

**REGIONAL PLAN FOR SUSTAINABLE DEVELOPMENT
MEMORANDUM OF UNDERSTANDING
FOR THE
THURSTON COUNTY, WASHINGTON REGION**

PURPOSE: The purpose of this Memorandum of Understanding (MOU) is to provide a mutual understanding in support of the signatory agencies, organizations, governments, and individuals that will be working in cooperation to complete a Regional Plan for Sustainable Development. This MOU serves as the “consortium agreement” required by the U.S. Department of Housing and Urban Development, which is the primary funding source for this project.

BACKGROUND AND FEDERAL POLICY: In August 2010 the Thurston Regional Planning Council submitted a grant application to the U.S. Department of Housing and Urban Development (HUD) under the Sustainable Communities Regional Planning Grant Program on behalf of a consortium of eligible partners. The grant application was successful, and the region received \$1,500,000 to embark on a three year process to develop a Regional Plan for Sustainable Development – an integrated regional plan that articulates a vision for growth that federal housing, transportation and other federal investments can support.

The Sustainable Communities Regional Planning Grant Program is part of an effort underway by the Department of Housing and Urban Development (HUD), the U.S. Environmental Protection Agency (EPA) and the U.S. Department of Transportation (DOT) to help improve access to affordable housing, provide more transportation options, and lower transportation costs while protecting the environment in communities nationwide. A set of guiding livability principles and a federal interagency partnership agreement is intended to guide their efforts in coordinating federal housing, transportation, and other infrastructure investments designed to protect the environment, promote equitable development, and help to address the challenges of climate change.

More importantly, the three federal agencies have made a commitment to utilize the integrated regional plans or visions to guide their planning and funding decision-making. Funding to these metropolitan regions would generally be directed towards programs and projects identified in “Regional Plans for Sustainable Development” aimed at increasing transportation choices, reducing combined housing and transportation costs for American families, improving the quality of life in communities, and improving the natural and built environment.

GOALS AND OBJECTIVES FOR THE CONSORTIUM: Consistent with and in addition to Federal policy, statutes, executive orders and supplemental agency policies and guidance, the Parties to this MOU collaboratively seek to follow the common set of six Livability Principles listed below:

1. Provide more transportation choices.
2. Promote equitable, affordable housing.
3. Enhance economic competitiveness.
4. Support existing communities.
5. Coordinate and leverage federal policies and investment.
6. Value Communities and neighborhoods.

Following are the high-level goals that are anticipated throughout the planning process:

- Development of a Regional Plan for Sustainable Development (RPSD) for Thurston County, including implementation steps for local governments, and recommendations for state and federal governments, and private sector stakeholders.
- Development of a Regional Housing Plan, and update of fair share housing allocations.

- Update of the County-wide planning policies in order to set a regional framework for the update of Local Comprehensive Plans.
- Development of a Regional Economic Strategy with government, education and private sector stakeholders,
- Development of a list of Projects of Regional Priority.
- Large scale public education to increase visibility and awareness of regional issues relating to land use, the economy, the environment, and transportation.
- Region-wide civic engagement in the planning process, helping to build a constituency of knowledgeable and committed supporters who will work to translate the plan into reality.
- Region-wide outreach to members of the public that typically do not participate in planning processes to obtain a full range of issues and solutions, and integrate their perspectives into the process.
- Institutional capacity building throughout the region, linking technology and information to community decision making for current and future planning processes.

As evidenced by these goals, the RPSD will be a driving planning document for the region going forward.

ROLES AND RESPONSIBILITIES: Each signatory to this MOU has committed to active participation in plan development. The commitment level depends on the size and resources of each partner - which ranges from small non-profits or towns with few paid staff to the county government. At a minimum, each partner will send a representative to Task Force or panel meetings. TRPC is responsible for approving eligible new consortium partners throughout the development of the RPSD.

Specific information about engagement of the community, timetables for completion of tasks, and a schedule of anticipated meetings and work flow can be found in the document “*Regional Plan for Sustainable Development, Thurston County, WA*” (*Attachment A*). This work program also articulates decision making authority of major components of the planning process and spells out specific structures for governance, subcommittees, and working groups. The organizational charts in the Work Program identify the interrelationships of these bodies and specifically how working groups will influence TRPC’s decision making as outlined in the section below, entitled “Joinability”.

The specific roles of each partner are clearly articulated in the document “*Regional Plan for Sustainable Development Project Participants and Roles*” (*Appendix 2 of Attachment A*). This document spells out which organizations are providing staff support and provides details about the tiers of participation.

ACCOUNTABILITY: Each signatory to this MOU will be held accountable for the work that they have agreed to perform using the bylaws that TRPC operates under on a daily basis. Partners who receive grant funds to perform specific tasks will be held to a higher level of accountability through generally accepted accounting practices such as invoicing, reporting, and auditing.

DECISION MAKING: Decisions related to this project shall be made by the Thurston Regional Planning Council according to their bylaws, which identify voting procedures and rules of order. Recommendations and planning documents will be generated by working groups, vetted through the RPSD Task Force, and then presented to TRPC for final binding action. This type of regional planning effort, led by TRPC and with cooperation of regional partners, has been effective for the last 50 years in Thurston County. The decisions and recommendations that come out of such a process are viewed more favorably by regional partners since they have been methodically and publicly vetted and adopted. They are then more readily adopted into local plans and policies as well as regional planning processes.

There will be some consortium members who are not members of TRPC, and therefore do not have voting power on final decisions relating to the RPSD. The most effective way for these groups to make their opinions and positions known is to be actively involved in the panels, public process, and the RPSD-Task Force and be willing to serve as chair-persons or leaders in their area of expertise. All such groups, as well as individual members of

the public will be encouraged to provide input at public meetings and will be given ample opportunities throughout the process to do so, as outlined in the Work Program.

All panels, work groups, sub-committees, and the RPSD-Task Force will be expected to follow a set of meeting norms and guidelines that will be distributed to the elected or appointed chairperson of that group. These norms will outline governance structure and a decision-making process that strives for consensus, but gives practical solutions for moving forward if consensus cannot be achieved.

JOINABILITY: It is expected that there will be interested parties not currently included in the consortium that will either request inclusion, or that will be identified by the consortium and asked to participate. The degree to which an interested party will be able to engage in the process will be evaluated on a case by case basis. When a potential interested party is identified, the RPSD Task Force will strive to determine the best fit for them. Options for inclusion range from accepting written input on specific plan elements, to being included on a panel or workgroup, to being named a member of the RPSD Task Force.

Every effort shall be made to recruit and include eligible groups and interested parties that have not historically been represented in regional planning efforts. Whether they be minority populations, special interest groups, or underrepresented interests, membership in the RPSD Task Force is flexible enough to enable participation and inclusion of such groups.

OTHER LAWS AND MATTERS: This MOU is for internal management purposes of the Parties involved. It shall not be construed to provide a private right or cause of action for or by any person or entity. This MOU in no way restricts the Parties from participating in any activity with other public or private agencies, organizations or individuals.

The Parties mutually recognize and acknowledge that MOU implementation will be subject to financial, technical, and other mission-related considerations. It is not intended to create any rights, benefits, or trust responsibilities, either substantive or procedural, nor is it enforceable in law by a party against the US, its agencies, its officers, or any other person.

Collaboration under this MOU will be in accordance with applicable statutes and regulations governing the respective Parties. Nothing in this MOU is intended to affect existing obligations or other agreements of the Parties.

EFFECTIVE PERIOD: This MOU will become effective upon signature by any two parties. Any Party may terminate its participation in this MOU upon written notice to the other Parties. The provisions of the MOU will be reviewed periodically, as appropriate, and amended or supplemented as may be mutually agreed upon.

MODIFICATIONS: This MOU can be modified through mutual written agreement among the Parties.

PROGRAMMING, BUDGETING, FUNDING AND REIMBURSEMENT ARRANGEMENT:

- a. Endeavors involving the transfer of funds will follow normal procurement or other appropriate processes and will be affected in writing by representatives of the organizations involved.
- b. This MOU is neither a fiscal nor a funds obligation document. Any transfer of funds between parties may take place through existing authorities and procedures.
- c. This MOU in no way restricts the signatories from participating in similar activities or arrangements with other entities or agencies.

AGREEMENT:

Whereas, a Regional Plan for Sustainable Development Work Program (Attachment A) has been prepared and will be managed by the Thurston Regional Planning Council, in cooperation with the MOU signatories; and

Whereas, the Thurston Regional Planning Council (TRPC) is an existing decision-making body comprised of elected officials from jurisdictions in Thurston County through an Inter-local Agreement specifically for the purpose of regional planning; and

Whereas, the Regional Plan for Sustainable Development Task Force (RPSD-TF) has been established to act as an advisory board to TRPC in order to ensure that the Work Program is implemented according to the Livability Principles and with input from under-represented groups; and

Whereas, a list of participants and roles (Appendix 2 of Attachment A) has been developed to clarify the structure and administration of the Regional Plan for Sustainable Development; and

Whereas, the signatories agree to the best of their abilities and within the limits of their resources to work cooperatively on the project; and

Whereas, any eligible private sector organization, non-profit, academic or research institution, philanthropic partner, community organization, governmental entity, or intermediary agency that bears responsibility for, or has an interest in, the sustainable development and redevelopment of the Thurston Region may be a partner and signatory to this MOU.

Now, Therefore, this MOU is established to create a framework for coordinating efforts related to successfully completing the work funded under the Sustainable Communities Regional Planning grant.

SIGNATORIES:

The undersigned individuals hereby execute this MOU on behalf of their respective agencies. This MOU may be executed in one or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument. Each Party has signed this six-page MOU. The original signature pages are on file at the Thurston Regional Planning Council: 2424 Heritage Ct. SW, Suite A, Olympia, WA 98502-6031, Phone: (360) 956-7575.

Alan Carr

Signature

Alan Carr, Mayor
Town of Bucoda

3/22/11

Date

Ken Jones

Signature

Ken Jones, Mayor
City of Tenino

3/22/11

Date

Michael Cade

Signature

Michael Cade, Executive Director
Economic Development Council of Thurston County

3/24/11

Date

David Schaffert

Signature

David Schaffert, President/CEO
Thurston Chamber of Commerce

4/28/11

Date

Sandra Romero

Signature

Sandra Romero, Chair
Intercity Transit Authority

4/18/2011

Date

Karen Valenzuela

Signature

Karen Valenzuela, Chair
Board of Thurston County Commissioners

4-19-11

Date

Ed Stanley

Signature

Ed Stanley, President
LOTT Clean Water Alliance Board

4/19/11

Date

Pete Kmet

Signature

Pete Kmet, Mayor
City of Tumwater

4/13/11

Date

Doug Mah

Signature

Doug Mah, Mayor
City of Olympia

4/29/11

Date

Ron Harding

Signature

Ron Harding, Mayor
City of Yelm

4/26/11

Date

Bill Lahmann

Signature

Bill Lahmann, Superintendent
Olympia School District

3/31/11

Date

Andy Wolf

Signature

Andy Wolf, Superintendent
Yelm Community Schools

4/20/11

Date

Randy Sehlies

Signature

Randy Sehlies, Mayor
City of Rainier

3/25/11

Date

Dennis McVey

Signature

Dennis McVey, Chair
Thurston Regional Planning Council

4/1/11

Date

Tim Garchow

Signature

Tim Garchow, Superintendent
Rainier School District

4/20/11

Date

Chris Lowell 4/28/11
Signature Date

Chris Lowell, Executive Director
Housing Authority of Thurston County

Brian K. VanCamp 4/4/11
Signature Date

Brian K. VanCamp, Fire Chief
South Bay Fire District #8

Tom Nelson
Signature Date

Tom Nelson, Mayor
City of Lacey

John Hurley 4/1/11
Signature Date

John Hurley, Vice President, Finance & Administration
The Evergreen State College

Marilyn Knight 4/20/11
Signature Date

Marilyn Knight, Co-President
League of Women Voters

Graeme Sackrison 4/1/11
Signature Date

Graeme Sackrison, Board Chair
Thurston Climate Action Team

GARY PEARSON 4-25-11
Signature Date

LACEY FIRE DIST. 3

Mike Kirby 4/1/11
Signature Date

Mike Kirby, Superintendent
Tumwater School District

Raj Manhas 4/29/11
Signature Date

Raj Manhas, Superintendent
North Thurston Public Schools

Karen Larkin 4/1/11
Signature Date

Karen Larkin, Assistant Director
Washington State Department of Commerce

Michael H. Kennedy 3/31/11
Signature Date

Michael H. Kennedy, CEO
Pacific Mountain Workforce

Joyce Turner 4/1/11
Signature Date

Joyce Turner, Director
Washington State Department of General Administration

Christopher Stearns 4/21/11
Signature Date

Chris Stearns, President
Thurston Public Utility District #1

Dan Nordquist 3/22/11
Signature Date

Dan Nordquist, Director
Office of Grant and Research Development
Washington State University

Brian Stewart 4/21/11
Signature Date

Brian Stewart, Assistant Chief
Rita Hutcherson, Fire Chief on behalf of Chief Hutcherson
Southeast Thurston Fire Authority

Regional Plan for Sustainable Development, Thurston County, WA ABSTRACT

PROBLEM:

The average Thurston County resident spends more than 50 percent of their income on housing and transportation. During the fifteen years of growth management implementation, only 5 percent of new housing units were located in areas with frequent transit service. Local market research shows that our residents – especially the Baby Boom generation and young people just entering the work force – want more housing choices. They desire more walkable and transit-oriented communities, with close by shopping, parks, schools, and other amenities. By providing these options, our community will attract skilled workers and their families, supplying local businesses with both employees and customers to support viable business.

STRATEGIES:

To meet the needs of our present population, without compromising the ability of future generations to meet theirs, our community requires a 20-year regional sustainability vision and plan. We have convened an impressive set of committed partners for this effort, who will involve the people who live, work, and make public and private decisions in our community in plan development. With their assistance, we will involve school employees and attendees, business owners, landlords, renters, homeowners, local and Tribal government employees and elected officials, Joint Base Lewis McChord management and personnel, reporters at our local newspaper, non-profit volunteers, and employees and students at our local colleges. As the state capital, we will also engage state elected officials and agency management. We must engender ownership, passion, and commitment to the plan for successful long-term community sustainability. The plan will look at the economy, environment, and society together, rather than as separate elements, ensuring that we realize the full benefits of future investments and growth.

OUTCOMES:

Our policy makers have committed to work together to implement the strategies that emerge from the plan to strengthen their communities and the region as a whole. These efforts will result in an increase in community support to provide a full range of options for housing and neighborhood businesses. Policy makers will adopt a regional plan for sustainable development, and integrate all key policies into local plans. With community understanding and support, we will implement policies by updating development regulations. Schools and colleges will work with the business community to understand work force needs, creating a curriculum that trains and educates students to compete in the local job market. Local, Tribal, and State governments and schools will add new criteria to investment decisions and locate new facilities in areas accessible by transit or in areas easily accessible to their residents. The region will work together to identify and attract economic opportunities that strengthen our small towns and city centers and preserve our rural lands. By doing so, our region will become more environmentally and economically stable, because we will use water, energy, and other resources more efficiently.

Regional Plan for Sustainable Development, Thurston County, WA

PROBLEM STATEMENT

The average resident of Thurston County spends more than 50 percent of their income on housing and transportation. During the fifteen years of growth management implementation, only 5 percent of new housing units have been built in areas with frequent transit service.

Local market research shows that our residents want more housing choices. They desire walkable and transit-oriented communities, with close by shopping, parks, schools and other amenities. By providing these options, our community will attract skilled workers and their families. This will provide the employees and customers needed for viable local business.

Over the last two decades, we have adopted local plans and policies that move us toward sustainability. The Regional Plan for Sustainable Development (RPSD) will provide a clear and integrated regional vision and implementation plan that pulls all of the individual plans together. We will involve a broad range of the public and policy makers, so that people will understand all the issues and contribute to the overall goal of sustainability through their individual decisions.

PROJECT SUMMARY

Thurston Regional Planning Council (TRPC) and its 29 partners have begun to develop a regional vision and regional plan for sustainable development. Developed over three years, this plan includes the following fundamental objectives:

- Develop a Regional Plan for Sustainable Development (RPSD) for Thurston County, including implementation steps for local governments, and recommendations for state and federal governments, and private sector stakeholders
- Develop a Regional Housing Plan, and update fair share housing allocations
- Update of the County-wide planning policies to set a regional framework for the update of Local Comprehensive Plans
- Develop a Regional Economic Strategy with government, education and private sector stakeholders
- Develop a list of Projects of Regional Priority
- Undertake a large scale public education initiative to increase visibility and awareness of regional issues relating to land use, economy, environment, and transportation.
- Encourage region-wide civic engagement in the planning process, helping to build a constituency of knowledgeable and committed supporters who will work to translate the plan into reality
- Conduct region-wide outreach to members of the public that typically do not participate in planning processes to obtain a full range of issues and solutions
- Build institutional capacity throughout the region, linking technology and information to community decision making for current and future planning processes

PRINCIPLES

The RPSD will be consistent with the six principles of livability identified by the Partnership for Sustainable Communities:

1. Provide more transportation choices.

Develop safe, reliable and economical transportation choices to decrease household transportation costs, reduce our nation's dependence on foreign oil, improve air quality, reduce greenhouse gas emissions and promote public health.

2. Promote equitable, affordable housing.

Expand location and energy efficient housing choices for people of all ages, incomes, races and ethnicities to increase mobility and lower the combined cost of housing and transportation.

3. Enhance economic competitiveness.

Improve economic competitiveness through reliable and timely access to employment centers, education opportunities, services and other basic needs by workers as well as expanded business access to markets.

4. Support existing communities.

Target federal funding toward existing communities – through such strategies as transit-oriented, mixed-use development and land recycling – to increase community revitalization, improve the efficiency of public works investments, and safeguard rural landscapes.

5. Coordinate policies and leverage investment.

Align federal policies and funding to remove barriers to collaboration, leverage funding and increase the accountability and effectiveness of all levels of government to plan for future growth, including making smart energy choices such as locally generated renewable energy.

6. Value communities and neighborhoods.

Enhance the unique characteristics of all communities by investing in healthy, safe and walkable neighborhoods – rural, urban or suburban.

CONSORTIUM OF PARTNERS

Our consortium includes 30 partners:

- MPO – Thurston Regional Planning Council
- Cities of Lacey, Olympia, Tumwater, Yelm, Rainier, Tenino, and Bucoda
- Thurston County
- Housing Authority of Thurston County
- Five school districts: Olympia, Tumwater, North Thurston, Yelm, and Rainier
- Three fire districts: Lacey #3, Southeast Thurston, Thurston County #8,
- Two four year colleges/universities: Washington State University, The Evergreen State College
- Two state agencies: Washington State Departments of Commerce and General Administration
- Economic Development Council; Workforce Development Council; Chamber of Commerce
- Transit Agency: Intercity Transit
- Utility providers: Public Utility District and LOTT Clean Water Alliance
- Other non-profits: League of Women Voters Education Fund; Thurston Climate Action Team

COMMITMENT OF EACH PARTNER AND MECHANISM FOR ADDING NEW PARTNERS

Recognizing this as a unique opportunity to develop a RPSD, each partner has committed to active participation in plan development. The commitment level depends on the size and resources of each partner - which ranges from small non-profits or towns with few paid staff to the county government. At a minimum, each partner will send a representative to Task Force or Panel meetings. In addition, members with staff resources will provide support throughout plan development. The consortium will accept, and TRPC will approve, new partners throughout the development of the RPSD.

STRUCTURE OF PLAN DEVELOPMENT

Organization Structure:

The RPSD will be developed under the structure of the Thurston Regional Planning Council (TRPC). TRPC stands at the center of coordinated planning activities in Thurston County, with a proven organizational structure in place to facilitate development of the RPSD. The Council Bylaws (Appendix 1) outline leadership and membership responsibilities and procedures for allocating resources, setting goals, and settling disputes. The RPSD Task Force will operate in an advisory role to TRPC.

RPSD Task Force membership will be open to:

Core Consortium Partners:

- Town of Bucoda
- City of Lacey
- City of Olympia
- City of Rainier
- City of Tenino
- City of Tumwater
- City of Yelm
- Thurston County
- Intercity Transit
- WA Department of General Administration
- WA Department of Commerce
- Housing Authority of Thurston County Representative

Chairs of existing TRPC boards and panels convened for this project:

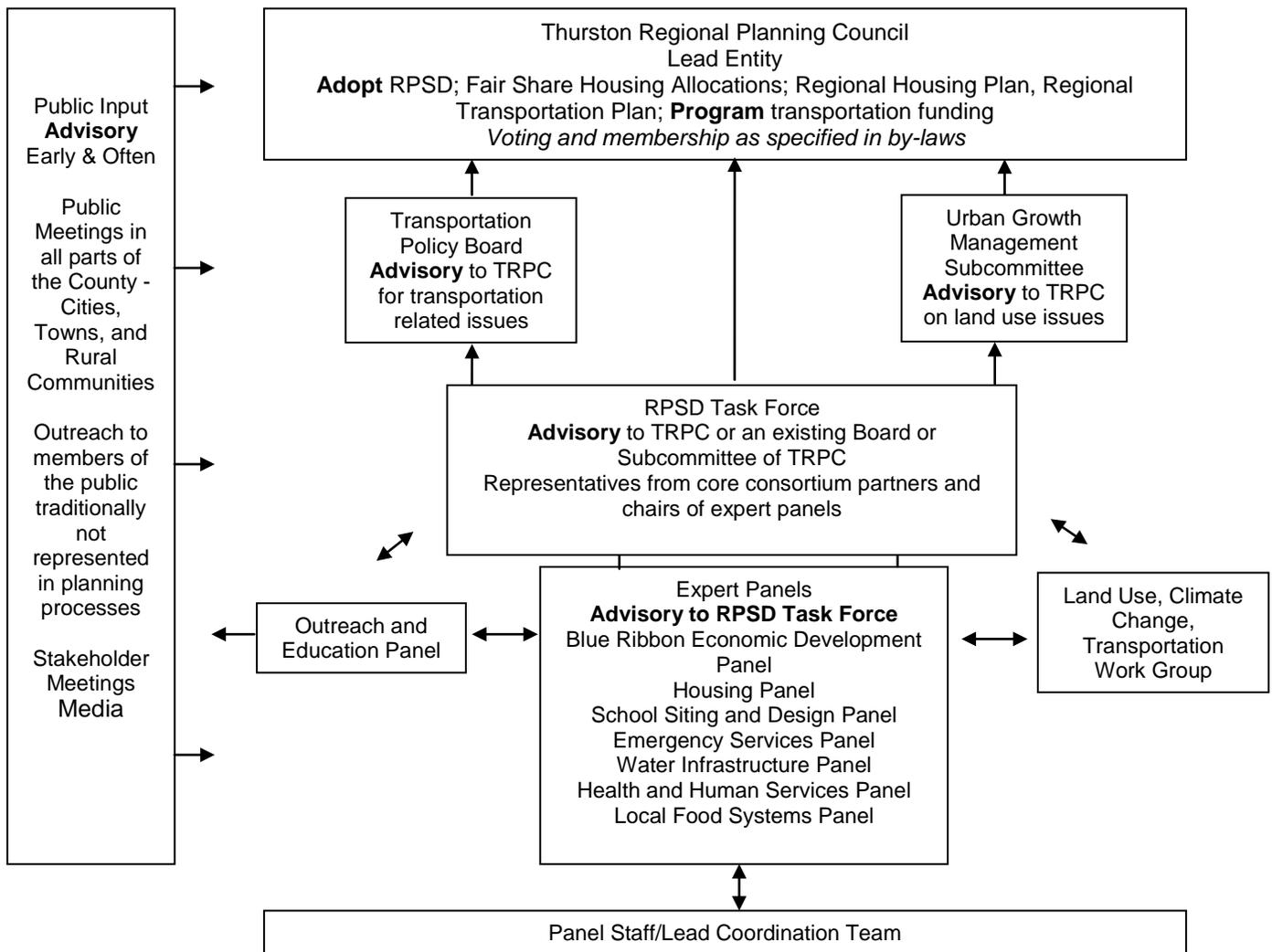
- Transportation Policy Board Representative
- Urban Growth Management Subcommittee Chair
- Blue Ribbon Economic Development Panel Chair
- School Siting and Design Issues Panel Chair
- Emergency/Fire Services Panel Chair
- Water Infrastructure Panel Chair
- Public Outreach/Education Panel Chair
- Health and Human Services Panel Chair
- Local Food Systems Panel Chair

We will seek public input early and often, using:

- Public Meetings in all parts of the County - cities, towns, and rural communities
- Outreach to members of the public traditionally not represented in planning processes
- Stakeholder Meetings
- Opportunities for public input at all Task Force and Panel meetings
- Media, including newspaper, radio, web and social media

Appendix 2 includes a full list of partnership roles.

Organizational Chart for Development and Adoption of the Regional Plan for Sustainable Development

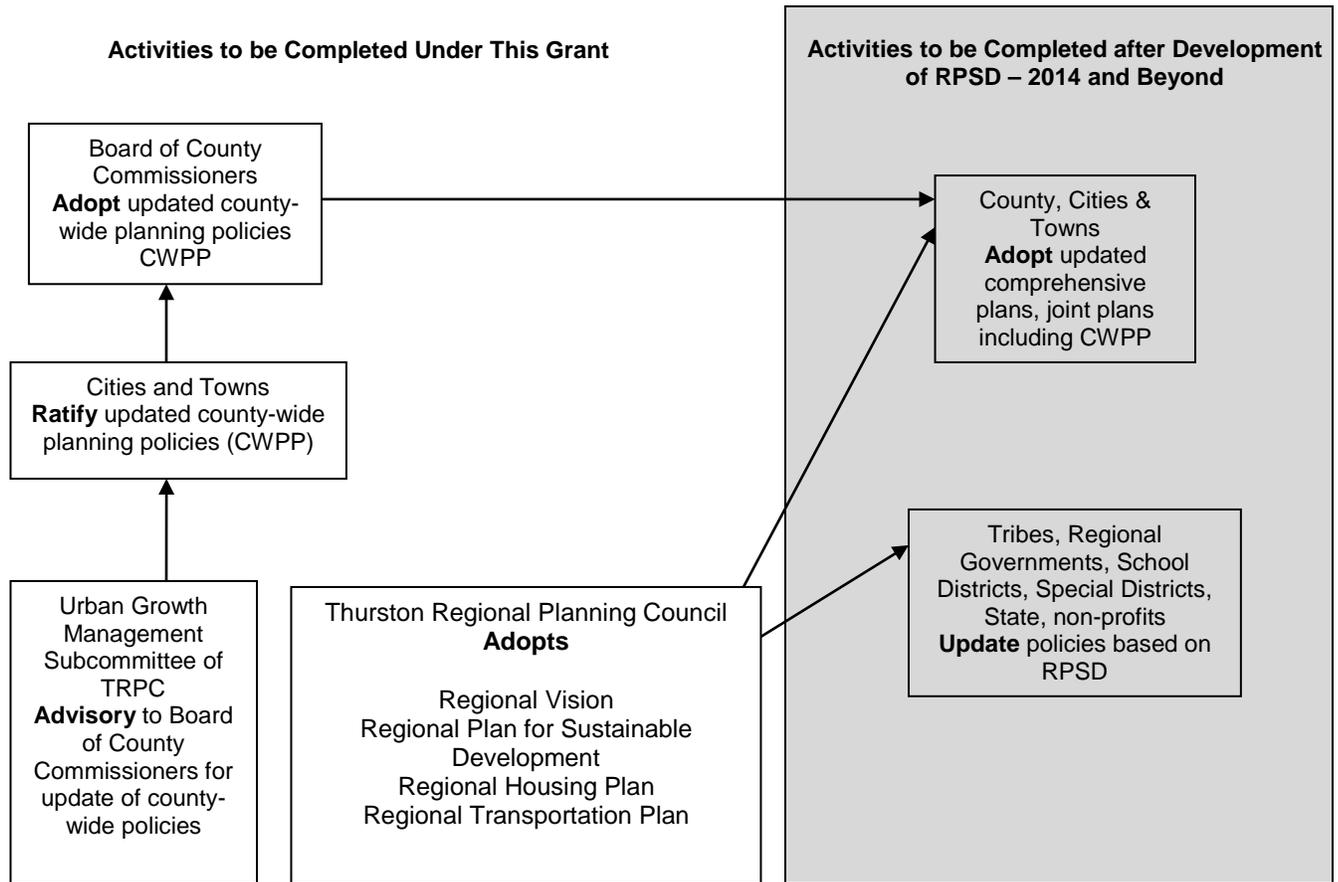


UPDATES TO LOCAL PLANS

Washington State is a Growth Management State that has a bottom-up approach to planning. Each local jurisdiction is responsible for adopting a local Comprehensive Plan and associated development regulations to guide their planning decisions. Local plans must be consistent with the Regional Transportation Plan that is adopted by the Thurston Regional Planning Council, and County-wide planning policies, which are ratified by the cities and adopted by the Thurston County board of County Commissioners.

The timing and requirements of the local updates are specified in the State’s Growth Management Act. At this time updates to local plans due by 2014. However, the state Legislature controls the timelines and may extend due to local economic conditions.

Update of Local Plans and Policies



NEW PARTNERS

It is expected that there will be interested parties not currently included in the consortium that will either request inclusion, or that will be identified by the consortium and asked to participate. The degree to which an interested party will be able to engage in the process will be evaluated on a case by case basis. When a potential interested party is identified, The RPSD Task Force will strive to determine the best fit for them. Options for inclusion range from accepting written input on specific plan elements, to being included on a panel or workgroup, to being named a member of the RPSD Task Force.

Every effort shall be made to include groups and interested parties that have not historically been represented in regional planning efforts. Whether they be minority populations, special interest groups, or underrepresented interests, membership in the RPSD Task Force is flexible enough to enable participation and inclusion of such groups.

DECISION MAKING

Decisions related to this project shall be made by the Thurston Regional Planning Council according to their bylaws, which identify voting procedures and rules of order. Recommendations and planning documents will be generated by working groups, vetted through the RPSD Task Force, and then presented to TRPC for final binding action. This type of regional planning effort, led by TRPC and with cooperation of regional partners, has been effective for the last 50 years in Thurston County. The decisions and recommendations that come out of such a process are viewed more favorably by regional partners since they have been methodically and publicly vetted and adopted. They are then more readily adopted into local plans and policies as well as regional planning processes.

There will be some consortium members who are not members of TRPC, and therefore do not have voting power on final decisions relating to the RPSD. The most effective way for these groups to make their opinions and positions known is to be actively involved in the panels, *public process*, and the RPSD-Task Force and be willing to serve as chair-persons or leaders in their area of expertise. All such groups, as well as individual members of the public will be encouraged to provide input at public meetings and will be given ample opportunities throughout the process to do so, as outlined in the Work Program.

PROJECT IMPLEMENTATION

Achieving the Regional Plan for Sustainable Development's regional vision will require the development and implementation of a strategy that includes planning and policy changes at the local, regional, state, and federal level. In addition to defining specific implementation steps, we will develop a list of Projects of Regional Priority as part of the process. . These projects will lead to implementation of the regional vision.

SHORT TERM IMPLEMENTATION STRATEGY

Developing the Regional Plan for Sustainable Development will occur over quite a long time – a three year period. Local plan updates take at least another year. This deliberative process is necessary to conduct outreach, build informed consent, and create a constituency for implementation. However, we will pursue good ideas as they emerge throughout the project. We will also develop a “short term” list of implementation strategies each fall for consideration as priority state legislative projects/programs.

COMMON ELEMENTS

Throughout the three-year process, a series of common elements will occur and re-occur as part of the overall public participation process. They include:

- Public meetings with a geographic distribution to reach all parts of the County
- Website and use of social media (face book and twitter) to engage the public and announce meetings, events, and distribute material
- Targeted outreach focused on those members of the public that traditionally do not participate in planning processes
- Institutionalize sustainability education through integration into existing training and education tools

In addition, project coordination and management will occur throughout the project. Specific tasks include:

- Project management and reporting
- Partnership agreements and management of scopes of work with partners
- Panel staff/lead coordination
- Support for panels and Regional Plan for Sustainable Development Task Force

The project will be supported by data analysis, research, and modeling. Some of the specific tasks include:

- Conduct background research into barriers and opportunities
- Develop Sustainable Community Game for public outreach and education
- Generate housing data projections (type and demand for future housing needs)
- Update Buildable Lands database and data layers
- Commission housing and corridor market studies
- Develop a neighborhood-scale scenario model
- Update existing regional models and model alternatives
- Develop monitoring metrics

THREE PHASE SCHEDULE

We will complete the project in three phases, each spanning approximately 12 months. Phases significantly overlap, with many common elements occurring continuously throughout the project. The phases simply provide a means to describe the overall flow over the three-year period.

Phase 1: Initial Visioning and Engagement of Stakeholders

Description

During this phase, we will develop a regional vision, engage public and private stakeholders and policy makers, and engage the public (business owners and residents) in an interactive Sustainable Community game at public meetings. The visioning and education process will refine the regional vision and educate community members on the benefits of sustainable development. This will target the known barrier of community and stakeholder opposition to strategies such as infill and redevelopment.

Goal

Achieve an understanding of the major vision of the region's residents and stakeholders regarding the future of the Thurston County region.

Objectives

Determine what participants see as:

1. Key successes – what has worked well – in the region
2. Key challenges or barriers to achieving the existing community goals and visions
3. Opportunity areas

Major Activities

1. Hold a kick-off forum
2. Convene eight panels and two work groups (Blue Ribbon Economic Development Panel, Housing Panel, School Siting and Design Panel, Emergency Services Panel, Water Infrastructure Panel, Health and Human Services Panel, Local Food Systems Panel and Outreach and Education Panel; Land Use – Transportation – Climate Change Work Group, and Panel Staff/Lead Coordination Work Group). We anticipate that each panel and workgroup will meet an average of three times, for a sum total of 25-30 total meetings, all of which will be open to the public.
3. Convene the Regional Plan for Sustainable Development Task Force (RPSD-TF)
4. Articulate vision, mission, and meeting norms with the RPSD-TF
5. Work with panels to develop white papers on all seven major topic areas, identifying successes, challenges/barriers, and opportunities
6. Articulate key issues to the RPSD-TF
7. Describe known key economic, social, and environmental cost/benefits of opportunities, and “did you know” factoids for public outreach
8. Conduct a review of existing plans and county-wide planning policies
9. Initiate market studies to define a range of opportunities
10. Update land use data
11. Update housing data
12. Work with a public education and outreach panel to develop public outreach material, including the Sustainable Community Game
13. Conduct targeted outreach to members of the public not traditionally involved in planning processes
14. Conduct five public meetings during Phase 1, distributed geographically around Thurston County

Products/Outcomes

1. A regional vision and identification of key regional policies
2. A report on initial visioning, including what has worked well, challenges and barriers, and opportunities. This report will include the principles that will guide the remainder of the planning process.
3. Preliminary housing and corridor market studies to inform the next phase of the planning process

Phase 2: Develop Neighborhood Growth Scenarios

Description

We will involve policy makers, public and private stakeholders, and the public (business owners and residents) in gaining a data-based understanding of the implications of current growth patterns, and developing a range of growth alternatives. We will review each topic area through data analysis to determine the neighborhood impacts of current growth patterns – or “business as usual.” Using neighborhood-scale community visioning software, we will test various growth alternatives for their impacts on neighborhoods, and measure the impacts with a set of develop a set of metrics and indicators. This phase will define a data-driven range of alternatives for regional modeling. The process is designed to create buy-in and stakeholder support through a data-driven process for the growth alternatives that will eventually be chosen through the visioning process.

Goal

To describe, in clear and understandable terms, the most likely future for the region given “business as usual,” and community-based alternatives that will have a better chance of leading to the vision articulated in Phase 1.

Objectives

1. Engage the community in building a blueprint to achieve the vision articulated in Phase 1
2. Begin with a broad range of alternatives, and narrow them down through a data driven, community- based process
3. Develop a set of three alternatives to “business as usual” for more detailed modeling in Phase 3

Major Activities

1. Project current trends into the future, and metrics and indicators to illustrate implications at a neighborhood scale
2. Use housing and commercial business market studies to inform a full range of alternatives
3. Use community visualization software to describe and quantify the effects of “business as usual” on neighborhoods
4. Use community visualization software to engage community members in developing three alternatives to business as usual
5. Finalize key policies and vision, and adopt into updated county-wide planning policies
6. Continue work on developing a Regional Economic Strategy
7. Continue to work on developing a Regional Housing Plan
8. Update “business as usual” population and employment forecast allocations
9. Update the “business as usual” regional transportation model
10. Conduct targeted outreach to members of the public not traditionally involved in planning processes
11. Conduct five public meetings during Phase 2, distributed geographically around Thurston County

Products/Outcomes

1. Report summarizing Phase 1
2. Housing data projections
3. Updated county-wide planning policies
4. Adoption of “business as usual” population and employment forecast allocations as a baseline trend projection

Phase 3: Develop a Preferred Growth Vision and Regional Plan for Sustainable Development

Description

We will involve policy makers, public and private stakeholders, and the public (business owners and residents) in developing a preferred growth alternative, and articulating the Vision in a Regional Plan for Sustainable Development, a Regional Housing Plan, a Regional Economic Strategy, Implementation Steps, and a List of Projects of Regional Priority.

Goal

To develop a community based series of Regional Plans, Strategies, Implementations Steps, and Projects of Regional that articulate the Regional Vision for Sustainable Development, and the policies and steps needed to achieve it.

Objectives

1. Develop the blueprint for how to achieve the Regional Vision identified in Phase 1
2. Build support for the blueprint by involving a full range of stakeholders in its development
3. Identify the steps necessary to achieve the vision

Major Activities

1. Model and describe three growth alternatives in the regional population and employment model
2. Model and describe three growth alternatives in the regional transportation model
3. Conduct targeted outreach to members of the public not traditionally involved in planning processes
4. Conduct five public meetings during Phase 3, distributed geographically around Thurston County
5. Select a preferred alternative
6. Develop and adopt a Regional Housing Plan
7. Develop a Regional Economic Strategy
8. Identify Implementation Steps
9. Develop a list of Projects of Regional Priority
10. Develop and adopt a Regional Plan for Sustainable Development
11. Evaluate Public Process
12. Develop inter-local agreements
13. Align funding strategies
14. Institutionalize sustainability education

Products/Outcomes

1. Summary of preferred growth alternative
2. County-wide planning policies adopted
3. Draft Regional Plan for Sustainable Development and Implementation steps
4. Draft Regional Housing Plan
5. List of Projects of Regional Priority
6. Inter-local agreements
7. Alignment of funding sources
8. Final Regional Housing Plan adopted
9. Final Regional Plan for Sustainable Development adopted

PROJECT IMPLEMENTATION SCHEDULE:

Task	2011				2012				2013				
	Quarter	1	2	3	4	1	2	3	4	1	2	3	4
1. Project Management													
a. Report to HUD													
b. Establish MOU between consortium members													
c. Develop Partnership scopes and hire consultants													
2. Coordination of Consortium Members													
a. Convene RPSD Task Force													
b. Convene expert & blue ribbon panels													
c. Coordinate with staff													
d. Hold regional forums													
3. Outreach, Education, and Public Input													
a. Conduct community outreach surveys													
b. Convene public (neighborhood) meetings													
c. Implement other outreach (ongoing)													
d. Institutionalize sustainability education													
4. Research, Data Support, Modeling & Metrics													
a. Conduct background research													
b. Develop Sustainable Community Game													
c. Compile housing data projections													
d. Update buildable lands database/GIS data layers													
e. Conduct housing and corridor market studies													
f. Model: Neighborhood scale – scenario													
g. Model: Regional models & alternatives													
h. Develop monitoring metrics													
5. Plan Development													
a. Review existing plans & policies													
b. Compare vision vs. reality/identify barriers													
c. Define vision, key policies, integrate into CWPP													
d. Adopt forecast and fair share housing allocations													
e. Development of preferred growth alternative													
f. Develop draft plan(s) & implementation steps													
g. Develop list of Projects of Regional Priority													
h. Develop inter-local agreements													
i. Develop draft RPSD and adopt													
j. Align funding strategies													
k. Update comprehensive plans (adopt in 2014)													
l. Update capital facilities & other plans													

Note: Gray shading denotes time of major activity

Appendix 1 – TRPC Bylaws

Appendix 2 – Partner Roles and Responsibilities

THURSTON REGIONAL PLANNING COUNCIL BY-LAWS

SECTION I: AUTHORITY

The Thurston Regional Planning Council (hereinafter referred to as “Council”) was established in 1967 under RCW 36.70.060, which authorized creation of regional planning councils in Washington State. The Council will comply with all applicable Local, State and Federal Laws and is authorized to receive State and Federal grant funds.

This document establishes the Council’s by-laws and is in accord with the membership and responsibilities set forth in the Thurston Regional Planning Council Agreement promulgated on May 7, 2010.

SECTION II: OFFICERS/DUTIES

The officers of the Council are Chair, Vice Chair, and Secretary. Officers may function as an executive committee in making recommendations to the full Council on budget, work program, or other policy issues as requested by the full Council.

Officers are elected at the February Council meeting from among the representatives of the voting members and officers may serve no more than two consecutive one-year terms in the same office. Prior to the February meeting, the presiding Chair will solicit nominations for office in writing from all voting member representatives. At the February meeting, as part of the election process, the Chair will present the slate of nominees to be considered for each position as well as taking nominations from the floor. The newly elected officers take office at the close of the meeting at which they were elected.

A. The Chair presides at all meetings, prepares the agenda for the meetings, signs vouchers, calls special meetings, and sets the time and place of meetings in consultation with the membership. In addition, the Chair establishes committees and their membership for the purpose of making recommendations on the budget, performing the annual performance review of the Executive Director, and/or making recommendations to the full Council on other policy issues. The Chair officially represents the Council before other groups and agencies and carries out other duties as designated by the Council.

B. The Vice Chair serves in the Chair's absence and is authorized to approve vouchers.

C. The Secretary is the fiscal officer for the purpose of approving appropriate vouchers for the conduct of the Council affairs and may also serve in the absence of the Chair and Vice-Chair.

SECTION III: EXECUTIVE DIRECTOR AND STAFF

The Council may, within its authorized budget, engage an Executive Director. The Executive Director is selected or terminated with the approval of the voting members as outlined in Section VII: Voting. It is the role of the Council to set policy direction, which guides the Executive Director in the operations and administration of the agency. The Executive Director maintains all records of the Council, including necessary budget and financial records. The Executive Director is responsible for the administration of the agency pay and classification system as approved by the Council. The Executive Director is also authorized to approve expenditures within the authorized budget.

The Executive Director may, within the agency's authorized budget, employ such other personnel as needed to perform the work of the Council. Staff work under the policy direction of the Council as exercised through its Executive Director.

SECTION IV: MEMBERSHIP

Official membership of the Council shall consist of those duly designated member representatives and alternates of the entities who have entered into the Council Agreement. Member representatives and alternates, with the exception of those representing Associate and Tribal members, shall be elected officials of their jurisdiction. In the event an elected official from a member jurisdiction is not available to serve as a TRPC alternate, that entity may, with approval from the TRPC Chair, appoint a high-level, at will department head to serve as alternate. This alternate must have the authority to speak for that entity and vote on regional policies on its behalf.

If neither the duly designated member representative nor the officially designated alternate member representative is able to attend a specific meeting, then the jurisdiction may designate, for that meeting only, an additional alternate member representative. This additional alternate must have all rights, privileges, and authorities exercised by the member representative and the alternate.

SECTION V: NEW MEMBERSHIP REQUESTS

Application for membership on the Council is considered on a case-by-case basis. Entities seeking membership on the Council will submit a letter of application to the Council Chair stating the rationale for membership. The Council Chair in consultation with the Executive Director will consider whether the membership request fits into the Council's overall goals. In this initial review, there will also be an identification of the appropriate membership tier for the applicant. The Chair will present this information and make a membership recommendation to the full Council at a regular meeting. Membership requests require a vote of the Council.

SECTION VI: MEMBER RESPONSIBILITIES

To effectively carry out the work of the Council, member representatives (or alternates) must be fully engaged in the activities of the Council. Member representatives (or alternates) are expected to regularly attend, prepare for, and actively participate in scheduled meetings. It is expected that member representatives (or alternates) will also participate in other special meetings and committees as appropriate. Member representatives (or alternates) may also be asked by the TRPC Chair to represent TRPC to other organizations. It is important that member representatives (or alternates) maintain a regional perspective on matters coming before the Council. Member representatives (or alternates) work within a collegial atmosphere that strives for informed consensus in all of its decisions while respecting the viewpoints of others on the Council. Member representatives (or alternates) are responsible for conveying pertinent information discussed or presented at Council meetings back to their respective entities for information or action.

SECTION VII: MEETINGS

Regular Council meetings are held in accordance with the schedule set by the Council each year at its February meeting. To ensure appropriate notice, public involvement and effective regional decision-making, all meetings will comply with the requirements of the State Open Public Meetings Act. The Executive Director sees that official minutes are taken for each meeting and that they are signed by the Chair and the Executive Director after review and approval by the Council.

Written notices of meetings are mailed to all representatives and alternates at least five (5) days prior to the date of the meetings. Notice of special meetings called by the Chair may be made by telephone and all members will be notified. Robert's Rules of Order will be observed at all meetings. A meeting may be convened with a simple majority of the members.

SECTION VIII: VOTING

All matters coming before the Council are decided by the representatives of the voting membership. All actions before the Council require a quorum. A quorum will consist of the presence of at least 50 percent or more of the entire voting membership with at least two of those representatives being from the following jurisdictions: Thurston County, City of Olympia, City of Lacey, or City of Tumwater. Actions will be decided by a simple majority of the quorum unless two or more members request an optional weighted vote. The Council’s optional weighted voting system reflects, in some measure, the population and financial participation of the member agencies. If there is a call for a weighted vote, each voting member entity is assigned one vote weighted in the following manner:

Thurston County	7
City of Olympia	4
City of Lacey	3
City of Tumwater	2
City of Tenino	1
City of Yelm	1
City of Rainier	1
Town of Bucoda	1
LOTT Alliance	1
Thurston PUD	1
North Thurston Public Schools	1
Olympia School District	1
Intercity Transit	1
Nisqually Indian Tribe	1
Confederated Tribes of the Chehalis Reservation	<u>1</u>
Total Votes	27

SECTION IX: MEMBER ASSESSMENTS

Member assessments provide the revenue needed to carry out the Council’s Annual Work Program and Budget. Payment of member assessments is made after January 1 each year on an annual, semi-annual, or quarterly basis. In September of each year, in conjunction with preparation of the Annual Work Program and Budget, member assessments are calculated based on the following methodology:

Tier 1 – Charter Member Organizations (County, cities, towns, and tribal governments located within the region)

The current year population as defined by the Office of Financial Management is adjusted by the applicable factor as shown below. The adjusted population is multiplied by the Council established per capita rate to arrive at the yearly assessment figure. There is a \$700 minimum assessment in this category.

The following factors will apply to this tier:

- Urban county and entities with a population greater than 5,000 will be assigned a factor of 1.
- Rural county and entities with a population of less than 5,000 will be assigned a factor of .5.

Tier 2 – School District Members

The annual October 1 FTE student enrollment is multiplied by a factor of .25. This is used to arrive at an adjusted population. The adjusted population is then multiplied by the Council established per capita rate to arrive at the yearly assessment figure. There is a \$700 minimum assessment in this category.

Tier 3 – Regional Service Members (Members in this tier are entities established under State law that provide services that are regional in nature and serve a large segment of the population or the entire population)

Regional Service Members have a first year (base) assessment that is negotiated one time between the Council and the entity making application for membership. The negotiations will take into account the entity's fiscal constraints, service population, and the entity's regional role/impacts. The entity's assessment will be appropriate in comparison to other members in this tier and their membership must mutually benefit both the entity and the Council.

The base assessment is set by the Council upon approval of the entity's membership. This base will be modified each year during the budget process when assessments are re-calculated. A percentage change in assessment will be based on the corresponding percentage change in the over-all population of Thurston County. This percentage amount will be added to the base assessment and this new amount becomes the base for the following year.

Tier 4 – Associate Members (Members in this tier do not have a voting right on the Council.) This tier is designed for regional public entities who wish to participate in Council meetings and activities. Members in this tier are assessed \$1,000 per year.

SECTION X: ANNUAL WORK PROGRAM AND BUDGET

The Council develops and adopts the Annual Work Program and Budget each year as follows:

A. In August of each year, the Council Chair appoints a budget committee to review the draft version of the Annual Work Program and Budget for the coming year as prepared by the Executive Director. The budget committee reviews, refines, and then recommends a Draft Proposed Annual Work Program and Budget that is presented to full Council by the Executive Director no later than the December meeting of each year. The Chair then transmits the Approved Regional Work Program and Budget, as well as member assessments to the governing bodies of the member agencies and organizations for their information so they can incorporate their share of the member assessments into their own budgets.

The Annual Work Program consists of a statement of the projects and activities to be undertaken by the Council and staff during the following year and the corresponding member assessments. Cost estimates for all projects and activities will be provided as the basis for the budget. In developing the Work Program, Council will consider the following types of programs which are identified as the means of achieving the Council goals and policies:

1. Programs required in order to retain eligibility for state and federal grant programs and funded by member assessments.
2. Programs agreed to by a majority of the Council, which are regional in the sense that the implications and impacts of the program affect the entire County. Such programs would be funded by member assessments.

The Council adopts a consolidated agency operating budget at the meeting in January that reflects the Council's Approved Regional Work Program, as well as contracts and grants with local jurisdictions. The approved budget is then forwarded to the Thurston County Auditor.

SECTION XI: CONTRACT SERVICES

The Council may contract with member agencies or other local jurisdictions and organizations to provide professional services. The projects undertaken will support the overall mission, role and function of the Council. Contract services for member entities should take precedence over those provided to non-member entities.

It is the responsibility of the Executive Director to ensure that contracts are relevant, support the mission of the agency, and that there is adequate staffing to undertake and complete the work. The Executive Director is also authorized to sign and execute contracts on the Council's behalf.

SECTION XII: COUNCIL REVENUE AND EXPENDITURES

All funds paid to the Council are deposited to a special account in the office of the County Treasurer. Expenses and lawful claims against the Council are disbursed by the Treasurer. Funds are disbursed on warrants drawn by the County Auditor, which in turn are based on vouchers approved by the Chair, Vice Chair, or Secretary. The Council reviews and approves the claims paid at its next regularly scheduled public meeting.

SECTION XIII: FINANCIAL AND STATUS REPORTS

The Executive Director prepares semi-annual and annual reports that are provided to the Council at a regularly scheduled meeting. The reports provide budget expenditures to date and balances remaining in each budget classification.

SECTION XIV: TRANSPORTATION POLICY BOARD

The Transportation Policy Board (TPB) is a Council standing committee and advisory body whose purpose is to provide recommendation to the Council on policy and programs relating to regional transportation issues pursuant to state and federal legislation. TPB acts in accordance with its own by-laws.

SECTION XV: BY-LAW REVIEW AND AMENDMENTS

These by-laws will be reviewed at least every two years. Any amendments to the by-laws may be approved by a two thirds majority of voting members present. Proposed changes shall be presented one meeting prior to the meeting at which action by the Council will be taken.

Regional Plan for Sustainable Development Project Participants and Roles

Thurston Regional Planning Council (TRPC)

Role: Adopt updated Regional Transportation Plan and Regional Plan for Sustainable Development – Hear and comment on periodic updates on the RPSD process and products

Support: TRPC staff

Meeting Schedule: Monthly

Regional Plan for Sustainable Development Task Force (RPSD-TF)

Town of Bucoda
 City of Lacey
 City of Olympia
 City of Rainier
 City of Tenino
 City of Tumwater
 City of Yelm
 Thurston County
 Intercity Transit
 WA Department of General Administration
 WA Department of Commerce
 Housing Authority of Thurston County Representative
 Transportation Policy Board Representative
 Blue Ribbon Economic Panel Chair
 School Siting and Design Issues Subcommittee Chair
 Emergency/Fire Services Subcommittee Chair
 Water Infrastructure Subcommittee Chair
 Public Outreach/Education Subcommittee Chair
 Health and Human Services Chair
 Local Food Services Chair

Role: Develop a Regional Plan for Sustainable Development articulating a community defined sustainable future, actions and responsibilities to achieve it; and a Regional Housing Plan. Identify the connections within and between elements of the RPSD including (land use, transportation, housing, economic development, environment, emergency services, health, infrastructure, agriculture and local food systems, and public outreach and education.

Support: TRPC staff lead with support from jurisdiction and panel staff as needed

Meeting Schedule: Approximately every other month the first year

Standing TRPC Committees, Subcommittees or Boards

Transportation Policy Board (TPB)

Role: Update Regional Transportation Plan, incorporate RPSD goals, recommend draft to TRPC for adoption

Support: TRPC staff

Meeting Schedule: Monthly

Urban Growth Management Subcommittee

Representatives of cities/towns/county

Role: Review and update the Countywide Planning Policies (after update these are ratified by the cities/towns and adopted by the County); advisory to Thurston County on urban growth area boundaries.

Support: TRPC and local jurisdictional staff

Meeting Schedule: Periodic as needed

Panels Convened to Advise in Development of the RPSD

Blue Ribbon Economic Panel Subcommittee

Thurston Economic Development Council
Pacific Mountain Workforce Development Council
Thurston Climate Action Team
Thurston County Chamber
The Evergreen State College
St. Martin's University
South Puget Sound Community College
Other participants invited by the RPSD-TF

Role: Develop a Regional Economic Strategy.

Support: Thurston Economic Development Council and TRPC staff

Meeting Schedule: As necessary to articulate issues for each phase of the project

Housing Panel

Housing Authority of Thurston County
Housing developers
Housing lenders
Local non-profit, public and private stakeholders

Role: Articulate issues related to housing to the RPSD-TF – Develop Regional Housing Plan

Support: TRPC, City of Olympia, and Thurston County HOME Consortium staff

Meeting Schedule: As necessary to articulate issues for each phase of the project

K-12 School Siting and Design Issues Panel

North County Healthy Kids – Safe Streets Action Team

North Thurston Public Schools and Lacey City Council/staff
Olympia School District and Olympia City Council/staff
Tumwater School District and Tumwater City Council/staff
Intercity Transit

South County Healthy Kids – Safe Streets Action Team

Rainier School District and Rainier City Council
Tenino School District and Tenino City Council
Yelm Community Schools and Yelm City Council/staff
Other school districts at their request

Role: Articulate issues related to school siting, infrastructure to support active travel, education and encouragement programs to support safety and health

Support: TRPC staff

Meeting Schedule: As necessary to articulate issues for each stage of the project

Emergency/Fire Service Panel

Lacey Fire District #3
Southeast Thurston Fire Authority
Thurston County Fire District #8
Other emergency/fire services providers at their request
Medic 1
Police and Sherriff Dept.
Representatives from local jurisdictions

Role: Articulate issues related to efficient provision of emergency services to the RPSD-TF

Support: TRPC staff

Meeting Schedule: As necessary to articulate issues for each phase of the project

Water Infrastructure Panel

LOTT Clean Water Alliance
Thurston Public Utility District
Representatives from the Public Works departments of local jurisdictions
South Thurston County representatives

Role: Articulate issues related to efficient provision of water infrastructure to the RPSD-TF

Support: TRPC staff

Meeting Schedule: As necessary to articulate issues for each phase of the project.

Housing Panel

Housing Authority of Thurston County
Housing developers
Housing lenders
Local non-profit, public and private stakeholders

Role: Articulate issues related to housing to the RPSD-TF – Develop Regional Housing Plan

Support: TRPC, City of Olympia, and Thurston County HOME Consortium staff

Meeting Schedule: As necessary to articulate issues for each phase of the project

Health and Human Services Panel

Role: Articulate issues related to health and human services in the region

Support: Thurston County Health and Social Services Dept. and TRPC staff

Meeting Schedule: As necessary to articulate issues for each phase of the project

Local Food Source Panel

Role: Articulate issues related to food production within the region

Support: TRPC staff

Meeting Schedule: As necessary to articulate issues for each phase of the project

Land Use, Transportation, and Climate Change Work Group

TRPC staff
Jurisdiction staff

Role: Articulate current regional and local plan goals as well as information from Vision/Reality, Urban Corridor Task Force, and State and County Climate Action information

Support: TRPC and jurisdiction staff

Meeting Schedule: As necessary to articulate issues for each phase of the project

Public Outreach Panel

Transportation Policy Board – Public Information Subcommittee
Sustainability Roundtable of Thurston County
State League of Women Voters – Education Fund
WA State Department of Commerce
WA State University – Division of Government Studies and Services

Role: Develop comprehensive public outreach strategy

Support: TRPC and local jurisdictional staff

Meeting Schedule: As necessary to articulate issues for each phase of the project

Other Partners and Stakeholders

Other Partners

Washington State University Division of Governmental Studies and Services

Role: Evaluate public participation and outreach

Washington State Department of Commerce

Role: Update Planner's Short Course and teach several sessions

League of Women Voters Education Fund (State League)

Role: Update "The State We're In" Curriculum Guide