



MEMORANDUM

TO: Thurston Climate Mitigation Collaborative Community Advisory Workgroup

FROM: Thurston Climate Mitigation Collaborative Staff Team:
Linsey Fields, City of Lacey
Pamela Braff, City of Olympia
Alyssa Jones Wood, City of Tumwater
Rebecca Harvey, Thurston County

DATE: September 3, 2024

SUBJECT: CAW Satisfaction Survey Results

Requested Action

Receive a briefing from the Staff Team. No action is required for this item. The CAW may choose to discuss improvements they'd like to make or may like the Staff Team to make in order to improve the CAW experience.

Purpose of this Action

The purpose of this item is to consider the level of satisfaction CAW members have in their participation on the CAW as well as ways in which the CAW may improve.

Background

After hearing comments at CAW meetings that suggested potential dissatisfaction, the Staff Team decided to create a satisfaction survey for CAW members to participate in and provide feedback about their experience. Nine of the thirteen currently seated CAW members participated in the survey (69% response rate). The survey contained 18 questions.

Results and Staff Responses¹

Question 1: Do you feel you understand your role as a CAW member?

- 5 respondents stated yes (55.6%);

¹ Throughout the "Staff Response" sections of this memo, the term "staff" is used to refer to a shared responsibility among the CAW Facilitator and the TCMC Staff Team.

- 2 respondents stated sort of (22.2%);
- 1 respondent stated “not always sure what the staff’s goal for the members is with the readings and presentations that has been shared” (11.1%); and
- 1 respondent stated “sort of. I feel like our role is reaction and confirm, and there isn’t a lot of opportunity to drive new initiatives, even ones that may be free 😊” (11.1%).

Staff Response:

- Staff have added a section to the memorandum template “Goal of the Reading” to try to clarify; and
- Staff will schedule a refresher of roles and responsibilities of the CAW at a future meeting.
- CAW members have the opportunity to provide feedback (including urging to drive new initiatives) on jurisdiction climate work plans during the annual work plan review process.

Question 2: How would you rate the CAW’s effectiveness in providing feedback and community perspectives to TCMC partners? This was rated on a scale of Ineffective (1) to Very Effective (5).

- 4 respondents rated a 3 (44.4%);
- 4 respondents rated a 4 (44.4%); and
- 1 respondent rated a 2 (11.1%).

Staff Response:

- Staff would like to hear more from CAW members about how they feel the CAW can be more effective in providing feedback and community perspectives to TCMC partners.

Question 3: How would you rate the CAW meetings? This was rated on a scale of Awful (1) to Very Good (5).

- 5 respondents rated a 3 (55.6%);
- 3 respondents rated a 4 (33.3%); and
- 1 respondent rated a 5 (11.1%).

Staff Response:

- Staff will incorporate feedback from responses below that include more specifics.

Question 4: How satisfied are you with the amount of time you spend in CAW meetings? This was rated from Not Satisfied (1) to Very Satisfied (5).

- 4 respondents rated a 3 (44.4%);
- 2 respondents rated a 4 (22.2%);
- 2 respondents rated a 5 (22.2%); and
- 1 respondent rated a 2 (11.1%).

Staff Response:

- Staff would like to hear more about how to improve satisfaction with the amount of time spent in CAW meetings.

- Staff will incorporate feedback from the short answer questions of this survey to try to improve the CAW meeting experience.

Question 5: Would you like the opportunity to extend meeting times to allow for more discussion as needed?

- 6 respondents stated yes (66.7%);
- 2 respondents stated maybe (22.2%); and
- 1 respondent stated no (11.1%).

Staff Response:

- Staff can suggest a decision framework to extend meeting times by majority vote for expanded discussion and incorporate that into the CAW Charter.

Question 6: How do you feel about the number of items on any given agenda? This was rated on a scale of Not Enough (1) to Too Many (5).

- 6 respondents rated a 3 (66.7%); and
- 3 respondents rated a 4 (33.3%).

Staff Response:

- Staff will strive to remain consistent with the number of items included on CAW agendas, limiting business items to no more than 2 per meeting.

Question 7: Do you feel your feedback is valued by the Staff Team?

- 8 respondents stated yes (88.9%); and
- 1 respondent stated depends (11.1%).

Staff Response:

- Staff will continue to welcome CAW feedback and strive to maintain a respectful and productive relationship.

Question 8: How satisfied are you with the facilitation of the CAW? This was rated on a scale of Very Unsatisfied (1) to Very Satisfied (5).

- 4 respondents rated a 5 (44.4%).
- 3 respondents rated a 3 (22.2%);
- 2 respondents rated a 4 (22.2%); and
- 1 respondent rated a 2 (11.1%).

Staff Response:

- See Staff Response to Question 9.

Question 9: Do you have any comments you'd like to share with the CAW facilitator? If so, please include them below.

- I'm not sure the consensus model for decision making is working well for us. For example, there was a recent decision in which 11 members agreed and 1 member wanted a minor adjustment, with no opportunity for the group to consider the minor adjustment, so the majority opinion could not move forward. The consensus model sometimes requires additional discussion time. In situations in which we have limited time, we may want to simply use a majority vote or perhaps a 2/3 majority vote. At times I have felt that we barely scratched the surface of a particular topic, then had to move on. Though this might have been reported out to the TCMC as consensus over a particular approach, I'm not sure how well thought through the conclusion was. There were times when the results of break-out groups were not reported out and discussed by the full group. There have been times when I was unsure what connection there was between our the questions we were asked to address, and implementation of the TCMP, or some specific component or action within the TCMP. It wasn't clear how the discussion was leading to providing effective advice or information to the EC. Once I disagreed with a decision about what proposals the staff supported to move forward and what proposals they recommended be dropped. The rationale didn't add up for me.
- I am not sure why a facilitator from the east coast was selected, need someone who understands how local government works in Washington. also, seems the facilitator is doing the very minimum...because of distance do not believe the facilitator is an effective as if he/she was more in tune with Washington local government.
- It would be helpful to hear from everyone, instead of just folks who are interjecting. I would like to hear all the voices. The voting and jam boards could be used more often.
- The methods to provide feedback that are not verbal, like the Jamboards, polls, etc. are helpful to create space for quieter voices
- It's great to have you in this role. Being an "outside" facilitator can be tricky, and you've done a great job of listening, responding, planning, and becoming one of the group. Thanks for the effort and skills you're bringing to this situation!
- I wonder if there's a way facilitators can switch between calling on people to give comments, and to occasionally do round robin or jump in comments.
- I think it is a useful, valid process to have community input.
- Great facilitation!

Staff Response:

- Staff are encouraging the CAW to reconsider and redefine their decision-making process, including moving to more majority voting.
- Staff will employ more jamboard-style opportunities to collect non-verbal feedback more frequently.
- Staff will bring up the concept of round-robin verbal sharing at a future CAW meeting to see if CAW members are in support of trying this.

Question 10: Do you feel like you have the opportunity to speak up in CAW meetings when you want to?

- 5 respondents stated yes (55.6%);
- 1 respondent stated sometimes, not always (11.1%);

- 1 respondent stated I find the format challenging to share. This stems from being on Zoom, and from the pace of meeting. I like to process things and not just react. (11.1%);
- 1 respondent stated sometimes. There are a lot of loud voices in the room, many with tons of expertise. I don't always feel like speaking up would add value beyond other members. I'm still finding my place in the group and learning what individual experience I should bring (11.1%); and
- 1 respondent stated I think there is an opportunity, though I have noticed some CAW members dominating conversations (not saying this negatively, they have a lot of good things to say) which makes it hard to jump in occasionally (11.1%).

Staff Response:

- Staff will reemphasize the adopted CAW Discussion and General Meeting Norms, which include that CAW members are aware of how often they may be speaking in the group with the intent to make space for all.
- Staff will reemphasize that all CAW member experience is valued. No CAW member should feel that they bring less to the table than another.
- Staff will employ more jamboard-style opportunities to collect non-verbal feedback more frequently.
- Staff will ensure that meetings are facilitated in a way that provides equal space for all voices and sharing styles.

Question 11: Do you feel comfortable sharing your opinions in CAW meetings?

- 5 respondents stated yes (55.6%);
- 1 respondent stated I do, however we spend way too much time on process (11.1%);
- 1 respondent stated most of the time (11.1%);
- 1 respondent stated Yes. However, so few members of the CAW are business or property owners; i.e. self-employed people that pay substantial taxes and have invested in our communities, that I do feel like an outsider sometimes. There is a disconnect from understanding where the funds for government ops come from and how the economy and business impacts the ability for that community to thrive. That being said, I feel the group is open to all histories and perspectives (11.1%); and
- 1 respondent stated I feel the community is welcoming different perspectives, however, I don't speak as much as I want because I feel my experiences don't have the same level of knowledge and experience as others (11.1%).

Staff Response:

- Staff can propose to share a short presentation about local government budgets.
- Staff will reemphasize that the CAW is not a technical advisory group and that all CAW member experience is valued and valid. No CAW member should feel that they bring less to the table than another.

Question 12: If you answered no to either of the two questions above, what can the Staff Team and facilitator do to make that easier for you?

- Create opportunities for all participants to share their voice.
- I think giving CAW material further in advance can help with getting my notes in order and bringing thoughts to the table. I would also appreciate additional information in the meeting materials on what type of feedback the team is looking for? If I have more specific goals I can get much farther in analysis and organizing thoughts (they can be optional, I know not everyone likes feeling boxed in).

Staff Response:

- Staff will strive to deliver meeting materials on-time, and early whenever possible.
- Staff have added a section to the memorandum template “Requested Action” and “Goal of the Reading” and/or “Purpose” to try to help CAW members organize thoughts ahead of time.
- Staff will employ more jamboard-style opportunities to collect non-verbal feedback more frequently.
- Staff will ensure that meetings are facilitated in a way that provides equal space for all voices and sharing styles.
- CAW members are welcome to reach out to the CAW Facilitator and TCMC Staff Team to ask clarifying questions or request additional information prior to a meeting. Staff will strive to provide answers and if there is additional information available, will also strive to provide that in a timely manner.

Question 13: How do you feel about the amount of reading materials for the meeting?

- 7 respondents stated its manageable (77.8%);
- 2 respondents stated they would like more background or reading materials than they’re currently given (22.2%);
- 1 respondent stated I do not believe staff members understand the concept of bringing a large committee of this type along and doing adequate briefing (11.1%);
- 1 respondent stated its manageable, it would be easier to know what the expected goal for reading is (11.1%); and
- 1 respondent stated they would appreciate being provided materials sooner (11.1%).

Staff Response:

- Staff will strive to deliver meeting materials on time, and early whenever possible.
- Staff may consider providing “optional” reading materials that provide additional context. These optional materials may not be original, and may be taken from other trust worthy sources.
- Staff have added a section to the memorandum template “Goal of the Reading” and/or “Purpose.”
- Staff invite CAW members to provide them with examples of adequate briefings so they may review them. If the examples requested require significantly more staff time, staff may need to request more time to bring materials forward.

Question 14: What (if anything) do you like about being on the CAW?

- I like the opportunity to connect with the important work of the TCMP, and to have a channel to communicate with the Executive Committee (though often mediated through staff and facilitator). I like getting to know others in the community who are interested in climate change,

and the opportunity to work in solidarity with them. I like staying (somewhat) current with what the TCMC staff are planning and doing.

- I am interested in being a positive influence in how the county and local government's tackle climate mitigation.
- Enjoy hearing what climate issues are being taken on by the staff.
- The opportunity to learn and understand the details and challenges with local climate mitigation planning and share input about what should be prioritized; the direct connections to staff and to the representatives I helped elect is invaluable
- I appreciate how much I'm learning about the local government landscape, and the sense that we're all in this together. This is a new group and a new concept in this area, and I think we're still feeling our way, but I've appreciated the congeniality and expertise in the room.
- Learning. Interacting with the Staff. Finding ways to help; using my experience.
- I love the opportunity to hear what is going on in the county with climate action, it feels meaningful to get to contribute a community member's perspective to these big decisions the cities and the county have been making.
- I like that the TCMC is accepting input from various community perspectives. I am appreciative to be able to bring the voice of the food and housing insecure to the conversation. I think our group has a fairly good representation of the community and that our voices are heard and incorporated by staff.
- Meeting like-minded people, having challenging conversations, coming to consensus-ish on important decisions, driving change that is challenging

Staff Response:

Thank you for your kind words.

Question 15: What challenges do you face in your role?

- I'm sometimes uncertain whether TCMC staff really want to hear my opinion, especially when it can further complicate their work.
- I believe that the staff and elected's involved in this effort took a serious look at how to resource this effort so that it would be successful at reaching goals committed to.
- Not always clear to me what I am being asked to do - what is the outcome we are working toward?
- Finding room to speak up and learning what value I can add given the amount of expertise among CAW members
- I'm still learning, and don't always come with a clear sense of all the issues. And of course there's a huge question of how much local action can really affect the crisis. However, I've felt welcome and supported in my role under these circumstances.
- I am representing a Real Estate, Builder, Investor population on the CAW. However, my personal beliefs and climate urgency perspective are not shared in much of my industry.
- It's tough to really figure out where I can contribute, as I don't have an expertise like most of the CAW members do. I'm lacking in experience and I think it shows in my lack of participation during open question and discussion times.

- I wish there was more that could be done in the amount of time we have to do it (ie; staff to address local climate change initiatives).
- Not knowing how to plug in besides listening. Not totally understanding where there are opportunities for us to do our part.

Staff Response:

- Staff suggest a group discussion to improve relationships, trust, and clarity of goals/outcomes between the Staff Team and the CAW.
- Staff agree that more resources are imperative to meeting climate goals.
- Staff will reemphasize that the CAW is not a technical advisory group and that all CAW member experience is valued and valid. No CAW member should feel that they bring less to the table than another.
- Staff will strive to ensure there are methods and opportunities employed to capture everyone's feedback.

Question 16: If you're receiving a stipend for your participation in the CAW, have you felt the payments have been made promptly and respectfully?

- 3 respondents stated yes (50%);
- 2 respondents stated N/A (33.3%); and
- 1 respondent stated I have chosen not to take the stipend (16.7%).

Staff Response:

No response.

Question 17: What are some improvements that you'd like to suggest for the CAW?

- Allow for the use of majority vote when it makes sense. Extend meeting times when necessary. Add brief reports from each of the jurisdictional staff about what they're working on, projects completed and planned. Share contact information among CAW members Plan some unstructured time so we can get to know one another better. Consider other ways we might form community, for example, working on a project together. Meet in person at some times, or have hybrid meetings.
- I think the facilitator needs to take a more formal role, the materials need to get out sooner, realistic times for both briefings and decision-making for the meetings need to be better scheduled.
- Meetings can be depressing, could we end or start by sharing what folks are doing that are making a difference now.
- More opportunity for discussion of challenging topics and more resources/support for the staff teams to succeed.
- I'd love to have more youth voices--not sure if we have a high schooler at this point? Also, maybe one in-person meeting per year in addition to the retreat (which has various people)...this might help us get to know each other, and also help more folks feel comfortable sharing their opinions. (I'm not sure--just a thought.)

- If possible, longer meetings to explore the topics. Starting earlier? Also, more time in advance to review materials. I also think that we should revisit the consensus methodology. Or, when there isn't consensus, I feel we haven't had time to vet that through and felt very rushed.
- Delivering clearer meeting materials further before the meetings, list how much time is approximated per meeting for each agenda item (so we can know how long there is to discuss), increase meeting frequency or allow for time extensions during meeting, maybe include a break in between big topics, encourage more write in options (maybe allowing us to write in important thoughts/opinions after meetings).
- None
- I've loved having the chance to learn from you all, connect with other groups working on comparable things, learn about events in the community. I'd be interested in diving into some of the more complicated elements of climate mitigation: city planning, zoning, regulations, enforcement, etc. I'd be curious what mechanisms we do have to make more changes. It would also be great to build robust support (things like a climate hub map for learning about where cooling centers are during heat waves, etc.)

Staff Response:

- Staff will strive to deliver meeting materials on time, and early whenever possible.
- Staff will strive to better anticipate the time discussions for certain topics may take to better allocate time during meetings. These time estimates can be included in the agenda itself. Limiting agendas to two business items per meeting may also help with this.
- Staff are encouraging the CAW to reconsider and redefine their decision-making process, including moving to more majority voting and providing opportunities to extend meeting times by vote for additional discussion.
- Staff can strive to add positive climate updates to the end of agendas to end meetings on a positive note. CAW members are also encouraged to provide these types of updates during the CAW Member Announcements section of the agenda.
- Staff will begin recruitment for the youth positions on the CAW soon. It has been challenging to retain youth members.
- Staff would like the CAW to vote on the concept of having an in-person meeting other than the Annual Retreat.
- Staff will assist the CAW to organize a social gathering outside of meeting space for CAW members to get to know each other better.

Question 18: Please share anything else you'd like to share about your satisfaction about being a CAW member.

- This is incredibly important work. I have great appreciation for fellow CAW members who have signed up for this.
- Thanks for the opportunity!
- Appreciate the focus, knowledge and hard work of the staff and CAW members.
- I am overall satisfied, the perspectives of the other CAW members bring a lot to the table. We get to discuss so much of what is going on locally and address issues. I just wish there was a bit more to it all—more time, more depth, more ways to participate—something to keep us pushing to do to best we can.

- n/a
- The team is great! Thanks so much for all you do. If there are things we can do to support you all in your work, eager to learn and happy to do what we can!

Staff Response:

Thank you, CAW members, for your feedback and dedication.