

An aerial photograph of a residential neighborhood. In the foreground, there are several houses with grey roofs, surrounded by lush green trees. A road with a few cars is visible at the bottom. In the background, a large, calm lake stretches across the horizon, with more trees and distant hills under a sky filled with soft, white clouds.

Collaborative Roadmap Phase III: Project Framework and Path to Success



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Project Framework and Path to Success

Framework purpose

The Collaborative Roadmap Phase III (Phase III) project will build upon the findings, concepts, and recommendations in recent state-funded reports to make recommendations to the Legislature on reforms to the state’s growth policy framework.

During this phase of work, a task force will make recommendations to the Legislature prior to the 2022 and 2023 legislative sessions. Task force participants will represent a broad range of perspectives. Project engagement will also include a special focus on Tribes and the lived experiences and perspectives of people and communities who have too often been excluded from public policy decision-making and who are unevenly impacted by those decisions.

To build a strong foundation for the Phase III project, the project team has developed the Project Framework and Path to Success. This includes a project framework and engagement plan that will provide a set of guideposts to ensure project deliverables and expectations are met and that the project is a success.

The purpose of this is to:

- ✓ Provide a background and foundation for the project
- ✓ Outline project goals and objectives
- ✓ Provide a project schedule
- ✓ Establish a detailed plan for engagement
- ✓ Identify communication protocols, contacts and responsible parties between the project team and Commerce
- ✓ Outline keys to the overall success of the project
- ✓ Identify potential project risks upfront and strategies to address risk

Excerpt from Engrossed Substitute Senate Bill (ESSB) 5092:

[Commerce is] to convene a task force to make recommendations regarding needed reforms to the state’s growth policy framework [...]. The process will build upon the findings, concepts, and recommendations in recent state-funded reports [...]. The task force must involve diverse perspectives including but not limited to representatives of counties, cities, special districts, the real estate, building, and agricultural industries, planning and environmental organizations, tribal governments, and state agencies. Special effort must be made to include in these discussions the lived experiences and perspectives of people who have too often been excluded from public policy decision-making and unevenly impacted by those decisions.

ESSB 5092, p. 64-65

Project goals, deliverables and schedule

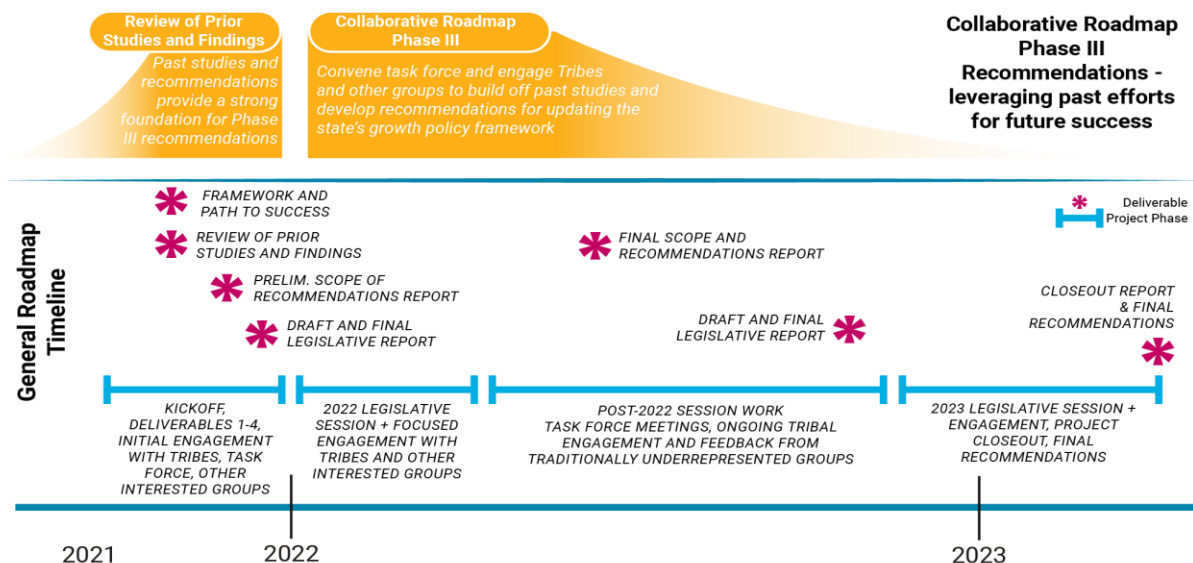
Introduction and goals

Commerce and the consulting team prepared a scope of work (SOW) for this project, attached as [Appendix A](#). The SOW provides details about the tasks, deliverables, timelines and expectations for the project. In addition, Commerce and the consultants participated in a kickoff meeting on August 19, 2021. One of the purposes of that meeting was to understand and further refine the project goals, vision and internal communication protocols for the project. A copy of the kickoff meeting notes is provided in [Appendix E](#).

The goal for this project is to convene a task force to make recommendations on needed reforms to Washington’s growth policy framework to the Washington State Legislature prior to the 2022 and 2023 legislative sessions. In addition to the task force, the project will include early and continuous engagement with Tribes, other interested parties, legislators, and people and communities who have been left out of public policy decision-making and who are unevenly impacted by those decisions. The process for accomplishing these engagement goals is outlined in the engagement plan.

For this project to achieve the desired outcomes, the consulting team will monitor, measure and report the steps outlined within the scope of work and engagement plan ([Appendix C](#)) to Commerce. In addition to this Project Framework and Path to Success, the consulting team will submit regular project progress reports to Commerce and have continual coordination on project deliverables and engagement.

As we initiate engagement, the project team expects to further refine objectives and desired outcomes. The Phase III project will run through June of 2023 and includes seven deliverables and a concurrent engagement strategy. The final closeout report and final set of recommendations will support work continuing beyond the project’s formal timeframe.



Deliverables

Additional details on the tasks and deliverables are outlined in the adopted SOW ([Appendix A](#)) and the project schedule ([Appendix B](#)). The following is a high-level summary of deliverables and timeframes for each.

Deliverables	Timeframe	Overview of deliverables
Deliverable 1: Project Framework and Path to Success	August 20 – September 15, 2021	<ul style="list-style-type: none"> • Kickoff meeting with Commerce • Project charter • Engagement plan
Deliverable 2: Review of Prior Studies and Findings	August 20 – September 15, 2021	<ul style="list-style-type: none"> • Analysis and synthesis of prior studies identified by Commerce • Review of existing legislation • Initial outline of opportunities for 2022 session
Deliverable 3: Preliminary Scope of Recommendations Report	August 20 – October 15, 2021	<ul style="list-style-type: none"> • Preparation of report that identifies proposed scope of preliminary project recommendations
Deliverable 4: Draft and Final Legislative Report	October 1 – December 15, 2021	<ul style="list-style-type: none"> • Preparation of a 2022 legislative recommendation chapter • Summary of 2021 engagement
Deliverable 5: Final Scope and Recommendations Report	March 15 – June 1, 2022	<ul style="list-style-type: none"> • Succinct report that updates the information in Deliverable 3 and reflects actions taken during the 2022 legislative session • Information and feedback from engagement efforts
Deliverable 6: Draft and Final Legislative Report	October 15 – December 15, 2022	<ul style="list-style-type: none"> • Report on activities and recommendations prior to the 2023 legislative session • Summarize 2022 engagement
Deliverable 7: Closeout Report & Final Recommendations	April 15 – June 15, 2022	<ul style="list-style-type: none"> • Final report, including executive summary, project successes, process, and lessons learned • Recommendations and issues for future study

Schedule

Work on this project is organized into four phases, organized around the 2022 and 2023 legislative sessions. The following provides a high-level overview of each phase. Specifics for deliverables and engagement during each of these phases may be found in Appendices [A](#) and [C](#), respectively.

Phase 1: Kickoff, deliverables one through four and initial engagement (August 2021-January 2022)

- Commerce kickoff meeting
- Development of Deliverable 1: Project Framework and Path to Success (this document)
- Development of Deliverable 2: Review of Prior Studies and Findings
- Development of Deliverable 3: Preliminary Scope of Recommendations Report
- Engagement prior to the 2022 session – Form and engage task force for 2022 legislative session recommendations and engage legislators, Tribes, and other interested groups, including people and communities who have too often been excluded from public policy decision-making
- Preparation of Deliverable 4: Draft and Final Legislative Report

Phase 2: 2022 Legislative session (January-March 2022)

- Legislative engagement during 2022 legislative session
- Task force, Tribal, and other group engagement during legislative session

Phase 3: Post-2022 Legislative session (March 2022-January 2023)

- Deliverable 5: Final Scope and Recommendations Report following 2022 session
- Engagement prior to 2023 legislative session
- Deliverable 6: Draft and Final Legislative Report

Phase 4: 2023 Legislative Session, Project Closeout Report and Final Recommendations (January-June 2023)

- Engagement during 2023 legislative session
- Deliverable 7: Closeout Report and Final Recommendations

Project Management and Internal Communication

The success of this project is built on a strong communication plan. For internal communication, the project team proposes several measures to support strong coordination and communication between the project team and Commerce, including:

- Identifying primary project contacts for both the project and Commerce teams
- Identifying project team members for both the project and Commerce teams
- Building in time for Commerce review and comment on each project deliverable

- Developing standard communication protocols to ensure projects tasks and deliverable deadlines are met, including:
 - Submitting progress reports every two weeks as outlined in [Appendix D](#)
 - Participating in regular project meetings, scheduled as needed

The project team members and primary contacts are:

Name	Organization	Title	Contact
Dave Andersen*	Department of Commerce	Managing Director	dave.andersen@commerce.wa.gov
Dave Pringle	Department of Commerce	Policy Director	dave.pringle@commerce.wa.gov
Paul Johnson	Department of Commerce	Senior Planner	paul.johnson@commerce.wa.gov
Clay White+	LDC, Inc.	Director of Planning	cwhite@ldccorp.com
Matt Covert	LDC, Inc.	Planner	mcovert@ldccorp.com
Brett Houghton**	PRR	Director	bhoughton@prrbiz.com
Lauren Foster	PRR	Senior Consultant	lfoster@prrbiz.com
Laura LaBissoniere Miller	PRR	Associate Director of Community Engagement	llabissoniere@prrbiz.com
William Grimes*	SCJ Alliance	Principal	bill.grimes@scjalliance.com
Rachelle Bradley	SCJ Alliance	Planner	rachelle.bradley@scjalliance.com
Sasha Visconty*	Confluence Environmental	Senior Principal	sasha.visconty@confenv.com
Duana Koloušková*	JMMK Law	Partner	kolouskova@jmmklaw.com

*Commerce project lead

**Engagement lead

+Primary project contact and overall project lead

External communication – engagement plan

The project team has developed a separate engagement plan ([Appendix C](#)) for this project. That plan includes time and investment consistent with how critical the involvement from the task force, Tribes, legislative members, interested parties, and groups that have been historically underrepresented and unevenly impacted by the state’s growth management policies is to the success of the project.

External engagement is focused in five main areas:

- Task force. This is a group of not more than 12 individuals representing key stakeholders, such as organizations representing marginalized communities, business and building associations, state agencies, planning groups, environmental organizations, local and regional governments and metropolitan planning organizations, and Tribal governments.
- Tribes. Roadmap Phase III places a strong emphasis on Tribal engagement throughout the project. The project team will develop this involvement iteratively in direct collaboration with Tribal representatives.
- People and communities who have too often been excluded from public policy decision-making and who have been unevenly impacted by those decisions. The project team is prioritizing three seats on the task force to represent these groups and is working collaboratively with groups representing people who have been historically underrepresented in decision making to develop processes to ensure effective opportunities to inform the task force recommendations.
- Other interested groups. These are audiences that may have a keen interest and stake in one or more issue areas but will not necessarily participate in the technical process of legislative and policy recommendations for the task force.
- Legislators. We will offer legislators multiple ways to participate in this process. We will invite key members, including key committee chairs to attend task force meetings. We will also offer one-on-one meetings for those who are unable to participate in task force meetings.

The project team will work with Commerce to support all project materials being posted on the project webpage. The project team explore the idea of developing a standalone site to use throughout the project.

Brett Houghton, PRR, is the overall engagement lead. Sasha Visconty, Confluence Environmental, is the Tribal engagement lead, and Clay White, LDC, is the legislative engagement lead.

Expectations and keys to success

The project team has identified following factors necessary for project success:

- Build trust with those we engage with as part of this project.
- Provide clear, concise and consistent messaging.
- Establish common goals among the project team, task force members and other involved parties.
- Strive to reach consensus on important recommendations where possible.
- Understand the project goals from the legislative perspective so recommendations from the task force align with legislators' expectations.
- Encourage participation from all affected groups, especially Tribes and other people and communities who have too often been excluded from public policy decision-making and who have been unevenly impacted by those decisions.
- Provide documents and deliverables that are easy to understand and tailored to target audiences.
- Provide a clear and concise summary of past work to provide a strong foundation.
- Provide tangible recommendations through the task force to the Legislature.
- Ensure each of the project deliverables within the adopted Scope of Work is completed as outlined and completed on time.

Project risk management

Clear and effective communication is one of the most effective ways to reduce risk and minimize project adversity. This is particularly true for projects like this one that involve a broad range of interests.

Risks and proposed strategies to reduce them include:

- Short time between project kickoff and 2022 legislative session. There is a tight timeline and high expectations for the 2022 session to support passing legislation that can be incorporated into comprehensive plan updates in our fastest-growing jurisdictions (June 2024 comprehensive plan update). To minimize this risk, we propose beginning the engagement process with interested legislators and potential task force members concurrently with the preparation of deliverables one through three. We will focus on legislation and ideas the legislature has considered previously and engage key legislators early on their project expectations. We will also engage Tribes and other interested groups, including people and communities who have too often been excluded from public policy decision-making early so their voices will be included in recommendations for the 2022 session.
- Meeting burnout. Legislators and several potential task force members have spent a great deal of time and energy in the past three years on issues we are exploring through

this effort. Many will likely have been involved in the Road Map and Framework projects, as well as the many land use bills legislators have introduced during the past several legislative sessions. To minimize this risk, we will:

- clearly communicate project goals and objectives upfront,
 - refrain from setting task force meetings during the sessions,
 - plan task force meeting agendas in advance,
 - keep the task force as small as possible so the meetings will be productive
 - create several different engagement pathways to ensure all voices are heard and individuals can participate at the level that works for them, and
 - create several options for interested legislators to participate outside of session.
- Lack of clear direction for the task force on the scope of issues to consider when forming recommendations for reforms to the state’s growth policy framework. ESSB 5092 provided that “[Commerce]...convene a task force to make recommendations regarding needed reforms to the state’s growth policy framework [...]” However, the perspectives of legislators and task force members regarding the scope and scale of needed reforms and breadth of recommendations might be vastly different. The 2022 legislative session could focus more on existing legislation and issues identified through engagement as being critically important for the upcoming session and then provide for several months of work by the task force leading up to the 2023 session. To minimize this risk, we will create a strong foundation and understanding for the scope and breadth of issues to be considered early in the project to help ensure recommendations brought forward align with the expectations of the Legislature for specific issues to be addressed. Part of this includes providing realistic expectations of the scope of work that can be accomplished, especially in the 2022 legislative session, as well as developing clear parameters on the scope of potential reforms in the 2023 session well in advance.
 - Lack of consensus on important recommendations. While consensus is not required to make recommendations, when it is reached, legislation is typically more successful. Given the breadth of statutes and issues, as well as the number of interested parties, there is often not enough time to work through the issues in a satisfactory way. Additionally, some groups have high subject matter and technical expertise in growth management issues, while many more have a strong interest in one or more issues but lack the technical expertise to address changes in statute in a systematic way. This is particularly a risk when it comes to getting meaningful engagement from historically underrepresented groups. This can create a scenario where not everyone’s needs are met. To minimize this risk, we have designed a process that is focused on engaging the Tribes specifically, provides for a task force as well as engagement focused on other interested groups, and provides multiple options for legislators to participate.

Appendix A – Scope of work and deliverables

Deliverable 1: Project Framework and Path to Success

Task timeline: August 20 - September 15, 2021

Objective: Prepare a draft and final project charter and engagement plan that will provide a solid set of guideposts that will ensure project success.

Anticipated efforts:

- The Project Framework and Path to Success will detail the project purpose, background, goals, approach, deliverables, opportunities for success, and project risks and mitigation for those risks. In addition, a detailed project schedule for all tasks and deliverables will be included. The framework will clearly outline project team roles and how communication will occur between the project team and Commerce. We will frame this approach around the process that will work most effectively for Commerce. The framework is intended to be a living document that will help ensure project goals are met and that the project team and Commerce are in lock step throughout the project.
- The framework will also include a separate engagement plan chapter. This will formally outline our engagement approach, timelines and methods for engagement, and goals for each of our outlined efforts. This includes the legislature, the task force, Tribal engagement, and outreach to other interested groups.
- We anticipate preparation of a draft and final Project Framework and Path to Success and engagement plan, which will allow Commerce time to review and comment.

Deliverable 2: Review of Prior Studies and Findings

Task timeline: August 20 - September 15, 2021

Objective: Review, consolidate, and make recommendations to leverage and utilize past work as part of this project's efforts.

Anticipated efforts:

- Review of prior studies and findings. The review will include studies identified by Commerce in the RFP.
- This task will also look at opportunities that lie in legislation that has been introduced during the past few legislative sessions. There are many bills covering the statutes being reviewed under this project where there could be opportunities. Some of the bills were a result of past reports, and some developed outside of those processes. This effort will assist as we make recommendations as part of Deliverable 3.
- The report will break down findings by statute so there is a comprehensive list of ideas. Categorizing them will help break them down into sizeable issues, and we will cross

reference them when a change in one statute relates to a possible change in another statute. As an example, changing GMA Comprehensive Plan timelines could correspond with changes in the Shoreline Management Act. This will allow us to best leverage past efforts.

- Based on the above analysis, we will provide initial recommendations.
- We anticipate preparation of a draft and final report, which will allow Commerce time for input prior to issuing a final document. This will be a tight timeline, however, given the final report is due approximately 30 days after the project commences.

Deliverable 3: Preliminary Scope of Recommendations Report

Task timeline: August 20 - October 15, 2021

Objective: Building off Deliverable 2, identify the proposed scope of recommendations identified for the 2022 legislative report. This task will also identify issues that are proposed to be addressed during the 2023 session.

Anticipated efforts:

- Building off Deliverable 2, a report will be prepared that identifies the proposed scope of recommendations identified for the 2022 legislative report.
- The Report can be utilized as engagement occurs with key legislators and the task force prior to the 2022 legislative session. This engagement will identify anything that changes in term of recommendations that comes from initial engagement.
- As noted in Deliverable 2, the report will break issues down by statute and identify if the issue is recommended to be addressed during the 2022 or 2023 session. Given the timeframe leading up to the 2022 session, it is anticipated that most of the issues recommended for 2022 will be those where 1) They are well fleshed out ideas, 2) Are bills that were introduced in 2021 and will be re-introduced, or 3) issues that key legislators or task force members believe are critical issues to be addressed during the 2022 session.
- The report will identify that the recommendations may be modified between the time this report is issued and when the report on activities and recommendations is issued in December, prior to the 2022 session.
- We anticipate preparation of a draft and final report that will allow Commerce time for input before issuing a final document.

Deliverable 4: Preparation of Draft and Final Legislative Report

Task timeline: October 15 - November 15, 2021, Draft Report; November 16 - December 15, 2021, Final Report

Objective: Preparation of a draft and final report on activities and recommendations prior to the 2022 legislative session. The Draft Report is due November 15th, and the final report is due in December, prior to the legislative session.

Anticipated efforts:

- Create an easy to navigate report so interested readers can easily find the information they are looking for. This includes an executive summary of issues and quick links from the Table of Contents to report elements. We will emphasize the engagement strategy and the approach to the 2022 and 2023 sessions so readers can understand current recommendations in context with the entire project.
- A 2022 legislative recommendation chapter will be provided that will outline recommendations by topic and statute.
- 2021 engagement summary from engagement activities prior to the 2022 legislative session will be provided so interested readers can see the progress made thus far and the approach moving forward.
- The report will contain the reports and information from Deliverables 1-3 as summary documents. As outlined above, we will pull out key information into the executive summary.
- Our team will be available to present this report or meet with legislators on key issues.

Deliverable 5: Final Scope and Recommendations Report

Task timeline: March 11 - June 1, 2022

Objective: Create a succinct report that updates the preliminary report in Deliverable 3 to include actions taken during the legislative session and information gathered during engagement efforts.

Anticipated efforts:

- Update preliminary report to reflect actions taken during legislative session
- Include information and feedback provided as part of engagement efforts
- As part of this process, reach out to key legislative members for one-on-one meetings as necessary. The goal would be to frame up issues that should be considered and developed for the 2023 session based upon what occurred during the 2022 session.
- A Draft and Final report will be produced so Commerce can provide comments and feedback prior to finalization.

- If the Legislative session ends on time, we aim to get this report finalized prior to June 30. Our goal would be June 1. Having this report complete will allow us to move forward with the task force to prepare for the 2023 legislative session. There could be an opportunity to gain additional time.
- All meetings include preparation of agenda/goals, meeting materials, and meeting summaries.

Deliverable 6: Preparation of Draft and Final Legislative Report

Task timeline: October 15 - November 15, 2022, Draft Report; November 16 - December 15, 2022, Final Report

Objective: Preparation of a draft and final report on activities and recommendations prior to the 2022 legislative session. The Draft Report is due November 15, and the final report is due in December, prior to the legislative session.

Anticipated efforts:

- Create an easy to navigate report so interested readers can easily find the information they are looking for. This includes an executive summary of issues and quick links from the Table of Contents to report elements. A 2023 legislative recommendation chapter will be provided that will outline recommendations by topic and statute. The report will clearly identify new or modified issues or recommendations that were not identified in Deliverable 5 and that have resulted from engagement efforts.
- 2022 engagement summary from engagement after the 2022 legislative session will be provided.
- Our team will be available to present this report or meet with legislators on key issues.

Deliverable 7: Closeout Report and Final Recommendations

Task timeline: April 24 - June 15, 2023

Objective: Create a succinct and easy to utilize final report that summarizes efforts of the project and outlines recommendations and identifies issues for further work and study.

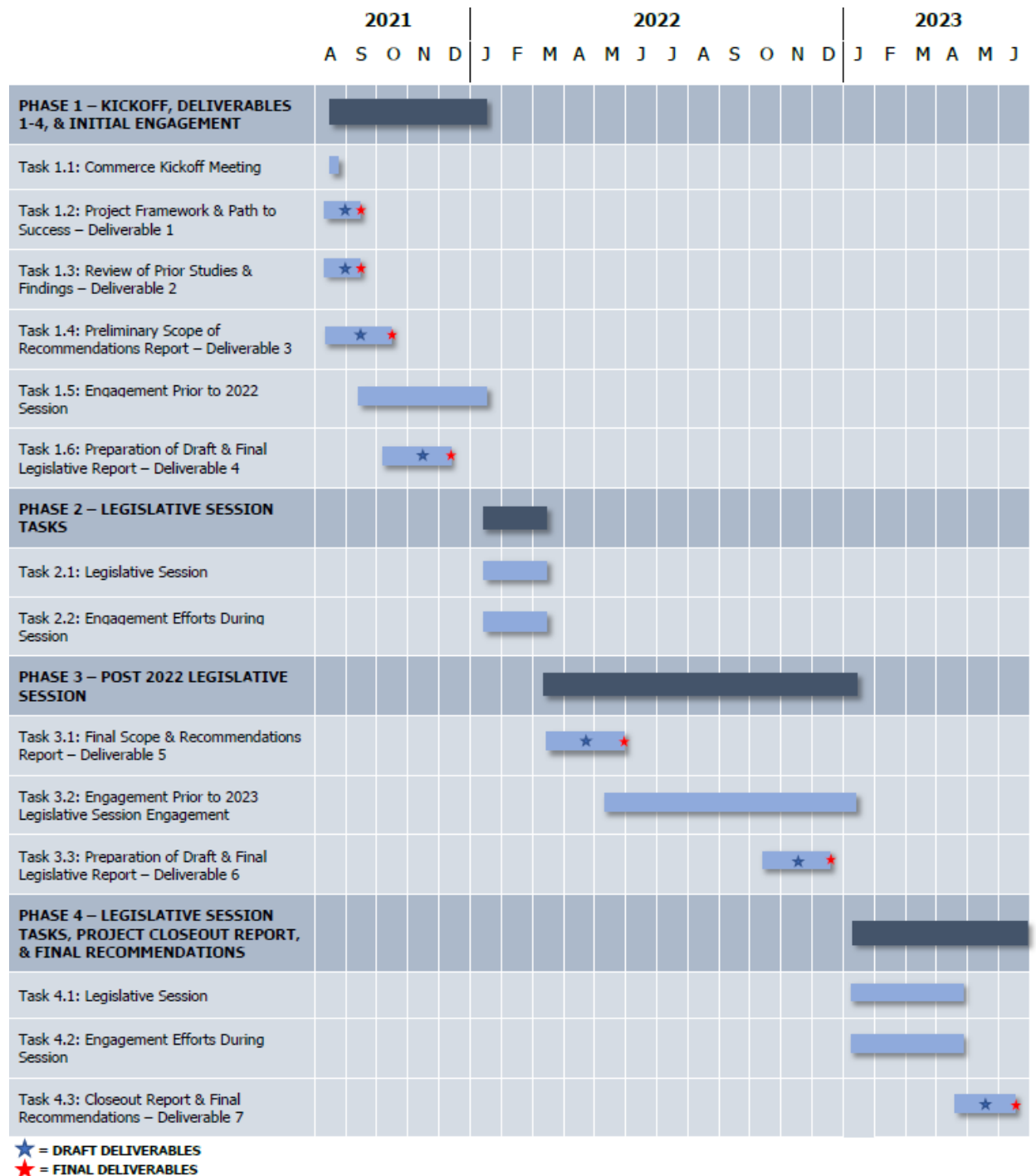
Anticipated efforts:

- Easy to navigate report so interested readers can easily find the information they are looking for. This includes an executive summary of issues and quick links from the Table of Contents to report elements.
- Chapter created to outline the project successes, process, and lessons learned that may be utilized for future efforts. Chapter will include summary of issues introduced, progress in creating legislation, and engagement processes utilized.



- A second Chapter will be prepared outlining recommendations and issues for further work and study. We will break down the issues so this work can easily be transferred to future efforts. As an example, we would outline bills that were introduced and that will come back during the next session. Where possible, we can identify issues that led to the bill not passing so changes can be considered for the next session. Where ideas and recommendations did not lead to legislation, we will also pull those issues out for future consideration. We will tie our robust engagement process into a list of recommendations that Tribes and other interested parties would like to see addressed. Lastly, the report will connect with past studies and efforts for the report to connect all the work that was completed before this effort.
- We anticipate preparation of a draft and final report, which will allow Commerce time for input prior to issuing a final document.

Appendix B - Project Schedule



Appendix C – Engagement Plan

Collaborative Roadmap Phase III Engagement Plan

Background

The Washington State Department of Commerce is gathering input from diverse groups of people across the state to recommend changes to Washington’s growth management framework. This set of laws guide growth and development and include the Growth Management Act, State Environmental Policy Act, Shoreline Management Act, and other statutes related to growth, change, economic development, housing, social equity and environmental conservation.

Historically, Washington’s land use policy has not reflected the needs of people with low incomes, people who are older, people who use languages other than English, people who are Black, Indigenous, and people of color, people who live in rural areas, and people who rent their homes.

In 2020, the Legislature issued a proviso in ESSB 5092 directing Commerce to engage diverse audiences in developing recommendations for legislative change to Washington’s growth management framework. The goal of this process is to identify systems and structures that support land use that better serve diverse groups of people throughout Washington, especially people who have historically been overlooked in planning land use policies.

Key audiences

Our approach is grounded in identifying and including diverse perspectives in the Washington State Environmental Justice Task Force final report. This process will include the following audiences:

- Tribes
- Agricultural industries
- Cities
- Community-based organizations that represent people with low incomes, people who are older, people who use languages other than English, people who are Black,

Indigenous, and people of color, people who live in rural areas, and people who rent their homes.

- Counties
- Environmental organizations
- Housing organizations
- Legislators
- Planning organizations such as PSRC and APA
- Real estate and building developers
- Representatives from the legal community
- Special districts (including school districts and utilities)
- State agencies such as Ecology and Fish and Wildlife

See [Appendix 1](#) of this engagement plan for a full contact list.

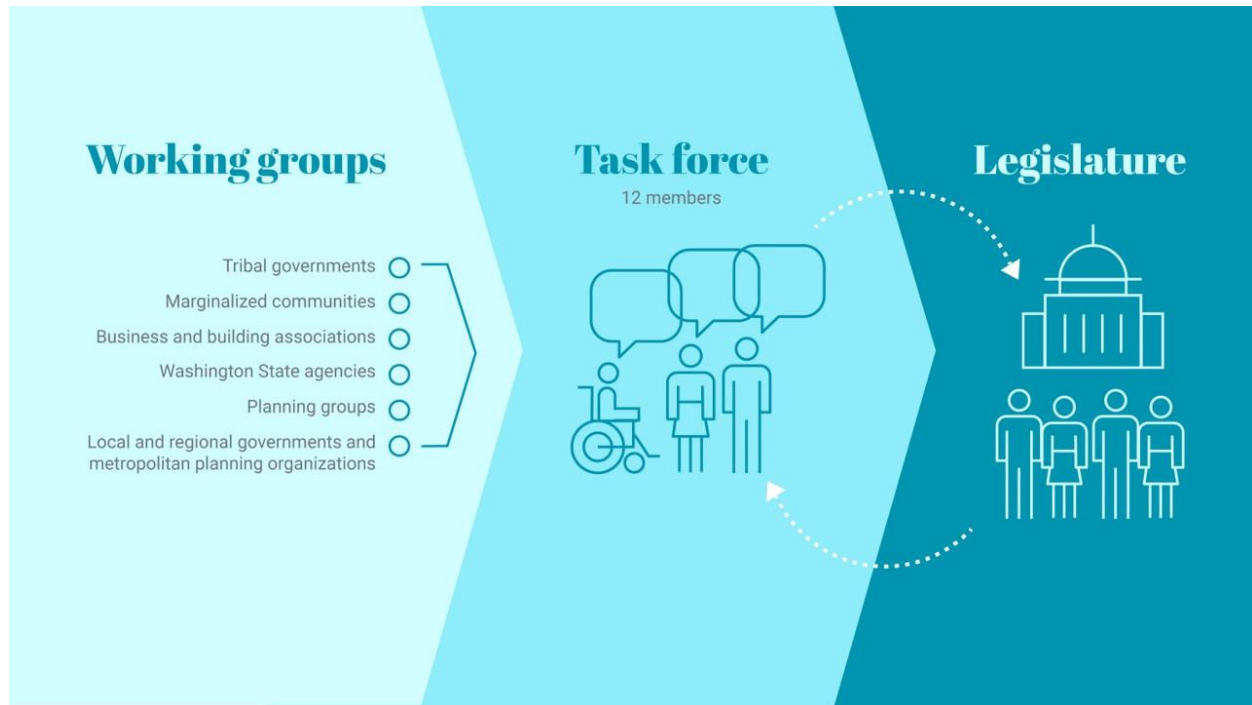
Engagement process

Our engagement process provides multiple opportunities for key audiences to participate and influence decision making.

- Prior to 2022 session:
 - Reach out to key **legislators** to confirm understanding. Engage members to discuss legislation introduced during 2021 session and gather ideas to refine legislation for the 2022 session, then share those ideas with the task force. This will include addressing Growth Management Act bills before local jurisdictions update their Comprehensive Plans by 2024.
 - Reach out to **Tribal governments** to introduce the process and collaborate with them on how to best engage them.
 - Identify potential **task force** members and invite them to join the task force. The task force will submit initial recommendations in a report to the Legislature during the 2022 legislative session. This set of initial recommendations will reflect preliminary input from **Tribal governments** and **other interested parties**.
 - Reach out to potential partners to recommend task force members who represent groups historically left out of conversations on these topics and for recommendations to refine the approach to include those voices.
 - With partners, develop general structure to engage **other interested parties**, either groups or individuals, in working groups by topic and by community throughout the process.
- During the 2022 session:
 - Hold presentations for key **legislators** and **task force** members, attend meetings and work with **key stakeholders** on active legislation as it works through the

committee process. This includes sharing the 2022 legislative report and recommendations.

- After the 2022 session:
 - Share legislative report for the **task force, Tribal governments** and **other interested parties** to summarize outcomes of the 2022 legislative session.
 - Convene the **task force** at least three times to discuss focused topics to inform recommendations.
 - Have one-on-one and small group conversations with **task force** members to talk through concerns and interests between meetings to support more effective decision making and collaboration at meetings.
 - Convene working groups, which may include:
 - Ongoing subcommittee of organizations representing people who have been historically left out of growth management and land use conversations
 - A series of one-off time meetings with local jurisdictions focused on specific topics like climate change and the environment, zoning, and land use
 - A series of one-off meetings with representatives from agricultural industries, environmental organizations, housing organizations, planning organizations such as PSRC and APA, real estate and building developers, representatives from the legal community focused on specific topics like climate change and the environment, zoning and land use
 - A series of one-off time meetings with special districts (including school districts and utilities) focused on specific topics like climate change and the environment, zoning, and land use
 - One-time meetings with state agencies such as Ecology and Fish and Wildlife focused on specific topics of interest to those groups
 - Work with **legislators** to get early feedback on ideas and recommendations for new legislation. The task force will consider these ideas to develop recommendations for the 2023 session.
- During the 2023 session:
 - Hold presentations for key **legislators** and **task force** members, attend meetings and work with **key stakeholders** on active legislation as it works through the committee process. This includes sharing the 2022 legislative report and recommendations.
- **Develop final report and recommendations** as a guide for legislation that is not introduced during the 2022 or 2023 sessions.



Engaging Tribal governments

Our approach to working with Tribal governments will be responsive, flexible and transparent. We will meet them where they want to meet us, physically and topically. This might look like:

- Engaging Tribal staff and technical and policy staff in working groups
- Bringing together multiple Tribal staff to discuss various topics of their choosing
- Individual meetings with individual staff on the topics that matter to them (they choose)

We will reach out to every Tribe in Washington, including both federally recognized Tribes and non-federally recognized Tribes.

As we start this work, the Commerce Tribal Liaison position is vacant. The consultant team will collaborate with the Commerce Tribal Liaison when that position is filled, in addition to coordination with the Governor’s Office of Indian Affairs (GOIA) and other related agencies. When this position is filled, our team will work closely with the new Tribal Liaison to adjust our approach based on their recommendations. These relationships are sensitive, and we will want to add value to the Commerce relationship, not displace it.

Generally, we expect Tribal outreach to include:

- Initial engagement in fall 2021, in advance of the 2022 legislative session, to gather as much information as possible to share with the Task Force to inform their initial recommendations. This may include Tribal representation in topical working groups that advise the Task Force.

- In spring 2022, share a report of what happened in the legislative session, including a summary of our outreach and how the Task Force recommendations included or responded to Tribal requests and input. This will include next steps and personal contact as appropriate to coordinate with their ongoing involvement, including any changes to how they are engaging.
- In summer and fall 2022, engage Tribes consistent with their stated priorities and preferences, providing them opportunities to address the topics that are most relevant to them and inform the Task Force’s recommendations for the 2023 session.
- In spring 2023, a legislative memorandum with similar content and structure to the 2022 memorandum, with an emphasis on additional input from Tribes.

Initial contact

In early- to mid-September 2021 we will send an introductory letter to the Chair of every Tribe in Washington to let them know this process has started and that the team will provide more detailed information as it develops.

In mid- to late-October, we will follow up with Tribal contacts, to share a roadmap graphic to everyone on the list and ask about each Tribe’s interest in engaging, including the intensity and level of effort. This communication will provide more information about the existing options for involvement and state that Commerce and the Task Force are flexible in their approach to engagement.

This outreach may include phone calls or emails where we have existing relationships, especially when the Tribe has provided a specific staff contact for this work. We will send letters to those Tribes where we do not have existing relationships and have not heard back from the Tribes with a specific contact.

Documentation

We will track all Tribal personnel changes and communication efforts. The Tribes’ requests and recommendations will be documented. An annual memorandum will describe how their input was used or addressed in Task Force recommendations.

Other interested groups

We will start by engaging people who have not participated in past Growth Management Act update efforts about their priorities, needs and perspectives. We will do one-on-one interviews and host listening circles and community conversations to learn where we need to focus are and how we can center the needs of people who have been marginalized by land use policy.

The listening circles are where community members will have opportunities to share and where Commerce and members of the Task Force will focus on listening. We will stay in touch with these groups throughout the process based on the feedback we receive during our initial outreach.

Task Force

We will convene a task force to engage throughout the life of this process. To support effective decision making and collaboration, the task force membership will be focused, to include no more than 12 individuals.

The task force will include key stakeholders, such as organizations representing marginalized communities (such as Got Green, Washington Community Action Network, Front and Centered), business and building associations (such as Building Industry Association of Washington, Realtors, Association of Washington Business), Washington State agencies (such as Ecology, Fish and Wildlife, Health, Transportation, Commerce), planning groups like the American Planning Association, environmental organizations (such as Futurewise and the Washington Environmental Council), local and regional governments and metropolitan planning organizations (Washington State Association of Counties, Association of Washington Cities, Puget Sound Regional Council), and Tribal governments.

We will start by holding one-on-one meetings with potential task force members and four task force meetings from October through December 2021 to learn about their key issues and interests and share feedback from legislative engagement.

We will engage the task force again in spring 2022 to discuss new ideas and recommendations for legislation in 2023. We expect to convene the task force at least ten times prior to the 2023 legislative session to discuss focused topics to inform recommendations. These details, including a schedule, will be revisited in spring 2022 to confirm direction.

Legislative engagement

We will offer legislators multiple ways to participate in this process. We will invite key members, including key committee chairs, to attend task force meetings. We will also offer one-on-one meetings for those who are unable to participate in task force meetings. Our plan includes:

- **Prior to 2022 session:** Engage members to discuss legislation introduced during 2021 session and gather ideas to refine legislation for the 2022 session, then share those ideas with the task force. This will include addressing Growth Management Act bills before local jurisdictions update their Comprehensive Plans by 2024.
- **During the 2022 session:** Hold presentations, attend meetings and work with stakeholders on active legislation as it works through the committee process. This includes sharing the 2022 legislative report and recommendations.
- **After the 2022 session:** Work with legislators to get early feedback on ideas and recommendations for new legislation. The task force will consider these ideas to develop recommendations for the 2023 session.

- **During the 2023 session:** Hold presentations, attend meetings and work with stakeholders on active legislation as it works through the committee process. This includes sharing the 2022 legislative report and recommendations.
- **Develop final report and recommendations** as a guide for legislation that is not introduced during the 2022 or 2023 sessions.

Project website

We will work with Commerce to ensure project documents are available on a website to provide clear and easy-to-understand information about the framework, including project timeline, key deliverables and contact information.

Work plan

Timeframe	Task	Activity	Description
August	Engagement plan	Draft engagement plan	
September	Task force	Reach out to potential task force members	
	Tribal engagement	Send letter to every Tribe in Washington	Let them know the process has started and that the team will provide more detailed information as it is developed.
	Interested parties	Hold one-on-one interviews	Task force members focus on listening to other interested parties
	Legislative engagement	Engage legislators	
	Tribal engagement	Phone calls or emails to share roadmap graphic and ask about Tribe's interest in engaging in process.	
October	Task force	Task force meeting #1	
	Legislative report	Draft legislative report	
		Review legislative report	

Timeframe	Task	Activity	Description
November 15, 2021	Legislative report	Submit draft legislative report Task force meetings #2 and 3	
December 15, 2021	Legislative report	Task force meeting #4 Submit final legislative report	
	Task force	Communicate with task force during session	
May 2022	Task force	Task force meeting #5	Prepare for next legislative session
		Develop report and recommendations	
Summer and Fall 2022	Task force	Convene task force at least nine times	
	Tribal engagement	One-on-one follow-up engagement	to confirm ongoing engagement
	Task force and interested parties	Hold one-on-one interviews and listening sessions	Task force members focus on listening to other interested parties
	Other interested parties	Hold one-on-one interviews and listening sessions	
	Legislative engagement	Engage legislators	

Appendix 1: Contact List

Group	Contact name and title	Contact information	Consultant team contact
Legislators	Duerr, Davina	Davina.Duerr@leg.wa.gov	
(land use focus)	Goehner, Keith	Keith.Goehner@leg.wa.gov	
	Fitzgibbon, Joe	joe.fitzgibbon@leg.wa.gov	
	Pollet, Gerry	gerry.pollet@leg.wa.gov	
	Kuderer, Patricia	Patricia.Kuderer@leg.wa.gov	
	Salomon, Jesse	Jesse.salomon@leg.wa.gov	
	Barkis, Andrew	andrew.barkis@leg.wa.gov	
	Short, Shelly	shelly.short@leg.wa.gov	

Group	Contact name and title	Contact information	Consultant team contact
	Lovelett, Liz	Liz.Lovelett@leg.wa.gov	
Legislators (environmental justice focus)	Gregerson, Mia	Mia.gregerson@leg.wa.gov	
	Johnson, Jesse	Jesse.johnson@leg.wa.gov	
	Morgan, Melanie	Melanie.morgan@leg.wa.gov	
	Hasegawa, Bob	Bob.hasegawa@leg.wa.gov	
	Saldana, Rebecca	Rebecca.saldana@leg.wa.gov	
Legislative staff	Nguyen, Joe	Joe.nguyen@leg.wa.gov	
	Popovac, Brandon	Brandon.Popovac@leg.wa.gov	
	Wright, Kellen	Kellen.Wright@leg.wa.gov	
	Mahgoub, Noha	Noha.Mahgoub@leg.wa.gov	
	Richartz, Sandra	Sandra.Richartz@leg.wa.gov	
	Hatfield, Robert	Robert.Hatfield@leg.wa.gov	
	Olsen, Jeff	jeff.olsen@leg.wa.gov	
Tribes			
Other interested parties			
Task force members			
State Agencies	Ecology		
	Fish and Wildlife		
	Health		
	Transportation		
Planning and environmental organizations	American Planning Association		
	Futurewise		
	Washington Environmental Council		
Business associations	Building Industry Assn. Washington		
	Association of Washington Business		
	Washington Association of Realtors		
	Farm Bureau		
Local & Regional Governments	Association of Washington Cities		



Group	Contact name and title	Contact information	Consultant team contact
	Washington State Association of Counties		
	WA Public Ports Association		
	WA Association of Sewer & Water Districts		
	Chelan/Douglas RTPO		
	PSRC		



Appendix D – Project status update document template

Collaborative Roadmap Status Update

Current Deliverables:		Dates Covered:
Status:		
Current Tasks in Progress:		Information Needed from Commerce:
•		•
•		•
•		•
General Notes:		

Expected Actions for Next 2 Weeks:
•
•
Completed Tasks/Deliverables:
<p style="text-align: center;">Status Symbol Legend:</p> <p style="text-align: center;">Green: Finished - X</p> <p style="text-align: center;">Yellow: In Progress/Needs Review - X</p> <p style="text-align: center;">Red: Not Started - X</p>

Appendix E – Kickoff meeting notes

COLLABORATIVE ROADMAP PHASE III RECOMMENDATIONS

Project kick-off meeting

Notes

Date: Monday, August 16, 2021

Location: Teams

Attendance: Commerce: Dave Anderson, Paul Johnson, Dave Pringle, Amelia Veneziano

LDC: Matt Covert, Clay White

Confluence: Sasha Visconty

PRR: Brett Houghton

SCJ Alliance: Bill Grimes

Time: 9:00 a.m. – 10:30 a.m.

ITEM

Project schedule

- High level review of the entire schedule
- Focused attention between now and the end of the year (deliverables 1-4)
 - Deliverables 1 and 2 due September 15
 - Deliverable 2
 - Review Land Use Commission, Governors Land Use Agenda, Road Map, and Updating Washington’s Land Use Framework documents and reports.
 - Review active legislation that may be worth revisiting or may be coming back this year. Include table by statute and topic.
 - Draft documents of deliverables 1 and 2 to Commerce by September 3, Commerce provides by September 9
 - Deliverable 3 due by October 15
 - Clay will coordinate with Commerce on date to deliver draft to Commerce to review
 - Deliverable 4 provide draft by November 15, final by December 15
 - Clay will set up meetings with legislators and potential Task Force members to get feedback and insight on where things stand now
 - Include a meeting with legislators in the first 60 days
 - Include meetings with potential Task Force members in first 60 days

- All the things the team is working on at once in the beginning is a constraint for the early engagement
- The team will reconvene on September 7 to talk through initial engagement with legislators
 - Dave A. will send Land Use Commission and Governors Land Use Agenda reports (completed).
 - Project team will send Commerce drafts for Deliverables 1 and 2 by September 3.
 - Commerce will send feedback on drafts by September 9.
 - Clay will send final documents on September 15 per the project schedule.

Communications protocols

- Internal
 - Consultant team primary point of contact - Clay
 - Commerce primary point of contact - Dave A.
 - For emails, copy Paul and Dave P.
 - Dave P. and Paul will look into filing sharing and project management platforms available to Commerce employees; some things to consider:
 - Workflow: version control, consistency of comments
 - Some options might be Teams, Box, SharePoint
 - Commerce will create a shared document library through an FTP site or similar while SharePoint system is resolved
 - Naming conventions: 20210915 Framework and Path to Success - Draft
- External:
 - Amelia is the point of contact for Commerce editorial and branding guidelines; she will share existing document about this
 - The voice of the recommendations will be the Task Force and the consultants on the review of prior studies
 - Developing lists of potential members and partners
 - Dave A. and Clay will have conversation about “usual suspects”
 - Consultant team members can reach out directly to potential task force members
 - Commerce recommends developing ground rules for participation in the task force:
 - What are our expectations for participants who are representing a particular community? Including how they reach out to their communities
 - Dave and Clay will discuss more in a couple days before we contact people
 - Communication protocols with Tribes
 - Commerce does not currently have a Tribal liaison
 - Dave A. will reach out to Ernie Rasmussen, the former liaison who still works at Commerce in a different capacity, to see if he is available and willing to connect with Sasha
 - Dave A. will also reach out to Ben Serr, Eastern Regional Manager for Commerce, who has some Eastern Washington relationships that might be helpful
 - The first step will be a formal letter from Commerce to Tribal Chairs copying planning directors, inviting participation; this will be a high-level welcome letter saying, “here’s what we are doing, we would love to have your involvement, we will be in touch soon”
 - Sasha will start drafting the letter, and will coordinate with Dave P. on the mailing list and sending it out

- Sasha will also reach out to the Governor's Office of Indian Affairs (GOIA)

Prioritizing hard to reach audiences

- Commerce will be subject to Healthy Environment for All (HEAL) Act
- Commerce tends to go to local elected officials, so if there are groups not well represented by local elected officials. Commerce thinks the people who will be hardest to engage are those who are poorly represented by local power structure, including people who don't own property, people with low incomes, and people who use languages other than English

Commerce overall project goals

- Commerce wants to identify substantive things that need to change; two big underlying structural issues that need to be addressed are:
 - There is a lot of dissatisfaction with SEPA, now do we address those and ensure Tribes have protection for cultural resources; and
 - The whole process of connecting financial viability of capital facilities with entitlements process needs investigation

Commerce first session goals

- Most important things for first legislative session:
 - Legislature has measure of confidence that things are on track and that the stakeholders aren't in open revolt;
 - Washington's growth management framework has not been a broad-based conversation and we are directly addressing this; and
 - The Legislature sees how the work we are doing helps set them up going into the session in terms of the actual bills. (GMA has been a free-for-all without enough time to collaborate and work together; we want to show we can distill the community of practice around land use into a vetted set of reforms.)

To support the goals, Commerce suggests:

- Identify criteria for evaluation, suggestions, or criteria, including asking:
 - What's ripe?
 - What is the low-hanging fruit (easy wins to build momentum)?
 - What issues help make other issues easier, or vice versa?
- Identify the *behavior* to change, and work backward:
 - Is the RCW the next thing that has to change to make the behavior change?
- Manage expectations for 2022 session: we are unlikely to get meaningful, deep engagement from people who've not been involved in the past ahead of 2022
 - Frame this as a down payment on next session. Demonstrate how we will do more for 2023.

Commerce second session goals

- Given that it takes people a long time to meaningfully engage in conversation, input from groups who've been historically underserved will be most impactful in the second session.
 - Dave A. will check in with Dave P. about who the specific people are in the Legislature who are passionate about the inclusive engagement and share the list with Brett and Clay.
-



Immediate next steps

- Clay White will set follow up meeting for review of draft deliverables 1 and 2, 90 minutes to talk about the deliverables and engagement (meeting set for 9/7)
 - Commerce will send consultants materials today as needed via email in advance of a more formal system
 - Dave P. will identify a file sharing system that Commerce staff can use
 - Clay and the consultant team will review prior reports to assess if there any unfinished business, anything that was pursued that flopped to answer the questions. What did we learn last time we looked at this issue?
 - Dave A. sent bcc email to everyone involved last time announcing project team, will share that list with Clay
 - Clay will follow up with Dave A. on specific people and what they are looking for
 - Dave A. will check in with Dave P. about specific legislators who are passionate about the inclusive engagement and share the list with Brett and Clay
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