



**City Of Monroe
Housing Action Plan**

Public Involvement Plan

July 2020



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

CITY OF MONROE HOUSING ACTION PLAN

PUBLIC INVOLVEMENT PLAN

Goal

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

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

Project Overview

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

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

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

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

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

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

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

Housing Action Plan Process

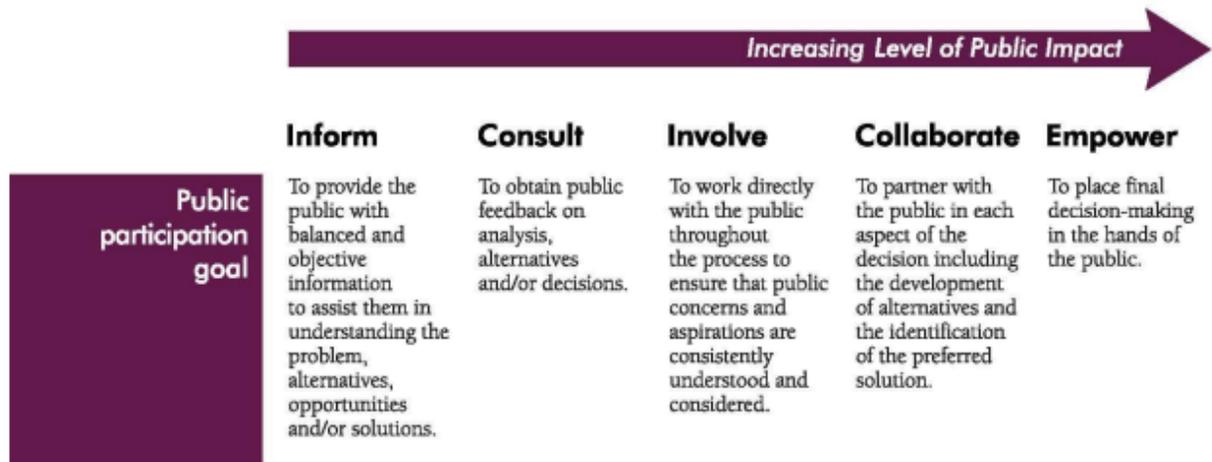
Below is a graphical representation of the process for the HAP project. A detailed scope of work is provided in Appendix B.



Public Involvement

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

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



IAP2 Spectrum of Public Participation (source: www.iap2.org)

Project Team Roles

Community Development - City of Monroe

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

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

Primary Project Contact

City of Monroe

Anita Marrero

Senior Planner

amarrero@monroewa.gov

360-863-4513

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

Planning Commission / City Council - City of Monroe

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

Stakeholder Involvement

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

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

Public Involvement Strategy

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

A. Interested Groups and Citizens

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

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

City of Monroe Decisionmakers/Advisory Bodies

- City Council
- Planning Commission

City of Monroe Staff

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

State & Federal

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

Tribes

- Sauk-Suiattle Tribe
- Stillaguamish Tribe
- Tulalip Tribe

Other Local Government

- Snohomish County Planning & Development Services

Business Stakeholders

- Monroe Chamber of Commerce

Housing & Community Service Providers

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

B. Stakeholder Advisory Committee (SAC)

As noted above, the SAC is made up of key individuals who represent various organization and groups who have a vested interest in housing needs and availability. The SAC will “meet” either in-person or web-conference at periodic intervals throughout the HAP project. It is expected, at a minimum, that the SAC will hold at least 2 meetings:

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

C. Public Outreach Approach

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

Public Meetings

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

Online Media

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

Mailing List

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

Surveys

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

Media

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

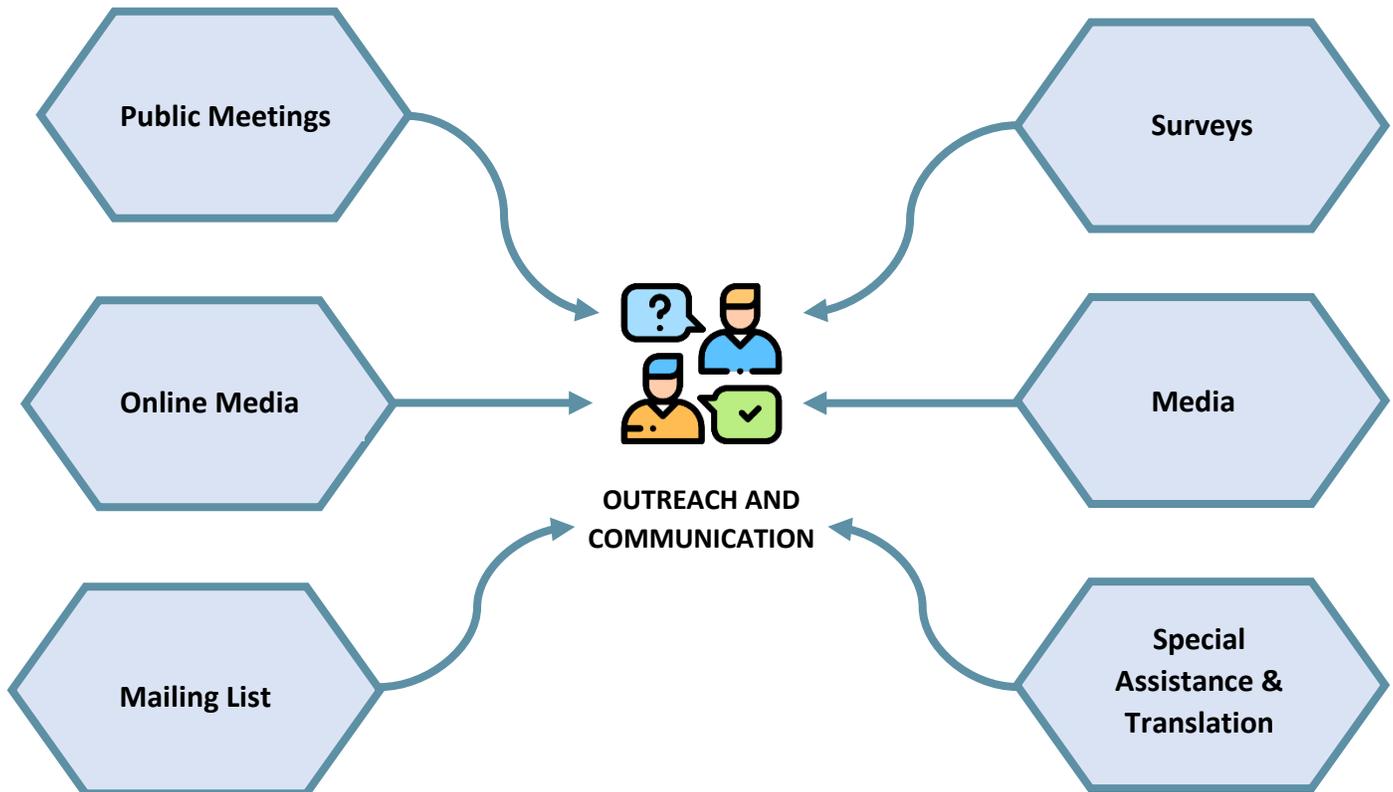
Other Posting Sites

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

Special Assistance/Translation Needs

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

Public Outreach Approach



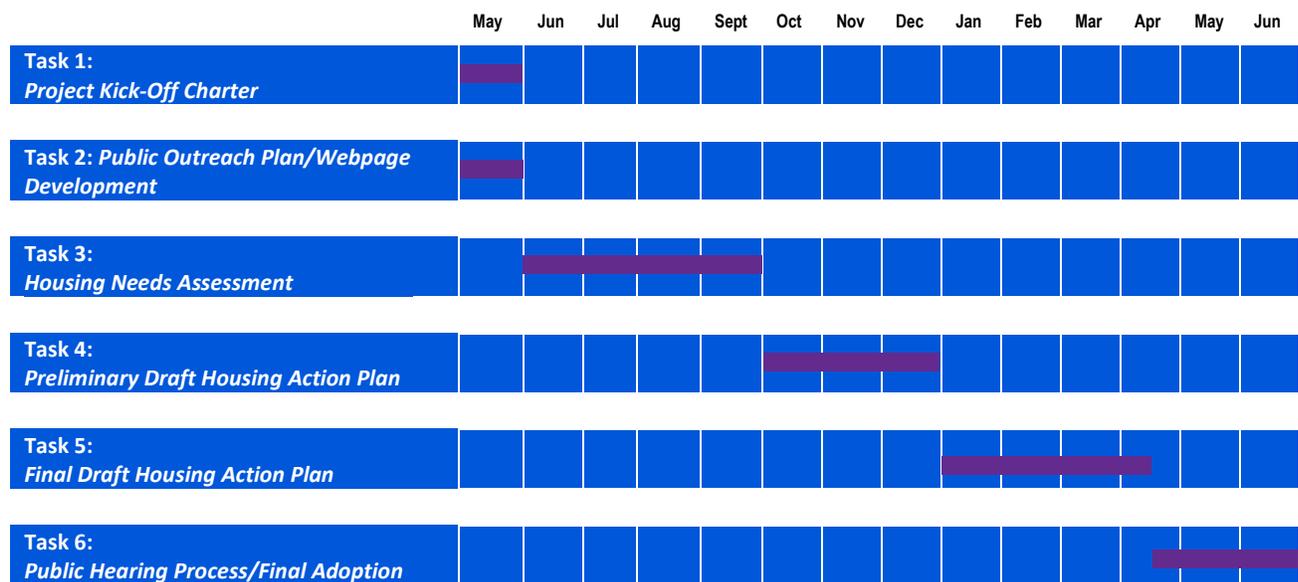
Communications Protocols

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

Anita Marrero, Senior Planner, City of Monroe, amarrero@monroewa.gov, 360-863-4513

Project Timeline

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



PIP Risks and Opportunities

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

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

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

Appendix A – Stakeholder List

Stakeholder Advisory Committee

Jay Bull
Tony Balk
Junelle Morris
Petra Dungan
Aisha Sial
Anita Maceda
Chris Gray

Federal & State

Washington State Department of Commerce
Department of Social and Health Services

Tribes

Sauk-Suiattle Tribe
Stillaguamish Tribe
Tulalip Tribe

Other Local Government

Snohomish County Planning & Development Services

Business Stakeholders

Monroe Chamber of Commerce

Housing & Community Service Providers

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

School District

Monroe School District

Appendix B – Scope of Work

Task 1 - Kick-Off Workshop/Project Charter

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

Deliverables/Assumptions:

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

Task 2 – Public Outreach Plan/Project Webpage Development

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

Deliverables/Assumptions:

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

Task 3 – Housing Needs Assessment (HNA)

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

Deliverables/Assumptions:

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

Task 4 – Preliminary Draft Housing Action Plan

Preliminary Draft Housing Action Plan

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

Potential Stakeholder Facilitation and Process

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

Stakeholders, Planning Commission, City Council and Public Review Process

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

Deliverables/Assumptions:

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

Task 5 – Final Draft Housing Action Plan

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

Deliverables/Assumptions:

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

Task 6 – Public Hearing Process/Final Adoption

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

Deliverables/Assumptions:

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

Appendix C– Project Timeline

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

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

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

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