroe. Since the proposed joint court is no longer an alternative this agenda bill is focused on the report findings and recommendations specific to the Monroe Municipal Court.

### Report Findings

- Criminal Activity. Monroe's top crimes include – property crimes, theft, drugs and graffiti/tagging, compared to Lake Stevens and Sultan which list traffic as the number one and number two crimes. 68% of crimes in Monroe are committed by people who live outside the city. 46% of infraction holders do not respond to tickets. Monroe's failure to respond rate for parking tickets is 26%.
- Court Case Levels. Monroe has a relatively stable number of misdemeanor filings and a variable level of infractions over the past 20 years. The number of misdemeanor filings per 1,000 residents have declined consistent with statewide trends.
- Staffing. The Monroe court is understaffed. With only two full-time employees, there is a lack of redundancy if one person is on vacation or sick. Monroe's staff workload (case volume) is twice or more, than comparable municipal courts in Western Washington. The court administrator (Pam Haley) spends 40% of her time on probation-related work.
- Customer Service. Court staff are excellent and highly responsive, accessible, and flexible. Judge Ness (and previously, Judge Rozzano) are always available for warrants.



# MONROE CITY COUNCIL

## *Agenda Bill No. 20-144*

This is a higher level of service than provided by the District Courts and important for effective police work.

- Costs. Of the three cities (Monroe, Lakes Stevens and Sultan), Monroe has the lowest jail cost per misdemeanor and the highest public defense cost per case. The cost to process a misdemeanor for each court (Monroe, Marysville, and Evergreen District Court) are relatively similar – Monroe (\$1,385); Marysville (\$1,308); and Evergreen (\$1,198).
- District Court. The Evergreen District Court has the lowest cost per case. Snohomish County appears to be subsidizing the court with criminal justice sales taxes and state revenues. County court staff are paid less than Monroe court staff.
- Facilities. Current Monroe court facilities (shared council chambers and office space) are not adequate to meet court program, staffing and records needs. There are multiple demands for the use of the council chambers where court operations are conducted. Court security is limited. Security scan and video equipment must be set up and taken down each time. Court customers share lobby space with other city hall customers. The court office space is at capacity for staff and records.
- Technology. The court website offers limited information and self-help services. There are no automated on-line or phone services for customer payments. The court does use video appearance with jail.
- Probations Officer. Monroe has enough misdemeanor offenders (134 in early 2019) to warrant a formal probation program with professional staff – currently probation services are handled by the court administrator, Pam Haley, and Judge Ness. This is a top priority for the city's prosecutors. Police report that probation staffing would help address homeless population challenges. Probation officers frequently coordinate with social workers. When used correctly, probation is a tool to increase accountability and motivate offenders to change behavior.
- Public Defense Costs. When comparing per case costs, Monroe spends more money on public defense costs compared to Lake Stevens and Sultan; but less money on jail and prosecutor costs.
- Mental Health or Community Court. Monroe does not have enough eligible cases to justify a separate mental health or community court.
- Joint Court. Although a joint court serving Monroe, Lake Stevens and Sultan is financially feasible, it's clear the Monroe Municipal Court does not currently have adequate staff or facilities to serve Monroe court clients. The parties would need to agree to make significant investments to serve Lake Stevens and Sultan court clients.
- Court Sustainability. Monroe should determine the feasibility of funding sustainable court staffing, probation, and improving online/automated phone services.

### Recommendations

- Court Services. Preserve the city's control of court services to ensure consistent application of the city's judicial philosophy, enforcement of quality of life issues, and customer service. Maintain and fully-fund the Monroe Municipal Court. Continue to implement programs to lower costs, increase efficiency, and improve customer service.



# MONROE CITY COUNCIL

## *Agenda Bill No. 20-144*

- Staffing. Improve Monroe's service levels to be comparable to service levels provided by Marysville and Evergreen District Court:
  - Add .25 FTE court specialist
  - Add a full-time probation officer
  - Continue funding embedded social workers in public defender office and police department
- Leverage Technology. Maximize the use of technology and digital methods for ticket processing and collection including self-help on line and phone access/processing to reduce staff and judicial time. Increase user friendliness of infraction information and web/phone processing to increase response rates, reduce in-person appearances and increase collections. Add online and automated phone payments on the court webpage to provide 24/7 self-service options for customers.

Note:

- Currently in selection process for online payment vendor
- Working with IT Department to upgrade phone system
- Facilities. Secure or construct an adequate court facility.
  
- Mental Health or Community Court. Start an alternative court program within the existing court; or negotiate access to Mental Health Court through Snohomish County District Court or Marysville. A motivating atmosphere, low barrier access to services/treatment, and continued to community support after completion are essential for success.  
Note: The court continues to gather statistics. Early numbers were inconclusive.
- Diversion Center. Leverage Carnegie and Diversion Center resources through Pioneer Human Services and other mental health providers.  
Note: Currently using this service through the city's embedded social worker program.
- Case Work. Periodically convene social workers, probation staff, prosecutor, and service providers to develop problem-solving plans for repeat offenders.  
Note: Discussing this program with the city's prosecuting attorney, defense attorney and defense social worker.
- Medically Assisted Treatment Program. Offer medically assisted treatment program through probations officer, social worker, or third party provider to help offenders understand and change behaviors.  
Note: Will evaluate this option and Moral Reconciliation Therapy with the probations officer.
- Funding. Apply to Snohomish County Mental Health Chemical Dependency Sales Tax Advisory Board to secure funding from the regional tax supporting County Mental Health Court. Explore the feasibility of applying for chemical dependency/mental health sales tax monies and/or state funding programs to support programs for repeat offenders.



# MONROE CITY COUNCIL

## Agenda Bill No. 20-144

### FISCAL IMPACTS

Table 1 below shows the comparison court costs for the three cities – Monroe, Lake Stevens and Sultan. As shown in Table 1, Monroe is subsidizing approximately \$150,000 of court expenditures with General Fund revenues. Monroe has the highest per court case (\$1384). These costs are projected to increase over the next six years.

While court costs have increased, there has been an off-set reduction in the city's jail costs. Over the last five years, the city's criminal justice costs (court + jail) have declined from 9% of the city's General Fund to 6% of the budget since 2016 even while jail costs are rising.

Table 2 below shows costs estimates to operate the Monroe Municipal Court. The Assessment Report shows the current court facilities are not sustainable. Table 3 provides several facility cost estimates.

The policy question for the city council is whether to maintain current court services and control over the city's court services. If the council wants to continue to operate a municipal court, future General Fund budgets will need to include staffing and facility improvements which have long-term fiscal impacts. Mayor Thomas and city staff are seeking input from the city council on future investments in the city's municipal court.

Table 1\_Court Operations Comparison

Monroe Monroe Municipal Court		Lake Stevens Marysville Municipal Court Contract		Sultan Evergreen District Court Contract	
	2019/20		2019/20		2019/20
<b>Court/Probation Revenue</b>		<b>Court/Probation Revenue</b>		<b>Court/Probation Revenue</b>	
Fines and Fee Revenue	\$240,290	Fines and Fee Revenue	\$242,925	Fines and Fee Revenue	\$25,368
Probation Fee Revenue	\$17,076	Probation Fee Revenue Collected	\$6,720	Probation Fee Revenue Collected	\$2,304
<b>Total Revenue</b>	<b>\$257,366</b>	Probation Fee Revenue Retained by Marysville	-\$6,720	Probation Fee Revenue Retained by Evergreen	-\$2,304
		<b>Total Revenue</b>	<b>\$242,925</b>	<b>Total Revenue</b>	<b>\$25,368</b>
<b>Court Costs:</b>		<b>Court Costs:</b>		<b>Court Costs:</b>	
Personnel - Judicial Officers	\$75,246	Marysville Court Contract	\$197,844	Evergreen District Court Contract	\$27,037
Personnel - Court Operations	\$279,287	Direct Non-contract Costs	\$23,152	Direct Non-contract Costs	\$0
Personnel - Probation	\$0	<b>Total Costs</b>	<b>\$220,996</b>	<b>Total Costs</b>	<b>\$27,037</b>
Program Operating Costs	\$18,118				
IT and Facilities Operating - Court	\$33,621	<b>Net Revenue (Expense)</b>	<b>\$21,929</b>	<b>Net Revenue (Expense)</b>	<b>(\$1,674)</b>
<b>Total Costs</b>	<b>\$406,272</b>				
<b>Court Net Revenue (Expense)</b>	<b>(\$148,906)</b>				
<b>Per Case Cost</b>	<b>\$138</b>	<b>Per Case Cost</b>	<b>\$81</b>	<b>Per Case Cost</b>	<b>\$64</b>
<b>Court and Associated Programs</b>		<b>Court and Associated Programs</b>		<b>Court and Associated Programs</b>	
Court/Probation Net Expense	\$148,906	Court/Probation Net (Revenue)	(\$21,929)	Court/Probation Net Expense	\$1,674
Prosecutor	\$180,000	Prosecutor	\$142,669	Prosecutor	\$68,804
Public Defense	\$213,400	Public Defense	\$127,627	Public Defense	\$25,440
Jail	\$372,936	Jail	\$427,687	Jail	\$92,227
<b>Total Net Cost</b>	<b>\$915,242</b>	<b>Total Net Cost</b>	<b>\$676,054</b>	<b>Total Net Cost</b>	<b>\$188,145</b>
<b>Per Misdemeanor Cost</b>	<b>\$1,384.63</b>	<b>Per Misdemeanor Cost</b>	<b>\$1,307.65</b>	<b>Per Misdemeanor Cost</b>	<b>\$1,198.38</b>



# MONROE CITY COUNCIL

## Agenda Bill No. 20-144

Table 2 Monroe Municipal Court Operating Budget Projections

Monroe Stand Alone Municipal Court				
Forecast Assuming Building Block Staffing Scenario				
	Base Year	Low 2026	Moderate 2026	High 2026
<b>Court/Probation Revenue</b>				
Fines and Fee Revenue	\$240,290	\$240,752	\$240,752	\$274,126
Probation Fee Revenue	\$17,076	\$17,076	\$17,076	\$17,185
<b>Total Revenue</b>	<b>\$257,366</b>	<b>\$257,828</b>	<b>\$257,828</b>	<b>\$291,311</b>
<b>Court Costs</b>				
Personnel - Judicial Officers	\$75,246	\$75,246	\$75,246	\$75,246
Personnel - Court Operations	\$279,287	\$279,287	\$297,715	\$301,312
Personnel - Probation	\$0	\$0	\$75,600	\$75,600
Program Operating Costs	\$18,118	\$18,118	\$18,118	\$21,743
IT and Facilities Operating - Court	\$33,621	\$33,621	\$44,621	\$44,621
<b>Total Costs</b>	<b>\$406,272</b>	<b>\$406,272</b>	<b>\$511,300</b>	<b>\$518,522</b>
<b>Court Net Revenue (Expense)</b>	<b>(\$148,906)</b>	<b>(\$148,444)</b>	<b>(\$253,472)</b>	<b>(\$227,211)</b>
Average Per Case Cost	\$138	\$154	\$136	\$136
<b>Court and Associated Programs</b>				
	Base	Low 2026	Moderate 2026	High 2026
Court/Probation Net Expense	\$148,906	\$148,444	\$253,472	\$227,211
Prosecutor	\$180,000	\$160,121	\$179,183	\$208,048
Public Defense	\$213,400	\$188,866	\$214,562	\$245,397
Jail	\$272,936	\$331,749	\$371,343	\$431,049
<b>Total Net Cost</b>	<b>\$915,242</b>	<b>\$829,180</b>	<b>\$1,018,460</b>	<b>\$1,111,705</b>
Per Misdemeanor Cost	\$1,384.63	\$1,410.17	\$1,524.64	\$1,455.11

- Monroe court costs are currently not offset by court collected revenue (\$148,000 net costs in 2019).
- Monroe court costs will continue to increase as the case load rises due to population increases.
- Of the three cities, Monroe has the lowest jail cost per misdemeanor and the highest public defense cost per case.
- Overall cost savings to Monroe combined court and jail expenses.
- Strategies that reduce workload or manage service demand can lead to reduced cost.
- District Courts are subsidized by criminal justice tax and state shared revenues. Current District Court contract costs less than Municipal Court. Projected net revenue over costs of \$57,000 in 2019.

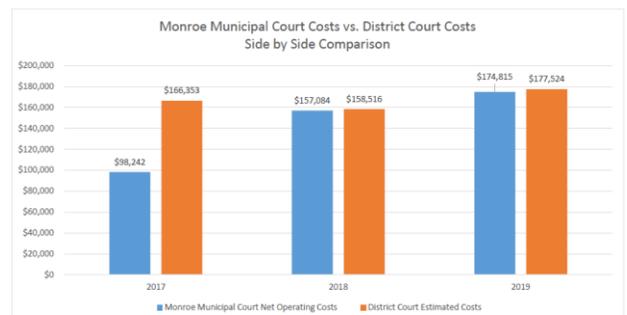
### Cost to Contract with the District Court (with filing fees)

The District Courts charge city's a "filing fee" to process city cases in the District Court. When the cost of the filing fees are added, the cost to operate the municipal court compared to the cost of contracting with the District Court would have been slightly lower in 2017(\$98,242 vs. \$166,353) and comparable in 2018 and 2019 as show on Table 3 and Graph 1 below.

Table 3. Cost to Contract with District Court

Monroe Municipal Court Operating Costs 2019			
Expense	2019	2018	2017
Municipal Court Salaries	(\$197,006)	(\$185,320)	(\$171,141)
Municipal Court Benefits	(\$82,236)	(\$78,003)	(\$73,549)
Municipal Judge Salary	(\$63,888)	(\$63,360)	(\$56,500)
Pro Tem Judge Salary	(\$5,550)	(\$1,250)	(\$2,300)
Other Operational Costs	(\$50,848)	(\$39,566)	(\$40,004)
<b>Total Operational Cost</b>	<b>(\$399,528)</b>	<b>(\$367,499)</b>	<b>(\$343,494)</b>
Local Revenue	\$224,713	\$210,415	\$245,252
<b>Adjusted Operational Cost</b>	<b>(\$174,815)</b>	<b>(\$157,084)</b>	<b>(\$98,242)</b>
District Court Contracted Costs 2019			
Expense	2019	2018	2017
Total Incurred Infractions Fees	(\$97,807)	(\$84,642)	(\$112,355)
Total Incurred Criminal Fees	(\$79,717)	(\$73,874)	(\$53,998)
Total Incurred Filing Fees	(\$177,524)	(\$158,516)	(\$166,353)
	2017	2018	2019
Monroe Municipal Court Net Operating Costs	\$98,242	\$157,084	\$174,815
District Court Estimated Costs	\$166,353	\$158,516	\$177,524

Graph 1. Cost to Contract with District Court





# MONROE CITY COUNCIL

## Agenda Bill No. 20-144

### Facility Needs

- Monroe’s existing court facility has one courtroom that is combined with the council chambers. The courtroom has limited additional capacity because it is jointly used.
- Caseload projections show a need for additional staff offices, courtroom hours, records and private meeting space beyond the space that is currently available.
- The status quo facility at Monroe City Hall is not sustainable
- Increasing staff and service capacity is to the point where additional space is required.
- While not ideal, court can continue to be held in the Monroe City Council Chambers until caseloads outgrow the Chambers availability, so long as additional staff and records space is provided.

Table 4. Facility Options

✓ From *least* to *most* expensive, here are the Monroe facilities options (rough estimated total project cost):

Facility Options	Total Estimated Cost
Small or Large Portable on City Campus, non-developed location	\$0.75-\$1M plus site prep.
Large Portable on old public works site on City Campus	\$0.75 - \$1M plus demolition
Remodel/Expand Monroe City Hall/Police (Court portion only)	\$1.61M
Replacement Monroe City Hall/Police Combined Building (Court portion only)	\$2.1M
Purchase or Lease of an existing building in Monroe	Unknown

- Portables have important pros and cons – less expensive than permanent construction; lower quality construction; not a permanent solution.
- Acquisition of an existing building – if available, would provide new, dedicated court rooms, and long-term flexibility.
- Build a new court facility on the city hall campus. The city completed a facility assessment in 2019. The assessment included options to build a new court and council facility between the existing police station and city hall. Mayor and staff recommend designing the new court and council chambers in 2021. City staff would develop a funding strategy which would include a legislative proviso from the State capital budget in 2021, grant funding, and councilmatic or voter approved bonds.

### **TIME CONSTRAINTS**

The purpose of presenting the Court Assessment is to provide the city council with information on court operations and facility needs prior to the 2021 budget discussions.

### **ALTERNATIVES**

Discuss the report findings and recommendations. Request additional information or direct Mayor and city staff to address areas of concern before accepting the Final Report.



# Court Assessment

CITY COUNCIL MEETING

SEPTEMBER 15, 2020

# Policy Question

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SHOULD THE CITY CONTINUE TO RETAIN LOCAL CONTROL OVER COURT OPERATIONS?

SHOULD THE CITY MAKE CHANGES AND INVESTMENTS AS RECOMMENDED IN THE COURT ASSESSMENT?

# Recommendations

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## Court Services

- Preserve control of court services
- Judicial philosophy
- Enforcement of quality of life issues
- Customer service

## Staffing

- Improve levels of service to match Marysville and Evergreen District Court
- Add .25 FTE court specialist
- Add a probations officer
- Continue to fund embedded social workers (PD and defense)

## Technology

- Add automated phone and Internet payments to website for 24/7 services (working on this now)

## Facilities

- Secure or construct adequate facilities

## Additional Recommendations

- Wrap around services for high volume offenders
- Evaluate diversion court options
- Evaluate public defender costs and contract

# Background

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City formed municipal court in 2014

- Handle volume of red-light camera tickets
- Process arraignments in a timely manner
- Control costs
- Guide judicial philosophy

Court presides over criminal misdemeanors, gross misdemeanors, traffic infractions and code violations.

- Misdemeanor (up to 90 days in jail or \$1000 fine) petty theft, drug paraphernalia, graffiti, criminal trespass
- Gross Misdemeanor (up to 364 days in jail or \$5000 fine) Domestic violence, DUI, theft up to \$750
- Traffic Infractions (payable by fine up to \$250) Speeding, parking tickets, code violations, etc
- Code Violations - municipal code violations

Staff includes – Judge, Court Administrator, and Court Clerk

Court located at city hall and shares council chambers

# Scope of Assessment

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Evaluate existing court case loads, staffing levels, facilities, service delivery, and future needs

- Analysis of case load types and volume
- Cost per misdemeanor case
- Comparison of costs with other courts – Marysville and Evergreen District Court

Evaluate the costs and benefits of operating a joint court with Lakes Stevens and Sultan

Evaluate alternative programs

- Contracting with Evergreen District Court
- Formalizing probation services
- Creating a “diversion court”

Summarize findings and recommendations

# Findings

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- Criminal Activity and Court Case levels
- Court Services
- Staffing and Customer Service
- Financial Analysis (costs)
- Court Facilities
- Technology
- Alternatives
- Recommendations

# Criminal Activity and Case Levels

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# Criminal Activity

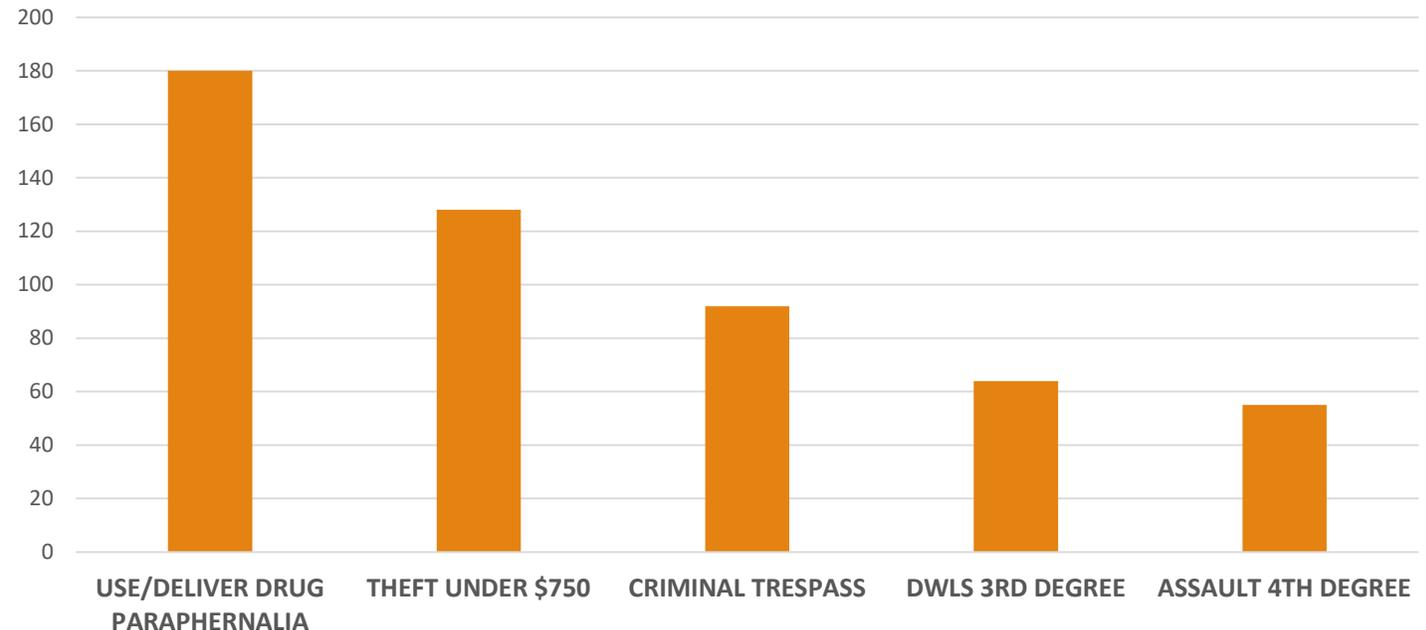
Monroe's top crimes include:

- Property crimes, theft, drugs, graffiti
- 68% of crimes are committed by people who have addresses outside the city and Monroe zip code
- 46% of infraction holders do not respond to tickets
- Response rate to parking tickets is 74%

Use/delivery of drug paraphernalia, theft and trespass were Monroe's top 3 misdemeanor charges for 2019.

This case profile is significantly different than Lake Stevens and Sultan's which emphasize traffic violations.

Top Volume Monroe Municipal Court Criminal Cases  
2019

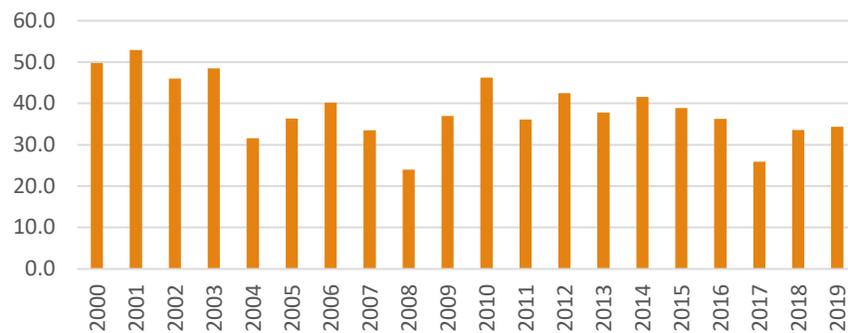


# Criminal Activity

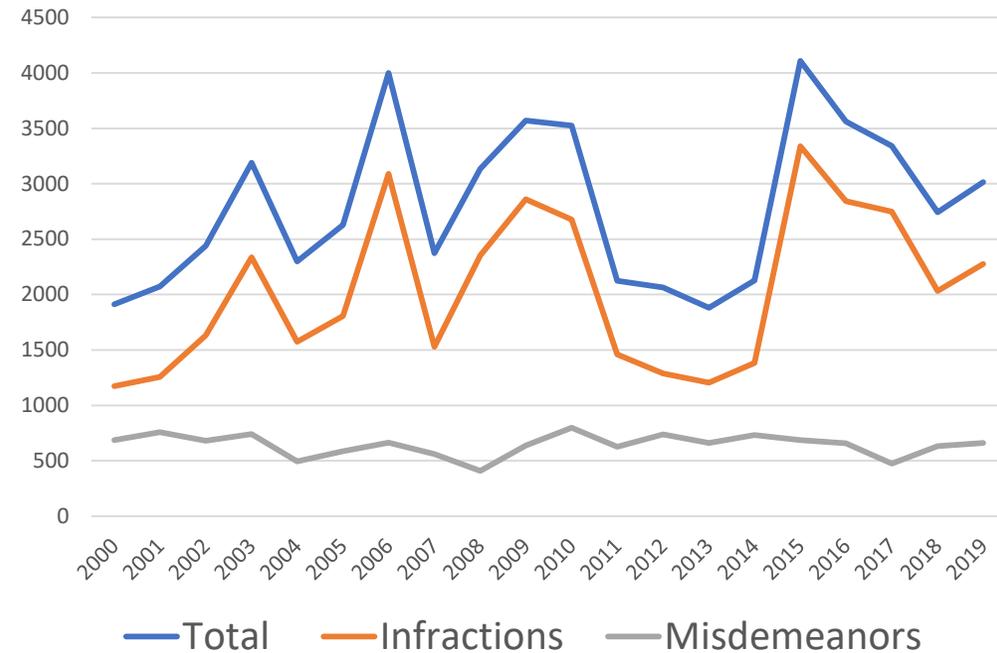
Monroe has a historically stable number of misdemeanor filings but variable levels of infraction filings over the last twenty years.

Misdemeanor filings per 1,000 population have slowly declined consistent with statewide trends.

Misdemeanors per 1,000 Population



Monroe Court Filings by General Type  
2000 to 2019



# Court Case Levels

## Defendants and Caseload

- Unusual caseload—fewer infractions, more costly overall than typical municipal court caseloads
- 73% of defendants qualified for a public defender in 2019—a high percentage, but in line with Lake Stevens and Sultan

Top Four Case Types by Volume	
Monroe Court Cases	Statewide District and Municipal courts
Traffic and parking infractions (78%)	Traffic and parking Infractions (82%)
Drug related offenses (32%)	Driving with licenses suspended (DWLS)
Theft	Theft
Criminal Trespass	Driving Under the Influence

	Monroe Monroe Municipal Court	Lake Stevens Marysville Municipal Court Contract	Sultan Evergreen District Court Contract
2019 Misdemeanors	661	517	157
Public Defense Cases	484	371	114
Percent of total	73%	72%	73%

One implication of a high percentage of indigent defendants is that a probation program is less likely to be self funding through fees

# Court Services Staffing and Customer Service

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# Court Services

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Service	Delivery
Over-the-counter and phone-based court services	Monday to Friday 8am-5pm Closed for lunch 11:30-12:30
Court is in session at Monroe City Council Chambers in City Hall	Tuesday mornings Wednesdays (8:45am – 4:00pm)
Jury trails (very rare)	2 <sup>nd</sup> or 4 <sup>th</sup> Fridays
Video appearances for persons housed in Snohomish County Jail	Two sessions per week (up to 3 hours)
Defense attorneys	Meet with clients in the City Hall lobby or a room accessed from the lobby
Indigent Defense screening	Performed by Judge Ness
Automated phone transactions and payments	Not available

# Staffing and Customer Service

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Monroe's staff workload (case volume) is double that of comparable municipal courts in Western Washington

No back up support for sick, vacation, or training without impacting core services

No professional probation staffing.

**Monroe is the only court in Snohomish County without probation staffing.**

City	Total Staff	Cases/FTE
Monroe	2.25	2936
Bainbridge	5	141
Bothell	7	658
Edmonds	6	957
Lynwood	11	953
Shelton	3.85	559

# Probations

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Monroe is the only court in Snohomish County without probation staffing

Court Administrator spends 40% of her time managing probations case load

Probations Officer may serve as additional social worker helping clients change their lives

- Assist the court and clients with completing required mental health, behavioral health, and substance abuse and other comprehensive assessments
- Assists clients with securing housing, employment, work training and education
- Make treatment recommendations such as mandatory inpatient rehabilitation
- Arrange for regular (weekly) check-ins to reduce the risk of recidivism
- Accompany clients to court hearings
- Submit violations of probation and testify at hearings
- Maintain records of risk screenings, assessments, case planning, interventions, and histories.

# Fiscal Analysis

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# Monroe Costs (2019 Actual)

## COURT REVENUES and COSTS

### Court/Probation Revenue

Fines and Fee Revenue	\$240,290
Probation Fee Revenue	\$17,076
<b>Total Revenue</b>	<b>\$257,366</b>

### Court Costs

Personnel - Judicial Officers	\$75,246
Personnel - Court Operations	\$279,287
Personnel – Probation	\$0
Program Operating Costs	\$18,118
IT and Facilities Operating – Court	\$33,621
<b>Total Costs</b>	<b>\$406,272</b>

**Court Net Revenue (Expense) (\$148,906)**

**Per Case Cost \$138**

## Criminal Justice System Costs--Court and Associated Programs (excluding police)

Court/Probation Net Expense	<b>\$148,906</b>
Prosecutor	\$180,000
Public Defense	\$213,400
Jail	\$372,936
<b>Total Net Cost</b>	<b>\$915,242</b>

**Per Misdemeanor Cost \$1,384.63**

# Cost Comparison

<b>Monroe</b>		<b>Lake Stevens</b>		<b>Sultan</b>	
<b>Monroe Municipal Court</b>		<b>Marysville Municipal Court Contract</b>		<b>Evergreen District Court Contract</b>	
	<u>2019/20</u>		<u>2019/20</u>		<u>2019/20</u>
<b>Court/Probation Revenue</b>		<b>Court/Probation Revenue</b>		<b>Court/Probation Revenue</b>	
Fines and Fee Revenue	\$240,290	Fines and Fee Revenue	\$242,925	Fines and Fee Revenue	\$25,363
Probation Fee Revenue	\$17,076	Probation Fee Revenue Collected	\$6,720	Probation Fee Revenue Collected	\$2,304
<b>Total Revenue</b>	<u>\$257,366</u>	Probation Fee Revenue Retained by Marysville	-\$6,720	Probation Fee Revenue Retained by Evergreen	-\$2,304
		<b>Total Revenue</b>	<u>\$242,925</u>	<b>Total Revenue</b>	<u>\$25,363</u>
<b>Court Costs</b>		<b>Court Costs</b>		<b>Court Costs</b>	
Personnel - Judicial Officers	\$75,246	Marysville Court Contract	\$197,844	Evergreen District Court Contract	\$27,037
Personnel - Court Operations	\$279,287	Direct Non-contract Costs	\$23,152	Direct Non-contract Costs	\$0
Personnel - Probation	\$0	<b>Total Costs</b>	<u>\$220,996</u>	<b>Total Costs</b>	<u>\$27,037</u>
Program Operating Costs	\$18,118				
IT and Facilities Operating - Court	\$33,621	<b>Net Revenue (Expense)</b>	<u><b>\$21,929</b></u>	<b>Net Revenue (Expense)</b>	<u><b>(\$1,674)</b></u>
<b>Total Costs</b>	<u>\$406,272</u>				
<b>Court Net Revenue (Expense)</b>	<u><b>(\$148,906)</b></u>				
<b>Per Case Cost</b>	\$138	<b>Per Case Cost</b>	\$81	<b>Per Case Cost</b>	\$64
<b>Court and Associated Programs</b>		<b>Court and Associated Programs</b>		<b>Court and Associated Programs</b>	
<b>Court/Probation Net Expense</b>	\$148,906	<b>Court/Probation Net (Revenue)</b>	(\$21,929)	<b>Court/Probation Net Expense</b>	\$1,674
Prosecutor	\$180,000	Prosecutor	\$142,669	Prosecutor	\$68,804
Public Defense	\$218,400	Public Defense	\$127,627	Public Defense	\$25,440
Jail	\$372,936	Jail	\$427,687	Jail	\$92,227
<b>Total Net Cost</b>	<u><b>\$915,242</b></u>	<b>Total Net Cost</b>	<u><b>\$676,054</b></u>	<b>Total Net Cost</b>	<u><b>\$188,145</b></u>
<b>Per Misdemeanor Cost</b>	<b>\$1,384.63</b>	<b>Per Misdemeanor Cost</b>	<b>\$1,307.65</b>	<b>Per Misdemeanor Cost</b>	<b>\$1,198.38</b>

# Estimated Future Costs

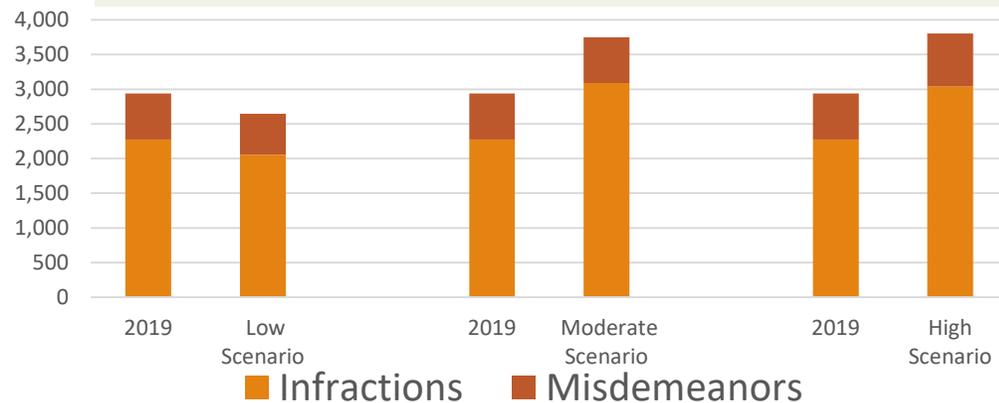
## ASSUMPTIONS FOR 2026

Low Growth – Case load down by 10%

Moderate Growth – Case load

High Growth – Case load up by 30%

2026 Monroe Court Caseload Forecast Scenarios



## Monroe Stand Alone Municipal Court Forecast Assuming Building Block Staffing Scenario

	Base Year	Low 2026	Moderate 2026	High 2026
<b>Court/Probation Revenue</b>				
Fines and Fee Revenue	\$240,290	\$240,752	\$240,752	\$274,126
Probation Fee Revenue	\$17,076	\$17,076	\$17,076	\$17,185
<b>Total Revenue</b>	<b>\$257,366</b>	<b>\$257,828</b>	<b>\$257,828</b>	<b>\$291,311</b>
<b>Court Costs</b>				
Personnel - Judicial Officers	\$75,246	\$75,246	\$75,246	\$75,246
Personnel - Court Operations	\$279,287	\$279,287	\$297,715	\$301,312
Personnel - Probation	\$0	\$0	\$75,600	\$75,600
Program Operating Costs	\$18,118	\$18,118	\$18,118	\$21,743
IT and Facilities Operating - Court	\$33,621	\$33,621	\$44,621	\$44,621
<b>Total Costs</b>	<b>\$406,272</b>	<b>\$406,272</b>	<b>\$511,300</b>	<b>\$518,522</b>

**Court Net Revenue (Expense)**      **(\$148,906)**      **(\$148,444)**      **(\$253,472)**      **(\$227,211)**

Average Per Case Cost      \$138      \$154      \$136      \$136

## Court and Associated Programs

	Base	Low 2026	Moderate 2026	High 2026
Court/Probation Net Expense	\$148,906	\$148,444	\$253,472	\$227,211
Prosecutor	\$180,000	\$160,121	\$179,183	\$208,048
Public Defense	\$213,400	\$188,866	\$214,562	\$245,397
Jail	\$372,936	\$331,749	\$371,243	\$431,049
<b>Total Net Cost</b>	<b>\$915,242</b>	<b>\$829,180</b>	<b>\$1,018,460</b>	<b>\$1,111,705</b>

**Per Misdemeanor Cost**      **\$1,384.63**      **\$1,410.17**      **\$1,524.64**      **\$1,455.11**

# Costs to Operate Municipal vs. Dist. Court

District Court has the lowest operating cost

The cost difference is significant in the aggregate and per case.

Key reasons for the cost difference:

- County appears to be subsidizing the court with regional CJ taxes and state revenue
- County court staff are paid less

## Monroe Contract with District Court

### Forecast District Court Contract

	Base Year	Low 2026	Moderate 2026	High 2026
<b>Court/Probation Revenue</b>				
Fines and Fee Revenue	\$240,290	\$222,086	\$263,760	\$319,536
Probation Fee Revenue Collected	\$17,076	\$15,240	\$17,018	\$19,812
Probation Fee Revenue Retained by Evergreen	-\$17,076	-\$15,240	-\$17,018	-\$19,812
<b>Total Revenue</b>	<b>\$240,290</b>	<b>\$222,086</b>	<b>\$263,760</b>	<b>\$319,536</b>
<b>Costs</b>				
Evergreen District Court Contract	\$174,402	\$173,955	\$231,226	\$243,077
Direct Non-contract costs	\$9,091	\$8,087	\$9,050	\$10,508
<b>Total Costs</b>	<b>\$183,493</b>	<b>\$182,042</b>	<b>\$240,275</b>	<b>\$253,585</b>
<b>Net Revenue (Expense)</b>	<b>\$56,797</b>	<b>\$40,044</b>	<b>\$23,485</b>	<b>\$65,951</b>
Average Per Case Cost	\$62	\$69	\$64	\$67
<b>Court/Probation Net Revenue</b>	<b>Base Year (\$56,797)</b>	<b>Low 2026 (\$40,044)</b>	<b>Moderate 2026 (\$23,485)</b>	<b>High 2026 (\$65,951)</b>
Prosecutor	\$180,000	\$160,121	\$179,183	\$208,048
Public Defense	\$212,313	\$188,866	\$211,350	\$245,397
Jail	\$372,936	\$331,749	\$371,243	\$431,049
<b>Sub total</b>	<b>\$765,249</b>	<b>\$680,736</b>	<b>\$761,776</b>	<b>\$884,494</b>
<b>Total Net Cost</b>	<b>\$708,453</b>	<b>\$640,692</b>	<b>\$738,291</b>	<b>\$818,542</b>
Per Misd	\$1,072	\$1,090	\$1,122	\$1,071.39

# Cost to Contract with District Court (with filing fees)

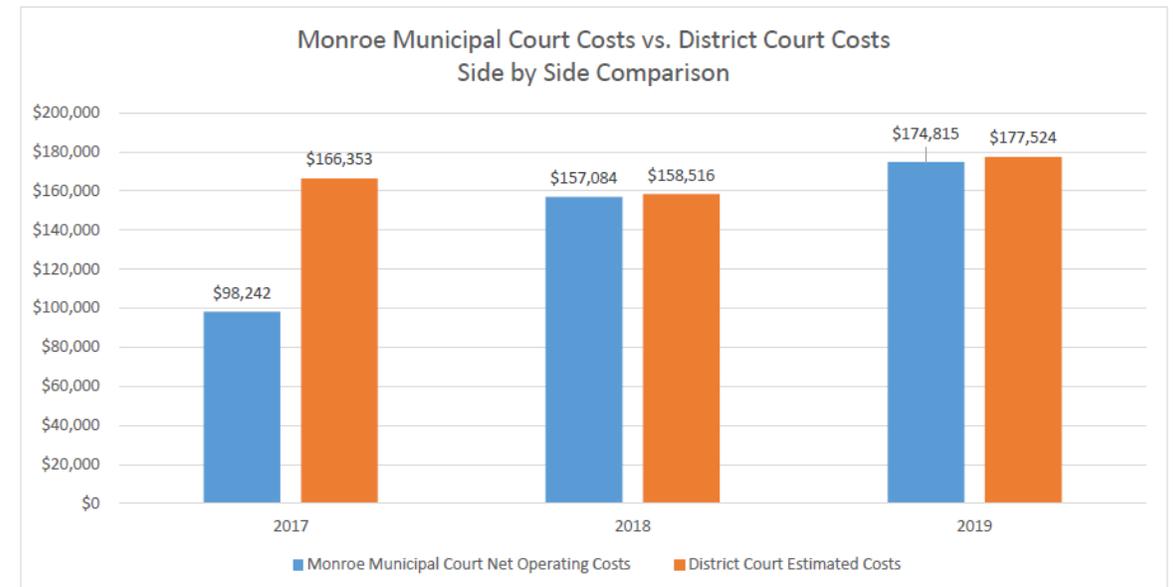
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Expense	2019	2018	2017
Municipal Court Salaries	(\$197,006)	(\$185,320)	(\$171,141)
Municipal Court Benefits	(\$82,236)	(\$78,003)	(\$73,549)
Municipal Judge Salary	(\$63,888)	(\$63,360)	(\$56,500)
Pro Tem Judge Salary	(\$5,550)	(\$1,250)	(\$2,300)
Other Operational Costs	(\$50,848)	(\$39,566)	(\$40,004)
Total Operational Cost	(\$399,528)	(\$367,499)	(\$343,494)
Local Revenue	\$224,713	\$210,415	\$245,252
Adjusted Operational Cost	(\$174,815)	(\$157,084)	(\$98,242)

## District Court Contracted Costs 2019

Expense	2019	2018	2017
Total Incurred Infractions Fees	(\$97,807)	(\$84,642)	(\$112,355)
Total Incurred Criminal Fees	(\$79,717)	(\$73,874)	(\$53,998)
Total Incurred Filing Fees	(\$177,524)	(\$158,516)	(\$166,353)

	2017	2018	2019
Monroe Municipal Court Net Operating Costs	\$98,242	\$157,084	\$174,815
District Court Estimated Costs	\$166,353	\$158,516	\$177,524



# Court Facilities

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# Court Facilities



# Court Facilities

## Monroe's Existing Court Facility:

One courtroom combined with the Council Chambers.

Current staff/judge offices and customer service area have **no additional capacity** and are hemmed in by surrounding uses.

Caseload projections show a **need for additional staff offices, courtroom hours, records and private meeting space** beyond the space that is currently available.

**Some safety and security issues** which should be addressed:

- Separate courtroom entrances for judge, staff
- Video monitoring
- Panic button

**Parking can be over-subscribed** when court is in session; transit access is good.

Technology needs are met, generally. Printer/scanner needed in Courtroom.



# Court Facility Comparison

	Monroe Municipal	Marysville Municipal	Evergreen Dist. Ct.
<b>Current Facility</b>	<ul style="list-style-type: none"> <li>• Court held in Council chambers.</li> <li>• Significant competition for use of Council chambers</li> <li>• Lobby space use combined with other City Hall visitors</li> <li>• Security scan and video equipment must be set up and taken down each day</li> <li>• Security concerns noted by several partners – no video monitor or panic button</li> <li>• Office space for staff and customer area inadequate</li> <li>• Records space inadequate</li> <li>• Police dept. has three short-term holding cells</li> <li>• Parking can overflow</li> </ul>	<ul style="list-style-type: none"> <li>• Dedicated 2-courtroom facility</li> <li>• Security video, panic button in both courtrooms</li> <li>• Video appearance equipment installed</li> <li>• Adjacent jail with holding cells</li> <li>• Adequate customer service and private meeting space for attorneys</li> <li>• Parking adequate</li> </ul> <p><i>New court facility is under construction. Will have similar features.</i></p>	<ul style="list-style-type: none"> <li>• Dedicated 2-courtroom facility</li> <li>• Judge Clough currently hears city cases and will be retiring in 2021 or 2022.</li> <li>• No security video</li> <li>• No panic button in courtroom</li> <li>• No video appearance capacity: video appearances conducted in other divisions of District court</li> <li>• Large customer service area and private meeting space for attorneys</li> <li>• Sultan cases not on dedicated calendars</li> <li>• No holding cells, no adjacent jail</li> <li>• Parking adequate</li> </ul>

# Monroe Court Facility Needs Assessment

- No dedicated facility
- No jury room
- No lobby space
- No permanent security
- No permanent video
- Inadequate office space
- Inadequate records storage
- Inadequate parking

Facility Needs	YES	NO
Dedicated Court Room(s)		X
Jury Room		X
Meeting space for public defender	X	
Dedicated lobby space		X
Permanent security and panic button		X
Video appearance equipment installed		X
Adequate office space		X
Adequate record storage		X
Adequate parking space		X

# Recommended Court Facilities

4,000-5,000 sq. ft.

- one courtroom and customer counter,
- staff and judge offices,
- records storage,
- in-custody defendant access/security, public security

- probation meeting rooms, meeting space for defense attorneys, private meeting space for victims/witnesses/children
- Jury room, adjacent restrooms.
- Adequate parking, ADA access and transit service
- Technology for staff/attorneys and general public, WiFi, printing/scanning equipment, video and audio equipment.
- Lobby and restrooms

✓ From *least* to *most* expensive, here are the Monroe facilities options (rough estimated total project cost):

Facility Options	Total Estimated Cost
Small or Large Portable on City Campus, non-developed location	\$0.75-\$1M plus site prep.
Large Portable on old public works site on City Campus	\$0.75 - \$1M plus demolition
Remodel/Expand Monroe City Hall/Police (Court portion only)	\$1.61M
Replacement Monroe City Hall/Police Combined Building (Court portion only)	\$2.1M
Purchase or Lease of an existing building in Monroe	Unknown

Monroe Facilities Options A-C				Adequate for Monroe with staff/ program additions	Adequacy for Joint Court	When available?	Rough Estimated Cost	Annual Cost (2)
Option	Title	Sq. Ft.	Planned Joint Use Space					
 Option A	Status Quo-- Existing Court Space - Joint Use of Monroe Council Chambers	1,456	Customer Service/waiting area and restrooms; 1,001 sq. ft. Council Chambers and adjacent Conference Room. Off-site records. Existing parking and gravel overflow area.	No	No	2020, however no space for added staff or programs.	\$0	\$0
 Option B	Replacement Monroe City Hall/Police Combined Building	4,200	Shared public restroom; employee break room, records storage; conference rooms and customer service/waiting area. Planned parking. (New dedicated courtroom space)	Yes	Yes	No sooner than 2023	\$2.1 million (court portion of project only)	\$166,308
 Option C	Remodel/ Expand Monroe City Hall/Police	4,200	Shared public restroom; employee break room, records storage; conference rooms and customer service/waiting area. Planned parking. (New dedicated courtroom space).	Yes	Yes	No sooner than 2023	\$1.61 million (court portion of project only)	\$127,500

Monroe Facilities Options D-F				Adequate for Monroe with staff/program additions	Adequacy for Joint Court	When available?	Rough Estimated Cost	Annual Cost (2)
Option	Title	Sq. Ft.	Planned Joint Use Space					
 Option D	Court in Portable -- Existing Monroe City Hall Campus land	2,000 - 5,000	Smaller portable option would house staff and customer service area. Joint use of Council Chambers and adjacent space/parking would continue. Larger portable would house all uses (except parking).	Yes	Yes	No sooner than 2021	5000 sq. ft. portable-- \$750,000 to \$1 million	\$127,284
 Option E	Court in Portable -- Old Monroe Public Works Bldg. Location	4,000 - 5,000	All uses except parking.  (Note: new construction on this site is part of options B and C)	Yes	Yes	No sooner than 2021	5,000 sq. ft. portable— \$750,000 to \$1 million (Requires demolition of existing unused structure.)	\$178,188
 Option F	Acquire an existing building in Monroe	4,000 to 6,000	Space for all court uses and parking; a portion of space may be re-purposed for other city uses or leased.	Yes	Yes	Now or after needed modifications	Unknown	NA

# Technology

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The court website offers limited information and self-help services.

There are no automated on-line or phone services for customer payments.

The court **does use video** appearance with jail.

## Technology Recommendations

- Contact information for court, hours, court calendar are all online
- Fines and penalties can be paid online, by phone or mail.
- Infraction payments, mitigation, contest can be submitted online
- Can request court records online
- Can watch court proceedings live online
- Can download many court forms online
- Public defender information available
- Jury duty information available

# Other Recommendations

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Periodically convene stakeholders to develop problem solving plans for people who frequently use court services.

Try to access Mental Health Court at Snohomish County or Marysville Court

Work to expand access to mental health services

Evaluate electronic monitoring

# Alternatives

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# Monroe Option 1: Contract with Evergreen District Court

Advantages for Monroe	Disadvantages for Monroe
<ul style="list-style-type: none"> <li>• Least cost option.</li> <li>• Evergreen provides probation services at no cost to city</li> <li>• Court location is in Monroe very near City Hall</li> <li>• Reduce confusion with only one local court in the City</li> <li>• No need to add staffing, services</li> <li>• No need for additional court facilities</li> <li>• Better online services</li> <li>• Jail sentencing practice of current judges similar to Monroe</li> </ul>	<ul style="list-style-type: none"> <li>• Less local control -- No ability to hire/fire judge, control court procedures or costs</li> <li>• Less continuity in terms of judges for Monroe cases (video appearance are heard by judges in Everett, South Divisions)</li> <li>• Potentially less judicial engagement on building new cross-system interventions to address Monroe’s criminal justice issues</li> <li>• County collects revenue per case at a somewhat lower rate and has a modestly higher number of hearings per misdemeanor</li> </ul>
<p><b>Potential Advantages:</b></p>	<p><b>Potential Disadvantages:</b></p>
<ul style="list-style-type: none"> <li>• <i>Could seek access to County mental health county regional tax</i></li> <li>• <i>Could seek access to regional relicensing program (currently under discussion, not yet launched) to handle some DWLS3 cases</i></li> <li>• <i>Enhanced leverage if negotiating with other cities</i></li> <li>• <i>Could retain Traffic Violation Bureau to enhance fine collection.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>County could elect to close Evergreen Division and hold all cases in Everett (previously studied by County, but currently not an active conversation)</i></li> </ul>

# Monroe Option 2: Adjust Municipal Court Offerings/Staffing to Stabilize and Improve Service, but Don't Extend Services to Other Cities

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Maintain local control over costs, judge selection, court procedures</li> <li>• Improves service levels for customers over status quo; court becomes sustainable.</li> <li>• Can maintain focus on bringing together in-city resources/agencies to address homeless population or specific high-volume crimes.</li> <li>• Retains consistency in judicial oversight of cases/offenders.</li> <li>• Can implement small community/diversion court calendars unique to Monroe's needs</li> </ul>	<ul style="list-style-type: none"> <li>• More expensive than Evergreen Court</li> <li>• Opportunities for economies of scale not taken</li> <li>• Loss of direct access to the advantages of regional revenue support for criminal justice programs and services.</li> <li>• Loss of direct access to mature Probation treatment programs and services</li> <li>• Requires facility and modest technology investments</li> <li>• Community/diversion court services would need to be funded and implemented by county</li> </ul>
<b>Potential Advantages</b>	<b>Potential Disadvantages</b>
<ul style="list-style-type: none"> <li>• <i>Could seek access to County or Marysville mental health revenues, courts and/or probation services through small contracts (rather than recreate)</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Loss of access to potential future County Mental Health court services funded by regional/state revenue</i></li> </ul>

# Recommendations

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# Recommendations

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## Court Services

- Preserve control of court services
- Judicial philosophy
- Enforcement of quality of life issues
- Customer service

## Staffing

- Improve levels of service to match Marysville and Evergreen District Court
- Add .25 FTE court specialist
- Add a probations officer
- Continue to fund embedded social workers (PD and defense)

## Technology

- Add automated phone and Internet payments to website for 24/7 services (working on this now)

## Facilities

- Secure or construct adequate facilities

## Additional Recommendations

- Wrap around services for high volume offenders
- Evaluate diversion court options
- Evaluate public defender costs and contract

# Recommendations

	Description	2020	2021	2023	2024	2025
Municipal Court Operations	Control judicial philosophy Manage criminal justice costs	\$406,272	\$446,900	\$491,590	\$540,750	\$592,040
Probations Officer 1 FTE w/ benefits	Hold offenders accountable; reduce recidivism		\$125,000	\$125,000	\$125,000	\$125,000
Court Clerk .25 FTE	Assist with records management Provide customer service during court Provide back-up for sick/vacation days	\$0	\$0	\$0	\$0	\$0
Technology	Pay by phone and on-line Add forms	\$3,500 (CARES)	\$0	\$0	\$0	\$0
<b>Subtotal Ops</b>		<b>\$409,722</b>	<b>\$571,900</b>	<b>\$616,590</b>	<b>\$665,750</b>	<b>\$717,040</b>
Court Facility	Include with city hall design/const. Court room, jury room, restroom, office space, interview room, safety features, AV eqmpt.	\$0	\$250,000	\$250,000	\$1,000,000	\$1,000,000



# MONROE CITY COUNCIL

## Agenda Bill No. 20-145

<b>SUBJECT:</b>	<b>Draft 2021 Strategic Priorities and 2021-2026 Strategic Plan</b>
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<b>DATE:</b>	<b>DEPT:</b>	<b>CONTACT:</b>	<b>PRESENTER:</b>	<b>ITEM:</b>
09/15/2020	Administration	Deborah Knight	Deborah Knight	Discussion Item #2

**Discussion:** 09/15/2020

- Attachments:**
1. Draft 2021-2026 Strategic Priorities
  2. 2020-2025 Strategic Priorities
  3. Comprehensive Plan Vision Statement and Goals
  4. Economic Development Advisory Board Recommendations

**REQUESTED ACTION:** Discuss the Draft 2021-2026 Strategic Priorities and provide direction to the Mayor and City Staff on proposed priorities.

### **POLICY CONSIDERATION**

*As the legislative branch of local government, the City Council has a responsibility to prepare the organization for the future by identifying the community's long-range priorities; adopting goals to achieve those priorities; and providing the funding necessary to achieve the goals.*

*In 2018, the City Council adopted the 2018-2023 Strategic Plan with the intent of adjusting the Strategic Plan during the annual budget process. The City has accomplished many of the 2018 strategic goals. Efforts to complete many of the 2020-2025 Strategic Priorities (Attachment 2) are well underway.*

*The policy question for the City Council is what changes are needed to update the Strategic Priorities to meet the community's long-range goals?*

### **DESCRIPTION/BACKGROUND**

Mayor Thomas and the City Council recognized the need to develop a six-year strategic plan during development of the 2018 budget to help prioritize and guide completion of the community's long-range goals.

#### 2020 Strategic Priorities

The 2020 budget identified six strategic priorities: 1) Safe and Secure; 2) Economic Development; 3) Manage Growth; 4) Utilities and Transportation; 5) Community Culture; and 6) Good Government.

Specific projects are listed under each strategic priority. The 2020-2025 strategic priorities are based on previous planning efforts including the Comprehensive Plan, Economic Development Plan, and Downtown Revitalization Plan.

#### Proposed Changes to the Strategic Priorities

For the 2021-2026 Strategic Priorities, Mayor Thomas and City Staff recommend removing two priorities:

- 191<sup>st</sup> Street Extension
- Community Center



## MONROE CITY COUNCIL

### *Agenda Bill No. 20-145*

And adding the following projects:

- Establish probations division in Monroe Municipal Court
- Support community resource center and temporary shelter
- Seek police department accreditation
- Complete police department workload assessment
- Evaluate police department shooting range
- Evaluate a voter approved park bond

#### 2021-2026 Strategic Plan

The Six-Year Strategic Plan prioritizes and organizes the strategic priorities based on consensus with an observable and trackable timeline. In this way, the Six-Year Strategic Plan guides near-term progress towards achieving Monroe's long-term vision. The strategic plan serves as the tool to prioritize initiatives, resources, goals, and department operations and projects.

The connection between the strategic plan and the City's financial resources, as outlined in the Six-Year Financial Forecast, ensures a strong link between long-range comprehensive planning, mid-range strategic planning, and short-term implementation decisions included in the annual budget and reflected in department work plans.

The Six-Year Strategic Plan is intended to be a "living" document. The recommendation is to review and adjust the strategic plan during the annual budget process. A planned annual review allows the Mayor and City Council to recognize achievements and adjust priorities based on changing needs.

Council feedback will be incorporated into the 2021-2026 Strategic Plan and presented to the City Council as a part of the annual budget.

#### **FISCAL IMPACTS**

The draft strategic plan calls for investments in public safety, financial sustainability, City parks, neighborhoods, facilities, and infrastructure.

While many of the actions called for in the 2021-2026 Strategic Plan can be accomplished using existing City resources, some proposed actions will require the City Council and community to weigh the benefits of actions with the increased financial resources needed to support improvements to City services and investments in capital projects identified in the plan.

Potential fiscal impacts include voter approved sales tax for the Transportation Benefit District; bond and levy measures to support parks and facilities; and utility rate changes to fund priority City services.

The 2021-2026 Strategic Plan shows the logical progression of multi-year projects from early planning, funding, design, and construction.

For example, previous six-year plans included interim improvements to the City Council Chambers (2018), and an evaluation of existing campus structures (2019). The 2021-2026 Plan includes funding to design a new council chambers/court facility (2021) and remodel or construction of new campus facilities in 2022-2023.



## MONROE CITY COUNCIL

### *Agenda Bill No. 20-145*

Funding for multi-year projects will be incorporated into the Six-Year Financial Forecast for General Fund, Streets, and Utilities along with other project priorities to ensure the City's long-range fiscal health.

#### **TIME CONSTRAINTS**

The proposal is to get City Council input on the 2021-2026 Strategic Plan as the starting point for discussing City Council priorities.

The Council's priorities will be considered in preparing the Mayor's 2021 Recommended Budget. A final strategic plan will be presented to the City Council for approval with the annual budget.

#### **RECOMMENDATION**

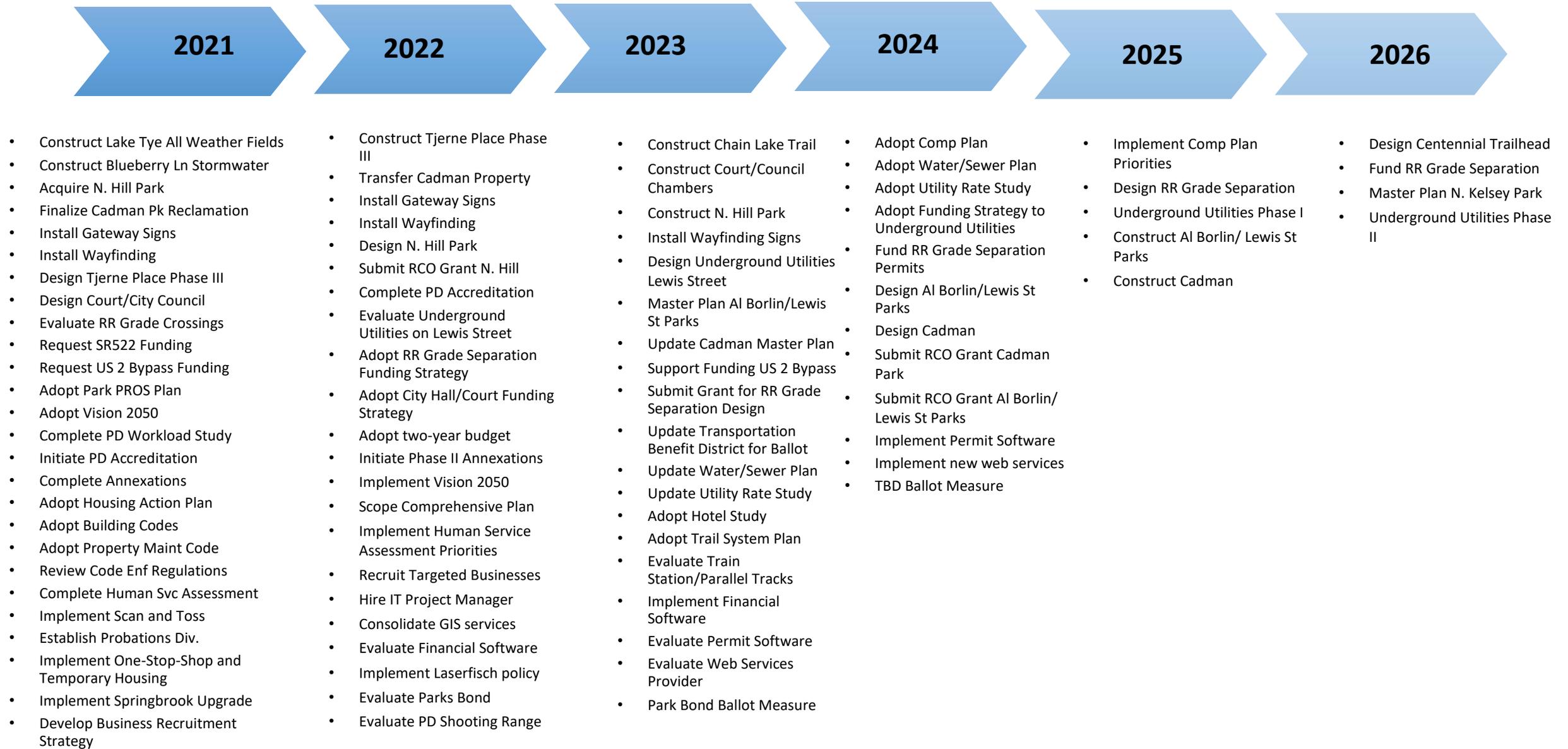
1. Review the Draft 6-Year Strategic Plan (Attachment 1).
2. Provide direction to the Mayor and City Staff on the proposed priorities.

#### **ALTERNATIVES**

The City Council has a number of alternatives to consider:

1. Review the process to adopt a Six-Year Strategic Plan and provide direction to the Mayor and Staff on City Council priority projects. This alternative indicates the City Council supports the proposed Six-Year Strategic Plan to implement the City's vision and guide the 2021 Budget.
2. Review the strategic planning process and Draft Six-year Strategic Plan. Provide direction to the Mayor and Staff regarding areas of concern. This alternative indicates the City council has questions or concerns that need to be addressed before supporting a six-year strategic plan.
3. Review the Draft Six-Year Strategic Plan. Discuss whether to revisit the City's core values, vision, and mission before adopting a strategic plan. This alternative indicates the City Council would like to spend additional time aligning the strategic plan with the City's core values before completing a strategic planning process.

## City of Monroe 2021-2026 Strategic Priorities



# City of Monroe 2021-2026 Strategic Priorities

## Safe and Secure

Establish and maintain a safe, secure environment in Monroe for residents, businesses, and visitors

- Implement IVR and web pay portal for Municipal Court
- [Establish Probations Division](#)
- [Support Community Resource Center and Temporary Shelter](#)
- [Seek Police Dept Accreditation](#)
- [Complete Police Dept Workload Assessment](#)
- [Evaluate PD Shooting Range](#)
- Review Code Enforcement Regulations
- Cross-train staff in Emergency Mngt Procedures

## Economic Development

Growth as a regional center and destination, providing employment opportunities while sustaining a balanced, diverse, resilient economy for Monroe

- Tourism, Promotion and Marketing
- Develop Business Recruitment, Retention and Expansion Plan
- Install Gateway/ Wayfinding signs
- Update Economic Development website
- Sell North Kelsey property
- Evaluate Underground Utilities on Lewis Street

## Manage Growth

Provide for and appropriately locate the types, quality, and quantities of development in Monroe to assure land use compatibility, enhance neighborhood character, and facilitate the city's longer term sustainability

- Revisit city vision, mission and values
- Update the 20-year Comprehensive Plan
- Adopt International Building Code
- Evaluate property maintenance code
- Adopt Housing Action Plan
- Annex (Incorporate) Urban Growth Area

## Utilities and transportation

Provide and promote both utility and transportation infrastructure that coincide with need, growth, and long-term objectives

- Advocate for SR522 Construction Funding
- Support US 2 Bypass & Corridor Study
- Construct Blueberry Ln Stormwater
- Construct Tjerne Place Phase II
- ~~191<sup>st</sup> Street~~
- Pursue Quiet train designation
- Evaluate RR Grade Separation
- Update Water/Sewer Plan
- Expand Transit Service in Monroe
- Renew Transportation Benefit District sales tax

## Community Culture

Provide parks and civic facilities, recreational opportunities, and arts and cultural activities on pace with need, growth and long-term objectives

- Construct Lake Tye All-Weather Fields
- Finalize Cadman Reclamation
- Develop Cadman Park
- Purchase and Develop North Hill Park
- Extend Centennial Trail to Monroe
- Invest in Pubic Art
- Update Parks Plan
- Al Borlin/ Lewis Street Master Plan
- Fund Trails Plan
- ~~Community Center~~
- Develop Festival Lot
- Construct Chain Lake Trail
- Fund N. Kelsey Park
- [Evaluate Voter Approved Park Bond](#)

## Good Government

Manage city resources to meet or exceed public expectations, invest in taxpayer owned assets, and invest in technology to improve efficiency and effectiveness

- Design Court and Council Chamber
- Remodel Police Station and City Hall
- Implement Scan and Toss Policy
- Implement Laserfische Document Management
- Update Utility Rate Studies
- Implement Springbrook Upgrade/ new modules
- Evaluate Financial Software package
- Evaluate Building Permit Software
- Install security cameras
- Recruit and retain a skilled and diverse workforce

# Strategic Priorities

<p><b>Safe and Secure</b> Establish and maintain a safe, secure environment in Monroe for residents, businesses, and visitors</p>	<p><b>Economic Development</b> Growth as a regional center and destination, providing employment opportunities while sustaining a balanced, diverse, resilient economy for Monroe</p>	<p><b>Manage Growth</b> Provide for and appropriately locate the types, quality, and quantities of development in Monroe to assure land use compatibility, enhance neighborhood character, and facilitate the city's longer term sustainability</p>	<p><b>Utilities and Transportation</b></p>	<p><b>Parks and Recreation</b> <u>Place Making</u> <u>Community Culture</u></p>	<p><b>Good Government</b></p>
<ul style="list-style-type: none"> <li>• Court strategic plan</li> <li>• Homelessness/ Addiction strategic plan</li> <li>• Community Resource Center</li> <li>• Police Dept Assessment</li> <li>• Smart City</li> <li>• Code Enforcement</li> <li>• Emergency Management</li> </ul>	<ul style="list-style-type: none"> <li>• Implement Economic development priorities</li> <li>• Gateway/Wayfinding signs</li> <li>• Underground Utilities                             <ul style="list-style-type: none"> <li>• Hotel Study</li> <li>• Festival Lot</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Vision 2050</li> <li>• Implement Economic development priorities</li> <li>• Update development regulations</li> <li>• Affordable housing strategic plan</li> <li>• Annex UGA (Incorporate)</li> </ul>	<ul style="list-style-type: none"> <li>• SR522 funding</li> <li>• US 2 Bypass</li> <li>• Blueberry Ln</li> <li>• Tjerne Place</li> <li>• 191<sup>st</sup> Street</li> <li>• Quiet train designation</li> <li>• RR Grade Separation</li> <li>• Water/Sewer Plan updates</li> <li>• SVT Transit</li> </ul>	<ul style="list-style-type: none"> <li>• Lake Tye Park</li> <li>• Cadman Reclamation</li> <li>• Cadman Park</li> <li>• North Hill Park</li> <li>• Centennial Trail</li> <li>• Downtown Art</li> <li>• Update Parks Plan</li> <li>• Al Borlin/ Lewis Street Master Plan</li> <li>• Trails Plan</li> <li>• Update Parks Plan</li> <li>• Community Center</li> <li>• Festival Lot</li> <li>• Chain Lake Trail</li> <li>• N. Kelsey Park</li> <li>• Stage (Bathrooms)</li> </ul>	<ul style="list-style-type: none"> <li>• City Campus Facilities rpt</li> <li>• City Campus Remodel</li> <li>• Document Management</li> <li>• N. Kelsey Debt Payment</li> <li>• Parks and Street funding</li> <li>• Utility Rate Studies</li> <li>• Evaluate Staffing Needs</li> <li>• IT Strategic Plan</li> <li>• Smart City</li> <li>• Diversity</li> <li>• Springbook upgrade/modules</li> </ul>

# Strategic Plan 2020-2025



- Lake Tye All Weather Fields Construct
- N. Kelsey Debt Payment
- SR522 Design
- Design Tjerne Place Phase III
- City Campus Design
- RCO Grant N. Hill
- Acquire N. Hill Park
- RR Crossings Evaluation
- Design Wayfinding Signs/Select Locations
- Install Gateway Signs
- Voter Approved Park Bond/Levy
- Implement Homelessness/Addiction Strategic Plan (\$)
- Authorize two-year budget
- Implement IT Strategic Plan
- Implement EDAB Recommendations
  - Prioritize Annexations
  - Update Park Plan
  - Finalize Vision 2050
  - Evaluate Staffing Needs
  - SR522 Funding Request
  - Tjerne Pl. Phase III Grant
  - City Hall Facilities Report
  - Cadman Pk Reclamation
  - Cadman Property Transfer
  - Smart City
  - Park Wayfinding/Gateway Signs
  - Records Management Phase II
  - Recoding by Gender Bias
  - Monroe Court Assessment

- US 2 Bypass Funding Strategy
- City Hall/Court bond
- Centennial Trailhead Acquisition
- N. Hill Park Design
- Adopt Park Plan
- Al Borlin/Lewis St Parks
- Master Plan
- Train Station/Parallel Tracks
- Hotel Study
- Adopt two-year budget
- RR Grade Separation Strategy
- Install Wayfinding Signs
- Design/Construct Voter Approved Park Projects
- Initiate Annexations
- Water/Sewer Plan Update
- Utility Rate Studies
- Scope Comprehensive Plan
- Implement Vision 2050

- US 2 Bypass Funding Request
- Court/Council Chambers Construction
- N. Hill RCO Grant
- Centennial Trailhead
- Design
- Al Borlin/Lewis St Parks RCO Grant
- Funding for RR Grade Separation Design
- Evaluate Cost to Underground Utilities Downtown
- Install Wayfinding Signs
- Update Transportation Benefit District for Ballot
- Design/Construct Voter Approved Park Projects
- RCO Grant Cadman
- Cadman Construct

- N. Hill Park Construct
- Centennial Trailhead Construct
- Al Borlin/Lewis St Parks Construct
- Adopt Comp Plan
- Citywide paved multi-use & on-street bicycle accommodations
- Funding RR Grade Separation Permits
- Funding Strategy to Underground Utilities
- TBD Ballot Measure

- Implement Comp Plan Priorities
- Funding RR Grade Separation
- Underground Utilities Phase I

FINAL 12/10/2019

## Goals, Policies & Actions

The following pages present the goal, policy and actions developed for the City of Monroe Comprehensive Plan. Additional information on implementation of action items is contained in Chapter 10.

For purposes of this document, the terms "Goal", "Policy", and "Action" are defined as follows:

- **Goal** - *Broad statements indicating a general aim or purpose to be achieved. A goal is a direction setter. It is an ideal future end, condition, or state related to the public health, safety, or general welfare toward which planning and implementation measures are directed. A goal is a general expression of community values and, therefore, is abstract in nature. Consequently, a goal is generally not quantifiable, time-dependent, or suggestive of specific actions for its achievement.*
- **Policy** - *A policy is a topic-specific statement providing guidelines for current and future decision-making. It indicates a clear commitment of the local legislative body. A policy is an extension of a plan's goals, reflecting topical nuance as well as an assessment of conditions.*
- **Action** - *Actions are budgetable steps envisioned or undertaken to effectuate plan policy. Actions may include the development of more detailed and localized plans, work to implement policies, formal agreements, regulations or other strategies necessary to realize community goals. Not every policy is supported by an Action. Certain policies reflect direction and expectations.*

## Reading the Goals, Policies & Action Tables

All of the goals and policies are numbered sequentially. The ordering of these goals and policies is in no way intended to imply City priority or relative importance. This matrix was developed based on existing comprehensive plan policies and actions, associated planning documents such as the 2008 Downtown Master Plan, and from input offered by community participants, elected and appointed official input and staff input.

Descriptive text below each goal is provided for the purpose of describing intent and indicating how it implements the community vision; it does not amend or replace any of the adopted goals. Policies are listed under the goal they most closely implement. The column titled "Additional Policy Reference" indicates a policy that is repeated under another goal, the policy number is included for reference. The eight columns on the right are typical Growth Management Act chapter titles; an "x" in one of these columns indicate which element is most relevant to that policy. Finally, the action items both in the table below and in Chapter 10 list those policies they help implement.

## Goal 1: Establish and maintain a safe, secure environment in Monroe for residents, businesses and visitors



Maintaining public safety and protecting property underpin nearly all governmental activities. This goal articulates Monroe's pledge to promote high standards in police and fire protection, maintain safe public facilities and infrastructure, and strive to minimize risk to life and property.

Policies	Additional Policy Reference	Chapters							
		Land use	Transportation	Economic Development	Housing	Parks & Recreation	Capital Facilities	Natural Environment	Shorelines
<b>P.001</b>	Enhance street and pedestrian connections between the Highway 2/North Kelsey commercial district and downtown.	P.058, P.122, P.218		x				x	
<b>P.002</b>	Implement code enforcement programs and promote ongoing repair and maintenance of buildings.				x		x	x	
<b>P.003</b>	Separate vehicle lanes from sidewalks through the use of landscape strips, stormwater management systems or on-street parking.	P.137		x			x	x	
<b>P.004</b>	Design Streets with scaled lighting along sidewalks and median strips.	P.138		x			x		
<b>P.005</b>	Promote calming of traffic on non-arterial streets.	P.139		x			x		
<b>P.006</b>	Request that public transit providers construct passenger shelters at all bus stops.			x			x		
<b>P.007</b>	Promote features that facilitate safer crossings for pedestrians and bicyclists where need has been identified.	P.143		x			x		
<b>P.008</b>	Improve pedestrian safety and freight mobility at US 2 and Frylands Boulevard.			x	x		x		
<b>P.009</b>	Promote building setbacks from significant slopes to maintain slope stability and reduce the need for engineered approaches.		x				x	x	

Policies		Additional Policy Reference	Chapters							
			Land use	Transportation	Economic Development	Housing	Parks & Recreation	Capital Facilities	Natural Environment	Shorelines
<b>P.010</b>	Manage land use development to reduce downstream urban flooding.		X	X				X	X	X
<b>P.011</b>	Require special site plan review of proposed development in geological and flood hazard areas. Evaluate alternative development options where determined necessary.		X		X			X	X	
<b>P.012</b>	Review and update building and development codes on an ongoing basis, incorporating the best and latest standards for development in critical areas.	P.104	X						X	X
<b>P.013</b>	Review and update wellhead protection regulations to protect private wells, consistent with the requirements of the Washington Administrative Code and Growth Management Act			X				X	X	
<b>P.014</b>	Establish a maximum number of units that can be served by a single traffic outlet.	P.154	X			X				
<b>P.015</b>	Coordinate and develop level of service (LOS) standards consistent with other entities that provide police and fire services within the Monroe planning area.			X			X	X		
<b>P.016</b>	Maintain park use rules and regulations that support public access and safety, environmental protection, and protection of park resources and assets.	P.187					X			
<b>P.017</b>	Include "Americans with Disabilities Act" compliant access in the design of all new public facilities. Modify existing facilities where readily achievable.	P.195					X			
<b>P.018</b>	Maintain parkland, facilities and open space areas in a manner that: <ul style="list-style-type: none"> <li>▪ Preserves natural habitat</li> <li>▪ Promotes community pride</li> <li>▪ Exhibits cleanliness and security</li> <li>▪ Reduces or mitigates public liability</li> </ul>	P.053, P.200	X		X	X	X	X		
<b>P.019</b>	Develop and maintain an emergency response plan and other related policies to assure continued public safety and quality of life.				X			X	X	
<b>P.020</b>	Maintain eligibility for Federal Hazard Mitigation Grants		X					X	X	X

## Policies

	Additional Policy Reference	Chapters							
		Land use	Transportation	Economic Development	Housing	Parks & Recreation	Capital Facilities	Natural Environment	Shorelines
<b>P.021</b>	Participate in the National Flood Insurance Program Community Rating System	x						x	x
<b>P.022</b>	Encourage BNSF to have trains pass each other in such a manner as to minimize the amount of time crossings are blocked in the City of Monroe.		x	x					
<b>P.023</b>	Prioritize code enforcement on drug houses, unsafe areas, and property maintenance.	x							
<b>P.024</b>	Support Fire District in efforts to develop additional facilities that will enhance emergency services and public safety throughout the city, especially north of the BNSF railroad tracks.	x	x				x		
<b>P.025</b>	Ensure that natural hazard mitigation planning considers the transportation system including the restoration of transportation systems in case of disaster.		x						

*Goal 2: Manage Monroe’s environment and natural resources, supporting the health, safety, welfare, recreational needs and economic well-being of current and future generations.*



*Clean water and air, access to healthy food supplies, and responsible waste disposal are essential components of urban life. This goal focuses on conserving Monroe’s natural resources, serving current and future needs. Monroe’s natural setting, seen in undeveloped shoreline areas, hillsides, mountain views and surrounding agricultural lands is one of its most valuable assets.*

Policies	Additional Policy Reference	Chapters							
		Land use	Transportation	Economic Development	Housing	Parks & Recreation	Capital Facilities	Natural Environment	Shorelines
<b>P.026</b>	Minimize noise generated by transportation, construction and commerce near residential areas using current technology and engineering practices.		x				x	x	
<b>P.027</b>	Promote resource and energy-efficient housing design and construction methods.				x			x	
<b>P.028</b>	Promote new commercial landscaping consist of native, evergreen species requiring minimal water and maintenance. Encourage similar residential practices.					x	x	x	
<b>P.029</b>	Promote the retention of trees during public works projects, providing it does not impair project safety, structural integrity or design function.						x	x	
<b>P.030</b>	Incentivize minimal site grading and minimal tree removal, providing it does not impair project safety, structural integrity or design function.						x	x	
<b>P.031</b>	Promote alternative modes of transportation.		x			x	x	x	

		Chapters							
		Land use	Transportation	Economic Development	Housing	Parks & Recreation	Capital Facilities	Natural Environment	Shorelines
<b>P.032</b>	Coordinate transportation planning with regional trail network plans, enabling future connections to projects including the Centennial Trail and the Stevens Pass Greenway.	P.147, P.175	X	X	X		X	X	X
<b>P.033</b>	Encourage street design that provides localized stormwater management, reducing the need for stormwater collection and remote treatment.			X		X	X	X	X
<b>P.034</b>	Stimulate economic development and tourism through natural resource preservation and enhancement.	P.075	X		X	X	X	X	X
<b>P.035</b>	Recognize, plan for and actively promote the Skykomish River and Woods Creek and associated shorelines as an important part of Monroe's economic development strategy.		X		X	X		X	X
<b>P.036</b>	Preserve open spaces through techniques such as conservation easements and density bonuses.		X			X		X	X
<b>P.037</b>	Protect the functions and values of all critical areas using best available science.						X	X	X
<b>P.038</b>	Maintain regulations and standards supporting Low-Impact Development watershed management techniques.		X	X			X	X	X
<b>P.039</b>	Promote site development and construction practices that minimize impact on natural systems.						X	X	
<b>P.040</b>	Manage surface water areas for multiple use, to include: <ul style="list-style-type: none"> <li>▪ <i>Flood and erosion control</i></li> <li>▪ <i>Wildlife habitat</i></li> <li>▪ <i>Open space</i></li> <li>▪ <i>Recreation</i></li> <li>▪ <i>Groundwater recharge functions</i></li> </ul>		X			X	X	X	X
<b>P.041</b>	Where appropriate, apply mitigation sequencing techniques in management of wetland areas.						X	X	X
<b>P.042</b>	Consider flood control strategies that preserve full function and do not negatively impact adjacent properties when evaluating development proposals.		X			X	X	X	X
<b>P.043</b>	Identify, inventory, classify and protect fish and wildlife habitats, providing special consideration to fish which migrate for spawning.		X					X	X

## Policies

	Additional Policy Reference	Chapters								
		Land use	Transportation	Economic Development	Housing	Parks & Recreation	Capital Facilities	Natural Environment	Shorelines	
<b>P.044</b>	Identify and designate areas where a contiguous system would provide greater benefit than a series of isolated areas, including but not limited to: <ul style="list-style-type: none"> <li>▪ <i>Open space corridors</i></li> <li>▪ <i>Connecting environmentally sensitive areas</i></li> <li>▪ <i>View-sheds</i></li> <li>▪ <i>Recreational and wildlife corridors</i></li> </ul>									
<b>P.045</b>	Participate in regional efforts to recover species listed under the Endangered Species Act through activities including watershed planning and restoration.	x				x	x	x	x	
<b>P.046</b>	Reduce ambient light during nighttime hours through the use of technology and building practices.	x					x	x		
<b>P.047</b>	Encourage utility providers to limit disturbance to land and vegetation within transmission corridors to measures necessary for facility safety and maintenance.						x	x		
<b>P.048</b>	Encourage conservation of resources to delay the need for additional energy, water and other facilities.	x					x	x		
<b>P.049</b>	Allow the incorporation of agricultural lands into City limits only when such incorporation supports: <ul style="list-style-type: none"> <li>▪ <i>Land use needs and goals</i></li> <li>▪ <i>Parks and recreation policies</i></li> <li>▪ <i>Open space policies</i></li> </ul>									
<b>P.050</b>	Develop a parks and open space system that provides for passive and active recreation, protects unique features, and defines and links city neighborhoods.	x	x				x	x	x	x
<b>P.051</b>	Provide environmental education sponsored by the Parks Department or in partnership with other groups, organizations or institutions.						x	x		
<b>P.052</b>	Develop procedures to acquire open space, conservation land, working with public agencies, private sector and conservation groups.									

## Policies

	Additional Policy Reference	Chapters							
		Land use	Transportation	Economic Development	Housing	Parks & Recreation	Capital Facilities	Natural Environment	Shorelines
<b>P.053</b> Maintain parkland, facilities and open space areas in a manner that: <ul style="list-style-type: none"> <li>▪ <i>Preserves natural habitat</i></li> <li>▪ <i>Promotes community pride</i></li> <li>▪ <i>Exhibits cleanliness and security</i></li> <li>▪ <i>Reduces or mitigates public liability</i></li> </ul>	P.018, P.200	X	X		X	X	X	X	
<b>P.054</b> Maintain and enhance access to shorelines, particularly the Skykomish River, Woods Creek, and Lake Tye.	P.211	X	X	X		X		X	X
<b>P.055</b> Improve physical access to the Skykomish River and Woods Creek from the downtown area.	P.212	X		X		X		X	
<b>P.056</b> Maintain natural hydrological functions within ecosystems and watersheds and seek restoration opportunities identified in the Shoreline Master Program.								X	X
<b>P.057</b> Support renewable energy, alternative energy and water reclamation.					X		X	X	

*Goal 3: Grow as a regional center and destination, providing employment opportunities while sustaining a balanced, diverse, resilient economy for Monroe.*



*Residents understand the need to maintain economic diversity while capitalizing on all of Monroe's assets. This goal works to build a diverse and balanced economic base, improve quality of life and commercial assets, and promote fiscal health.*

Policies	Additional Policy Reference	Chapters						
		Land use	Transportation	Economic Development	Housing	Parks & Recreation	Capital Facilities	Natural Environment
<b>P.058</b> Enhance street and pedestrian connections between the Highway 2/North Kelsey commercial district and downtown.	P.001, P.122, P.218		x				x	
<b>P.059</b> Sustain and enhance the Highway 2/North Kelsey commercial area as a local and regional draw, enhancing its range of retail, service and housing options.	P.088, P.109	x	x	x	x		x	
<b>P.060</b> Create gateway features marking entries into key areas of Monroe and improve overall wayfinding using creative signage and urban design solutions.	P.123, P.219		x	x		x	x	
<b>P.061</b> Actively support the creation and ongoing success of business improvement organizations dedicated to downtown and other commercial areas.				x				
<b>P.062</b> Stimulate the long-term growth of Main Street between Kelsey and 179th Avenue as an important service area, and as a mixed-use extension of Downtown vitality.	P.089, P.221	x	x	x	x		x	
<b>P.063</b> Identify and promote the development of neighborhood commercial centers which serve and are compatible with surrounding residential areas, using location criteria and regulations.	P.095	x	x	x	x		x	

		Additional Policy Reference	Chapters							
			Land use	Transportation	Economic Development	Housing	Parks & Recreation	Capital Facilities	Natural Environment	Shorelines
<b>P.064</b>	Implement code enforcement programs and promote ongoing repair and maintenance of commercial and mixed-use buildings.					X		X		
<b>P.065</b>	Identify, preserve, and protect historic, cultural and archaeological resources.	P.097, P.172	X		X					
<b>P.066</b>	Incorporate art features as part of public infrastructure projects in downtown, the North Kelsey area and in parks projects throughout the city.	P.173			X		X	X		
<b>P.067</b>	Encourage preferential parking for carpools and vanpools.			X				X		
<b>P.068</b>	Ensure that the amount of land zoned for business and industrial use is adequate to meet policy objectives and employment forecasts.	P.098	X		X					
<b>P.069</b>	Work with local businesses, business-development agencies, merchants, and residents to identify and address economic development objectives.				X					
<b>P.070</b>	Identify economic sectors within Monroe where opportunity to create additional jobs might exist, and implement strategies to attract such jobs.				X					
<b>P.071</b>	Seek opportunities to boost employment in Monroe in cooperation with but not limited to: <ul style="list-style-type: none"> <li>▪ <i>Everett Community College</i></li> <li>▪ <i>Monroe School District</i></li> <li>▪ <i>Washington State Department of Corrections</i></li> <li>▪ <i>Education and training agencies</i></li> </ul>				X			X		
<b>P.072</b>	Provide a supportive business environment in Monroe.		X		X					
<b>P.073</b>	Identify and promote recreational activities, uses, and opportunities that support local tourism and lodging.	P.176	X		X					
<b>P.074</b>	Promote installation of high-speed telecommunication lines, providing state-of-the-art services to Monroe.				X			X		
<b>P.075</b>	Stimulate economic development and tourism through natural resource preservation and enhancement.	P.034	X		X		X	X	X	X
<b>P.076</b>	Promote redevelopment and infill along the west Main Street corridor, including higher-density residential and mixed-use development.	P.099, P.115	X		X	X		X		

## Policies

	Additional Policy Reference	Chapters							
		Land use	Transportation	Economic Development	Housing	Parks & Recreation	Capital Facilities	Natural Environment	Shorelines
<b>P.077</b>	Stimulate continued development of a health services district and commercial node along 179th Avenue, supporting health-related uses and serving nearby neighborhoods and industrial areas.	P.100	x		x			x	
<b>P.078</b>	Allow home-based occupations and 'cottage industries' if compatible with neighborhoods and adjacent land uses.		x		x	x			
<b>P.079</b>	Evaluate potential alternative uses of FirstAir Field.	P.102	x		x			x	
<b>P.080</b>	Explore opportunities with Snohomish County/ WSDOT to coordinate facility and transportation improvements, corridor beautification and development/redevelopment.	P.150		x	x		x	x	
<b>P.081</b>	Actively promote recreational activities as an important part of Monroe's economic development strategy.		x		x		x	x	x
<b>P.082</b>	Evaluate long-range plans for the Fairgrounds in conjunction with Snohomish County. Determine impact on City services and explore development opportunities that complement uses at the Fairgrounds, the Frylands, and the health services district.		x		x			x	
<b>P.083</b>	Coordinate the Capital Facilities element with economic development policies to help ensure appropriate facilities and services are provided to commercial and industrial lands.				x			x	
<b>P.084</b>	Make City licensing and permitting regulations and procedures coherent, fair and expedient.		x		x			x	
<b>P.085</b>	Coordinate licensing and permitting procedures with inspections by other government agencies, if any, to eliminate duplication of efforts.		x		x			x	
<b>P.086</b>	Consider using special assessment (local improvement districts), revenue and other self-supporting bonds and impact fees instead of tax-supported general obligation bonds.			x	x		x	x	
<b>P.087</b>	Promote the development of new regional draw/destination civic and cultural facilities in Downtown and along the Main Street corridor.	P.223	x		x		x		

*Goal 4: Provide for and appropriately locate the types, quality, and quantities of development in Monroe to assure land use compatibility, enhance neighborhood character, and facilitate the City's long-term sustainability.*



*While the City can't drive growth, it can influence the type and character of development patterns. Residents prize the overall scale and feel of Monroe. This goal works to keep the community safe, active, and compatible with Monroe's character.*

Policies	Additional Policy Reference	Chapters							
		Land use	Transportation	Economic Development	Housing	Parks & Recreation	Capital Facilities	Natural Environment	Shorelines
<b>P.088</b> Sustain and enhance the Highway 2/North Kelsey commercial area as a local and regional draw, enhancing its range of retail, service and housing options.	P.059, P.109	x	x	x	x		x		
<b>P.089</b> Stimulate the long-term growth of Main Street between Kelsey and 179th Avenue as an important service area, and as a mixed-use extension of Downtown vitality.	P.062, P.221	x	x	x	x		x		
<b>P.090</b> Consider alternative approaches to development, such as clustering or lot size policies that support overall density targets without undermining desired land use character.		x			x		x	x	
<b>P.091</b> Where possible, building heights for proposed structures should be compatible with surrounding development or City-adopted plans.		x							
<b>P.092</b> Standardize the orientation of public, commercial and residential structures to the street, with front-yard setbacks minimized to help structures address and 'frame' rights-of-way where appropriate.		x	x				x		

		Additional Policy Reference	Chapters							
			Land use	Transportation	Economic Development	Housing	Parks & Recreation	Capital Facilities	Natural Environment	Shorelines
<b>P.093</b>	Support maintenance and revitalization of older housing to stabilize and beautify existing neighborhoods.	P.110				X				
<b>P.094</b>	Require buffering where new commercial or industrial uses abut residential neighborhoods.		X			X	X			
<b>P.095</b>	Identify and promote the development of neighborhood commercial centers which serve and are compatible with surrounding residential areas, using location criteria and regulations.	P.063	X	X	X	X		X		
<b>P.096</b>	Encourage the provision of higher density housing in close proximity to retail, health-care services, parks, and transportation routes.	P.111	X	X	X	X	X	X		
<b>P.097</b>	Identify, preserve and protect historic, cultural and archaeological resources.	P. 065, P.172	X		X					
<b>P.098</b>	Ensure that the amount of land zoned for business and industrial use is adequate to meet policy objectives and employment forecasts.	P.068	X		X					
<b>P.099</b>	Promote redevelopment and infill along the west Main Street corridor, including higher-density residential and mixed-use development.	P.076, P.115	X		X	X		X		
<b>P.100</b>	Stimulate continued development of a health services district and commercial node along 179th Avenue, supporting health-related uses and serving nearby neighborhoods and industrial areas.	P.077	X		X			X		
<b>P.101</b>	Avoid imposing excessive noise regulations in areas where higher noise levels are normal and necessary for essential activities, and do not create use conflicts or environmental problems.		X							
<b>P.102</b>	Evaluate potential alternative uses of FirstAir Field.	P.079	X		X			X		
<b>P.103</b>	Promote resource and energy-efficient building design and construction methods.		X					X	X	
<b>P.104</b>	Review and update building and development codes on an ongoing basis, incorporating the best and latest standards for development in critical areas.	P.012	X						X	X
<b>P.105</b>	Seek to expand proposed annexations where such expansions help implement policies regarding natural features or open spaces, or would serve to make city boundaries more regular.		X				X		X	

## Policies

	Additional Policy Reference	Chapters							
		Land use	Transportation	Economic Development	Housing	Parks & Recreation	Capital Facilities	Natural Environment	Shorelines
<b>P.106</b>	Require development proponents to mitigate service and utility impacts, ensuring that proportional costs are borne by new development rather than present residents and ratepayers, and that level of service standards are not degraded.		X			X	X		
<b>P.107</b>	Develop and adopt new, or refine existing GMA-compliant impact fees as part of financing public facilities, balancing between impact fees and other sources of public funds.					X	X		
<b>P.108</b>	While First Air Field remains an airport, encourage economic development opportunities and aviation related uses adjacent to airports and promote the efficient mobility of goods and services region-wide consistent with the economic development chapter and the regional transportation strategy.	X	X	X					

## Goal 5: Provide for a wide range of housing types for all Monroe residents.

Monroe is a diverse community with a wide range of incomes and housing needs. This goal works to provide an equally diverse range of housing options.



	Additional Policy Reference	Chapters								
		Land use	Transportation	Economic Development	Housing	Parks & Recreation	Capital Facilities	Natural Environment	Shorelines	
<b>P.109</b>	Sustain and enhance the Highway 2/North Kelsey commercial area as a local and regional draw, enhancing its range of retail, service and housing options.	P.059, P.088	x	x	x	x		x		
<b>P.110</b>	Support maintenance and revitalization of older housing to beautify and help stabilize existing neighborhoods.	P.093				x				
<b>P.111</b>	Encourage the provision of higher density housing in close proximity to retail, health-care services, parks and transportation routes.	P.096	x	x	x	x	x	x		
<b>P.112</b>	Coordinate with non-profit agencies and other groups providing low to moderate-income housing.					x				
<b>P.113</b>	Promote the development of affordable housing,		x			x				
<b>P.114</b>	Promote housing design and construction that enhances community image and fosters compatibility with surrounding development.					x				
<b>P.115</b>	Promote redevelopment and infill along the west Main Street corridor, including higher-density residential and mixed-use development.	P.076, P.099	x		x	x		x		
<b>P.116</b>	Allow increased building heights and density within the Downtown and Al Borlin neighborhoods.	P.224	x		x	x		x		
<b>P.117</b>	Allow the development of Work/Live units within Mixed Use areas and Downtown.	P.225	x		x	x				

## Policies

Additional Policy Reference	Chapters						
	Land use	Transportation	Economic Development	Housing	Parks & Recreation	Capital Facilities	Natural Environment Shorelines
<b>P.118</b> Permit a variety of smaller-sized housing, including cottage housing, manufactured home parks, or other types where compatible with surrounding neighborhoods.				X			
<b>P.119</b> Encourage the development of housing for special needs populations that may include the following: <ul style="list-style-type: none"> <li>▪ <i>integration of universal design standards to assist elderly and other special needs populations to stay in their homes;</i></li> <li>▪ <i>coordination of housing and service providers in serving special needs populations; and</i></li> <li>▪ <i>promoting the development of ongoing operations of supportive housing with appropriate services for people with special needs throughout the county and region.</i></li> </ul>				X			

*Goal 6: Provide and promote both utility and transportation infrastructures that coincide with need, growth, and long-term objectives.*



*All cities require functional, resilient utility and street networks providing for the flow of services, people and materials. This goal works to realize a more connected Monroe, improve crossing conditions at major arterials, and other measures supporting the type of infrastructure that Monroe needs as part of its future.*

	Policies	Additional Policy Reference	Chapters							
			Land use	Transportation	Economic Development	Housing	Parks & Recreation	Capital Facilities	Natural Environment	Shorelines
<b>P.120</b>	Seek investment in streetscape improvements, transportation infrastructure, and public facilities.		x	x	x	x	x	x		
<b>P.121</b>	Promote integration of parking facilities in the downtown area with pedestrian, bicycle and transit circulation.	P.216	x	x				x		
<b>P.122</b>	Enhance street and pedestrian connections between the Highway 2/North Kelsey commercial district and downtown.	P.001, P.058, P.218		x				x		
<b>P.123</b>	Create gateway features marking entries into key areas of Monroe and improve overall wayfinding using creative signage and urban design solutions.	P.060, P.219		x	x		x	x		
<b>P.124</b>	Work with Snohomish County to manage development within the Rural Urban Transition Area (RUTA) to foster a more coordinated approach to the development of infrastructure.		x	x			x	x	x	
<b>P.125</b>	Coordinate with transit providers to establish public transit service in areas of higher density land use and mixed use development.		x	x		x		x		
<b>P.126</b>	Integrate streetscape/art into street design to enhance community character and identity.		x	x		x	x	x	x	

## Policies

	Additional Policy Reference	Chapters						
		Land use	Transportation	Economic Development	Housing	Parks & Recreation	Capital Facilities	Natural Environment
<b>P.127</b>	Require new utility lines be laid underground if possible (Exempt high-voltage transmission lines).						X	
<b>P.128</b>	Design utility facilities with as little negative impact to surrounding aesthetic as possible.						X	
<b>P.129</b>	Seek to improve the appearance of utility corridors through design and maintenance.						X	
<b>P.130</b>	Maintain level of service standards indicated in for highway and non-highway transportation facilities in Monroe.		X			X	X	
<b>P.131</b>	Promote transportation system improvements that support efficient transport of goods and convenient access to businesses.		X	X			X	
<b>P.132</b>	Promote land use patterns that facilitate multi-purpose trips and reduce the quantity and length of trips by single-occupancy vehicles.	X	X				X	X
<b>P.133</b>	Promote standard-scale, grid-style street patterns except where constrained by critical areas.	X	X				X	
<b>P.134</b>	Promote alternative modes of transportation by providing: <ul style="list-style-type: none"> <li>▪ <i>sidewalks</i></li> <li>▪ <i>walking and biking paths</i></li> <li>▪ <i>interconnected street networks</i></li> <li>▪ <i>Improved transit systems.</i></li> </ul>		X	X			X	
<b>P.135</b>	Require new development to include site and building features that support alternative modes of transportation including: walking, bicycle, carpool and transit.	X	X	X		X	X	X
<b>P.136</b>	Develop a street system that encourages the use of local streets as the primary routes from one location in the city to another.		X				X	
<b>P.137</b>	Separate vehicle lanes from sidewalks through the use of landscape strips, stormwater management systems or on-street parking.		X				X	X
<b>P.138</b>	Design Streets with scaled lighting along sidewalks and median strips.	X	X	X				
<b>P.139</b>	Promote calming of traffic on non-arterial streets.		X				X	

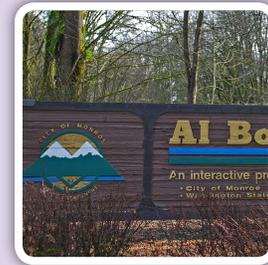
	Policies	Additional Policy Reference	Chapters						
			Land use	Transportation	Economic Development	Housing	Parks & Recreation	Capital Facilities	Natural Environment
<b>P.140</b>	Work with regional transportation agencies to address traffic mitigation and develop system improvement methodologies.			X				X	
<b>P.141</b>	Develop compatible land use strategies and public education programs that encourage public transportation use in cooperation with surrounding communities.		X					X	X
<b>P.142</b>	Request that public transit providers construct passenger shelters at all bus stops			X				X	
<b>P.143</b>	Promote features that facilitate safer crossings for pedestrians and bicyclists where need has been identified.	P.007		X				X	
<b>P.144</b>	Conserve unimproved public rights-of-way to assure availability for future transportation needs, including non-motorized routes connecting neighborhoods, employment, shopping, and transit centers.		X	X			X	X	
<b>P.145</b>	Implement Transportation System Management (TSM) improvements as an economical alternative to traditional capacity-increasing investments.				X			X	X
<b>P.146</b>	Review site plans with transit providers to foster compatibility with public transportation.			X				X	
<b>P.147</b>	Coordinate transportation planning with regional trail network plans, enabling future connections to projects including the Centennial Trail and the Stevens Pass Greenway.	P.032, P.175		X	X		X		
<b>P.148</b>	Design streets that control localized stormwater, reducing the need for stormwater collection and remote treatment.			X			X	X	X
<b>P.149</b>	Work with WSDOT to promote completion of the Phase 1 and 2 portion of the US 2 Bypass in the shortest time period possible.			X	X		X	X	
<b>P.150</b>	Explore opportunities with Snohomish County/ WSDOT to coordinate facility and transportation improvements, corridor beautification and development/redevelopment.	P.080		X	X		X	X	
<b>P.151</b>	Work with WSDOT and Snohomish County, to evaluate opportunities for the creation of a permanent trail along WSDOT-owned lands held for the proposed US 2 bypass.	P.178		X	X		X	X	

	Additional Policy Reference	Chapters							
		Land use	Transportation	Economic Development	Housing	Parks & Recreation	Capital Facilities	Natural Environment	Shorelines
<b>P.152</b>	Encourage improved pedestrian connectivity between the Fryelands industrial parks and residential areas to the south.		X			X	X		
<b>P.153</b>	Work to improve US 2 access to the Fryelands, ranging from lane configurations and signal timing to grade-separated crossings.		X	X			X		
<b>P.154</b>	Establish a maximum number of units that can be served by a single traffic outlet.	P.014	X		X				
<b>P.155</b>	Prioritize the preservation and maintenance of existing facilities over the construction of new ones.	P.182		X		X	X		
<b>P.156</b>	Direct new development to those areas where adequate transportation facilities exist or will be provided as defined in City-adopted facilities plans.		X	X	X	X	X		
<b>P.157</b>	In concert with adjacent jurisdictions and utility providers to help ensure the location of utility facilities is generally consistent with comprehensive plan goals and policies.		X				X		
<b>P.158</b>	Conduct a cost/benefit analysis when considering annexation.		X	X	X	X	X		
<b>P.159</b>	Coordinate and combine the construction of new utility lines and public infrastructure, minimizing disruption and helping reduce the cost of services.			X			X		
<b>P.160</b>	Locate and consolidate new utility systems into existing rights-of-way and easements whenever possible.			X			X		
<b>P.161</b>	Achieve and maintain a balance between capital facilities expenditures and funding capacities, adjusting income, adopted levels of service standards and land use projections as necessary.						X		
<b>P.162</b>	Capital projects that are not included in the six-year Capital Facilities Plan or which are potentially inconsistent with the Comprehensive Plan shall be evaluated prior to their inclusion into the City's annual budget.			X		X	X		

## Policies

	Additional Policy Reference	Chapters						
		Land use	Transportation	Economic Development	Housing	Parks & Recreation	Capital Facilities	Natural Environment Shorelines
<b>P.163</b>	Maintain at least a six-year Capital Facilities Plan to finance needed capital facilities as determined within projected funding capacities, clearly identifying sources of funding for such facilities. The plan should be reviewed annually prior to the city budget process.		x				x	
<b>P.164</b>	Meet periodically with utility providers, ensuring coordination of plans and projects.						x	
<b>P.165</b>	Promote the growth of trails and trail networks within Monroe, facilitating in-town connectivity and ties to regional trail networks.	P.208	x	x	x	x	x	
<b>P.166</b>	Encourage BNSF to have trains pass each other in such a manner as to minimize the amount of time crossings are blocked in the City of Monroe	P.022		x				
<b>P.167</b>	Encourage the development of east/ west corridors.		x	x	x	x	x	
<b>P.168</b>	Use inter-jurisdictional planning to identify goals, policies and development regulations that promote significant regional transportation linkages and multimodal connections between aviation facilities and employment centers.			x				

*Goal 7: Provide parks and civic facilities, recreational opportunities, and arts and cultural activities on pace with need, growth and long-term objectives.*



*Monroe residents value their parks, recreational services, arts and cultural activities, and wish to retain or improve these qualities as the community grows. This goal directs the City to consider parks and recreational needs, the arts, and cultural activities in related plans and actions, including land use decisions, regulatory requirements and budgeting.*

Policies	Additional Policy Reference	Chapters							
		Land use	Transportation	Economic Development	Housing	Parks & Recreation	Capital Facilities	Natural Environment	Shorelines
<b>P.169</b>	Promote investment in parks and civic facilities.	x	x	x	x	x	x		
<b>P.170</b>	Strive to provide an access point to the Skykomish greenbelt at the southern terminus of 179th Avenue.	x	x	x	x	x	x		
<b>P.171</b>	Identify and implement ways that use usable open space and parks to enhance community character and identity.	x	x		x	x	x	x	
<b>P.172</b>	Identify, preserve and protect historic, cultural and archaeological resources.	x		x					
<b>P.173</b>	Incorporate art features as part of public infrastructure projects in downtown, the North Kelsey area and in parks projects throughout the city.			x		x	x		
<b>P.174</b>	Promote the planting of native evergreen species that are low-maintenance in parks and usable open space.					x	x	x	

	Policies	Additional Policy Reference	Chapters							
			Land use	Transportation	Economic Development	Housing	Parks & Recreation	Capital Facilities	Natural Environment	Shorelines
<b>P.175</b>	Coordinate transportation planning with regional trail network plans, enabling future connections to projects including the Centennial Trail and the Stevens Pass Greenway.	P.032, P.147		X	X		X			
<b>P.176</b>	Identify and promote recreational activities, uses, and opportunities that support local tourism and lodging.	P.073	X		X					
<b>P.177</b>	Work with Snohomish County and WSDOT, exploring opportunities for corridor beautification.			X	X		X	X		
<b>P.178</b>	Work with WSDOT and Snohomish County, to evaluate opportunities for the creation of a permanent trail along WSDOT-owned lands held for the proposed US 2 bypass.	P.151		X	X		X	X		
<b>P.179</b>	Preserve usable open spaces through techniques such as conservation easements and density bonuses.		X				X		X	X
<b>P.180</b>	Manage surface water areas for multiple uses, including flood and erosion control, wildlife habitat, usable open space, recreation and groundwater recharge functions.		X				X	X	X	X
<b>P.181</b>	Identify and designate open space corridors connecting environmentally sensitive areas, view-sheds, recreational and wildlife corridors, or other areas where a contiguous system would provide greater benefit than a series of isolated areas.		X				X	X	X	X
<b>P.182</b>	Prioritize the preservation and maintenance of existing facilities over the construction of new ones.	P.155		X			X	X		
<b>P.183</b>	Allow the incorporation of agricultural lands into City limits only when such incorporation supports: <ul style="list-style-type: none"> <li>▪ Land use needs and goals</li> <li>▪ Parks and recreation policies</li> <li>▪ Open space policies</li> </ul>	P.049	X				X		X	
<b>P.184</b>	Encourage the shared use of community facilities such as parks, libraries, and schools.						X	X		
<b>P.185</b>	Develop a parks and usable open space system that provides for passive and active recreation, protects unique features, and defines and links city neighborhoods.		X				X	X	X	X

	Additional Policy Reference	Chapters							
		Land use	Transportation	Economic Development	Housing	Parks & Recreation	Capital Facilities	Natural Environment	Shorelines
<b>P.186</b>	Maintain Level of Service (LOS) standards indicated for provision of open space and parks features.					x			
<b>P.187</b>	Maintain park use rules and regulations that support public access and safety, environmental protection, and protection of park resources and assets.					x			
<b>P.188</b>	Offer recreation programs that utilize the unique resources and variety of facilities provided within Monroe's park, recreation and usable open space system.				x				
<b>P.189</b>	Offer recreation programs that are responsive to population demographics, cultural qualities and growth needs.					x			
<b>P.190</b>	Offer recreation programs and services that are charged as appropriate to recover costs.					x			
<b>P.191</b>	Promote park design and development that is high quality, aesthetically pleasing and sensitive to the opportunities provided by the built and natural environment.					x		x	
<b>P.192</b>	Work to ensure park design conforms to local ordinances and accepted state and national standards for public access, health, safety and welfare.					x			
<b>P.193</b>	Provide appropriate and responsive parks services through specific planning and through coordinated planning with other City of Monroe departments.	x	x	x	x	x	x	x	x
<b>P.194</b>	Provide appropriate and responsive parks services through coordinated planning with related agencies.					x			
<b>P.195</b>	Include "Americans with Disabilities Act" compliant access in the design of all new public facilities. Modify existing facilities where readily achievable.					x			
<b>P.196</b>	Provide for the needs of special populations in park facility planning, design and program services to include but not limited to: <ul style="list-style-type: none"> <li>▪ Economically disadvantaged</li> <li>▪ Physically challenged</li> <li>▪ Developmentally disabled</li> </ul>				x				

## Policies

	Additional Policy Reference	Chapters							
		Land use	Transportation	Economic Development	Housing	Parks & Recreation	Capital Facilities	Natural Environment	Shorelines
<b>P.197</b>	Develop joint recreation programs and participate in joint recreation services with school districts, law enforcement, social agencies other community groups and associations, and surrounding communities or neighborhoods within the local or sub-regional area.					x			
<b>P.198</b>	Promote historical and cultural education through the preservation of historical sites, and through support for events that promote the historic and cultural heritage of the City of Monroe.			x		x			
<b>P.199</b>	Develop procedures to acquire open space, conservation land, working with public agencies, private sector and conservation groups.	x				x		x	
<b>P.200</b>	Maintain parkland, facilities and open space areas in a manner that: <ul style="list-style-type: none"> <li>▪ Preserves natural habitat</li> <li>▪ Promotes community pride</li> <li>▪ Exhibits cleanliness and security</li> <li>▪ Reduces or mitigates public liability</li> </ul>	x		x		x	x	x	x
<b>P.201</b>	Maintain a user fee schedule, identifying charges and monetary policies within public/private agreements that provide for maintenance and recreation services at reasonable costs to the public.						x		
<b>P.202</b>	Maintain an impact and service fee schedule to finance needed parks and recreation projects.					x	x		
<b>P.203</b>	Participate in federal and state loan and grant programs to take full advantage of park and recreation financial assistance.					x			
<b>P.204</b>	Identify land available for exchange, purchase or long-term lease for parks, recreation or usable open space: Sources for such opportunities are: <ul style="list-style-type: none"> <li>▪ Derelict land</li> <li>▪ Easements</li> <li>▪ Tax delinquent land</li> <li>▪ Surplus roadway/highway</li> <li>▪ Surplus railway rights-of-way</li> <li>▪ Other land not presently in productive use</li> </ul>	x				x	x		
<b>P.205</b>	Where appropriate, encourage joint use of City-managed facilities in providing recreation services.					x	x		

## Policies

	Additional Policy Reference	Chapters							
		Land use	Transportation	Economic Development	Housing	Parks & Recreation	Capital Facilities	Natural Environment	Shorelines
<b>P.206</b>	Encourage joint-use of facilities, including county or state properties and properties belonging to private entities in providing recreation services.					x			
<b>P.207</b>	Utilize school sites and buildings for recreation services, utilizing joint purchase and/or use agreements.					x			
<b>P.208</b>	Promote the growth of trails and trail networks within Monroe, facilitating in-town connectivity and ties to regional trail networks.	P.165	x	x	x		x	x	
<b>P.209</b>	Encourage the participation of schools, civic groups, churches, service clubs and youth organizations in trail cleanup and maintenance programs.					x			
<b>P.210</b>	Conduct a demographics analysis and citizen/user group recreation survey every three to five (3-5) years to establish park service needs.					x			
<b>P.211</b>	Maintain and enhance access to shorelines particularly the Skykomish River, Woods Creek, and Lake Tye.	P.054	x	x	x		x	x	x
<b>P.212</b>	Improve physical access to the Skykomish River and Woods Creek from the downtown area.	P.055	x		x		x	x	x
<b>P.213</b>	Improve Lake Tye and adjoining park facilities, including working with the County on trail and park improvements.		x	x	x		x	x	
<b>P.214</b>	Promote the development of new civic and cultural facilities in Downtown and along the Main Street corridor.		x		x		x		

## Goal 8: Establish downtown Monroe as a thriving commercial, civic, and residential area.

A thriving downtown enhances the value and function of the entire City. Downtown should represent much of Monroe's civic identity. Making downtown vital requires supporting its numerous and necessary operations including a strong commercial and retail base, community services, public spaces and housing options. This goal highlights the importance of a healthy downtown.



	Additional Policy Reference	Chapters							
		Land use	Transportation	Economic Development	Housing	Parks & Recreation	Capital Facilities	Natural Environment	Shorelines
<b>P.215</b>	Encourage new development and redevelopment in the downtown area, including related investment in streetscape improvements, transportation infrastructure and public facilities.	x	x	x	x	x	x		
<b>P.216</b>	Promote integration of parking facilities in the downtown area with pedestrian, bicycle and transit circulation.	x	x				x		
<b>P.217</b>	Prioritize the construction and maintenance of improvements commensurate with downtown's role as the focal point of the community.		x	x		x	x		
<b>P.218</b>	Enhance street and pedestrian connections between the Highway 2/North Kelsey commercial district and downtown.		x				x		
<b>P.219</b>	Create gateway features marking entries into key areas of Monroe and improve overall wayfinding using creative signage and urban design solutions.		x	x		x	x		
<b>P.220</b>	Actively support the creation and ongoing success of business improvement organizations dedicated to downtown.			x					
<b>P.221</b>	Stimulate the long-term growth of Main Street between Kelsey and 179th Avenue as an important service area, and as a mixed-use extension of Downtown vitality.	x	x	x	x		x		

## Policies

	Additional Policy Reference	Chapters						
		Land use	Transportation	Economic Development	Housing	Parks & Recreation	Capital Facilities	Natural Environment
<b>P.222</b>	Promote the location of off-street parking at the rear of such buildings.	x	x				x	
<b>P.223</b>	Promote the development of new regional draw/destination civic and cultural facilities in Downtown and along the Main Street corridor.	x		x		x		
<b>P.224</b>	Allow increased building heights and density within the Downtown and Al Borlin neighborhoods.	x		x			x	
<b>P.225</b>	Allow the development of Work/Live units within Mixed Use areas and Downtown.							
<b>P.226</b>	Encourage retail, dining and entertainment uses on ground floor in Downtown, particularly along Main and Lewis streets.	x		x				
<b>P.227</b>	Require the use of appropriate lighting in downtown to deter crime.	x						
<b>P.228</b>	Promote the development of a parking lot or parking structure downtown.	x	x	x			x	

## Implementation Action Items

Actions are budgetable steps envisioned or undertaken to effectuate plan policy. Actions may include the development of more detailed and localized plans, work to implement policies, formal agreements, regulations or other strategies necessary to realize community goals.

### Action / Program

<b>A.001</b>	<b>Implements Policies: P.001, P.007, P.144, P.152, P.165</b>
	Prepare a citywide non-motorized connectivity study, identifying and evaluating short and long-term projects and strategies to: <ul style="list-style-type: none"><li>▪ Create alternative routes, improve walkability and crossing conditions at US 2, SR 203, SR 522, and the BNSF rail line</li><li>▪ Connect public and private trails</li><li>▪ Make Monroe a safer and more welcoming place for non-motorized modes of travel.</li><li>▪ Implement based on the results of the study and review and update at four-year intervals</li></ul>
<b>A.002</b>	<b>Implements Policies: P.008, P.153</b>
	Evaluate the design, phasing and cost options and implement a plan for improvements to freight and vehicular access from US 2 to business parks in the Fryelands area.
<b>A.003</b>	<b>Implements Policy: P.140</b>
	Design, program and implement a plan to beautify, optimize traffic flow and improve access at the intersection of US 2 and 179th Avenue.
<b>A.004</b>	<b>Implements Policy: P.209</b>
	Support or sponsor community, club, or City cleanup events and rehabilitation programs for open space and shoreline areas.
<b>A.005</b>	<b>Implements Policies: P.045, P.180</b>
	Participate in the Snohomish River Salmon Recovery Forum, helping develop appropriate measures to protect and enhance fish habitat and implement strategies as outlined in the Salmon Conservation Plan.
<b>A.006</b>	<b>Implements Policies: P.188, P.191</b>
	Monitor reclamation activity at the Cadman Pit site for consistency with the adopted 1998 Master Program.
<b>A.007</b>	<b>Implements Policy: P.163</b>
	Prepare and present an annual report to the City Council regarding: <ul style="list-style-type: none"><li>▪ Progress implementing comprehensive plan policies and programs Land consumption, development patterns and activities</li><li>▪ Available land inventory, by land use category</li><li>▪ Planned and recently implemented capital projects</li><li>▪ Capital facilities inventory, identified needs and finance plan</li><li>▪ Level-of-Service (LOS) reporting on City services</li><li>▪ City-wide employment to household ratios</li><li>▪ Conflicts between policies and code, identifying issues for resolution.</li></ul>

<b>A.008</b>	<b>Implements Policies: P.084, P.085</b>
	Update and maintain development regulations, working to eliminate inconsistencies, conflicts and ambiguities, and aid timely permit processing.
<b>A.009</b>	<b>Implements Policies: P.012, P.037, P.104, P.157</b>
	Update and maintain the City's Geographic Information System (GIS) data, including but not limited to: <ul style="list-style-type: none"> <li>▪ Existing data layers</li> <li>▪ Drainage basin boundaries</li> <li>▪ Critical aquifer recharge areas (per WAC)</li> <li>▪ Stormwater infrastructure</li> <li>▪ Wastewater infrastructure</li> <li>▪ Utility corridor and facility information, coordinating with providers.</li> </ul>
<b>A.010</b>	<b>Implements Policy: P.213</b>
	Create and implement a facilities and projects strategy for the Lake Tye area, collaborating with the County and other partners to optimize park uses and features, trails, wetlands and funding opportunities.
<b>A.011</b>	<b>Implements Policies: P.077, P.082, P.100</b>
	Initiate a planning process with EvergreenHealth Monroe and and other business owners, property owners, and residents to identify zoning and other changes necessary to create a small-scale medical district, including a commercial node at 177th or 179th street.
<b>A.012</b>	<b>Implements Policies: P.61, P.069, P.220</b>
	Support the creation of business improvement areas to aid in promotion, maintenance, long-term planning, safety and ongoing success of City of Monroe businesses.
<b>A.013</b>	<b>Implements Policies: P.032, P.035, P.054, P.170, P.212</b>
	Prepare a long-range master plan for the Skykomish greenway, including park and shoreline areas from eastern City Limits to Tester Road / Sky Meadows Lane. Include funding options and opportunities for capital projects in the master plan. Evaluate and incorporate, as may be desirable, opportunities including: <ul style="list-style-type: none"> <li>▪ Connections to downtown, the Main Street and 179th Avenue area and from 177th Avenue</li> <li>▪ Sub-area planning, re-visioning of Al Borlin Park</li> <li>▪ Improvements to Centennial Park</li> <li>▪ Features establishing access and a eastern "gateway" to the greenway</li> <li>▪ Potential clearings, improving access and opening views of the river</li> <li>▪ Put-ins and features on the south side of river</li> <li>▪ Park-specific and regional trail networks</li> </ul>
<b>A.014</b>	<b>Implements Policies: P.035, P.211</b>
	Research and evaluate benefits and viability of mechanisms to help fund, promote and maintain Monroe's shoreline areas.
<b>A.015</b>	<b>Implements Policies: P.080, P.083, P.177</b>
	Incorporate Fairgrounds planning and operations with City land use, parks, economic development, transportation and capital facilities planning to include: <ul style="list-style-type: none"> <li>▪ US 2 beautification Fairgrounds facility improvements and operational funding</li> <li>▪ Potential tie-ins with nearby properties, land uses, and businesses</li> <li>▪ Sidewalk and safety improvements</li> </ul>

<b>A.016</b>	<b>Implements Policy: P.080</b>
	Meet with Fairgrounds events coordinators, working to incorporate Fairgrounds events and associated activities into economic development.
<b>A.017</b>	<b>Implements Policies: P.151, P.165, P.175, P.178</b>
	Work with WSDOT, Snohomish County, and other interested groups and agencies to design and install a trail on the US 2 bypass.
<b>A.018</b>	<b>Implements Policies: P.062, P.076, P.087, P.214, P.221, P.223</b>
	Develop a Main Street corridor plan from US 2 to Fryelands Boulevard to improve circulation, enhance pedestrian safety and facilitate land development.
<b>A.019</b>	<b>Implements Policies: P.063, P.090, P.091, P.095</b>
	Prepare, adopt, and implement design standards that address Monroe's expectations regarding new development.
<b>A.020</b>	<b>Implements Policies: P.129, P.155, P.182</b>
	Establish a maintenance service program that protects public facilities and ensures their intended functions.
<b>A.021</b>	<b>Implements Policies: P.090, P.095</b>
	Implement measures supporting the maintenance and revitalization of neighborhoods including downtown, considering the following as well as other approaches: <ul style="list-style-type: none"> <li>▪ Active City outreach to neighborhoods to better understand needs and establish priorities</li> <li>▪ Grant funding, including Community Development Block Grants (CDBG) addressing specific issues</li> <li>▪ Establishment of an historic preservation program</li> <li>▪ Creation of incentives for building renovation or adaptive reuse</li> </ul>
<b>A.022</b>	<b>Implements Policies: P.087, P.169, P.214</b>
	Implement the "civic facility" and plaza described in the 2008 Downtown Master Plan.
<b>A.023</b>	<b>Implements Policy: P.020</b>
	Work with Snohomish County and others, coordinating updates to the Natural Hazards Mitigation Plan (NHMP).
<b>A.024</b>	<b>Implements Policies: P.050, P.169, P.171, P.185, P.193</b>
	Update the Parks, Recreation, and Open Space Plan to retain grant eligibility.



## Agenda Bill No. 20-145

### Attachment No. 4

<b>SUBJECT:</b>	<b><i>Economic Development Advisory Board Recommendations</i></b>
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#### **DESCRIPTION/BACKGROUND:**

At its September 10, 2020 meeting, the City's Economic Development Advisory Board (EASC) reviewed the current Economic Development goal, and associated strategic priorities, of *Growth as a regional center and destination, providing employment opportunities while sustaining a balanced, diverse, resilient economy for Monroe*. As part of this review and discussion, the EASC provided recommendations on the arrangement of these priorities.

Below is the arrangement of priorities recommended by the EDAB. Where used, sub-bullets provide additional context to the anticipated outcomes of each priority:

- Tourism, Promotion and Marketing
  - Evaluate lodging needs, including traditional and non-traditional lodging options.
    - Luxury hotel
    - RV/camp sites
    - "Glamping"
    - Yurt village
  - Masterplan riverfront parkland
    - Tree removal?
    - Launch sites
    - Accessibility
  - Recreation
    - Zip line
    - Free, day-use life jackets
    - Raft rental
  - Seek opportunities to develop a Community Hub space:
    - Support private efforts to purchase and develop Central School
    - Opportunities to compliment Central School development with Al Borlin Park development
    - Connect downtown with the riverfront
- Develop Business Recruitment, Retention and Expansion Plan
  - Food Co-op
  - Butcher
  - Wineries/Breweries and Distilleries
- Install Gateway/Wayfinding signs
- Update Economic Development website
- Sell North Kelsey property
- Evaluate Underground Utilities on Lewis Street



# MONROE CITY COUNCIL EXTENDED AGENDA

Current as of 9/11/2020  
TENTATIVE LISTING, SUBJECT TO CHANGE

Mayor  
Geoffrey Thomas

Councilmembers  
Ed Davis Mayor Pro Tem;  
Patsy Cudaback; Kevin Hanford;  
Jason Gamble; Jeff Rasmussen;  
Kirk Scarboro, & Heather Rousey

## TUESDAY 9/15/2020

- 5:30 p.m. **City Council Finance/HR Committee Meeting**
  - Municipal Court Assessment
  
- 7 p.m. **City Council Regular Study Session & Business Meeting**
  - FA: Waive Council Rules
  - NB: Small Business Grant Awards, Round 2
  - Discussion Items: Court Assessment; City Strategic Plan

## TUESDAY 9/22/2020

- 6 p.m. **City Council P3 Committee Meeting**
  - Affordable Housing Code; Solid Waste Contract renewal; Annual Comp Plan Amendments; N. Kelsey Planning and Design Guidelines/Enviro
  
- 7 p.m. **City Council Regular Business Meeting**
  - Proclamation: Indigenous People's Day
  - Consent: Sale & Disposal of Real or Personal Surplus Property Policy; Monroe Youth Activities Building Bids; Lee & Associates Listing Agreement; Utility Service Suspension, 2<sup>nd</sup> reading
  - NB: Emergency Mgmt ORD; HAPC Appointments
  - EnviroIssues Contract Amendment
  - Reports: CD, ED, Finance, HR/IT, PD, CHSAB

## TUESDAY 9/29/2020

- 7 p.m. **Transportation Benefit District Board Meeting**
  - 2019 Annual Report; 2021 Budget Public Hearing; 2021 Budget Adoption; Work Plans; Allowable Charges; Marketing

## TUESDAY 10/6/2020

- 6 p.m. **City Council Public Safety Committee Meeting**
  - Infrastructure & Technology Update; Prosecuting Attorney Update; Comprehensive Emergency Management Plan; Drone Program Update; Judge Ness update
  
- 7 p.m. **City Council Regular Study Session**
  - Discussion Items: TBD

## TUESDAY 10/13/2020

- 6 p.m. **City Council Legislative Affairs Committee Meeting**
    - Legislative Priorities
  
  - 7 p.m. **City Council Regular Business Meeting**
    - Public Hearing: 2021 Budget
    - NB: School Resource Officer ILA
    - Reports: P&R, PD, PW
    - Proclamation: Cybersecurity Month
- Distribution of 2021 Preliminary Budget**

## TUESDAY 10/20/2020

- 6 p.m. **City Council Finance/HR Committee Meeting**
  - Old Business Close Out
  
- 7 p.m. **City Council Regular Study Session**
  - 2<sup>nd</sup> Public Hearing: 2021 Budget
  - Discussion: 2021 Proposed Budget presentation

## TUESDAY 10/27/2020

- 6 p.m. **City Council P3 Committee Meeting**
  - Tour WWTP
  
- 7 p.m. **City Council Regular Business Meeting**
  - Proclamation: Police & Fire Appreciation Week
  - NB: 2021 Property Tax Ordinance First Reading; 2021 Budget Ordinance First Reading; 6 year Capital Ordinance First Reading
  - Reports: CD, ED, Finance, HR/IT

## TUESDAY 11/3/2020

- 6 p.m. **City Council Public Safety Committee Meeting**
  - PSC Goals & Agenda; Code Enforcement, Chronic Nuisance Properties; Public Defense/Grant Update; Contract Renewals
  
- 7 p.m. **City Council Regular Study Session**
  - **CANCELLED**

## TUESDAY 11/10/2020

- 6 p.m. **Legislative Affairs Committee Meeting**
  - TBD



# MONROE CITY COUNCIL EXTENDED AGENDA

Current as of 9/11/2020  
TENTATIVE LISTING, SUBJECT TO CHANGE

**Mayor**  
Geoffrey Thomas

**Councilmembers**  
Ed Davis Mayor Pro Tem;  
Patsy Cudaback; Kevin Hanford;  
Jason Gamble; Jeff Rasmussen;  
Kirk Scarboro, & Heather Rousey

## TUESDAY 11/10/2020 (continued)

- 7 p.m. **City Council Regular Business Meeting**
- NB: Year End Fees Resolution Update
  - Reports: P&R, PD, PW

## TUESDAY 11/17/2020

- 6 p.m. **City Council Finance/HR Committee Meeting**
- Old Business Close Out
- 7 p.m. **City Council Regular Study Session**
- TBD

## TUESDAY 11/24/2020

- 6 p.m. **City Council P3 Committee Meeting**
- Countywide Buildable Lands; PROS Plan Update
- 7 p.m. **City Council Regular Business Meeting**
- **CANCELLED**

## TUESDAY 12/1/2020

- 6 p.m. **City Council Public Safety Committee Meeting**
- TBD
- 7 p.m. **City Council Regular Study Session**
- Discussion: TBD

## TUESDAY 12/8/2020

- 6 p.m. **Legislative Affairs Committee Meeting**
- TBD
- 7 p.m. **City Council Regular Business Meeting**
- Reports: CD, ED, Finance, HR/IT

## TUESDAY 12/15/2020

- 5:30 p.m. **City Council Finance/HR Committee Meeting**
- TBD
- 7 p.m. **City Council Regular Study Session**
- **CANCELLED**

## TUESDAY 12/22/2020

- 6 p.m. **City Council P3 Committee Meeting**
- 2022-2027 TIP
- 7 p.m. **City Council Regular Business Meeting**
- **CANCELLED**

## TUESDAY 12/29/2020

- 7 p.m. **City Council Retreat/Workshop**
- **CANCELLED**

### CITY COUNCIL MEETING LOCATION (unless otherwise noted):

City Hall, Council Chambers: 806 W Main Street, Monroe

### COUNCIL COMMITTEE MEETING LOCATION (unless otherwise noted):

City Hall, Permit Assistance Center: 806 W. Main Street, Monroe

### UPCOMING ITEMS:

- NW/NE Annexation Areas
- Building Code Updates
- Financial Reserves Policy
- Retirement Recognition
- Wireless Regulations
- Republic Contract Extension (committee first?)
- Criminal Justice System Priorities
- Solid Waste Contract Renewal
- TAC Recommendations
- 11/10/2020 – Third budget public hearing if needed; 2021 Property Tax Ordinance Adoption; 2021 Budget Ordinance Adoption; Six Year Capital Plan Ordinance Adoption



# MONROE THIS WEEK

September 11, 2020 • Vol 6/Edition 35



*Thank you for reading Monroe This Week.*

*This week's edition provides details on an expansion of the City's outdoor dining program, a second round of a state business assistance grant, a Snohomish County non-profit assistance grant, the placement of American Flags on Main Street*



for September 11, a new game at Lewis Street Park, and our local recognitions of Hydrocephalus Awareness and Hispanic Heritage months.

Please contact me with any and all feedback regarding the articles below. I can be reached at [GThomas@MonroeWA.gov](mailto:GThomas@MonroeWA.gov).

Yours in Service,



Mayor Geoffrey Thomas

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## EXPANDED OUTDOOR DINING PROGRAM COMING SOON

As I shared in a recent edition of [Monroe This Week](#), the City of Monroe began issuing permits to local restaurants, allowing temporary outdoor dining areas on sidewalks and in private parking areas. In continued response to the rollbacks intended to slow the spread of COVID-19, the City is now in the process of implementing a new “Streatery” program



which will allow downtown restaurants or food establishments to temporarily utilize some of the city-owned parking in front of their business. Within these parking areas, businesses can create or expand outdoor dining areas while government-mandated indoor dining restrictions are in effect. Pictured is an outdoor Streatery area in Edmonds, where a similar program has been enacted. Monroe's program is free, and will include temporary fencing delivered at no cost. Stay tuned for how to apply and eligibility requirements.

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## SECOND ROUND OF STATE BUSINESS ASSISTANCE GRANTS ANNOUNCED

[Economic Alliance Snohomish County](#) has

announced that a second round of the Working Washington Small Business Emergency Grant will soon open. In this second round, a total of \$588,000 will be distributed countywide; up to 100 grants will be issued, with a maximum per grant of \$10,000. Eligible applicants will be for-profit businesses of 20 or fewer employees, located within Snohomish County, which have experienced a revenue loss of at least 25% directly attributable to COVID-19. Applications will be accepted starting mid-September, and will be open for seven calendar days or until 1,000 completed applications are received, whichever occurs first. Grants will be issued with federal CARES Act funds provided through the Washington State Department of Commerce. For details on eligibility, exclusions, application preparation, and to sign up to receive grant updates, visit the [EASC grant website](#).



**Economic Alliance**  
SNOHOMISH COUNTY



Washington State  
Department of  
**Commerce**

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## SNOHOMISH COUNTY ANNOUNCES NON-PROFIT GRANT

Snohomish County has announced that it will be making more than \$2 million available to non-profit organizations that serve County residents. Grants will support organizational stabilization and capacity-building for addressing the COVID-related needs of community members. The Non-Profit Stabilization and Capacity-Building grant program is part of the county's plan to use federal CARES Act resources to support local non-profit organizations impacted by the COVID-19 pandemic as they work to support community members in need. Each non-profit organization applying for grants under this program must:



**Snohomish County**

- Be registered as a non-profit organization in the State of Washington.
- Be designated by the IRS as a 501(c)(3) organization and not in suspense or debarment.
- Have a physical presence in Snohomish County.
- Be in operation for at least one year.
- Have experienced a reduction in revenue or increase in service demand attributable to the COVID-19 pandemic.

The grant is being administered by the

[Community Foundation of Snohomish County](#), and applications will be accepted through September 18. For further details and to apply, visit the [grant website](#).

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## MAIN STREET FLAGS COMMEMORATE SEPTEMBER 11

If you get a chance, drive through Historic Downtown Monroe today to see the American Flags lining Main Street. I'd like to personally thank the Tualco Grange No. 284 for undertaking this enormous volunteer project. This project has included setting up and taking down up to 180 flags on major holidays for the past 20+ years. I'd also like to thank Scout Troop 148 with the Pilchuck District Scouts BSA; Troop 148 suggested the placement of the flags in recognition of September 11, and have stepped in recently to help with set up and take down.



Tualco Grange is always looking for volunteers to help as it is becoming harder and harder for the organization to sustain this long-term volunteer project. If you, or your organization, is interested in helping, please email Katie Darrow at [KDarrow@MonroeWA.gov](mailto:KDarrow@MonroeWA.gov).

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## NEW GAME AT LEWIS STREET PARK

The City of Monroe Parks Department recently installed a new game console called The GameNetic at Lewis Street Park. This toy was funded and purchased prior to the COVID-19 pandemic. To use the game, all you have to do is pump the foot pedal to power-up and follow the audio instructions for 4 diverse games. I'd like to thank the Parks Department staff for overseeing the purchase and installation of this family-friendly game in our community. To learn more about the game, and to see an informational video on how it's used, visit the [GameNetic website](#).



## CITY RECOGNIZES HYDROCEPHALUS AWARENESS AND HISPANIC HERITAGE MONTHS

This week I issued two Proclamations recognizing important distinctions occurring in the months of September and October.

The month of September is recognized nationally as Hydrocephalus Awareness Month. Hydrocephalus is primarily characterized by excessive cerebrospinal fluid on the brain that results in abnormal widening of the spaces in the ventricles, which creates harmful pressure and can be fatal if left untreated. There is no cure for hydrocephalus, and the only treatment is brain surgery; many individuals require multiple surgeries throughout their lives to remain well. Hydrocephalus affects approximately one million Americans in every stage of life, from infants to the elderly. One out of every one thousand babies are born with hydrocephalus, making it as common as Down's Syndrome, and more common than spina bifida or brain tumors; it is the most common reason for brain surgery in children. I encourage all residents to read the [Proclamation](#), and to join the City Council and myself in this worthy observance. An updated copy of the Proclamation will be published once all elected officials have signed.



In 1988, the United States Congress adopted a resolution recognizing September 15 through October 15 as Hispanic Heritage Month, celebrating the culture and traditions of Spanish speaking residents. September 15 is the anniversary of independence for Costa Rica, El Salvador, Guatemala, Honduras, and Nicaragua; September 16 is the anniversary of independence for Mexico; and September 18 is the anniversary of independence for Chile. Our Hispanic community brings a rich cultural heritage representing many countries, ethnicities, and religious traditions that are interwoven into the fabric of America, and has a profound influence on our city and country. I encourage residents to read the [Proclamation](#), which is available in both English and Spanish, and during Hispanic Heritage Month to: learn more about the rich Hispanic culture, traditions and history, and celebrate the contributions that have been made to our country and our community by Hispanic Americans.



# UPCOMING CITY COUNCIL MEETING SCHEDULE

The City Council will meet in a Study Session and Business Meeting on Tuesday, September 15, 2020. The meeting will be held via the Zoom remote meeting platform and participation information will be posted with the September 15 agenda, which can be accessed by clicking the button below.

[Council Agendas/Minutes](#)

## CITY COUNCIL MEMBERS



Councilmember  
Patsy Cudaback



Councilmember  
Kevin Hanford



Councilmember  
Ed Davis



Councilmember  
Jason Gamble



Councilmember  
Jeff Rasmussen



Councilmember  
Kirk Scarboro



Councilmember  
Heather Rousey

Have a question for your Councilmembers?  
Contact them at [councilmembers@monroewa.gov](mailto:councilmembers@monroewa.gov)

