

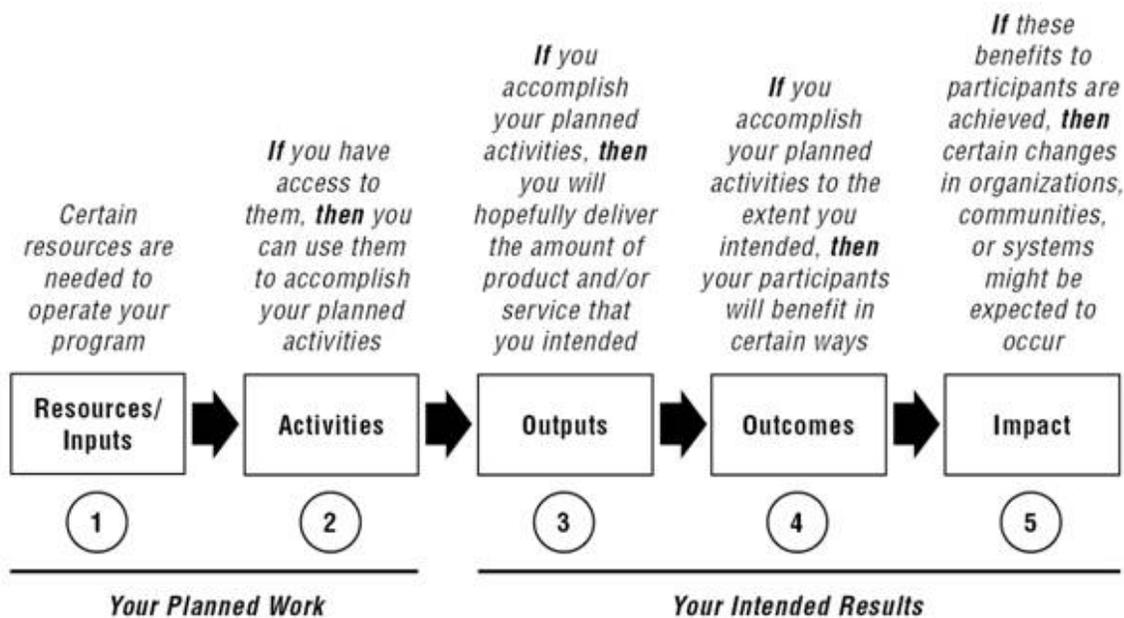
# Appendix 2: Logic Model of Proposed Inter-jurisdictional Housing Program

## Introduction to Logic Models

A “logic model” is a shorthand method of presenting and tying together key elements of a program’s design and goals. These elements typically include: the resources needed/available to operate the program, the proposed activities to be undertaken, the amount of product or services to be delivered, and the changes or results that the program hopes to achieve.

Ideally, a logic model provides a “road map” that visually connects the identified need with the planned program’s desired results. This mapping can help stakeholders in a program visualize and understand the relationships between the proposed human and financial investments, planned work and intended results.

A typical five-part logic model would look like this:



[From *Logic Model Development Guide*, W.K. Kellogg Foundation, 2004]

The logic model on the following page illustrates the program concepts, resources, activities and outcomes for the Proposed Interjurisdictional Affordable Housing Program in Snohomish County.

*Feasibility Study of Inter-jurisdictional Housing Programs for Snohomish County*

Inputs	Activities	Outputs	Outcomes	Impacts
<p><i>Resources dedicated to or consumed by the program:</i></p>	<p><i>What the program (i.e. the Board, its staff, or the PJs) does with the inputs to fulfill its mission:</i></p>	<p><i>The direct products of program activities:</i></p>	<p><i>Benefits for participants during and after program activities:</i></p>	<p><i>Desired long term result of the program:</i></p>
<p><b>Dedicated Financial Resources</b> Participating jurisdictions' (PJ's) own monetary sources. State and federal (pass-through) grants. Philanthropic sources.</p> <p><b>Dedicated Staff Capacity</b> Professional staff that complements existing local expertise and authority.</p> <p><b>In-Kind and Non-Monetary Contributions</b> Land donations/discounts, fee waivers/discounts, development incentives, loan guarantees, etc. that provide monetary value toward affordable housing construction or preservation. A host agency for office space and back office support.</p> <p><b>Governance</b> Governing board to include representatives of cities, county, and tribes who voluntarily join the program. Advisory board(s), which may include participation by nonprofit and for-profit industries, other government agencies, and other stakeholders or experts.</p>	<p>Identify strategies to address identified affordable housing needs specific to each PJ. Assist in preparing affordable housing components of comprehensive plans, as required by the State GMA. <sup>i</sup> Develop regulatory or incentive strategies to encourage affordable housing. Liaison with nonprofit and for-profit developers. Write grant applications and other forms of fundraising to support affordable housing. Develop means of sharing information among PJs + conduct research on best practices. Conduct educational outreach on affordable housing needs and solutions. Monitor affordability conditions for units created through local incentive programs of PJs. Pursue opportunities to secure resources for a local housing trust fund. Other planning identified by PJs. Communication and education by elected officials to peers and general public. Existing staff support for specific tasks.</p>	<p>GMA compliance and consistency of local plans with CPPs.<sup>ii</sup> Land use and development controls (incl. impact fees) that achieve their intended benefits with the least additional cost to housing.<sup>iii</sup> PJs are able to implement incentive and regulatory programs that effectively realize intended purposes for spurring creation of affordable housing. Improved conditions for housing developers to preserve and create new affordable housing units, resulting in increased production of low-cost housing. Preservation of low-cost housing, including mobile home park housing, SRO housing, and manufactured housing.<sup>iv</sup> Increased awareness and understanding of affordable housing among the general public, elected officials, private developers, lending institutions, and philanthropy. A wider range of densities, housing types, and prices within communities, where needed.<sup>v</sup> Improved distribution of affordable housing to underserved communities.<sup>vi</sup></p>	<p>The Snohomish County Inter-jurisdictional Affordable Housing Program exists to help PJs meet their affordable housing goals.</p> <ol style="list-style-type: none"> <li>1. More affordable housing in all participating communities, especially where the need is greatest and where there is good transportation and access to employment opportunities, amenities, and services.             <ol style="list-style-type: none"> <li>a. More affordable rental housing opportunities for households making up to 50% of the county's median income, especially seniors, people with disabilities, veterans, families with children, and people who work in our communities (such as service workers and laborers).</li> <li>b. More affordable home ownership opportunities for households making less than the county's median income, especially first-time homebuyers and people working in our communities (such as teachers and public safety workers).</li> </ol> </li> <li>2. Neighborhoods with affordable housing supported by the program are safe and have healthy property values.<sup>vii</sup></li> </ol>	<p>Everyone in Snohomish County has a variety of decent, safe, and affordable housing opportunities.<sup>viii</sup> Decrease in households experiencing housing cost burden, especially for priority populations and economic segments. Decrease in homelessness throughout the county.<sup>ix</sup> Everyone in Snohomish County has fair and equal access to housing, regardless of race, color, religion, gender, sexual orientation, age, national origin, familial status, source of income, or disability.<sup>x</sup> All residential communities in PJs enjoy sustained vitality and character.</p>

*Note: The list of Activities is speculative, and not meant to be exhaustive. "PJ" stands for Participating Jurisdiction.*

## Notes

- <sup>i</sup> Growth Management Act of Washington (RCW 36.70A).
- <sup>ii</sup> Countywide Planning Policies; local comprehensive plans must be consistent with these (RCW 36.70A.210).
- <sup>iii</sup> CPP HO-15 and HO-18.
- <sup>iv</sup> CPP HO-8.
- <sup>v</sup> CPP HO-12.
- <sup>vi</sup> CPP HO-4.
- <sup>vii</sup> CPP HO-11 (paraphrased).
- <sup>viii</sup> CPP goal. Also consistent with GMA goal: “Encourage the availability of affordable housing to all economic segments of the population of this state, promote a variety of residential densities and housing types, and encourage preservation of existing housing stock,” (RCW 36.70A.020(4)), and MPP goal: “The region will preserve, improve, and expand its housing stock to provide a range of affordable, healthy, and safe housing choices to every resident. The region will continue to promote fair and equal access to housing for all people” (Vision 2040). "Affordable housing" is decent shelter that can be rented or owned without paying more than 30 percent of the occupants' monthly gross income (CPP HO-10). "Good access" means the ability to move safely, reliably, and affordably between home and other important destinations.
- <sup>ix</sup> See “Everyone at Home Now,” Snohomish County’s ten-year plan to end homelessness.
- <sup>x</sup> CPP HO-1.