

## Participatory Policy Codesign in Pierce County

**CoLab for Community and Behavioral Health Policy**

*with support from the Tacoma-Pierce County Health Department*

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**University of Washington, Department of Psychiatry and Behavioral Sciences**

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## Introduction

The coronavirus pandemic exacerbated many health and social inequities and accelerated interest in cocreative public governance and health planning. Despite increasing public calls for greater community collaboration in policymaking, the field has few systematic models demonstrating how to facilitate this type of engagement. The present report provides a summary of a policy codesign effort sponsored by the Tacoma Pierce County Health Department (TPCHD) in collaboration with the University of Washington CoLab for Community and Behavioral Health Policy (CoLab), and multiple community partners. The approach presented here is the product of TPCHD and CoLab's joint facilitation of the process, under the rubric of a principle-driven model, which CoLab terms Participatory Policy Codesign (PPCD).

## Background

As part of an ongoing focus to increase community representation in government decision-making, the TPCHD contracted with UW CoLab to facilitate policy codesign. The policy codesign project was funded through federal CARES Act and public health department funds and focused on policies to build health resilience following the negative impact of COVID-19 in communities marginalized by racism and other health vulnerabilities.

Prior to the codesign project, CoLab and TPCHD conducted a community-engaged policy priority setting process. This effort is summarized in the *Policies to Advance Health Equity* report, available online at [TPCHD's website](#).<sup>1</sup> Three health priorities emerged from this process: Housing Affordability, Physical and Behavioral Healthcare Access, and Economic Equity. TPCHD then extended invitations to community, system and policy stakeholders to participate in a six-month codesign process to develop a specific policy as guided by these community-identified priorities.

## Overview of Participatory Policy Codesign

The use of design to facilitate information sharing and innovation is a growing area of focus in health services research and practice. The approach used in this project is informed by three key areas of design and knowledge exchange science: Participatory design, evidence translation and use, and policy coproduction.

Participatory design as a field grew out of computer science and, until more recently, typically focused on information technology systems. Born out of research in Scandinavia in the 1960s, the tenets of participatory design hold that the "users" of innovation have an ethical right to participate in the design of products intended for their use.<sup>2</sup> In addition, participatory design asserts that user involvement in design leads to products that are easier and more effective for local application. The political and ethical stance of participatory design overlaps with Action Research and Community Based Participatory Research, both of which aim to increase the visibility and power of underrepresented communities.<sup>3,4</sup> Participatory design informs the PPCD process applied here in the

use of design elements to create shared meaning and understanding among codesign participants with diverse backgrounds and diverse motivations to accelerate policy change.

The second influence on PPCD, evidence translation and use, draws from scholarly work in which study methods of making findings from the academic evidence base usable for real world systems and policymaking. Work in this area began with observational studies in the 1970's in which researchers described the ways in which research tended to be used in policymaking.<sup>2</sup> Recent work is more focused on testing and comparing methods of evidence translation and use. In this project, we use a "responsive" method of evidence translation in which we respond to the codesign team's information needs with tailored reviews and presentation of results.

The third influence, coproduction, is focused on the participation of community in governance and brings the Participatory Design focus more explicitly into the policy space. Similar to Participatory Design and evidence use, coproduction was a focus of scholarly work in the 1960s and 70s and is now enjoying a resurgence of interest as communities are wrestling with how to make government decision-making more permeable and democratic.<sup>5</sup> The PPCD process is also informed by political science theories of policymaking, particularly John Kingdon's policy streams theory,<sup>6</sup> which proposes that in order to be successfully implemented, policies must provide a feasible solution to a widely acknowledged problem. The need for community, government, and elected officials to rally around the same policy is a key consideration in the codesign and implementation planning stages.

In this report, we provide brief descriptions of each of the PPCD workshop sessions over six months and follow this with the implementation plan for the resulting policy, Community Land Trusts. This is intended to be useful to others who are interested in participatory policymaking as well as the codesign team as they move into policy implementation.

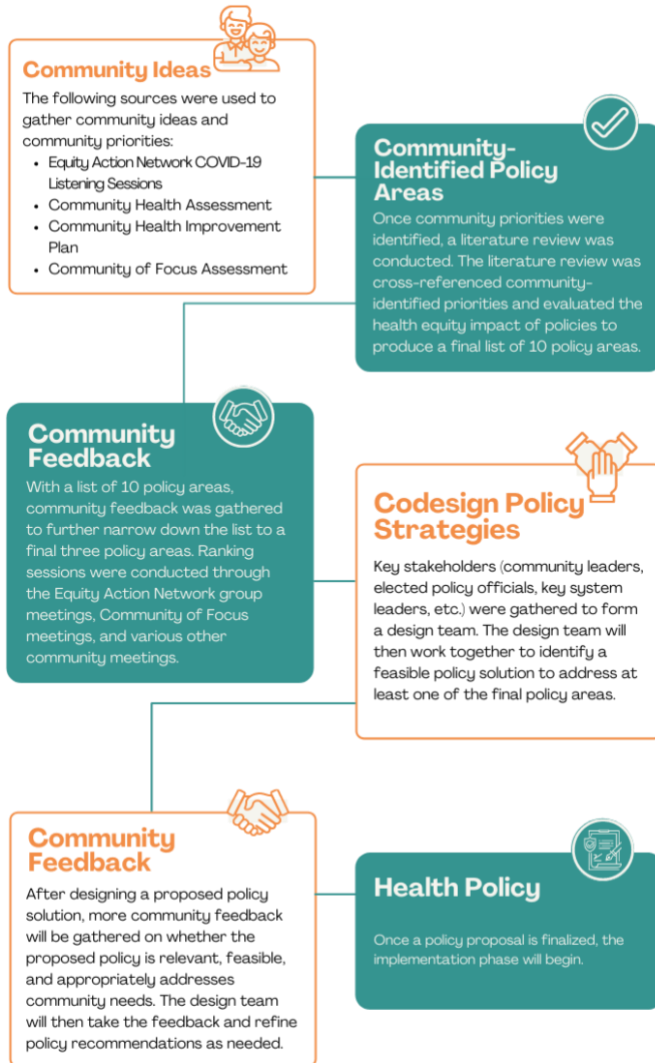
## Participatory Policymaking Codesign Process

### Assembling the Codesign Team

Invitations for participating on the codesign team were extended to individuals whom the TPHCD felt met the guidelines provided by CoLab. These guidelines were developed with considerations for representative community participation/voice and policymakers who would be able to advance selected and designed policies. The codesign team was also intentionally limited to no more than 10 individuals to encourage participants to feel comfortable speaking out and to develop a sense of ownership over the decisions made as part of the process. Accordingly, TPHCD recruited two policymakers (one city, one county), three public health department staff, and five community leaders. Community leaders were selected explicitly as liaisons for specific communities as well as for their own lived experience. Two members of CoLab also participated in all codesign meetings, one as the facilitator, and one as a program and evidence/information synthesis coordinator. See Appendix A for list of design team participants.

Participatory Policymaking Codesign Overview

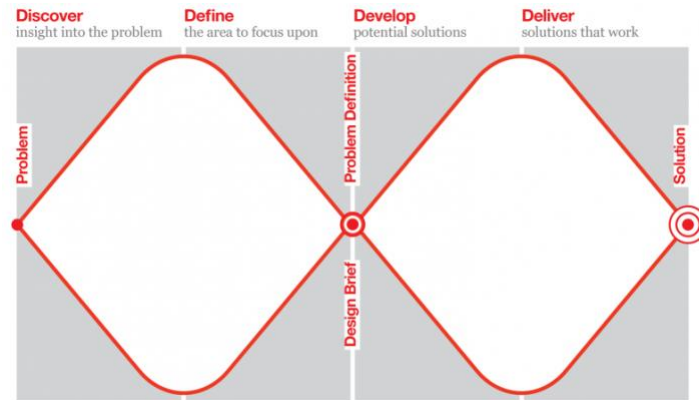
**Figure 1: Participatory Policymaking Codesign Process**



The PPCD codesign process engaged community at multiple points throughout the process (figure 1). For the present project, this included engaging community priorities for policy areas and then assembling a policy design team with representative community leaders. The PPCD codesign process included 12 workshop sessions over six months (biweekly) with an average of 1 hour of outside workshop “homework” completed by the codesign team between sessions. The workshops moved through four phases of design similar to widely used design frameworks (e.g. Double Diamond, figure 2 below). These included 1) Values Mapping; 2) Information Gathering; 3) Prototyping; 4) Testing and Refinement. Policy design requires constant iteration up to the point of passing an ordinance, law, or tax in order to be responsive to competing

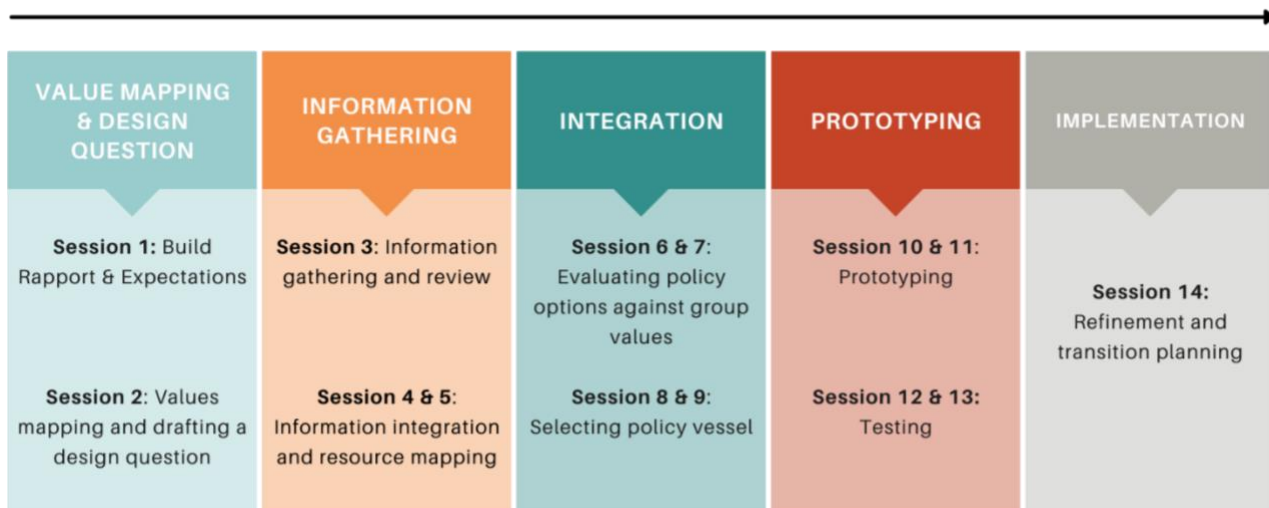
political interests. Because of this, the Prototyping and Testing phases are focused on identifying the “policy vessel” and natural partners for furthering the policy implementation work rather than final policy structure and levers which are expected to be identified in the Implementation phase (this occurs after the design phase and is not summarized in this report). The policy vessel identifies the broad policy goal and initial lever. In this case, this included the Community Land Trusts, and a county budget request supporting nonprofit infrastructure.

**Figure 2: Double Diamond Design Model<sup>7</sup>**



Below we summarize each session. Full details are available below in Appendix B.

**Figure 3: Phases of Policy Codesign & Codesign Sessions**



**Session 1: Build Rapport & Expectations**

The goal of the first session was to build rapport among codesign members and orient them to the codesign process. To encourage connection, participants each responded to the prompt “What motivates you do this work?” Team members then established group agreements (these included maintaining confidentiality, step forward/step back skills, and beginning each session with a land acknowledgment and check in). CoLab presented an overview of the PPCD process using a roadmap visual and answered questions from the team. Codesign members were introduced to an out of session “homework” assignment titled, “Vision for Tacoma-Pierce County.” For this assignment, group members were asked to have conversations with their family, friends and community members using four prompt questions:



- 1) If everyone living in Pierce County had a home, our community members would be able to...
- 2) If everyone living in Pierce County had enough money to support themselves, our community members would be able to...
- 3) If everyone living in Pierce County had support for mental health, substance use, and physical health care needs, our community members would be able to...
- 4) I think we can meaningfully address housing/ economic stability / health for everyone in.. (1-10 years).

Responses were entered into a shared online file or emailed back to the CoLab team before session 2.

### Session 2: Values mapping and drafting a design question

Session 2 focused on values mapping and narrowing the focus of design. The session began by reviewing the codesign team's findings from the Vision homework. The discussion from this activity set the stage for the codesign participants to begin thinking about the values that would inform the codesign process. CoLab provided an overview of crafting a strong design question and team members were paired into breakout rooms (zoom) to begin generating ideas. Report outs and discussion from these breakouts led to the group articulating the values that the policy options would need to address. These included:

*Trauma, Mental health, Truth, Healing, Systemic reform, Restorative practice, and Government accountability.*

Given these themes, CoLab agreed to conduct tailored reviews of the Housing, Healthcare, and Economic literature to identify examples of policies addressing restorative principles. 'Restorative' was defined as focusing on communities marginalized by past or present policies.

### Session 3: Information gathering and review

Session 3 included a review of the policies identified by the CoLab search (Table 1). This included a brief description of how the policies were identified (search strategy), and short descriptions of distinct policy approaches. The codesign team members discussed the policies, noting which aligned with the community and group values. Additionally, the codesign team discussed the need to be communicating to the broader community about this effort and a subgroup to work on communications was formed. The out of session homework included participating in the communications subgroup meeting to craft a statement of purpose that could be shared with community and policy stakeholders.

**Table 1. Session 3 Emerging Policies from Information Gathering Phase**

Policy	Policy Level
Reparations for Black Residents	Resolution/Law
Atonement Trust Fund	Funding
City Expansion of Earned Income Tax Credit	Funding

Neighborhood -Jobs Pipeline Programs	Funding
Unconditional Cash Transfer	Funding
Child Benefit / Allowance	Funding
Baby Bonds	Funding
Shared Equity: Limited Equity Cooperatives (LECs)	Law/Contractual
Shared Equity: Deed-Restricted Homes	Law/Contractual
Shared Equity: Community Land Trusts	Law/Funding
Local Housing Voucher Programs	Funding
Homestead Preservation Center	Funding
Neighborhood Stabilization Overlays	Law/Ordinance
Affordable Housing Preservation Network and Inventory	Funding
Preservation Investment Funds	Funding
Community Capacity Building	Funding
Adding Internal Accessory Dwelling Units to Existing Homes	Law/Ordinance
Land-Based Reparations	Law/Ordinance
Community Health Navigator / Worker	Funding
Subsidized Home Ownership Assistance	Funding
Mandatory Inclusionary Zoning	Law/Ordinance
Housing First	Law/ Funding
Expungement Policies	Law/Ordinance

#### Session 4: Information integration and resource mapping

Session 4 focused on further narrowing the restorative policy options using a ranking, discussion, reranking process (above). The group determined that the policy focus should prioritize housing and economic equity while still attending to behavioral health. The group also reviewed the draft communications statement and ideas for distribution, including meet and greets with other policymakers and town hall forums. The homework for the codesigners included filling in a policy landscape sheet with key individuals and organizations already working on affordable housing and economic equity within the county.



### Session 5: Information integration and resource mapping

Session 5 included a presentation from CoLab on the policymaking process to set the stage for how the codesign team could design levers for policy implementation (Figure 3). The session also included a presentation for an anti-racism workgroup in the public health department within similar goals for housing and economic policy design. The codesign team also reviewed the developing policy landscape analysis and brainstormed other groups and individuals to contact. The policy landscape analysis was updated to include a number of content experts within city and county government with a focus on housing and economic development, as well as nonprofit partners focused in these areas.

### Session 6: Evaluating policy options against group values

Session 6 engaged the codesign members in a policy evaluation activity that was then completed by participants out of session. The CoLab extracted key information from policies that were determined to best fit the team's values. Using this information, the codesign team members scored policies using the following categories as Low, Moderate, High: Likely impact, Alignment with values, Feasibility. Codesign members were paired by CoLab and asked to meet to discuss policies assigned to them (about 5 for each team) and include their scores/comments in a shared online document. The team also discussed moving forward with policymaker and community outreach activities.

### Session 7: Evaluating policy options against group values, continued

Session 7 was primarily focused on debriefing the results of each codesign pair's scoring of their assigned policies. Codesign teams were each given time to explain their rationale for ranking. New ideas for policies also arose from this discussion, and the codesign team asked for more information about criminal history expungement policies and examples of inclusionary zoning with an anti-displacement lens. Two codesign team members volunteered to review all of the scores and identify ten policies that scored the highest on impact, alignment and feasibility.

### Session 8: Selecting policy vessel

Session 8 focused on discussing and ranking the highest scoring policies from the previous activity and requesting additional information from CoLab. This resulted in the team provisionally choosing community land trusts as it had the clearest emphasis on community ownership and governance, along with increasing affordable housing, and contributing to economic equity. A county program manager for housing also presented on housing policy options being recommended to the county council, and the group discussed opportunities for alignment. The group also reviewed the newest iteration of communication documents explaining the codesign team's values and areas of focus. The codesign team requested a specific presentation on community land trusts for the next session. Out of session assignments included outreach to communities using the developed outreach materials (PowerPoint developed to explain the project).

### Session 9: Selecting policy vessel, continued

Session 9 included a presentation by a local university professor on community land trusts. The team came to a consensus about wanting to pursue community land trusts as a policy vessel. With this decision, the codesign team confirmed a revision of the design question: "How can the county

support community land trusts to scale that will still align with the values of this group?” The meeting also included a report out from one community codesign team member about their presentation to their community about the project, feedback she received, and ideas for continued community outreach. See figure 4 below for policies considered and how it led to community land trusts.

**Figure 4: Policies Explored and Narrowed by Group Values**



**Session 10: Prototyping**

Session 10 included an expanded presentation on community land trusts from the university expert and information sharing from the codesign team members. The codesign team identified local partners working to expand community land trusts and CoLab agreed to set up out of session meetings with these organizations with the codesign team. The codesign team was also asked to begin adding their input to the policy implementation plan using the “7 R’s” design framework from a system design approach (Theory U) adapted to the project which included 5 “R’s.”<sup>8</sup> The R’s include asking whether the designed solution was:

*Relevant, Revolutionary, Ready and Rough, and Relationally Effective.*

### Session 11: Prototyping, continued

Session 11 focused on discussing how to obtain the additional input needed to develop the specific CLT policy proposal for “beta-testing.” It was determined that the codesign team needed to engage input from policymakers and community. Accordingly, the county council member on the team agreed to convene a meeting with county and city policymakers, and one of the community’s representatives agreed to take the lead on a community town hall. The rest of the session was then focused on a persona activity in which the group collectively engaged in imagining a person who would benefit from CLTs and how CLTs would need to operate to meet that person’s housing, economic, and social services needs. Updates to the R’s worksheet were also reviewed.

### Session 12: Testing

Session 12 continued to focus on preparing the team to move into the Implementation phase. This involved reviewing slides that could be used to present a policy change to county and city council members, as well as identifying the key implementation partner (a local nonprofit focused on Community Land Trusts), stipulations about how the CLTs would be governed and operated (>60% community governance, provision of behavioral health supports), and likely policy levers for raising funds and incentivizing the development of CLTs (surplus land use, sales tax, prioritizing existing county funds). The team discussed the slides and their use for the upcoming policy stakeholder group. The team also continued planning for the upcoming town hall, and a Board of Health (BoH) presentation.

### Session 13: Testing, continued

Session 13 focused on reporting out and discussing feedback from the Board of Health presentation (testing the policy idea). The reaction from the Board of Health was highly positive and also included a suggestion for the team to consider CLT as only one housing policy option among others. The team also debriefed an out of session meeting with the local nonprofit organization focused on CLTs and their suitability as the primary implementation partner in a policy proposal. The remainder of the session focused on logistics and planning activities for the upcoming policy stakeholder meeting, community town hall, and transition planning after the next workshops session (who would remain on the team, who would take over facilitation, etc).

### Session 14: Refinement and transition Planning

Session 14 involved debriefing the policy stakeholder meeting and reactions to the CLT policy as outlined in the prototype. Additional information needs were discussed as well as who from the initial policy stakeholder group should be invited back for a logistics session with the codesign team, followed by a more specific ask to the larger group of policy stakeholders. The group then discussed transition planning, how the group wanted to orient potential new members, and who would continue in a facilitation role.

## Community Land Trusts

The codesign team selected Community Land Trusts for a policy vessel because of the power of CLTs to provide housing while supporting economic development within a community empowerment framework. Community Land Trusts were first developed by Black tenant farmers in the 1960s as a strategy to avoid eviction due to rising rental costs.<sup>9</sup> CLTs operate by purchasing land (or having it donated) and then leasing structures on that land to individuals who qualify (typically < 50% of median income).<sup>10</sup> The lease allows the individual/family to buy into the lease in the same way a mortgage operates in the private market.<sup>11</sup> If the individual/family decides to sell, they receive the equity gained by the value increase of the structure. Some models also share equity from the land value as well. The individual/family is then able to take that equity and apply it towards a home in the private market, if desired. The CLT ensures the leasing amount stays affordable for the next tenant.<sup>12</sup> A number of organizations provide good, accessible descriptions of CLTs and the variety of ways these agreements operate.<sup>11,13,14</sup>

### Policy proposal from the Codesign Team.

The Community Land Trust policy envisioned by the team would be a county-wide policy in Pierce County that includes a governance structure of at least 60% of land trust residents. This policy would also have an explicit provision for the support of mental and behavioral health and employment needs of land trust residents. The community land trust policy will increase the number of Pierce County residents who build generational wealth through home ownership, increase the number of residents who are able to rent housing especially for deeply affordable housing, increase the number of residents with rapid mental and behavioral health support, and increase the number of residents that are connected to employment coaching and support.

Pierce County and City of Tacoma can establish policies to help support the start-up and growth of land trusts through a surplus land policy that enables community land trusts as an allowed and prioritized use for county and city surplus lands. In addition to this, the county and city can also make community land trust an allowed use for various funding sources such as the HB1406, Document Recording Fee, sales tax, and any other potential fund sources.

The Tahoma Land Trust, a local land trust, and other organizations will be identified to help provide training and coaching for governance boards, obtain land and start building, oversee legal procedures, and ensure that behavioral health and employment services are available on or through the land trust. These organizations are expected to continue to consult with a community design team as facilitated by Tacoma-Pierce County Health Department, Housing and Human Services, and Pierce County Council.

### Policy Implementation Plan

As noted, the policy implementation plan was informed by the 5 R's design framework. This was chosen by CoLab for its conceptual fit with the codesign's team desire to be revolutionary in its vision

for policy change. We describe each “R” and recommendations from the codesign team and CoLab for how policy implementation can be supported to reflect the codesign team’s vision.

#### Relevant.

How is this policy relevant to the local community? Team members indicated that the policy stays relevant to the local community by ensuring implementation explicitly focuses on serving “communities further from opportunity,” as well as “making sure that representatives of marginalized communities are on the governing body of CLTs and hold a majority of the positions.”

**Implementation:** County and city funds supporting CLTs should be clear that CLTs supported through those funds include >60% of residents on the CLT governing board and outreach for recruiting CLT members prioritizes Black Indigenous Persons of Color (BIPOC).

#### Revolutionary.

How is this policy revolutionary? How does it address core issues? The team’s vision for CLT is the scale up of this type of home ownership opportunity across the county. The team has not yet found a comparable county strategy that envisions or has executed a similar strategy; consequently, the focus on scale up is revolutionary for other similarly situated counties, and revolutionary within Pierce County because of the vision to exponentially expand the role of community governance in county supported housing efforts. CLTs are also revolutionary that a CLT policy would have an explicit provision to mental and behavioral health services onsite for residents.

**Implementation.** Policy levers and projected funding must consider how CLTs can be established at scale with projections for the funding and infrastructure needs to support this level of implementation. “At scale” is defined as at least one operational CLT within each city within 10 years. The codesign team identified the Tahoma Land Trust a promising partner for supporting scale up county-wide.

#### Rapid and Rough.

What are the short-term steps for establishing CLTs and what will be the early markers of success? How will these early learnings inform refinements of the CLT scale up plan in the future? The information and resource mapping processes revealed a few already in place policies that could encourage the implementation of CLTs. Lessons from initial implementation can be used to inform an expansion of implementation.

**Implementation.** Use the land parcel across the county government buildings as the first CLT, donating it to Tahoma Land Trust, who will then work with a CLT policy team (facilitated by Councilmember Mello) to plan the improvement of existing structures and recruit CLT membership prioritizing marginalized communities. Within a year from receiving the land, Tahoma Land Trust will have developed and supported a community governance board and leased structures on the land. Lessons from this process will be incorporated into the CLT policy guidance for establishing additional CLTs.

### Relationally Effective.

How does implementation of CLTs build effective partnerships across county divisions and community groups? The codesign process identified a number of local and national experts who can either improve the policy plan, support continued design, and support successful implementation.

**Implementation.** As noted, Tahoma Land Trust is a young, local nonprofit, eager to support the implementation of CLTs as an affordable housing option. Tahoma Land Trust is well-placed to support implementation as a centralized resource for the county, and to support continued refinement of the policy levers needed to scale up CLTs. Other nonprofits interested in land trust models will be important partners, e.g, Habitat for Humanity. The policy landscape analysis identified Jacques Colon (City of Tacoma), Bryan Schmid (Pierce County), Jeff Robinson (Pierce County) as local policy experts with in-depth knowledge of CLTs, affordable housing, and economic development. These individuals are key resources for developing the logistics of a policy implementation strategy. County councilmembers Derek Young and City Councilmember Catherine Ushka were identified as key elected officials interested in furthering housing affordability. The policy design team will send these members a more specific policy plan to support within the next three months. Community engagement is a key activity for ensuring the policy strategies continued to be informed by community needs and to build broad-based support for CLT policy. The policy design group will support at least two community engagement activities specific to CLTs before proposing a final plan to policy stakeholders.

### Summary

The participatory policy codesign process was able to successfully identify a policy that:

1. Addressed community policy priorities as identified in a community ranking effort. At least two priorities are directly addressed by the policy (housing affordability, economic equity) and one priority is strongly associated with the achievement of improved social conditions (behavioral health).
2. Addressed the values of the codesign team to adopt a restorative lens with the prioritization of BIPOC communities and community governance. The codesign team is currently in an implementation phase and is on track to be successful in implementing the goals outlined in the plan, with the successful engagement of key policymakers and a feasible path to securing key policy levers, particularly funding. Key community representatives have stayed engaged throughout the process, which suggests that process was successful in centering community concerns and preferences.



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## Appendix

### Appendix A: Codesign Team Members

Name	Affiliation
Pamela Sacks-Lawlar	Tacoma Pierce County Black Collective (Health Committee)
Tim Reynon	Member of the Puyallup Tribe
Ryan Mello	Pierce County Councilmember
Evan Koepfler	Pierce County Council- Office of Ryan Mello
Lydia M. Faitalia	Native Hawaiian and Pacific Islander Community
Troy Christensen	Executive Director at the Rainbow Center, LGBTQ+ Community
Luis Alonzo	Member of Latinx Unidos of the South Sound (LUSS) and Latinx and Immigrant Communities
Keith Blocker	Deputy Mayor, City of Tacoma
Victor Rodriguez	Tacoma-Pierce County Health Department
Johnna White	Tacoma-Pierce County Health Department
Danait Tafere	Tacoma-Pierce County Health Department
Gabe Moaalii	Tacoma-Pierce County Health Department
Stephanie Wood	Tacoma-Pierce County Health Department
Sebrena Chambers	Tacoma-Pierce County Health Department
Sarah Walker	CoLab for Community & Behavioral Health Policy, UW
Sally Ngo	CoLab for Community & Behavioral Health Policy, UW

### Appendix B: Codesign Sessions & Descriptions

Session	Session Goals/Agenda	In-Session Activities	Out of Session Homework
Session 1	<ul style="list-style-type: none"> <li>-Learn about the PPCD process</li> <li>-Build codesigner rapport</li> <li>-Agree on codesign expectations</li> </ul>	<ul style="list-style-type: none"> <li>-Codesign team member introduction</li> <li>-Overview of PPCD Process</li> <li>-Discuss and refine codesign agreement</li> </ul>	Design Team members: respond to "Vision for Health Equity" Questions
Session 2	<ul style="list-style-type: none"> <li>-Principles of crafting a design question</li> <li>-Develop design question</li> </ul>	<ul style="list-style-type: none"> <li>-Review of situational awareness responses ("Vision for Health Equity Questions")</li> </ul>	Design team members: respond to questions on potential policy partners, additional terms for design focus

		<ul style="list-style-type: none"> <li>-Discuss principles of crafting a good design question</li> <li>-Breakout group discussions</li> </ul>	CoLab: gather examples of healing and restorative community practices
Session 3	<ul style="list-style-type: none"> <li>-Discuss group values</li> <li>-Discuss healing and restorative community practices</li> </ul>	<ul style="list-style-type: none"> <li>-Discuss what a policy must address</li> <li>-Review restorative and healing community practices</li> <li>-Formed a communications sub-group to craft statement of purpose</li> </ul>	<p>Design team members: provide any other healing and restorative community examples</p> <p>Communications sub-group: begin crafting statement of purpose</p>
Session 4	<ul style="list-style-type: none"> <li>-Ranking exercise</li> <li>-Define government accountability</li> <li>-Statement of purpose updates</li> </ul>	<ul style="list-style-type: none"> <li>-Review of codesign roadmap</li> <li>-Ranking exercise to rank different types of community and restorative practices</li> <li>-Discuss draft statement of purpose</li> </ul>	<p>Communications sub-group: continue crafting statement of purpose</p> <p>CoLab: begin information gathering process</p>
Session 5	<ul style="list-style-type: none"> <li>-Statement of purpose</li> <li>-Introduce policy processes &amp; policy levers</li> <li>-Information gathering &amp; policy landscape analysis updates</li> </ul>	<ul style="list-style-type: none"> <li>- Discuss engagement strategy using statement of purpose</li> <li>- Policy Processes &amp; Policy Levers presentation</li> <li>-Introduce Racism and Resilience Action Response Team as a potential partner</li> <li>-Provide updates on information gathering &amp; policy landscape analysis</li> </ul>	<p>Design team members: provide feedback for statement of purpose</p> <p>CoLab: continue information gathering</p>
Session 6	<ul style="list-style-type: none"> <li>-Information gathering &amp; policy landscape analysis updates</li> <li>-Communications &amp; stakeholder engagement plan</li> </ul>	<ul style="list-style-type: none"> <li>-Information Gathering &amp; Policy Landscape Analysis Updates &amp; Process of Searching</li> <li>-Communications &amp; Outreach Strategy Brainstorming</li> </ul>	<p>Design Team members: Pair up &amp; rank emerging policies with group values</p> <p>CoLab: continue policy landscape &amp; information gathering (including finding a policy expert)</p>
Session 7	<ul style="list-style-type: none"> <li>-Emerging Policies &amp; Group Value Alignment Ranking</li> <li>-Introductory Powerpoint for Policy Officials/Community</li> </ul>	<ul style="list-style-type: none"> <li>- Discuss group members' group ranking emerging policies based on group value alignment activity</li> </ul>	<p>CoLab: send draft of introductory powerpoint; compile short list of emerging policies based on ranking</p> <p>Design Team members: rank added emerging</p>

			policies & indicate which policies to keep or remove from list
Session 8	<ul style="list-style-type: none"> <li>-Emerging Policies &amp; Group Value Alignment Results</li> <li>-Presentation on Recommendations to Pierce County Council</li> </ul>	<ul style="list-style-type: none"> <li>-Presentations on recommendations to Pierce County Council to address affording housing</li> <li>-Emerging policies &amp; group alignment: Community Land Trust discussion &amp; other potential policies</li> </ul>	CoLab: meet with design members for ranking language feedback
Session 9	<ul style="list-style-type: none"> <li>-Community Engagement Updates</li> <li>-Discuss Policy Vessel</li> </ul>	<ul style="list-style-type: none"> <li>Community Engagement Update from Group member</li> <li>-Feedback on ranking exercise</li> <li>-Introduce policy vessels/policy approaches</li> <li>-Introduce "R" Questions</li> </ul>	Design Team members: provide feedback on "R" question worksheet and any questions
Session 10	<ul style="list-style-type: none"> <li>-Progress to Date: Prototyping Stage</li> <li>-Community Land Trust Presentation</li> <li>-“R” Questions</li> </ul>	<ul style="list-style-type: none"> <li>-Potential Policy Vessel: Community Land Trust Presentation</li> <li>-Community Townhall Planning</li> <li>-“R” Questions</li> </ul>	<p>CoLab: connect with local community land trusts</p> <p>Design Team members: identify which "R" question they'd like to focus on; connect with town hall planning lead</p>
Session 11	<ul style="list-style-type: none"> <li>-Community Engagement Debrief</li> <li>-Policy Stakeholder Meeting Planning Session</li> <li>-“R” Worksheet</li> </ul>	<ul style="list-style-type: none"> <li>-Community Engagement Debrief</li> <li>-“R” worksheet</li> <li>-Persona Activity</li> </ul>	<p>CoLab: send introductory powerpoint and talking points for group feedback</p> <p>Design Team members: continue adding thoughts/ideas for persona activity</p>
Session 12	<ul style="list-style-type: none"> <li>-Homestead Community Landtrust Update</li> <li>-Community Townhall Planning</li> <li>-Persona Design Activity</li> </ul>	<ul style="list-style-type: none"> <li>-Homestead Community Land Trust Meeting Debrief</li> <li>-Townhall Planning</li> <li>-Policy Stakeholder Meeting Planning</li> <li>-Board of Health Presentation</li> <li>-Continue Persona Activity</li> <li>-Discuss transition plans for implementation phase</li> </ul>	<p>CoLab to connect with design team members about continuing through implementation phase; begin prototyping a policy with CLT</p> <p>Design Team members: consider which communities should be in a policy focus group</p>

<p>Session 13</p>	<ul style="list-style-type: none"> <li>-Board of Health Meeting Debrief</li> <li>-Tahoma Community Landtrust Update</li> <li>-Townhall Planning</li> <li>-Language for Staff Memo</li> <li>-Transition Plans</li> </ul>	<ul style="list-style-type: none"> <li>-Board of Health Meeting Updates</li> <li>-Tahoma CLT Meeting Debrief</li> <li>-Townhall Planning</li> <li>-Language for Staff Memo</li> <li>-Transition Plans</li> </ul>	<p>CoLab: send townhall flyer to design group for feedback</p> <p>Design Team members: provide feedback on language and content for staff memo as well as townhall flyer</p>
<p>Session 14</p>	<ul style="list-style-type: none"> <li>-Policy Stakeholder Meeting Update</li> <li>-Townhall Planning</li> <li>-Implementation Team &amp; Transition Plans</li> </ul>	<ul style="list-style-type: none"> <li>-Policy Stakeholder Meeting Debrief</li> <li>-Townhall Planning</li> <li>-Adding New Members for Implementation Team</li> </ul>	<p>CoLab: send townhall flyer to design group for feedback</p> <p>Design Team members: provide feedback on language and content for staff memo as well as townhall flyer</p>