HOW TO PREPARE A HOUSING NEEDS ASSESSMENT

Wednesday, March 18, 2020

MRSC

Presented in partnership with

BERK

Washington State Department of Commerce

Webinar Technical Notes

DURING THE WEBINAR

Presentation handouts available in the toolbar

Submit questions anytime through the question box

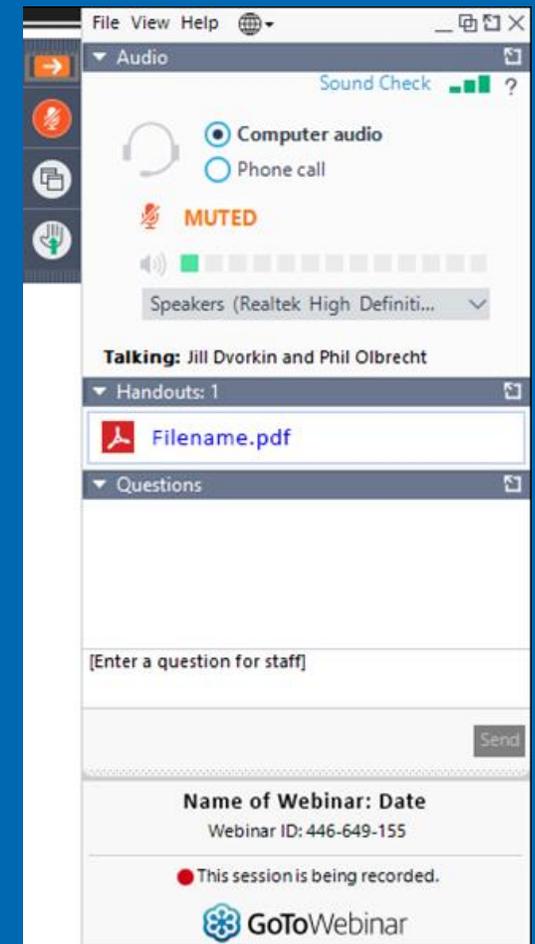**Having problems with audio?**
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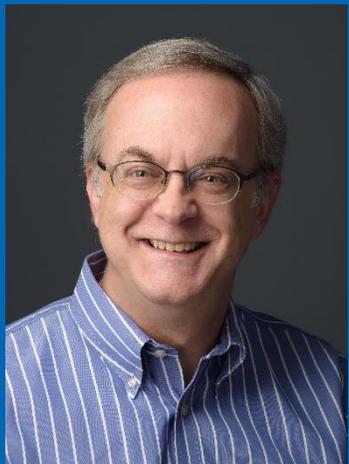If you don't see the full toolbar, click on the **orange arrow**

Presenters

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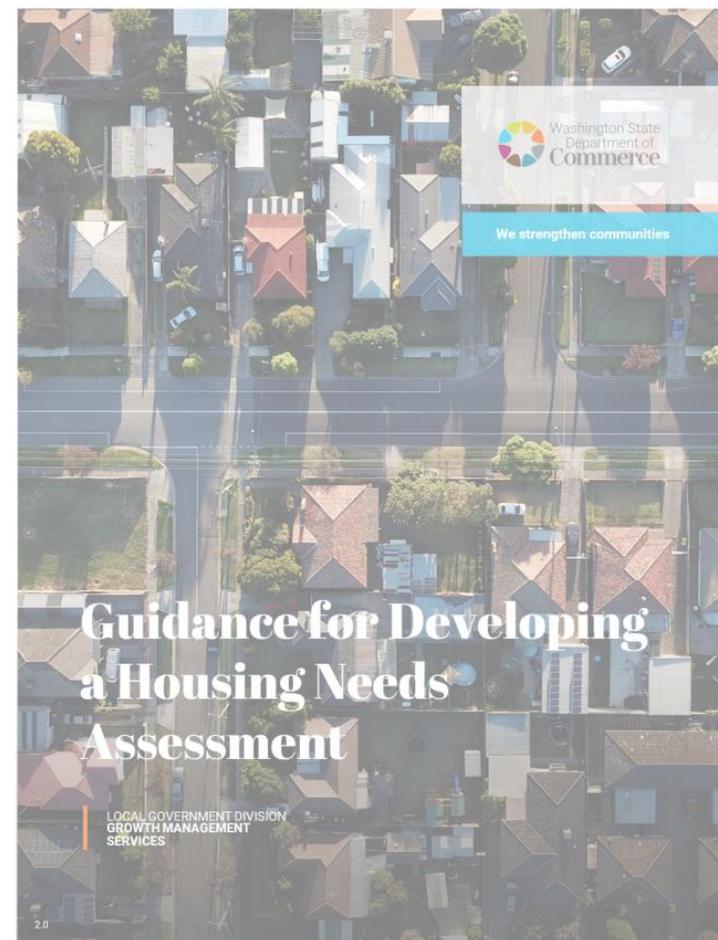
How to Prepare a Housing Needs Assessment

MARCH 18, 2020

Washington State
Department of
Commerce

Context for New Guidance

- Housing affordability / rising homelessness throughout WA

- HB 1923: Grants for housing action plans.

- Comprehensive plan updates due soon.

Growth Management Act Housing 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

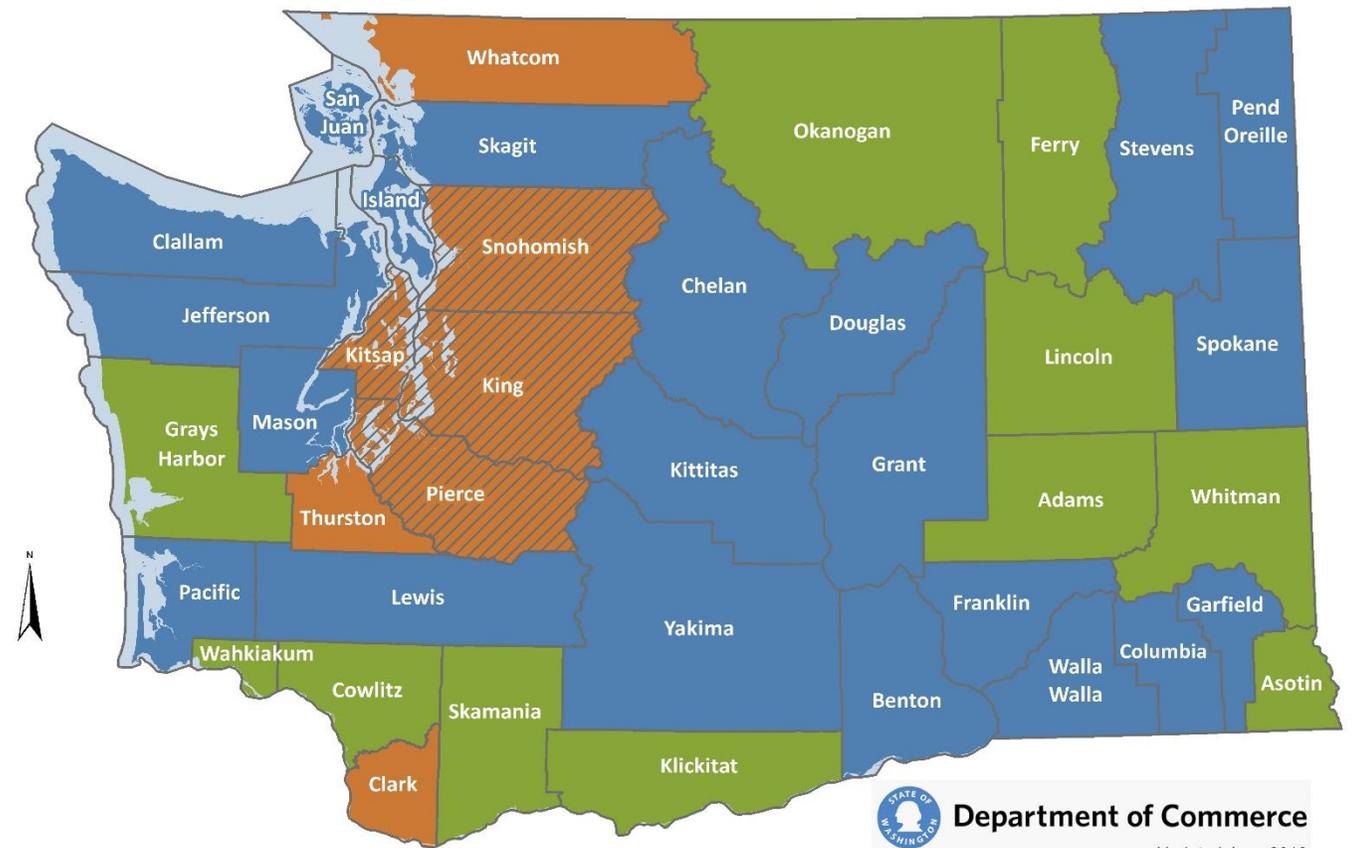- Encourage **preservation of existing housing stock**.

  RCW 36.70A.030(4)

Countywide planning policies (CPPs), at a minimum, shall address:

Policies that consider the need for affordable housing, such as **housing for all economic segments** of the population and **parameters for its distribution**.

RCW 36.70A.210 (3)(e)

GMA Planning Responsibilities

Legend:
- Partially Planning Counties
- Fully Planning & Buildable Lands Counties
- Fully Planning Counties
- Multi-County Planning Policies

Department of Commerce
Updated June 2018

Counties and cities must develop a housing element ensuring vitality and character of established residential neighborhoods. It must contain at least:

1. An **inventory** and analysis of projected housing needs that identifies the number of housing units necessary to manage projected growth.
2. **Goals,** policies, and objectives for the **preservation**, **improvement, and development of housing**, including single-family residences.
3. Identification of **sufficient land for housing**, including, but not limited to, government-assisted housing, housing for low-income families, manufactured housing, multifamily housing, group homes and foster care facilities.
4. Adequate provisions for existing and projected **housing needs of all economic segments of the community.**

RCW 36.70A.070(4)

Other Resources for Housing Planners

Housing Action Plans funded under HB 1923 (RCW 36.70A.600)
Guidance and Webinar ~ May 2020

Updating your Housing Element
Guidance and Webinar ~ January 2021

Housing data from the WA Center for Real Estate Research (WCRER) for all counties and cities over 10,000 population
Data and a Webinar ~ October 2020

Periodic Update Schedule; Due June 30 of Indicated Year

| 2023 | 2024 | 2025 | 2026 |
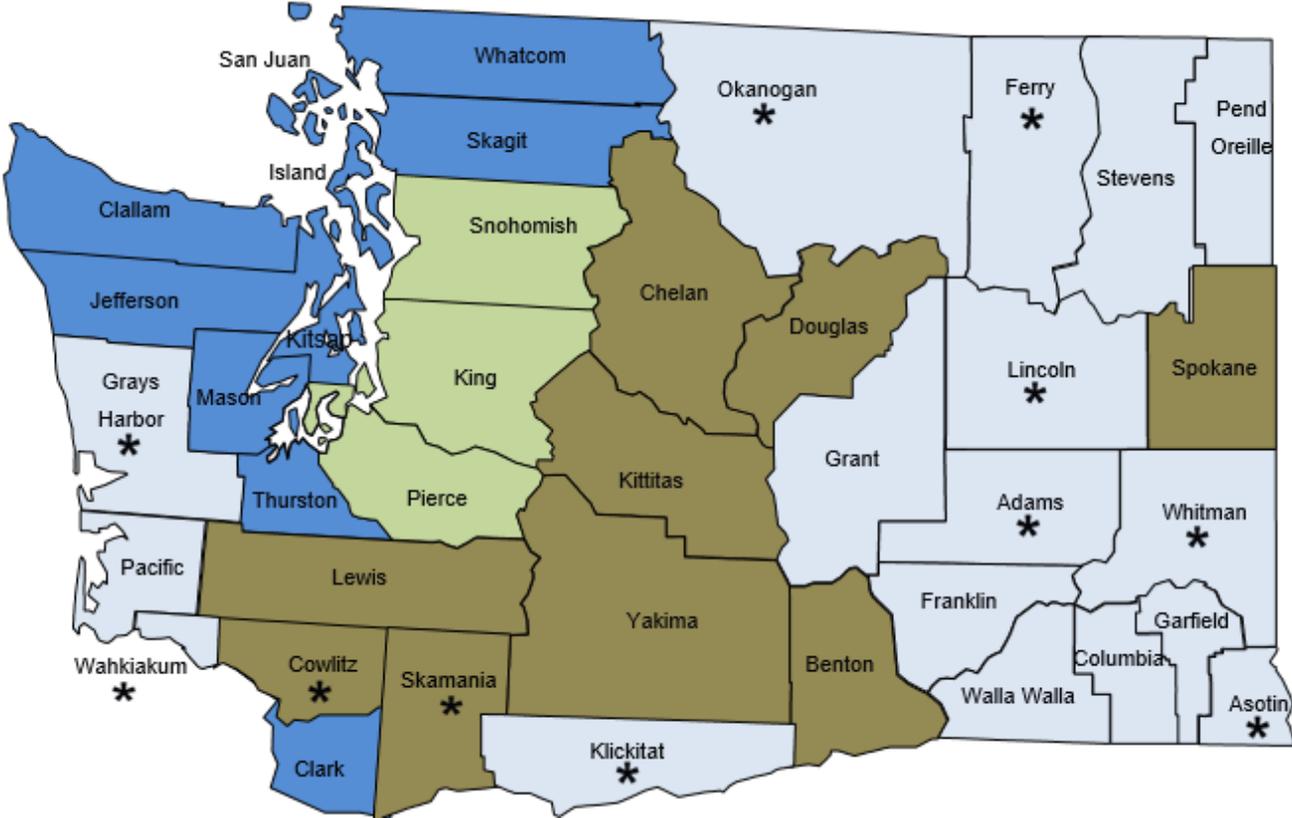
Update deadlines to be extended by 1 year (HB 2342, 2020)

Outline

- What is a Housing Needs Assessment (HNA)?
- Scoping your Housing Needs Assessment
- Common sources of housing data
- Ideas for presenting housing data
- Gap analysis: what we can learn from the data
- Land capacity analysis
- Next Steps

What is a Housing Needs Assessment (HNA)?

A study that evaluates:

- Current and future housing needs
  - Among all economic segments of the community
  - For different household sizes and types
- Gaps between the current housing supply and identified needs

GAP

■ Housing Supply   ■ Housing Need
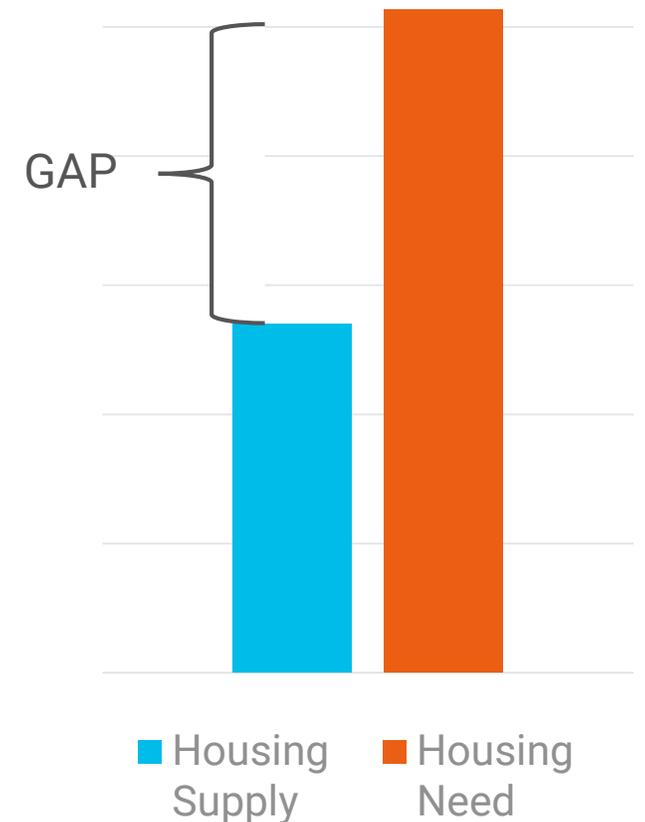
Components of an HNA

Community Profile	Workforce Profile	Housing Inventory	Gap Analysis
Who **lives** here? What are their household characteristics? What demographic trends are impacting housing needs?	Who **works** here? What are their incomes? What kinds of housing to they need?	What types of housing are currently available? How much does it cost?	How much new housing is needed to meet current and future housing needs? What types and what income levels served?

Scoping the HNA

Housing Needs Assessment	GMA Housing Element	HB-1923 Housing Action Plan	HUD Consolidated Plan
Community Profile			
Population Characteristics			
Count of population	●	●	●
Population by age group		●	●
Popualtion diversity: Race, ethnicity, languages spoken, etc		o	●
Population forecasts	20-year	Planning period	5-year
Household Characteristics			
Household count	●	●	●
Household sizes		●	●
Household types and housing tenure		o	
Overcrowding estimates		If applicable	●
Household Income and Cost Burden	●	●	●
Extremely low-, low-, moderate-, and middle-income families	●	●	●
Special Housing Needs			
Groups with special housing needs	o	o	●
Individuals and families experiencing homelessness	o	o	●

Scoping the HNA – cont.

Legend
- ● Requirement
- ○ Recommendation

Workforce Profile			
Local workforce characteristics		○	
Jobs to housing ratio	In optional Economic Development element	○	
Employment trends and projections		●	
Housing Supply			
General Housing Inventory			
Unit count by type (single or multifamily, manufactured)	●	●	●
Size (number of bedrooms)	●	●	●
Rental versus ownership	●	●	●
Housing Market Conditions			
Housing development trends		○	
Sales prices	○	○	
Rental rates	○	○	
Vacancy rate		○	
Special Housing Inventory			
Subsidized/public housing units	●	●	●
Group homes or care facilities	●	●	●
Other assisted living facilities		○	
Services for homeless individuals: shelters, transitional housing, etc.	○	○	

Scoping the HNA – cont.

Gap analysis			
Quantity of housing units available to various income brackets	●	●	●
Alignment of household size to housing unit sizes	o	o	●
Units needed for special demographic groups	o	o	●
Projection of future housing demand	●	●	
Land capacity analysis			
Land available to meet housing unit demand	●	●	
Land available to meet special housing needs	o	o	

Community Profile

PURPOSE: To assess and measure community conditions related to housing needs:

- Population
- Age
- Race/ethnicity
- Income

- Household types
- Household sizes
- Cost-burden

- Groups with special housing needs
- Population and demographic projections

Sources for Community Profile Data

Census / American Community Survey (ACS)	Office of Financial Management (OFM)	HUD / HUD CHAS	Other Sources
• Age • Total Households • Household Sizes • Household Types • Income • Race and ethnicity • Languages Spoken • Housing Tenure	• GMA County Population Projections (Totals and by age group)	• HUD Area Median Family Income (AMI) • Income limits • Household incomes • Cost-burdened households	• Office of the Superintendent of Public Instruction (OSPI) • Local housing authority • Service providers • Community organizations • Other stakeholders

Example: Population by Race in Burien

Population by Race in Burien city, Washington

White alone - 57.3%

Black or African American alone - 8.0%

American Indian and Alaska Native alone - 0.7%

Asian alone - 12.8%

Native Hawaiian and Other Pacific Islander alone - 1.3%

Some other race alone - 12.8%

Two or more races - 7.2%

(horizontal axis: 0, 10, 20, 30, 40, 50, 60)

Source: Profile of Burien, Washington; U.S. Census, American Community Survey 5-Year Estimates, 2014 - 2018, Table DP05.

Data.Census.Gov
- "Profiles" for your selected city.
- Includes several charts ready to use in your HNA.
- Also links to additional data.

Example: Household Characteristics in Edmonds

Total Households	17,456
Owner	12,405
Renter	5,051
Average HH size	
Owner	2.38
Renter	2.20

Source: U.S. Census American Community Survey 5-Year Estimates, 2013–2017.
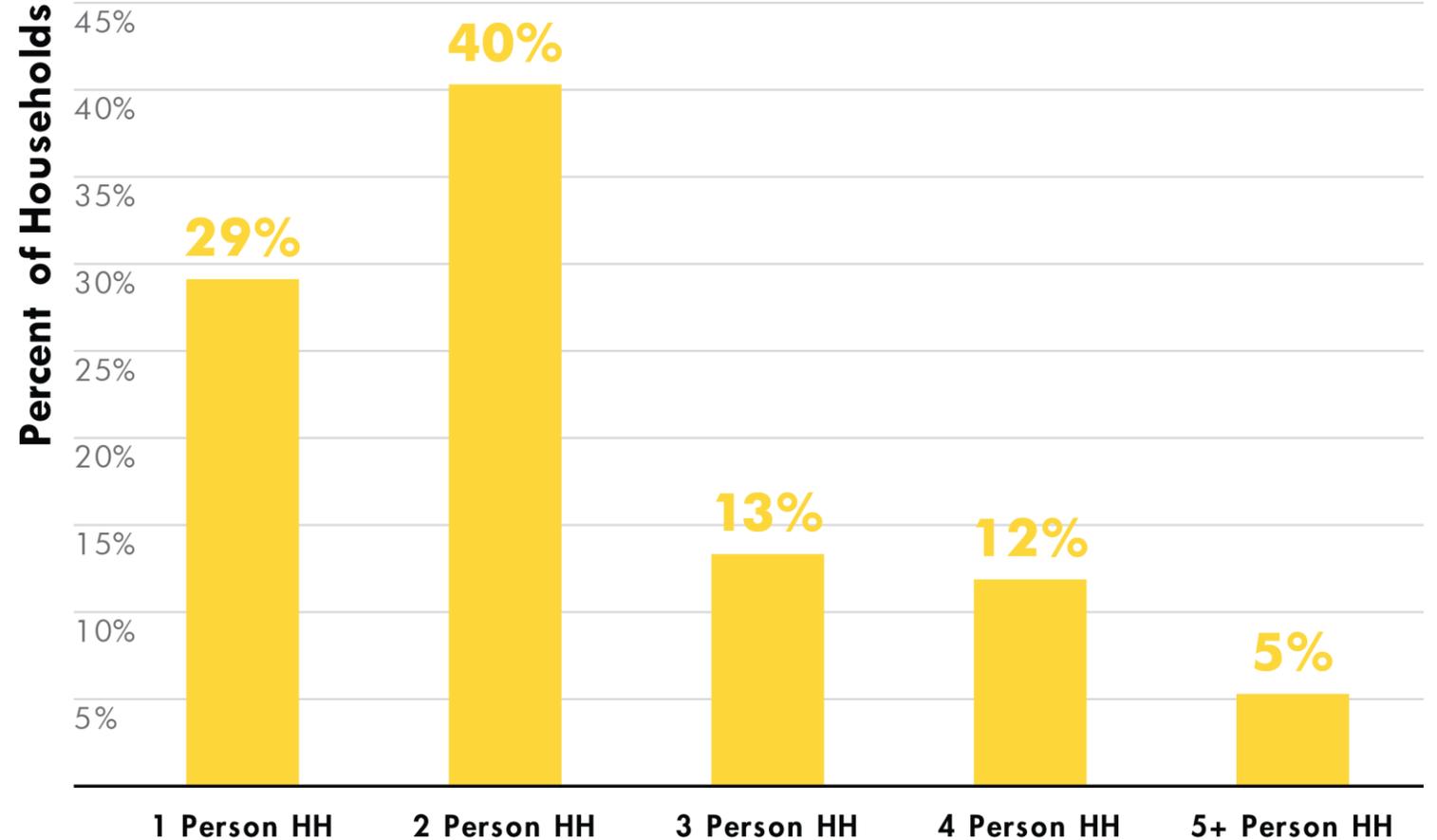
Household Size by Tenure in Seattle
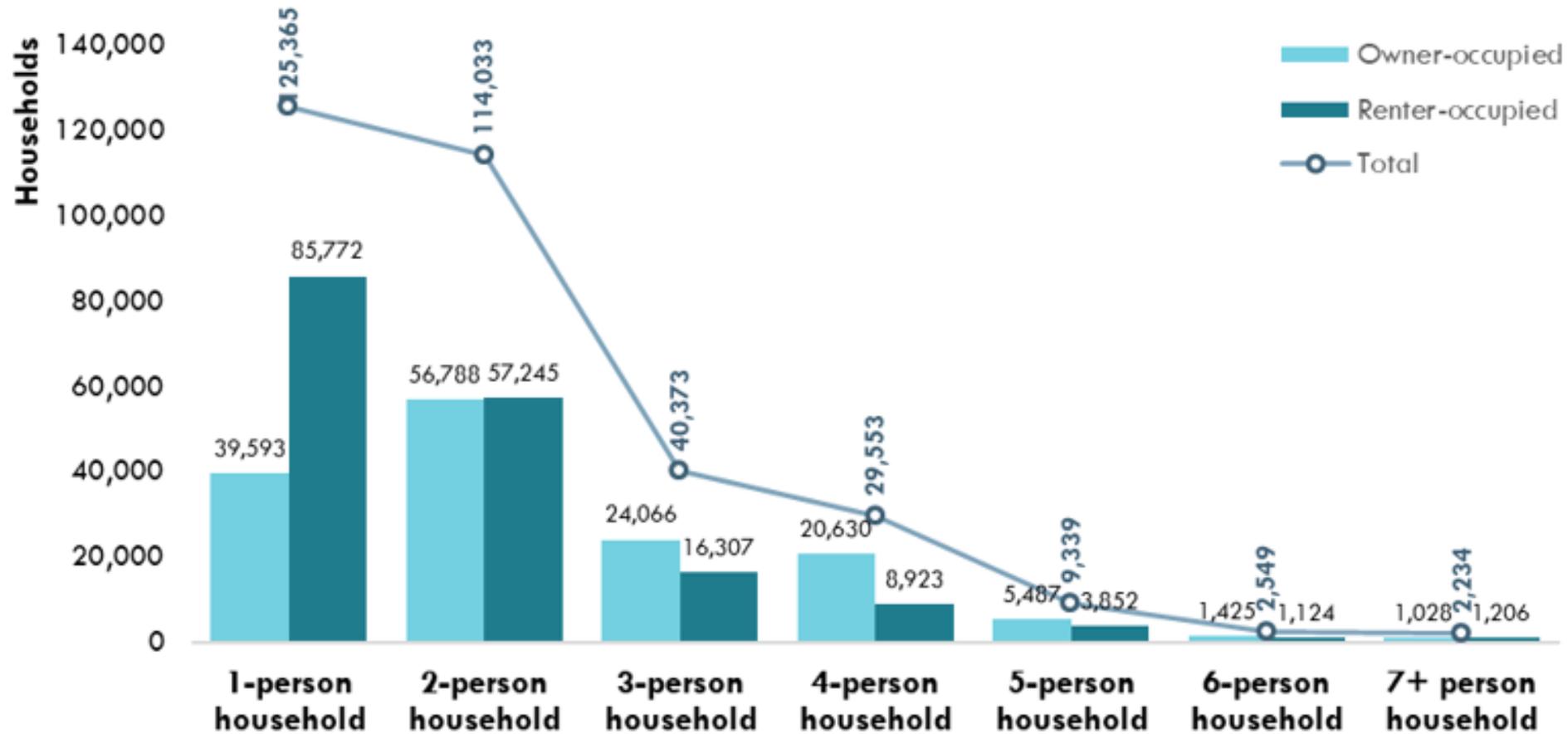
Source: 2014-2018 ACS 5-Year Estimates. Table B25009

Household Income Definitions

Term	Definition	Data Source
Household Income	Sum of the income of all people 15 years and older living together in a housing unit.	Census ACS
Median Income	The median income of all households in an area	Census ACS
Median Family Income	The median income of all **family** households in an area	Census ACS
HUD Area Median Family Income	Official HUD-defined median family income for a county or metropolitan area. AKA: AMI, HAMFI, or MFI	HUD/ WSHFC

HUD Income Limits

FY 2019 Income Limit Area	Median Family Income **Explanation**	FY 2019 Income Limit Category	Persons in Family							
			1	2	3	4	5	6	7	8
Kittitas County, WA	$72,300	Very Low (50%) Income Limits ($) **Explanation**	25,350	28,950	32,550	**36,150**	39,050	41,950	44,850	47,750
		Extremely Low Income Limits ($)* **Explanation**	15,200	17,400	21,330	**25,750**	30,170	34,590	39,010	43,430
		Low (80%) Income Limits ($) **Explanation**	40,500	46,300	52,100	**57,850**	62,500	67,150	71,750	76,400

- https://www.huduser.gov/portal/datasets/il/il2019/2019summary.odn
- Also available from Washington State Housing Finance Commission

HUD CHAS Data Query Tool

https://www.huduser.gov/portal/datasets/cp.html

Please Select Data Year	2012-2016	▼
Please Select Geographic Summary Level	Place	▼
Please select a State	Washington	▼
Please select Place	Ellensburg city ✕	

Income Distribution Overview	Owner	Renter	Total
Household Income less-than or= 30% HAMFI	85	2,295	2,380
Household Income >30% to less-than or= 50% HAMFI	105	975	1,080
Household Income >50% to less-than or= 80% HAMFI	415	890	1,305
Household Income >80% to less-than or=100% HAMFI	240	355	595
Household Income >100% HAMFI	1,530	725	2,255
Total	2,370	5,235	7,610

Source: HUD CHAS Data Query Tool (based on ACS 2012-2016 5-year estimates); HAMFI = HUD Area Median Family Income (also known as AMI)

Household Income Disparities

Exhibit 10: Household Income by Race/Ethnicity of Householder, City of Seattle
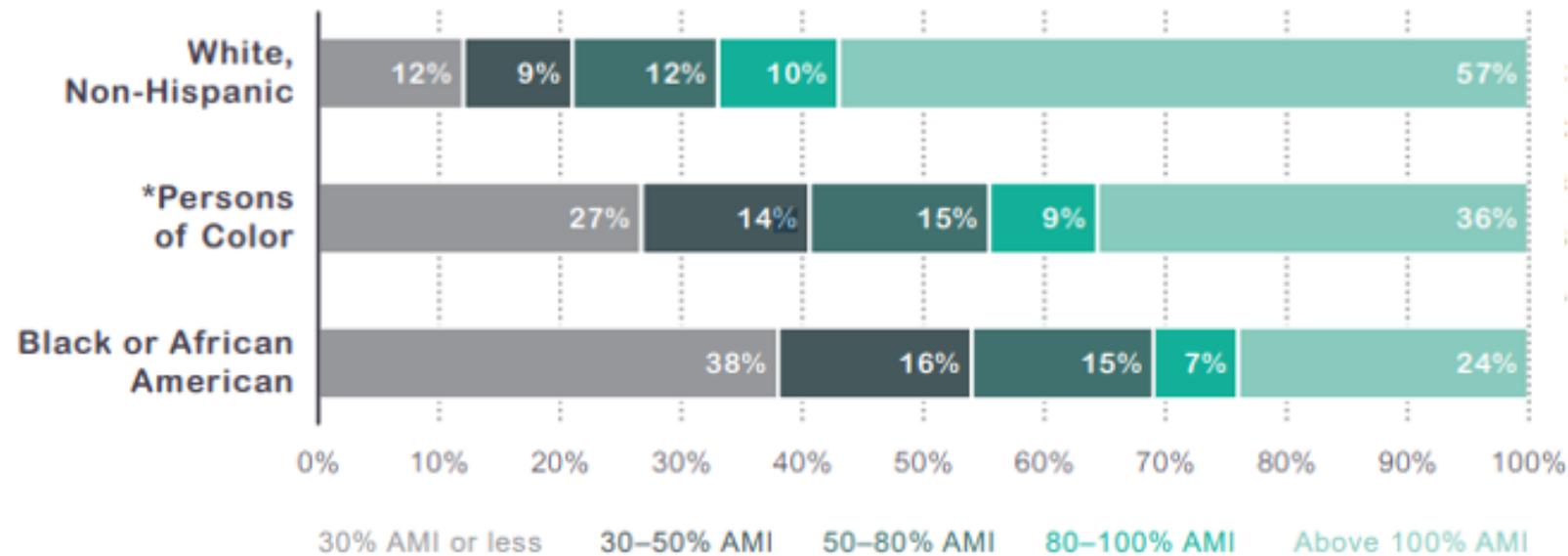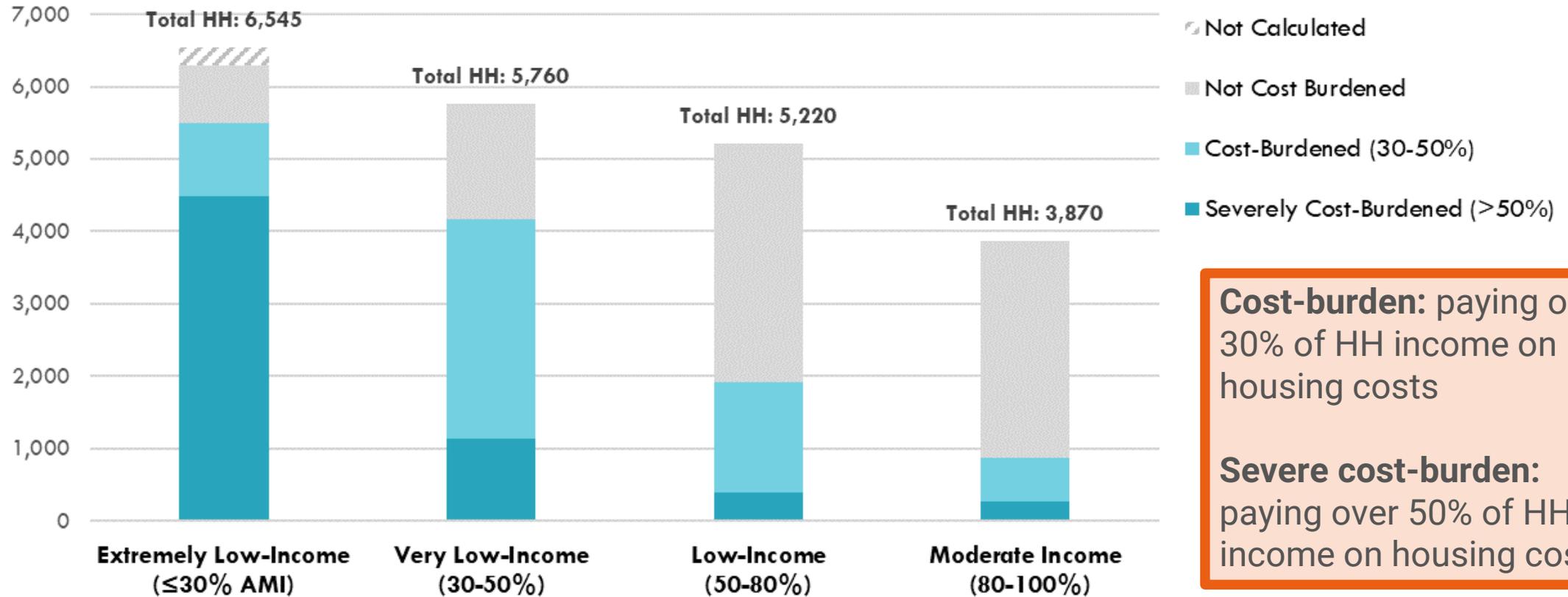

Household Income by Race/Ethnicity of Householder, 2009–2013

*Persons of color includes households with householder who is Hispanic or Latino of any race and households with a householder who is any race other than White alone.

Source: HUD CHAS (based on ACS Five-Year Estimates, 2009–2013); BERK, 2017.

Legend: 30% AMI or less | 30–50% AMI | 50–80% AMI | 80–100% AMI | Above 100% AMI

	30% AMI or less	30–50% AMI	50–80% AMI	80–100% AMI	Above 100% AMI
White, Non-Hispanic	12%	9%	12%	10%	57%
*Persons of Color	27%	14%	15%	9%	36%
Black or African American	38%	16%	15%	7%	24%

Source: Seattle MHA Final Environmental Impact Statement, 2017

Cost-Burden By Income Level, Federal Way

Legend:
- Not Calculated
- Not Cost Burdened
- Cost-Burdened (30-50%)
- Severely Cost-Burdened (>50%)

Total HH: 6,545 (Extremely Low-Income ≤30% AMI)
Total HH: 5,760 (Very Low-Income 30-50%)
Total HH: 5,220 (Low-Income 50-80%)
Total HH: 3,870 (Moderate Income 80-100%)

Cost-burden: paying over 30% of HH income on housing costs

Severe cost-burden: paying over 50% of HH income on housing costs

New Tool!: Explore Cost Burden Data

http://housing.berk-maps.com/

New tool for exploring HUD cost burden data.

- Select your city/place
- Filter by household types and tenure (owner/renter) to narrow down on populations of concern.
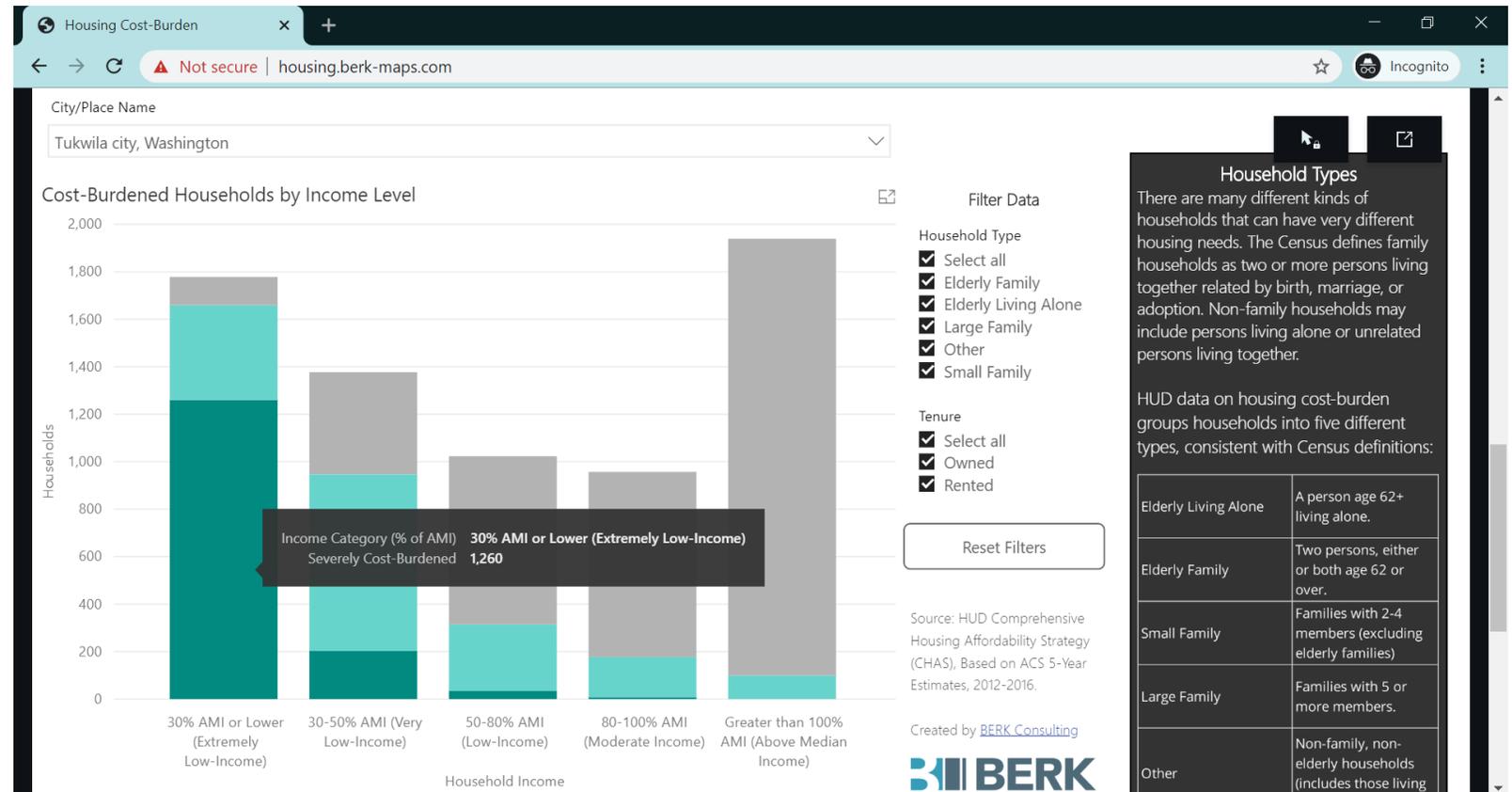
Workforce Profile

PURPOSE: To assess the housing needs of individuals working in your community

Common Sources for Workforce Data

Census OnTheMap	WA Employment Security Dept (ESD)	Other Sources
• Jobs by wage level, sector, age • Historic trends • Inflow/Outflow • Distance traveled	• County/regional employment by detailed sectors • Wages by job type • Employment projections	• Comprehensive plans • Local employers • Regional Economic Development Orgs.

Census OnTheMap

https://onthemap.ces.census.gov/

28% of workers in City of Chelan commute over 50 miles to their job location.

Job Location of Workers Who Live in Ellensburg
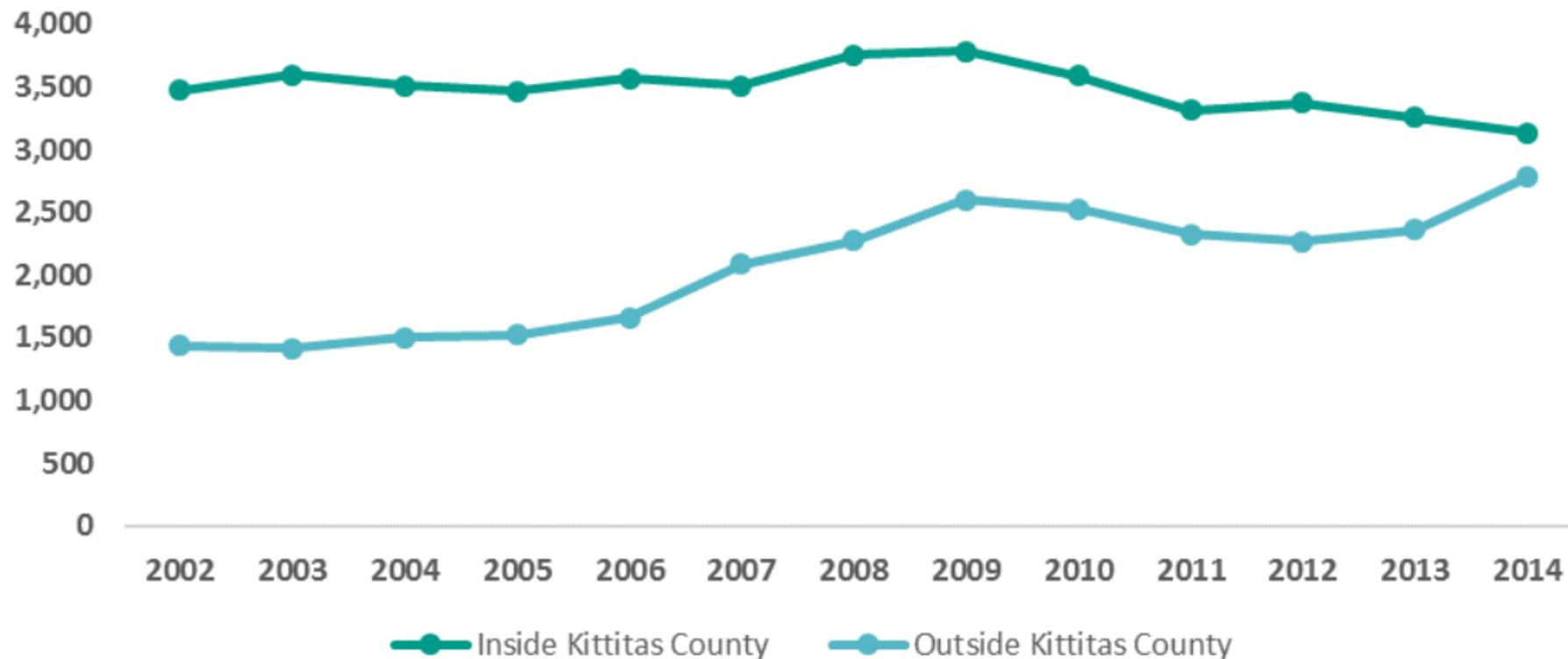
An increasing share of Ellensburg residents have work locations outside of their home county

Source: U.S. Census Bureau, Center for Economic Studies, 2016; BERK 2016.

ESD Employment Projections

	A	B	C	D	E	F	G	H	
1	Occupational employment projections, June 2019				return to content				
2	North Central								
3	Source: Employment Security Department/LMEA								
4									
5	SOC code	Occupational title	Estimated employment 2017	Estimated employment 2022	Estimated employment 2027	Average annual growth rate 2017-2022	Average annual growth rate 2022-2027	Average annual opening due to growth 2017-2022	Average opening 2022-20
6	00-0000	Total, All Occupations	138,832	149,913	157,433	1.55%	0.98%	2,199	
7	11-0000	Management Occupations	6,067	6,533	6,895	1.49%	1.08%	91	
8	11-1000	Top Executives	1,669	1,800	1,893	1.52%	1.01%	26	
9	11-1011	Chief Executives	172	189	201	1.90%	1.24%	3	
10	11-1021	General and Operations Managers	1,422	1,532	1,610	1.50%	1.00%	22	
11	11-1031	Legislators	75	79	82	1.04%	0.75%	1	
12	11-2000	Advertising, Marketing, Promotions, Public Relations, and Sales Managers	157	173	182	1.96%	1.02%	3	
13	11-2011	Advertising and Promotions Managers	*	*	*	*	*	*	*
14	11-2021	Marketing Managers	24	29	32	3.86%	1.99%	1	
15	11-2022	Sales Managers	117	127	132	1.65%	0.78%	2	
16	11-2031	Public Relations and Fundraising Managers	13	14	15	1.49%	1.39%	0	
17	11-3000	Operations Specialties Managers	719	784	829	1.75%	1.12%	12	
18	11-3011	Administrative Services Managers	113	120	126	1.21%	0.98%	1	
19	11-3021	Computer and Information Systems Managers	109	130	142	3.59%	1.78%	4	
20	11-3031	Financial Managers	281	302	321	1.45%	1.23%	4	
21	11-3051	Industrial Production Managers	104	107	111	0.57%	0.74%	1	
22	11-3061	Purchasing Managers	18	20	20	2.13%	0.00%	0	
23	11-3071	Transportation, Storage, and Distribution Managers	49	56	58	2.71%	0.70%	1	

Content | Benton-Franklin | Eastern | **North Central** | Northwest | Olympic | Pacific Mountain | Seattle-King County | Snohomish | South Ce ...

Wages by Industry Subsectors Covered Employment (QCEW)

https://esd.wa.gov/labormarketinfo/covered-employment

								Total quarterly	Average	Average	Average
1	Covered employment classified by three-digit NAICS industry subsectors										Back to index
2	Chelan County										
3	Second quarter 2019 preliminary										
4	Source: Employment Security Department/LMEA										
5	2-digit NAICS	3-digit NAICS	Industry subsectors	Firms	Apr	May	Jun	Total quarterly wages paid	Average employment	Average quarterly wage	Average weekly wage
6	TOTAL		Total	3,333	42,133	42,846	48,245	$462,131,173	44,408	$10,406	$800
7	11		Agriculture, forestry, fishing and hunting	491	8,015	8,007	12,284	$67,296,095	9,435	$7,133	$549
8		111	Crop production	459	4,532	4,139	5,970	$31,418,361	4,880	$6,438	$495
9		112	Animal production	*	*	*	*	*	*	*	*
10		113	Forestry and logging	*	*	*	*	*	*	*	*
11		114	Fishing, hunting and trapping	0	0	0	0	$0	0	$0	$0
12		115	Agriculture and forestry support activities	24	3,466	3,843	6,286	$35,694,001	4,532	$7,876	$606
13			Other industries	8	17	25	28	$183,733	23	$7,988	$614
14	21		Mining	*	*	*	*	*	*	*	*
15		211	Oil and gas extraction	0	0	0	0	$0	0	$0	$0
16		212	Mining, except oil and gas	*	*	*	*	*	*	*	*
17		213	Support activities for mining	0	0	0	0	$0	0	$0	$0
18			Other industries	*	*	*	*	*	*	*	*
19	22		Utilities	*	*	*	*	*	*	*	*
20		221	Utilities	*	*	*	*	*	*	*	*
21			Other industries	*	*	*	*	*	*	*	*

◄ ► ... | Gov't Detail | County Totals | Adams County | Asotin County | Benton County | **Chelan County** | ... ⊕

Employment Projection by Wage Level

Annual Growth Projections in South Central Washington State for Occupation Types with Central Washington Nonmetropolitan Annual Wage Data Available

Income Category	Income Range	Average Annual Growth Projections		
		2015-2017	2014-2019	2019-2024
Very Low Income	Less than 30% AMI	0.00%	0.00%	0.00%
Low Income	30% to 50% AMI	0.98%	1.97%	0.76%
Moderate Income	50% to 80% AMI	1.09%	1.63%	0.78%
Lower Middle Income	80% to 100% AMI	1.56%	1.73%	1.24%
Above Median Income	Greater than 100% AMI	1.59%	1.83%	1.33%

Source: BERK 2016; Washington State Employment Security Department, 2016.

Synthesizing wage data with employment projections to estimate rates of growth by income level.

Housing Inventory

PURPOSE: To summarize the housing available within the community to compare it to housing needs and identify housing problems.

Sources for Housing Data

Census / American Community Survey	Office of Financial Management	Zillow, MLS, WCRER	HUD, USDA, PolicyMap, Local Housing Authorities	Other Data Sources
• Housing tenure • Housing types • # of bedrooms • Vacancy rates • Housing Condition • Special housing types • Crowding	• Housing units by type • Housing production trends	• Housing Sales Prices • Rental Housing Costs • Median daily listings • Housing production • Vacancy rates	• Income-restricted affordable housing • Tenant-based vouchers	• DSHS (group homes & assisted living) • County assessor data • Local permitting office

Housing Inventory by Units in Structure and Tenure, City of Yakima

Single Family — 65%
Duplexes
Multifamily (3 or 4 Units)
Multifamily (5 to 19 Units)
Multifamily (20+ Units)
Mobile Homes

HOUSING INVENTORY (2018): 7%, 9%, 7%, 6%, 6%, 65%

HOUSING TENURE: Renter 45%, Owner 55%
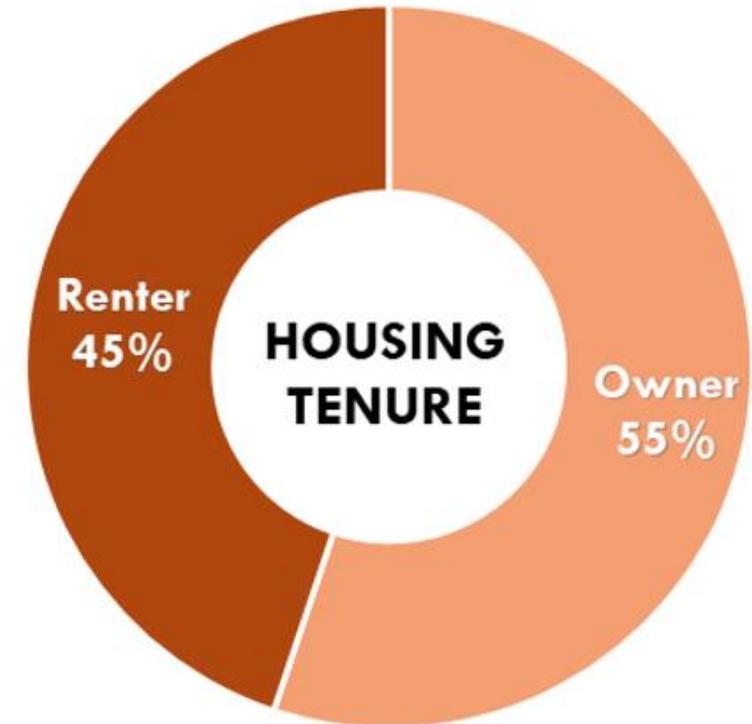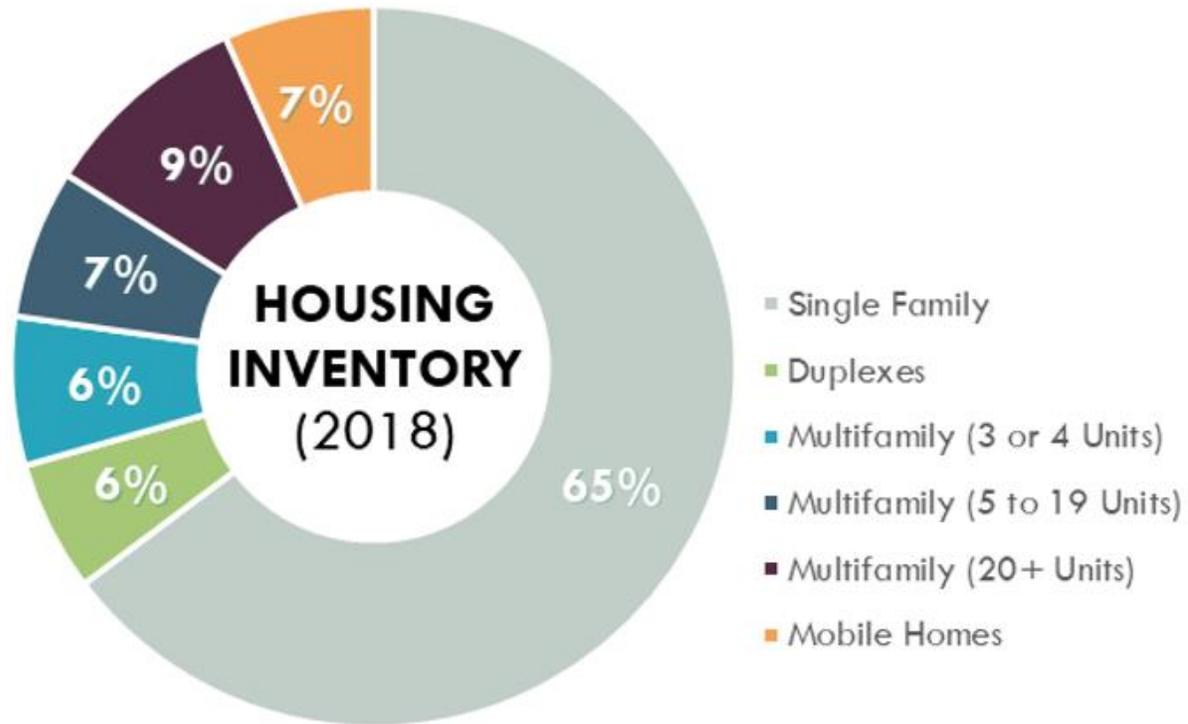
Source: 2014-2018 ACS 5-Year Estimates, TableID: DP04 and S1101.

Yakima County Multifamily Rents and Vacancy
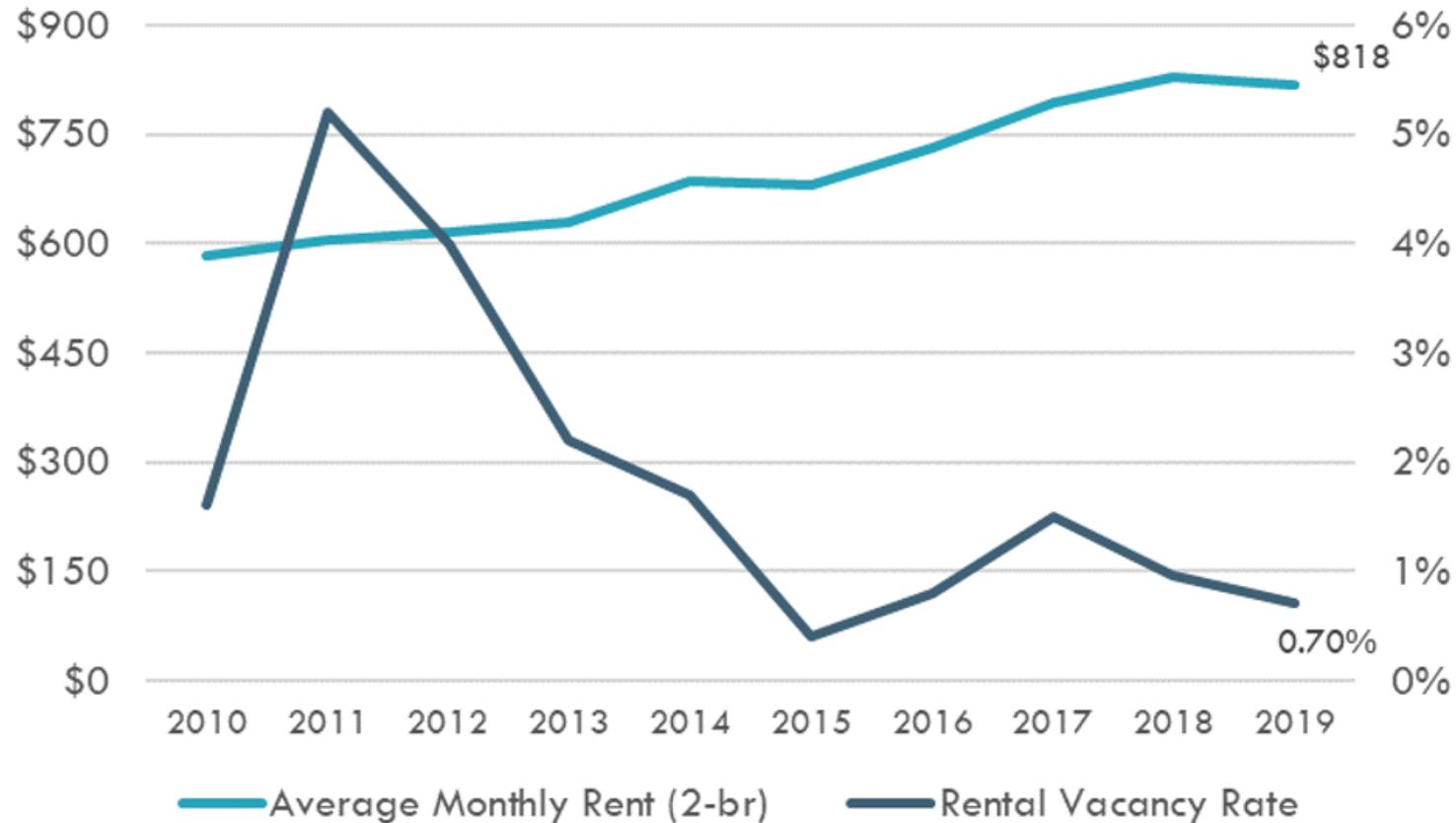
Yakima has had extremely low vacancy rates in recent years while rents steadily rise.

Legend: Average Monthly Rent (2-br) — Rental Vacancy Rate

Source: Washington Center for Real Estate Research, State Apartment Market Report, Fall 2010-2019; 2014-2018 ACS DP04 5-Year Estimates; BERK, 2019.

Affordability of Rental Housing by Income Level in City of Edmonds , 2018

Household Income % of AMI	Affordability of Average Cost Rental Units, Q4 2018				
	Studio	1 Bedroom	2 Bedroom	3 Bedroom	4+ Bedroom*
120%	Yes	Yes	Yes	Yes	Yes
100%	Yes	Yes	Yes	Yes	Yes
80%	Yes	Yes	Yes	Yes	Yes
60%	No	No	No	No	No
50% or less	No	No	No	No	No

Note: Affordability limits based on HUD definitions of household income, adjusted for household and unit size.
*Data for 4-bedroom units or larger is not available for 2018; therefore 2017 data from Dupre+Scott is used instead.

Source: BERK, 2018; Apartment Insights, 2018; HUD, 2018.

Gap Analysis – Current Market Rents and What Households Can Afford

Exhibit 48: Affordable and Actual Average Rents in City of Bellevue

Legend:
- Affordable at 80% Median (2-bed)
- Avg Rent W. Bellevue
- Avg Rent E. Bellevue
- Affordable at 50% Median (2-bed)
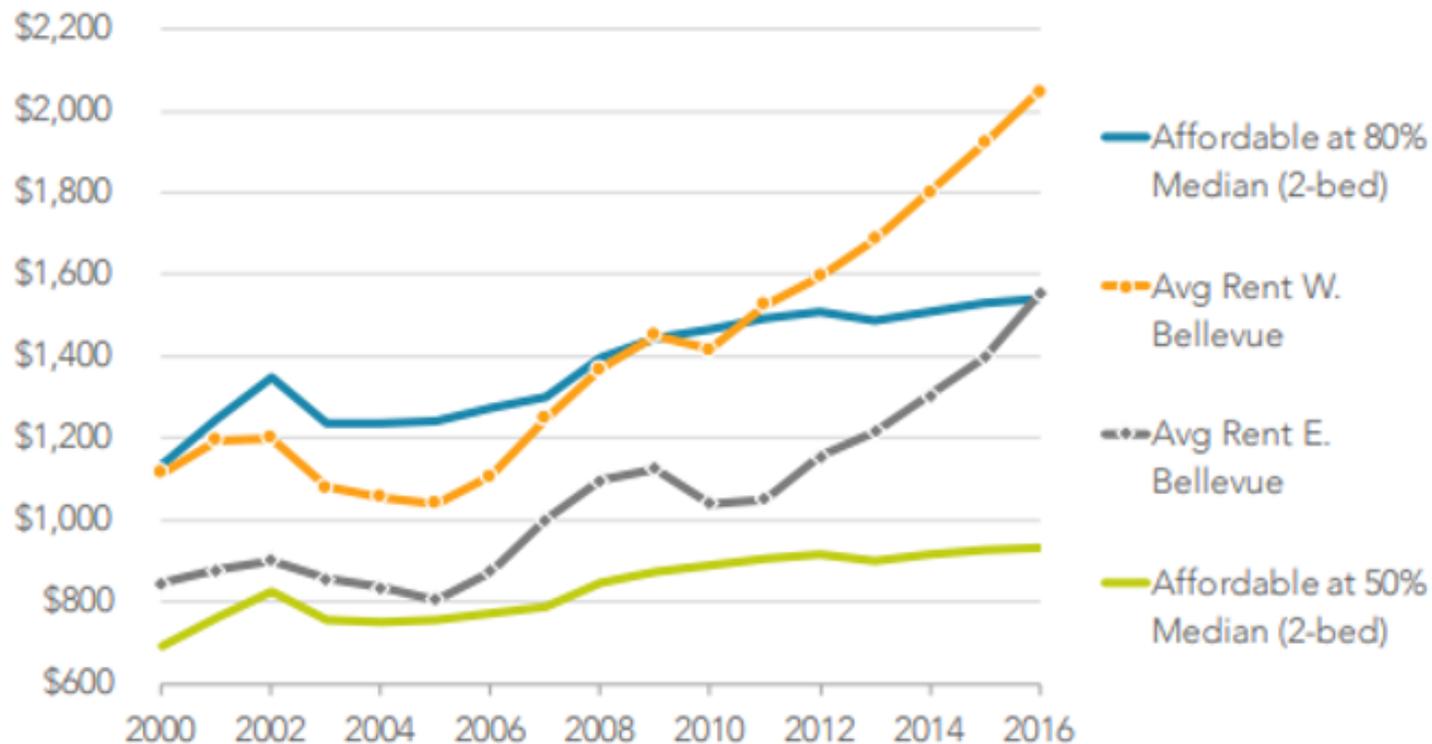
The gap between median rents in Bellevue and what households can afford is widening rapidly.

Source: ARCH; HUD King County Median Income 2016; Dupre and Scott Apartment Advisors, 2016; Bellevue Affordable Housing Strategy, 2017.

Housing Affordability Index

	Q2 2017	Q2 2018	Q2 2019
Yakima County	121.1	98.5	98.4
Yakima County, First Time Buyers	86	70.7	73.4
Washington State	109.5	98.5	98.4
Washington State, First Time Buyers	77.8	70	69.9

Source: Washington Center for Real Estate Research, 2019.

Measures ability of a middle-income family to afford a median priced home.
- 100 = balance between incomes and ability to pay.
- Yakima County shows affordability challenges for first-time buyers

Income-Restricted Housing Inventory - PolicyMap

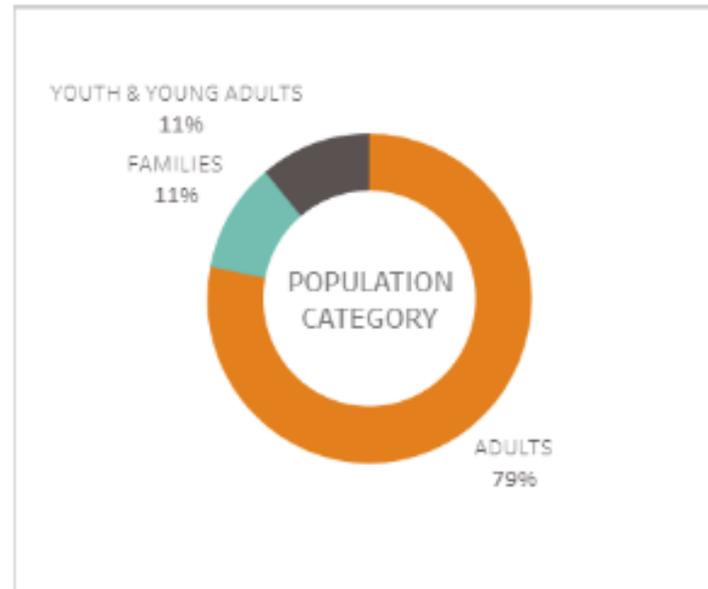Exhibit 43: Affordable Housing Data Available in PolicyMap, City of Yakima
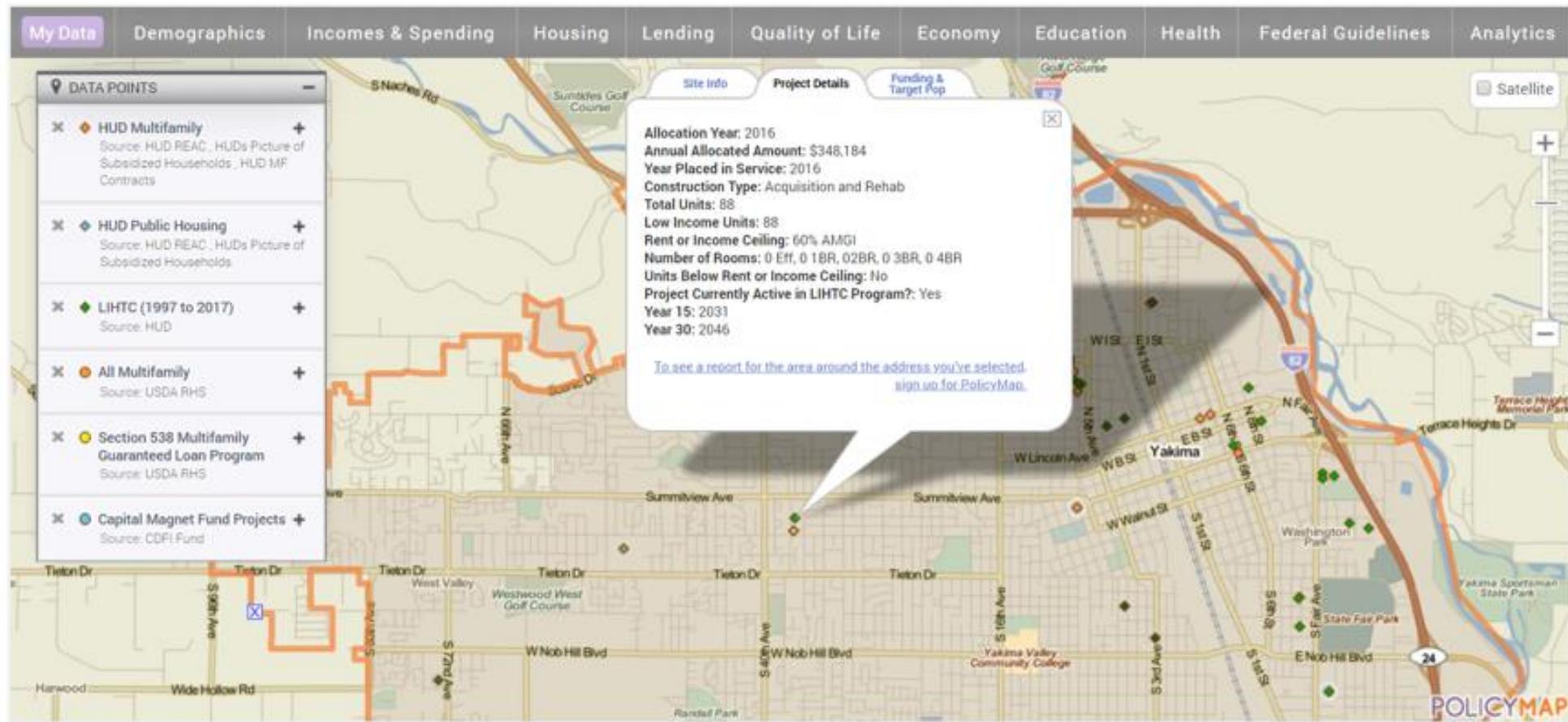
Aggregates and maps data available through various HUD and USDA programs. Also consult local housing authorities.

Data on Homelessness

- Point in Time counts
- OSPI homeless student counts
- Service provider records

13,003 households experiencing homelessness

received services in the homeless response system on 10/31/2019

HOMELESS STATUS
- UNKNOWN 19%
- UNSHELTERED 20%
- SHELTERED 62%

POPULATION CATEGORY
- YOUTH & YOUNG ADULTS 11%
- FAMILIES 11%
- ADULTS 79%

VETERAN STATUS
- VETERANS 8%
- NON-VETERANS 92%
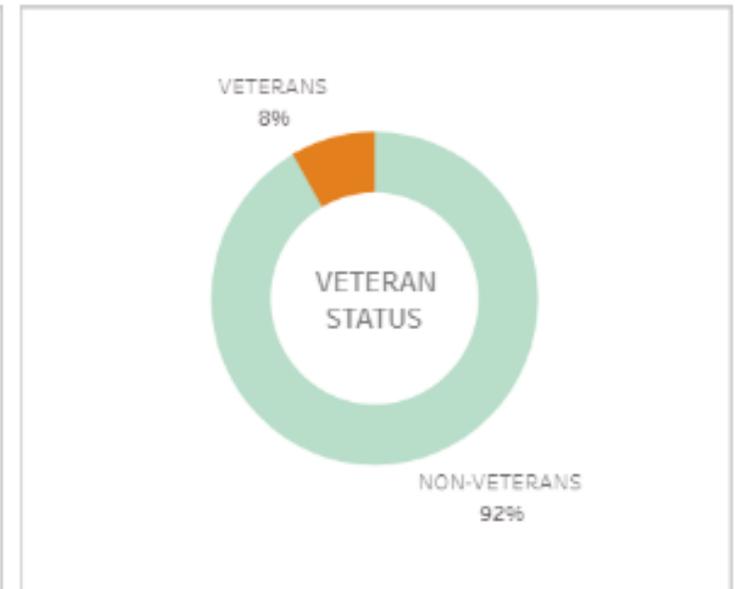
Source: King County All Home, 2019

Gap Analysis

PURPOSE: To identify the gaps between the housing your community needs and the housing it has:

- Estimate total number of units needed to meet growth projections

- Estimate unmet housing needs by income level

- Estimate unmet housing needs by housing types

- Engage with community stakeholders for qualitative input
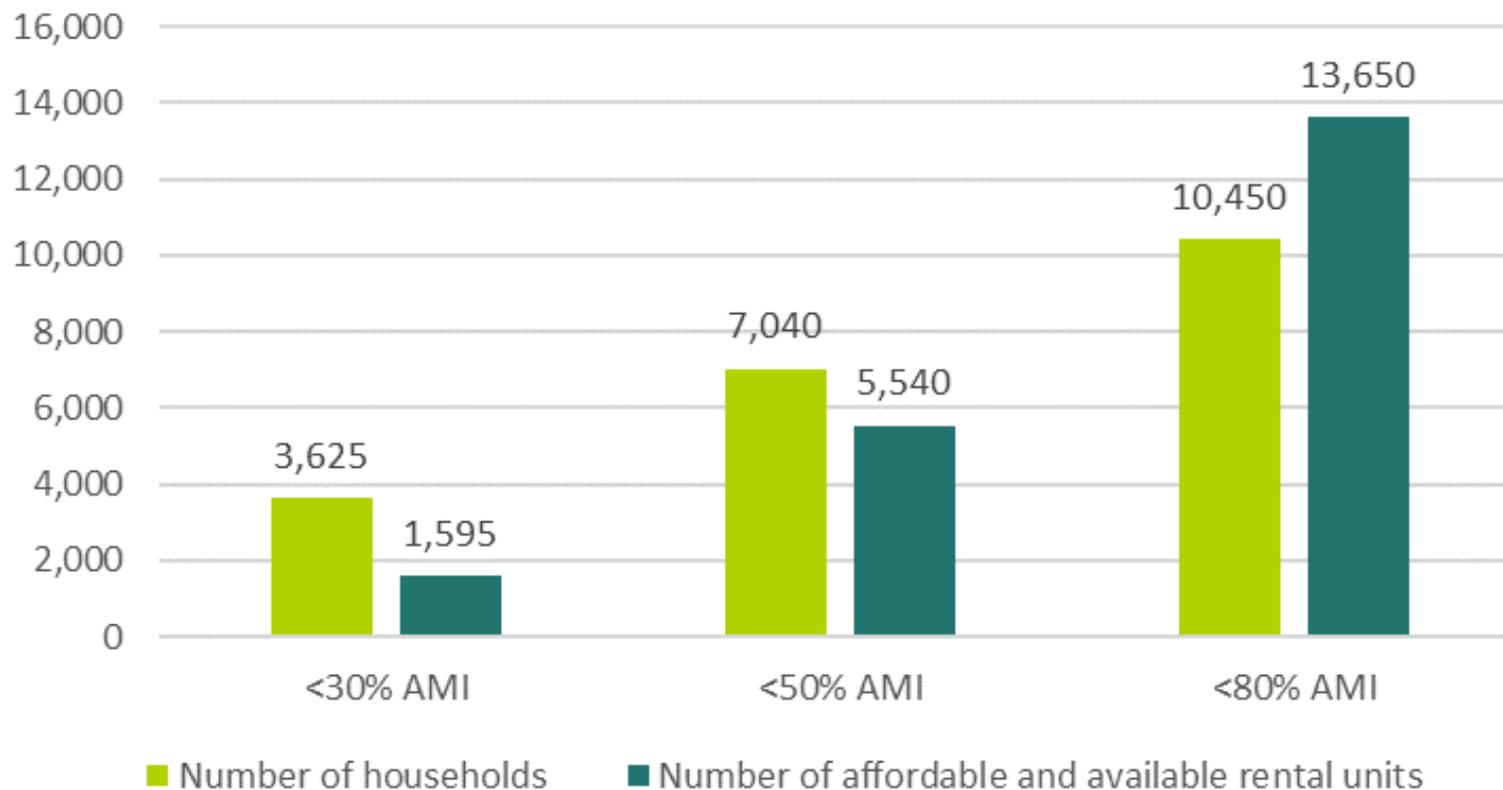
Projecting Future Housing Needs

Exhibit 4: Historic and Projected Population in City of Yakima, 2000-2035
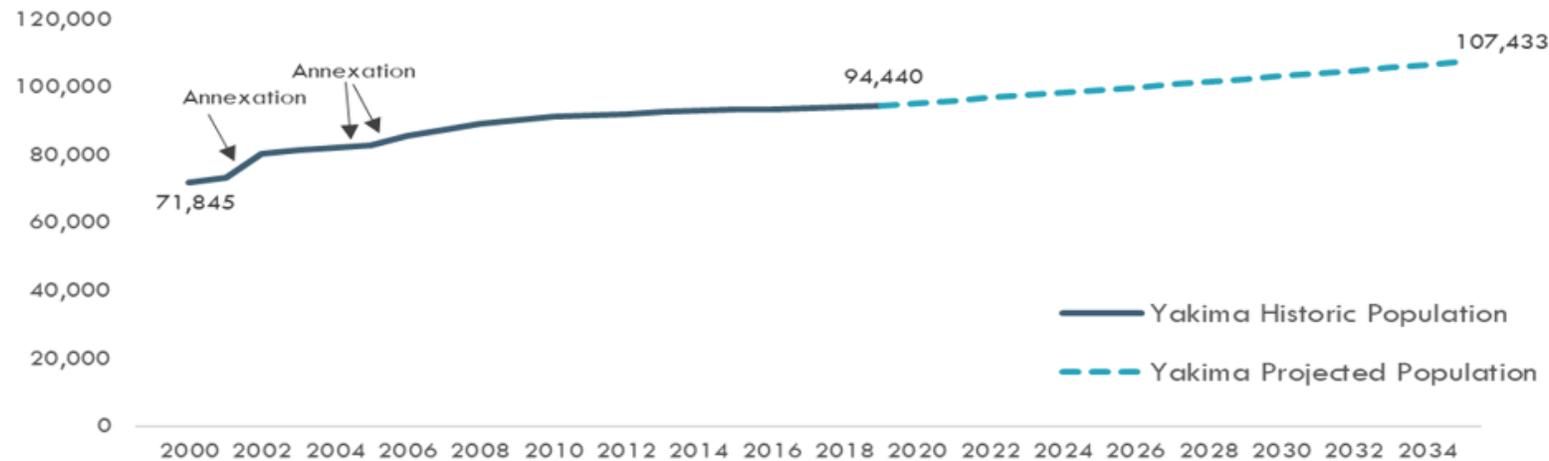
Source: Washington State OFM, 2019; Yakima County Horizon 2040 Comprehensive Plan, 2017; BERK, 2019.
Note: Only annexations adding population of 1,000 or more are labeled on this graph

Yakima City Calculations

1. Projected average annual population growth, 2019-2035*: **812 people**

2. Projected average annual household growth, 2019-2035: **301 households**

3. Number of housing units needed to meet population growth: **316 housing units annually - 5,057 housing units by 2035***

*Per Yakima County, Horizon 2040.

Note: This estimate assumes a consistent average household size of 2.7.

Affordable and Available Rental Housing, City of Yakima

Source: HUD CHAS (based on ACS 2012-2016 5-year estimates); AMI = HUD Area Median Family Income
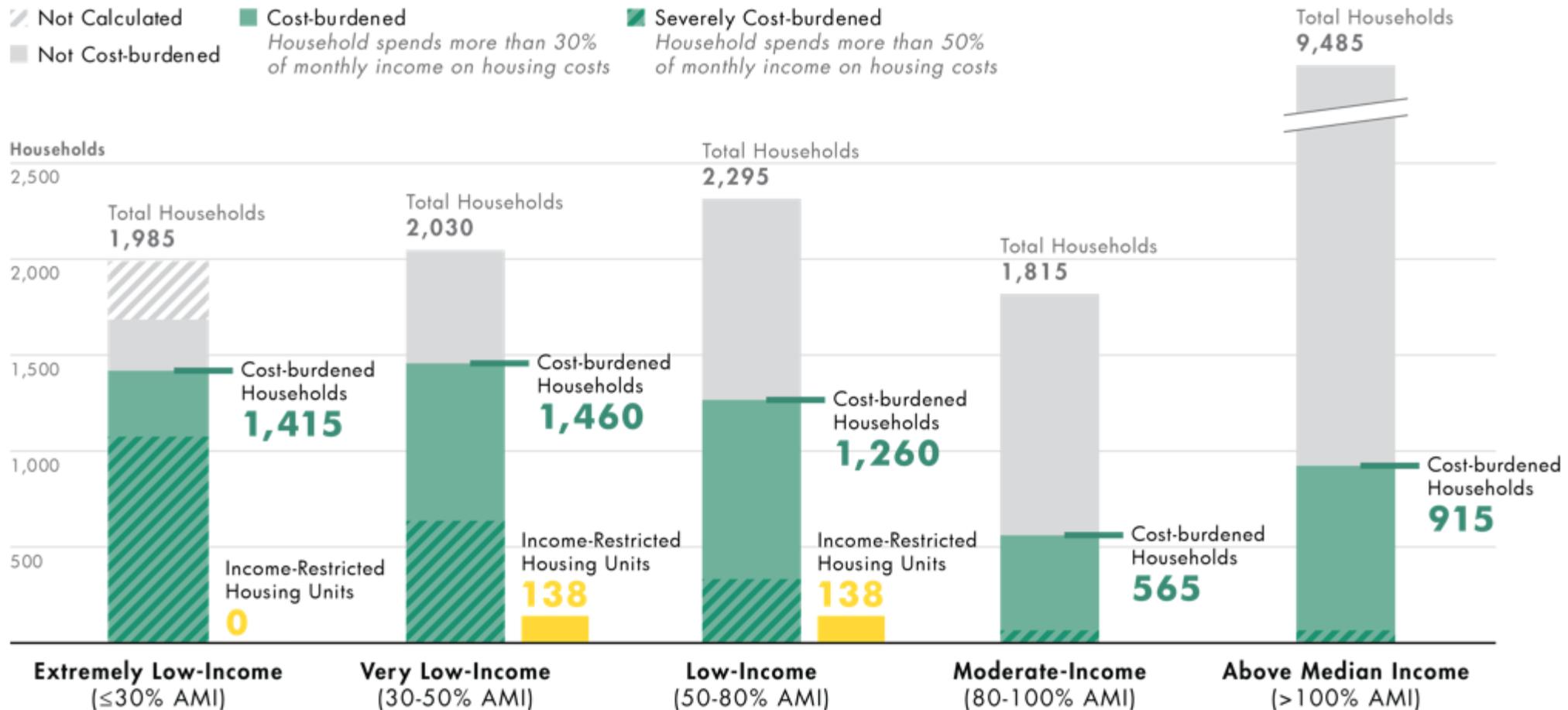
- **Gap of over 2,000** units affordable to households with incomes below 30% of AMI
- **Gap of 1,500** units affordable to households with incomes below 50% of AMI
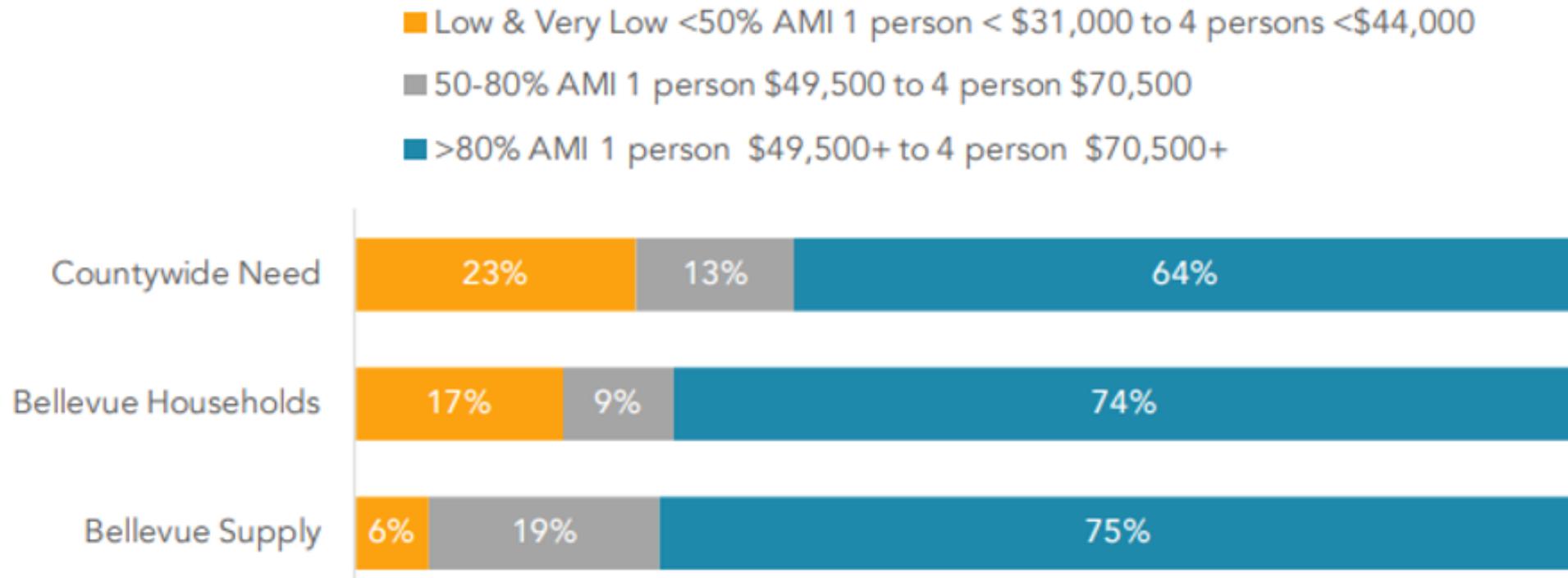
Cost-burdened households in Edmonds

Exhibit 46: Cost-Burdened Households and Current Income-Restricted Housing Inventory, City of Edmonds

Source: HUD CHAS (based on ACS 2012-2016 5-year estimates); AMI = HUD Area Median Family Income

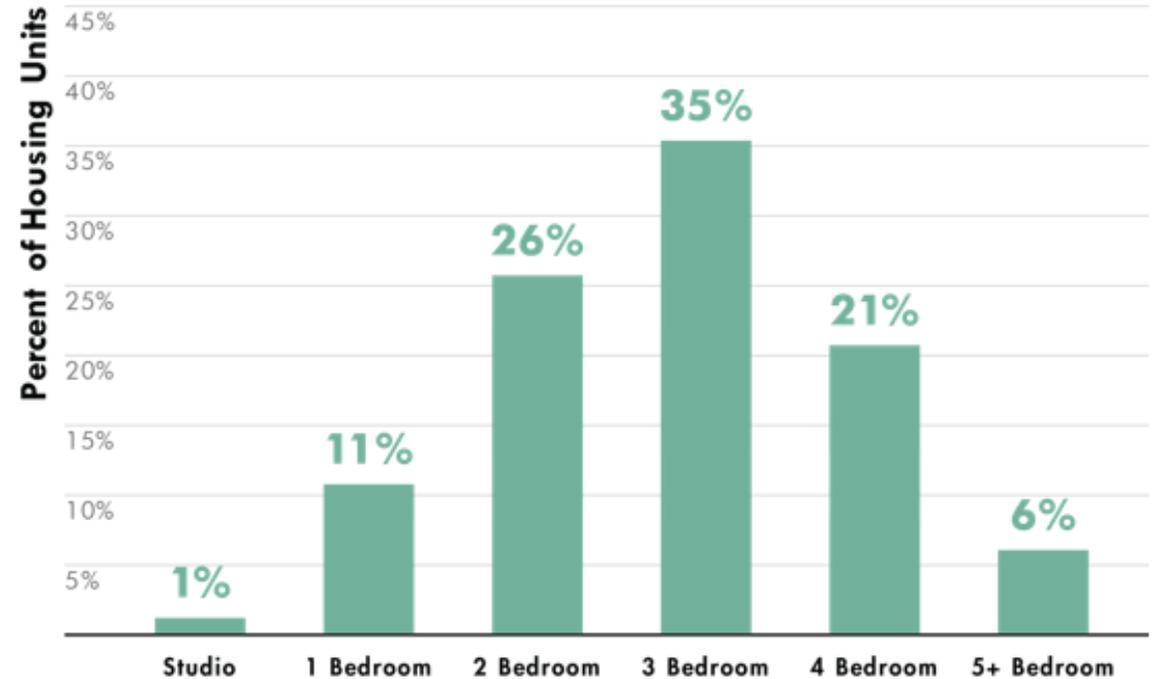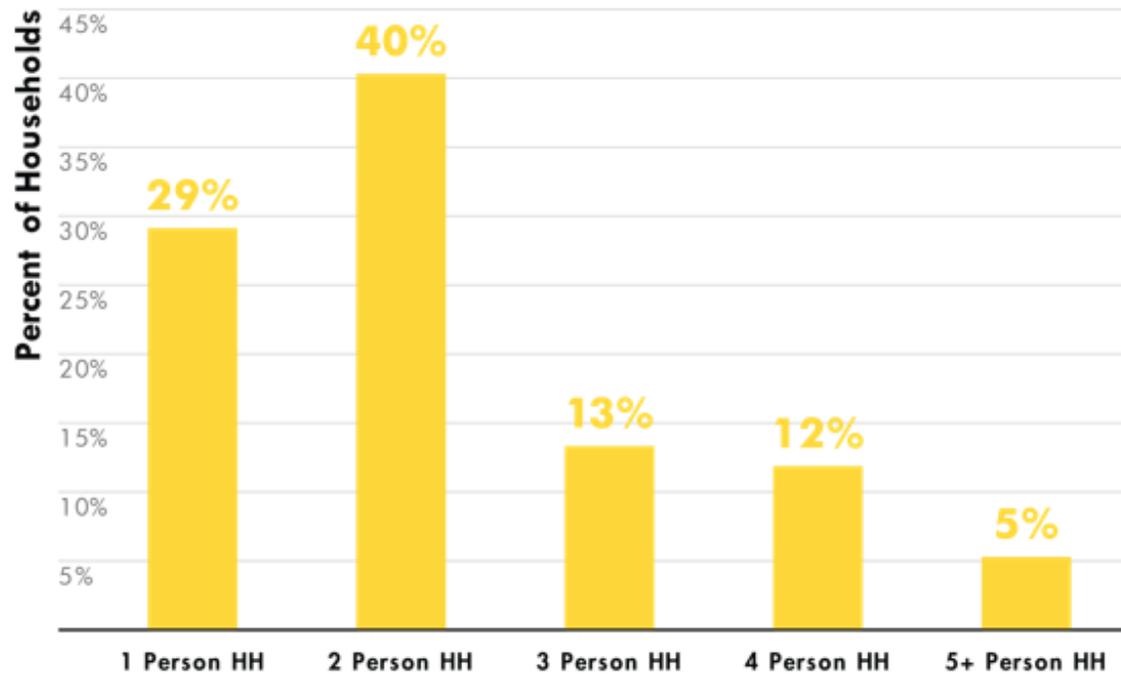# Gap Analysis – Housing Availability by Affordability

Exhibit 47: Affordable Housing Need in Bellevue

Legend:
- ■ Low & Very Low <50% AMI 1 person < $31,000 to 4 persons <$44,000
- ■ 50-80% AMI 1 person $49,500 to 4 person $70,500
- ■ >80% AMI 1 person $49,500+ to 4 person $70,500+

	Low & Very Low	50-80% AMI	>80% AMI
Countywide Need	23%	13%	64%
Bellevue Households	17%	9%	74%
Bellevue Supply	6%	19%	75%

Source: HUD CHAS (based on ACS 2008-2012 5-year estimates); AMI = King County Median Income for 2014; Bellevue Affordable Housing Strategy, 2017.

Gap Analysis –
Housing Sizes vs. Household Sizes

Exhibit 49: Household Sizes Compared to Housing Unit Sizes, City of Edmonds

Source: U.S. Census American Community Survey 5-Year Estimates, 2013–2017.

Gap Analysis – Other Themes

Projected job growth	• What do employers say about the housing needs of their workforce? • Are there enough units affordable to workers in wage groups with projected job growth? • How many more units are needed? What types?
Seniors	• What is the projected growth in senior population? • Is there enough senior housing to address this growth? • Is there enough housing in formats that support seniors in independent living?
Other populations with special housing needs	• What do service providers say about housing needs among populations they serve? • What shortages do they identify?

Spreadsheet Template to Support Analysis

- **Template in Appendix B supports:**
  - Pointers to available data sources
  - Templates for data collection and analysis
  - Support for topics like gap analysis

	Table 15: Rental Units Available by Income Bracket			
	Units Affordable to Households	Total Rental Units at Afforability Level	Renter Households at Income Level	Over / Under
<= 30% HAMFI			0	0
>30% to <=50% HAMFI			0	0
>50% to <-80% HAMFI			0	0
>80% HAMFI			0	0

Table 16: Home Ownership Affordability		
Median household income brackets	% of household population	Count of households
< $10,000		0
$10,000 - $14,999		0
$15,000 - $24,999		0
$25,000 - $34,999		0
$35,000 - $49,999		0
$50,000 - $74,999		0
$75,000 - $99,999		0
$100,000 - $149,999		0
$150,000 - $199,999		0

README CommunityProfile WorkforceProfile HousingInventory **GapAnaly**

Gap Analysis – Summarize Findings

- Total units needed to meet future growth projections
- Types of units where the greatest shortages currently exist
- Income levels likely to be served (or not) by market rate housing production
- Counts of cost-burdened households by income level
- **Findings will be used in the next step: Housing Action Plan**
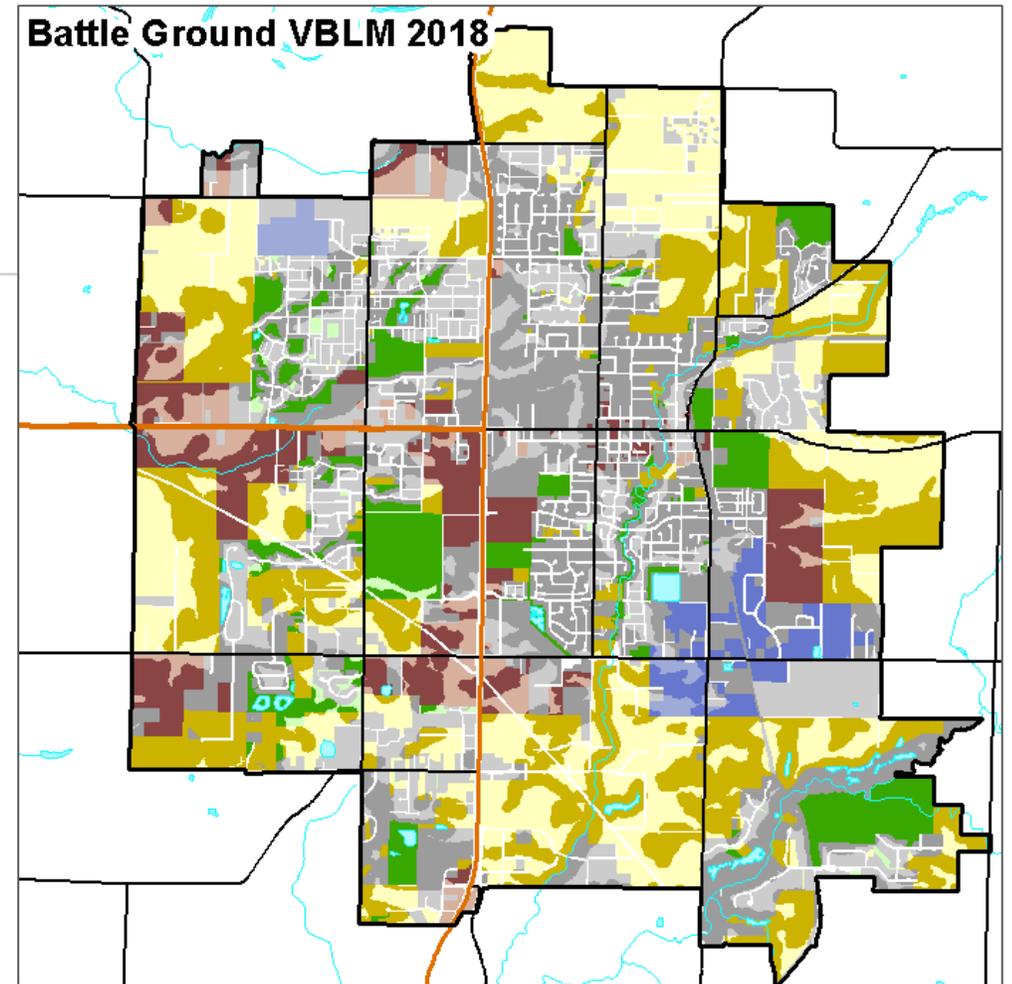
Land Capacity Analysis

PURPOSE: To identify how much land is available for future development for what types of housing and where.

Land Capacity Analysis

Typically answers the following questions:

- Is there sufficient buildable land capacity available for projected housing demand?

- Does this capacity allow for the kinds of units in highest need and demand?

Battle Ground VBLM 2018

Next Steps

HNA

- An HNA is the first step towards addressing housing affordability challenges in your community
- The next steps are to:
  - Identify suitable housing strategies for addressing housing needs, and
  - Create an action plan for implementing these strategies
- Both of these next steps are part of developing a Housing Action Plan
- Housing Action Plan Webinar is planned for May 2020

Clarify and Quantify Housing Needs

Identify Strategies and Policy Solutions

Create Implementation Plan to change goals, policies, zoning, regulations, processes, programs

Monitor progress

Questions?

Kevin Ramsey

BERK Consulting
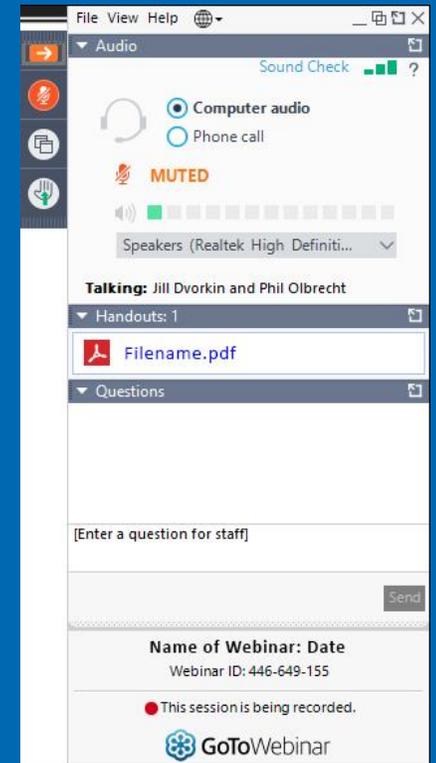KevinR@berkconsulting.com
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1. Click the orange arrow to expand or collapse the toolbar.

2. Enter your inquiry in the "Questions" dialogue box and click the "Send" button.

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