

# MEMORANDUM

TO: Climate Action Steering Committee (CASC)  
 FROM: Allison Osterberg, Senior Planner, TRPC  
 DATE: April 25, 2022  
 SUBJECT: CASC Charter and Rules Update

## Requested Action

Discuss and provide direction on updates to the Climate Action Steering Committee Charter. The charter updates will be brought back for action at the May 23 meeting.

## Background

The Climate Action Steering Committee (CASC) approved a charter in March 2021 outlining the operating procedures of the group, including purpose, membership, schedule, communications, and decision making. The Interlocal Agreement for TCMP Implementation (Phase 4 ILA) extended and formalized the role of CASC in providing coordinated leadership to build local capacity for climate mitigation action.

Staff propose the attached updates to the existing charter. The proposed changes are intended to make the charter consistent with the goals and provisions of the Phase 4 ILA, which establishes the CASC as an ongoing committee, rather than one tied to a project of limited duration. The proposed changes also include some clarifications about committee process that have been agreed to by committee members over the past year.

Staff identified some process questions for the committee to discuss, including:

- **Quorum** – What is the minimum number of members who must be present to hold a meeting? What is the minimum number of members who must be present to take action on a decision? To date, this has not been an issue, as either a policymaker lead or alternate has been available for all meetings. Staff propose that a meeting may proceed if any number of members are present, but that all members must be present to act on a decision.
- **Election of Officers** – Staff propose an annual election of officers (Chair and Vice Chair) at the April meeting. Should officers have a limit on the number of terms they may serve in a single position?
- **Voting in Absentia** – If neither the lead nor alternative representative from a member can be present for a meeting, should they have the option to provide their decision in advance of the meeting? This allows flexibility, but does not allow absent members to be informed by discussion during the meeting.
- **Consensus Process Definition** – The Steering Committee uses a consensus process for decision-making. In past years, consensus has been defined as full agreement of all members. Going forward, members may find it helpful to have a consensus process that allows for more nuance. One option is to use a tiered definition of consensus, such as described below, which has been adapted from the Chehalis Basin Partnership. This tiered system allows members to register different levels of agreement, and also preserves the option for members to block actions they cannot support:

*The following six types of agreement reflect consensus. Solutions that result in types of agreement closer to the top are preferred.*

1. **Endorsement:** *“I like it.”*
2. **Endorsement with Minor Point of Clarification:** *“Basically I like it.”*
3. **Agreement with Reservations:** *“I can live with it.”*
4. **Abstain:** *“I have no opinion that prevents this from going forward.”*
5. **Stand Aside:** *“I don’t like this, but don’t want to prevent the group from agreeing.”*
6. **Formal Disagreement, but Willing to Go with Majority:** *“I want my disagreement noted, but I will support the decision.”*

*The following two responses by one or more members indicate a lack of consensus.*

7. **Formal Disagreement, with Request to Be Absolved of Responsibility for Implementation:** *“I don’t want to stop anyone else, but I don’t want to be involved in implementing it.”*
8. **Block:** *“I don’t support this proposal and will work to see that it won’t be implemented.”*

## Decision Options

Additional or alternative options may be brought for a decision at the May 23 meeting, based on the April discussion.

**Option A:** Approve proposed changes to the charter, as drafted.

**Option B:** Suggest additional or alternative changes to the charter.

### Attachments:

- *Draft CASC Charter Updates*

The logo for the Thurston Climate Mitigation Plan consists of four stacked rectangular boxes. The top box is teal and contains the word 'THURSTON' in white. The second box is dark red and contains 'CLIMATE' in white. The third box is dark blue and contains 'MITIGATION' in white. The bottom box is yellow and contains 'PLAN' in white. To the right of these boxes is a vertical green bar.

**Climate Action Steering Committee**

**Charter**

Approved: ~~March-May 2322, 20224~~

**Commented [A01]:** Includes updates related to the Phase 4 ILA. Steering Committee will review at April meeting and approve at May meeting

## ~~1.0 CHARTER PURPOSE~~ Charter Purpose

The purpose of this charter is to outline the charge, composition, schedule, communications, and decision-making framework for the Climate ~~Mitigation Plan~~ Action Steering Committee. ~~The Climate Action Steering Committee that~~ is convened as an advisory body to the four ~~Jurisdiction~~ Parties that developed and are leading implementation of the Thurston Climate Mitigation Plan (Thurston County ~~and the cities of~~ ~~City of~~ Lacey, ~~City of~~ Olympia, and ~~City of~~ Tumwater).

## ~~2.0 PROJECT OVERVIEW~~ Background

Thurston County, ~~and the cities of~~ Lacey, Olympia, and Tumwater (the Parties) worked with the Thurston Regional Planning Council (TRPC) to develop ~~a climate mitigation plan~~ the Thurston Climate Mitigation Plan (TCMP) with actions to reduce regional greenhouse gas emissions that contribute to global climate change. As part of the first phase of this project, the Parties adopted a mutual emissions reduction goal, which is to:

Reduce net communitywide greenhouse gas emissions 45% below 2015 levels by 2030 and 85% below 2015 levels by 2050 to ensure that our community does its part to keep the global average temperature from rising more than 2° Celsius (3.6° F) above historic levels.

The ~~Thurston Climate Mitigation Plan (the Plan)~~ TCMP is our regional framework to achieve those goals and describes:

- A shared vision for the alignment of climate action with community goals
- Data on greenhouse gas contributions from various sources
- Strategies and actions to reduce emissions
- Emissions reduction estimates based on the strategies and actions
- A strategy for implementing climate mitigation actions.

The four ~~p~~Parties ~~agree that regionally coordinated implementation of the TCMP is essential to the most efficient and effective deployment of the plan's actions. In 2022, they approved an Interlocal Agreement for Implementation of the Thurston Climate Mitigation Plan (Interlocal Agreement – Attachment A) that establishes the following goals for ongoing partnership:~~

- ~~To maintain momentum for local climate action.~~
- ~~To develop efficient regional solutions for reducing sources of greenhouse gases in ways that support all partner jurisdictions.~~
- ~~To provide accountability on progress toward achieving regional climate targets.~~
- ~~To build public awareness of and engagement in climate mitigation activities across the region.~~

~~chose to contract with TRPC to help coordinate implementation among the Parties and with the multitude of stakeholders that are critical to successful implementation of the Plan.~~

One of the key components of ongoing coordination is the Steering Committee. The Steering Committee builds from the successful framework of the Steering Committee used throughout development of the plan. The Steering Committee is initiated by the four Parties and TRPC staff will provide coordination and facilitation support per the Interlocal Agreement between the four Parties and TRPC.

### 3.0 STEERING COMMITTEE PURPOSE AND IMPLEMENTATION ORGANIZATION

The Steering Committee's purpose is to provide continued coordinated leadership to build local capacity for climate mitigation action, guide regional coordination of climate mitigation activities. The scope of work for the interlocal agreement among the Parties and TRPC (Attachment A) outlines the Steering Committee Charge for the first year of implementation. The charge of the Steering Committee is to:

Commented [AO2]: Language from ILA

- i. Review and approve an Annual Work Program that identifies regional priorities for the upcoming year.
- ii. Review progress toward achieving emissions targets.
- iii. Discuss and coordinate on opportunities for regional collaboration, including legislative priorities, funding, and public private partnerships.
- iv. Review and approve any proposed changes to TCMP strategy, based on emerging information.
- v. Where needed, convene issue-specific working groups on an ad-hoc basis to provide targeted input on implementation activities.
- vi. Provide financial oversight for activities funded through the Interlocal Agreement.
- vii. Review and approve memoranda of understanding, letters of support, and other agreements deemed necessary to achieve work items identified in the Annual Work Program.

#### 4. Roles and Authority

**Jurisdiction Parties.** Jurisdiction Parties (the Parties) are signatories to the Interlocal Agreement for implementation of the TCMP, and are responsible for administration of that Interlocal Agreement and for oversight and decision-making authority over tasks under that Interlocal Agreement. As of 2022, the Jurisdiction Parties include Thurston County and the cities of Lacey, Olympia, and Tumwater. Each City Council and the Board of County Commissioners will make independent decisions on which strategies and actions to implement and how to resource and tailor implementation to work best for their jurisdiction.

**Climate Action Steering Committee.** The Climate Action Steering Committee (Steering Committee or CASC) is an advisory body to the Parties. The Steering Committee provides coordinated leadership to build local capacity for climate mitigation action, and in that role may make recommendations, identify priorities, and issue letters of support that are consistent with the vision, guiding principles, and goals of the TCMP. The Parties do not delegate jurisdictional decision authority to the Steering Committee.

**Multijurisdictional Staff Team.** The Multijurisdictional Staff Team (MST) provides staff coordination and technical support for climate mitigation implementation, and as needed, provides staff support to the Steering Committee.

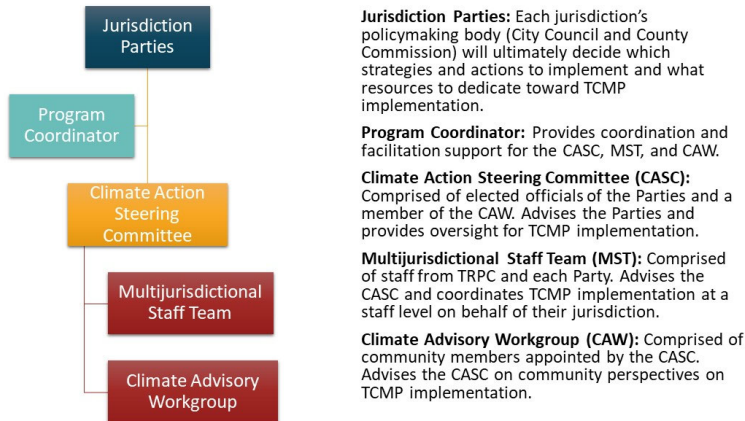
**Climate Advisory Workgroup.** The Climate Advisory Workgroup (CAW) is an advisory body to the Steering Committee. The CAW provides community perspectives and input on climate mitigation progress and priorities. A member of the CAW serves as a non-voting member of the Steering Committee.

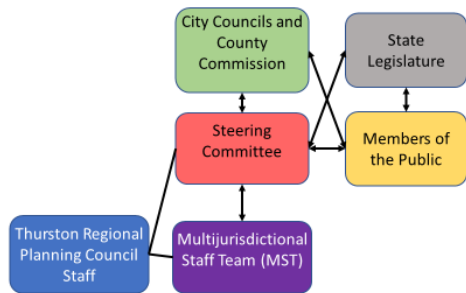
**Program Coordinator.** Thurston Regional Planning Council (TRPC) serves as the Program Coordinator for the Interlocal Agreement on behalf of the Parties, and provides logistical and facilitation support to the Steering Committee, Multijurisdictional Staff Team, and Climate Advisory Workgroup.

Figure 1 illustrates the organizational structure for Plan implementation. Each of the cities and the Board of County Commissioners will make independent decisions on which strategies and actions to implement and how to resource and tailor implementation to work best for their jurisdiction. The Steering Committee will coordinate and advise implementation at a regional scale, provide an opportunity for public involvement, provide an opportunity for information sharing about each jurisdiction’s climate mitigation activities, identify mutually agreed to state legislative actions, and help to educate legislators on the importance of needed action at the state level. The Multijurisdictional Staff Team (MST) is intended to provide staff support, as needed, to the Steering Committee and coordinate action implementation across jurisdictions. TRPC staff will provide logistical and facilitation support to both the MST and the Steering Committee.

**Figure 1. Thurston Climate Mitigation Plan Implementation Organizational Structure**

### TCMP Implementation Organizational Structure





**City Councils and County Commission:** Each jurisdiction’s policymaking body will ultimately decide which strategies and actions to implement and what resources to dedicate to toward implementation.

**Steering Committee:** Comprised of the elected officials of the Parties and any specific invitees. This is the main advisory body for Plan implementation.

**Multijurisdictional Staff Team:** Staff from TRPC and each Party to support the Steering Committee and coordinate among the Parties.

**Thurston Regional Planning Council Staff:** Provides facilitation and coordination support for the Steering Committee and MST. Also provides research and recommendations for Plan implementation.

**State Legislature:** The Plan includes legislative actions that will require public support and Steering Committee engagement with legislators.

**Members of the public:** Members of the public are encouraged to provide input in writing or in person to the Steering Committee.

## 5. Membership ~~4.0 COMMITTEE COMPOSITION, SCHEDULE, AND ELECTING OFFICERS~~

Steering Committee members include a representative from each of the Parties and a representative from the Climate Advisory Workgroup (CAW). The Parties will each appoint a primary policymaker lead and alternate to fill their membership. Policymakers may invite staff to support the Steering Committee, ~~yet~~ but that is not required and staff are not considered Steering Committee members.

If neither the official primary or 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.

~~The Parties’ policymakers have clearly stated their commitment to actively direct and monitor implementation of the Plan with the advice of the Steering Committee. The Parties plan to convene up to twelve Steering Committee meetings in the first year. The year begins on the ILA’s execution date (the date the last party signs). TRPC staff will work with Steering Committee members to schedule 12 meetings throughout the year. The Steering Committee may choose to cancel a monthly meeting if not necessary. Each of the Parties will identify a primary policymaker lead for the jurisdiction and an alternate or co-lead. Policymakers may invite staff to support the Steering Committee, yet that is not required and staff are not considered Steering Committee members.~~

## 6. Meetings

The Steering Committee generally meets monthly. Meetings may be canceled by the Chair if deemed not necessary. Meetings may be held remotely or in person, by decision of the members. A quorum for

holding a meeting exists when any number of Steering Committee members attend any regularly scheduled meeting; however, no decision may be made unless a quorum for decision-making described in Section 10 is met.

Meetings are open to the public and include an opportunity for public comment. Both policymaker leads and alternates are invited to attend meetings and participate in discussions, though decisions will only allow one vote per Party, as described in Section 10.

~~At the first Steering Committee meeting, the Parties will elect a Chair and Vice Chair of the Steering Committee from among the four policymaker leads (only one vote per jurisdiction). The Chair will facilitate meetings in a manner that provides for informal discussion among the members and use of Robert's Rules of Order for formal decisions of the Committee (see Section 7, below). When the Chair is absent, the Vice Chair will facilitate the meeting.~~

~~Following that first meeting, TRPC staff will work with the Chair and Vice Chair to prepare agendas for the Steering Committee meetings.~~

~~As of the date of this Charter, the Steering Committee members include:~~

**Steering Committee Members**

Jurisdiction	Name	Role
Thurston County	Tye Menser	Policymaker
Thurston County	Carolina Mejia	Policymaker Alternate
Olympia	Lisa Parshley	Policymaker
Olympia	Yen Huynh	Policymaker Alternate
Lacey	Cynthia Pratt	Policymaker
Lacey	Carolyn Cox	Policymaker Alternate
Tumwater	Eileen Swarthout	Policymaker
Tumwater	Pete Kmet	Policymaker Alternate

**Commented [A03]:** Suggest removing, since membership will change year to year

The Steering Committee may choose to invite subject matter experts and/or stakeholders to attend one or more meetings as non-voting participants to provide specific information, expertise, and guidance to the Steering Committee.- The decision to invite non-voting participants to the Steering Committee is subject to the decision-making practices described in Section 10-7.0, below.

7. Officers and Elections

The officers of the Council are Chair and Vice Chair.

- The Chair presides at all meetings, works with the Program Coordinator and Vice Chair to prepare meeting agendas, and calls special meetings. The Chair may call for establishment of working groups or subcommittees with advice on scope and membership from the full committee. The Chair will facilitate meetings in a manner that provides for informal discussion

among the members and use of Robert’s Rules of Order for formal decisions of the Committee (see Section 10.7, below).

- The ~~When the Chair is absent, the Vice Chair will facilitate the meeting~~ serves in the Chair’s absence.
- Officers function as an executive committee in developing meeting agendas with the Program Coordinator, and may make recommendations to the full Committee on budget, work program, or other policy issues.

Officers are appointed annually by the Steering Committee to serve a one-year term. Any Steering Committee member is eligible to serve as Chair or Vice Chair (alternates and CAW representatives). The Program Coordinator will request nominations from voting members prior to the April meeting, and 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.

If there is a vacancy in either or both officer positions, the Program Coordinator will notify Steering Committee members of the vacancy prior to the next Committee meeting and request nominations to fill the vacancy. At that Committee meeting, the Chair will follow the same process described above for annual elections, and the elected member will complete the term of the vacant officer.

## 5.08. COMMITTEE FACILITATION AND COMMUNICATION Facilitation and Communication

TRPC staff members [See below]The Program Coordinator (TRPC) will coordinate with the Chair and Vice Chair to develop an agenda for each meeting. TRPC staff will strive to send out meeting agendas and meeting materials via email to participants and interested parties one week before the meeting. TRPC will support the Chair’s meeting facilitation and take summary notes of all Steering Committee meetings, which are open to the public. TRPC will post meeting materials online ([www.trpc.org/climate](http://www.trpc.org/climate)).

In the event of media request or other opportunities to communicate on behalf of the Steering Committee, the Chair is the primary contact, followed by the Vice Chair. Media requests, presentation requests, or other communication inquiries should be directed to the ~~TRPC staff listed below~~Program Coordinator. ~~TRPC staff who~~ will bring communications requests to the Chair and Vice Chair for direction. If Steering Committee members are contacted directly by media, that member will notify the ~~TRPC staff~~Program Coordinator listed below along with a description of the contact, so that the full Steering Committee and appropriate staff are aware of the inquiry and response.

TRPC will clearly identify contact information for the Program Coordinator on the project website ([www.trpc.org/climate](http://www.trpc.org/climate)). Email correspondence originating from or directed to TRPC or any of its project partners may be subject to public disclosure.

<u>TRPC Staff Member</u>	<u>Title</u>	<u>Contact Information</u>
<u>Allison Osterberg</u>	<u>Senior Planner, Project Manager</u>	<u>osterberga@trpc.org 360-741-2513</u>

**Commented [A04]:** For discussion: Should Officers have term limits to allow different members to cycle into leadership roles?  
  
Proposed policy:  
Members may serve up to three consecutive years in any officer position.

**Field Code Changed**

Les Tobias

Planning Technician

tobiasl@trpc.org  
360-741-2528

**Commented [A05]:** Suggest removing, since staff contacts may change year to year

## 6.09. COMMITTEE NORMS

Steering Committee members are asked to adhere to the following norms for participating and communicating inside of and outside of meetings:

- All members will review pertinent project materials on a timely basis and provide timely feedback.
- Members will come to meetings prepared to discuss items on the agenda.
- Members will honor one another by communicating honestly and respectfully; everyone will have an opportunity to speak.
- Members will resolve issues within their power to solve and re-direct those issues that cannot be solved in a timely manner. If issue resolution is necessary, team members will strive to follow the conflict resolution process identified in this Charter.
- Meetings will begin and end at the scheduled times. Participants who arrive late will catch up on what was missed during breaks or as other opportunities allow.
- Once project decisions are made, members will work to honor those decisions and avoid reopening issues that have already been resolved or decided. Decision items will be noted on agendas, and final decisions will be documented by TRPC.
- Any jurisdictional members may ask for time to confer with staff or others prior to the Steering Committee making a decision.

## ~~7.010. COMMITTEE DECISION-MAKING & CONFLICT RESOLUTION~~

~~The Steering Committee makes decisions that are needed for committee operation or to support the Interlocal Agreement, including approving an Annual Work Program and changes to the TCMP. The committee may make recommendations, identify priorities, and issue letters of support that are consistent with the vision, guiding principles, and goals of the TCMP. The Steering Committee will use a consensus-based process to make The Steering Committee ultimately will base its decisions or recommendations on whether it is consistent with the project's vision statement, guiding principles, and goals.~~

~~**Decision authority.** The decisions and recommendations from the Steering Committee are advisory and do not bind any of the individual Jurisdiction parties to specific action – that is the purview of each Parties' Council/Commission. advisory recommendations/ decisions for consideration by the Parties.~~

~~**Decision timing.** Recommendations for action may come from any member, the Program Coordinator, the Multijurisdictional Staff Team, or the Climate Advisory Workgroup. The Steering Committee may make a decision immediately or assign the issue to a subcommittee, the MST, the CAW, or the Program~~

Coordinator for further review and recommendations. Whenever possible, the need for a specific decision or action will be identified at least one month in advance, and information necessary to make a decision should be provided to members with sufficient time for members to think about the issues under consideration and discuss them with their member organizations and other members.

For time-sensitive matters that cannot wait until a future meeting, such as submitting comment, testimony, and/or letters of support tied to a deadline, committee members may direct the Chair or Program Coordinator to develop and submit comments aligned with the TCMP on the committee's behalf.

Quorum. All voting members must be present for a decision to be made.

Voting. Members have one vote per Party. If both the lead and alternative representatives from a single Party are present for the meeting, the lead will provide the decision for that member. The CAW member may participate in discussions leading up to an action, but does not have a vote.

Consensus process. The Steering Committee will use a consensus-based process to make decisions.

Consensus decision-making is a way of reaching agreement between all members of a group. Instead of using a simple majority vote, a consensus-based group considers all viewpoints and commits to finding solutions that all members actively support — or least can live with. When consensus is reached on an agenda item requiring action, a vote will then be taken, using Robert's Rules of Order, to formalize the decision (one vote per Party ~~of the Steering Committee~~).

The following six types of agreement reflect consensus. Solutions that result in types of agreement closer to the top are preferred.

1. **Endorsement:** "I like it."
2. **Endorsement with Minor Point of Clarification:** "Basically I like it."
3. **Agreement with Reservations:** "I can live with it."
4. **Abstain:** "I have no opinion that prevents this from going forward."
5. **Stand Aside:** "I don't like this, but don't want to prevent the group from agreeing."
6. **Formal Disagreement, but Willing to Go with Majority:** "I want my disagreement noted, but I will support the decision."

The following two responses by one or more members indicate a lack of consensus.

7. **Formal Disagreement, with Request to Be Absolved of Responsibility for Implementation:** "I don't want to stop anyone else, but I don't want to be involved in implementing it."
8. **Block:** "I don't support this proposal and will work to see that it won't be implemented."

Decision documentation. Steering Committee decisions should be made during regular meetings whenever feasible, and noticed as an action item on the meeting agenda.

Decisions will be documented in the meeting notes. If a disagreement ~~consensus~~ over a decision emerges ~~cannot be reached~~, a vote will be taken (one vote per Party of the Steering Committee) and the conflicting points of view will be documented in the meeting notes. ~~The Steering Committee ultimately~~

**Commented [A06]:** Quorum – we have been operating at 100% of members must be present for a decision, but could consider three-quarters of members.

**Commented [A07]:** Or have provided their decision in advance of the meeting? See comment below for discussion.

**Commented [A08]:** Do we want to allow for voting in absentia? This allows flexibility, but does not allow absent members to be informed by discussion during the meeting.

Draft policy: If neither the primary nor the alternate representatives from a Party are able to be present for the meeting, the member may send their vote to the Program Coordinator in advance of the meeting and the Program Coordinator will read out the vote on their behalf. A quorum of members must be present to make a decision.

**Commented [A09]:** Consensus language adapted from the Chehalis Basin Partnership Operating Procedures Manual

~~will base its decisions or recommendations on whether it is consistent with the project's vision statement, guiding principles, and goals. The decisions and recommendations from the Steering Committee are advisory and do not bind any of the individual parties to specific action—that is the purview of each Parties' Council/Commission.~~

## 10. Amendments

This charter may be amended, or repealed and a new charter adopted, by decision of the Steering Committee. Proposed changes shall be presented one meeting prior to the meeting at which action by the Steering Committee will be taken.

## Attachment A

**Commented [AO10]:** The signed Phase 4 ILA will be included as Attachment A

### SCOPE OF WORK FOR THURSTON CLIMATE MITIGATION PLAN IMPLEMENTATION

#### OVERVIEW

This scope of work is for twelve months of coordination of efforts to implement the Thurston Climate Mitigation Plan (the Plan) for Thurston County and the cities of Lacey, Olympia, and Tumwater (the Parties). The Plan, developed with the help of the Thurston Regional Planning Council (TRPC), identifies common 2030 and 2050 emissions reduction targets, communitywide strategies and actions sufficient to meet those targets, and an implementation strategy framework for the Parties, which will be supplemented, as needed, by specific implementation strategies for each jurisdiction.

Since strategies and actions in the plan include both public and private sector responsibilities, implementation will require a region-wide effort, not solely the efforts of the Parties. The Parties acknowledge that strategies and actions in the Plan require multi-year implementation and commit to long-term regional cooperation for Plan implementation. This scope is intended to cover an interim period, building on the partnerships developed during the Plan process to develop implementation details and agreement on longer-term strategies for governance, monitoring, and outreach to support a coordinated regional approach to climate mitigation.

#### ROLES & RESPONSIBILITIES

For the first year, the four participating jurisdictions will commit an amount of between \$176,102 (\$44,025 per jurisdiction) and not to exceed \$188,736 (\$47,184 per jurisdiction). The range in total cost provides the Parties flexibility in determining the number of meetings required, as described under Tasks 1 and 2 and the Contract Budget section.

The Parties will seek grants and other resources to help in funding this agreement and other implementation costs. TRPC will use multiple staff to perform the tasks in this scope of work to best match the work needed with the optimal staff and appropriate billing rates.

Each jurisdiction will allocate a combination of either in-kind staff or Commission/City Council Member's time summing to approximately 0.25 FTE/year to implement this scope of work. In-kind staff support includes, but is not limited to, participation in the Multijurisdictional Staff Team (MST) and the Steering Committee. This in-kind staff report includes meeting attendance, assignments, and coordination with jurisdictional staff and elected officials at levels at least equal to Phases 1 and 2 of climate mitigation planning. The scope also assumes that jurisdictional public information officers and other communications staff will support public communication, outreach, and gathering public opinion through jurisdictional newsletters, mailing lists, social and print media, and other jurisdictional tools and contacts.

## **TASKS & DELIVERABLES**

The following tasks and deliverables are for the first year of implementation only. This is a 12-month agreement starting on the day that all Parties' signatures are obtained.

TRPC staff anticipates that implementation coordination needs will evolve as implementation proceeds, therefore, a revised scope of work will be needed for any subsequent years.

### **Task 1- Project Management and Coordination**

#### **1a—Coordinate Multijurisdictional Staff Team (MST)**

The MST consists of the lead staff and alternates of the Parties. The MST will focus on topics such as:

- What aspects of implementation are working well, what needs improvement, and what are future implementation risks?
- Opportunities for collaboration and opportunities for funding.
- Emerging ideas to enhance implementation toward achievement of goals.
- Items that require discussion/decisions at the Steering Committee level, and agreement on Steering Committee agendas.
- Assist in development and review of the annual implementation report.

The MST will meet seven and no more than ten times over the year depending on project needs and the time constraints of jurisdictional staff. TRPC staff will facilitate these meetings including scheduling, securing a venue/setting a virtual meeting space, preparing an agenda, facilitating, and documenting meeting decisions and outcomes. MST members will also work on implementation tasks between meetings. This task does not include convening issue specific work groups identified by the Steering Committee.

#### **1b—Information Sharing**

As part of implementation coordination, TRPC staff will monitor funding opportunities and bring those to the MST for consideration and possible elevation to the Steering Committee. TRPC staff will track regional climate implementation activities and share relevant information and opportunities with jurisdiction staff to support coordination among the partner organizations.

#### **1c—Invoicing and Administration**

TRPC staff will submit monthly invoices and task based updates to each jurisdiction's designated staff lead.

#### **Task 1 Deliverables:**

- MST logistics and documentation (seven to ten meetings). This task does not include convening issue specific work groups that may be identified by the Steering Committee.
- Quarterly documentation of grant opportunity searches and tracking of any applications submitted by Steering Committee members. This does not include writing grant applications.

- Quarterly summary of regional climate implementation activity, including possible public/private/non-profit opportunities for collaboration.
- Report out on legislative bills of interest.
- Monthly invoices.

### Task 2- Climate Action Steering Committee

The Plan identifies a need to provide continued coordinated leadership to build local capacity for climate mitigation action. This task will build on the successful partnership already in place to create a Steering Committee that will oversee initial implementation activities and develop a longer-term agreement for regional cooperation on climate mitigation activities. Steering Committee membership will include a designated policymaker lead and policymaker alternate from each of the Parties; members are permitted to include staff support as needed. The Steering Committee will elect a chair and vice chair to lead the Steering Committee.

The Steering Committee will be an advisory body to the four Parties. The four Parties do not delegate jurisdictional decision authority to the Steering Committee — it is solely an advisory body. The charge of the Steering Committee is to discuss and advise on:

- Steering Committee operations. Develop a charter that establishes expectations and operating norms for the committee, including membership, responsibilities, communication, decision-making, and conflict resolution.
- Longer-term climate mitigation coordination. Review options and develop agreement for longer-term governance, monitoring, and public outreach that support a coordinated regional approach to climate mitigation. Governance to include identifying role for key public and private sector partners in Plan implementation, for example, as advisory, non-voting members in an oversight committee.
- Plan implementation. As each Policy and Action Research white paper (see Task 3) is completed, the Steering Committee will review the findings and recommend changes to Plan implementation as necessary considering the new information.
- Progress toward achieving emissions targets.
- Opportunities for inter-jurisdictional implementation and public-private partnerships.
- Need for issue-specific workgroups.
- Adaptation of Plan implementation. The Steering Committee will advise Plan implementation throughout.
- Grant and other funding opportunities.
- Ongoing public outreach and involvement.
- State and federal legislative action important to achieving the Plan goals.

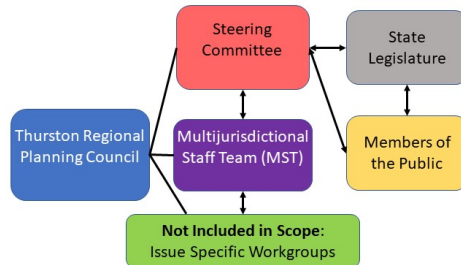
The Parties recognize that work remains to further define, hone, and prioritize the strategies and actions outlined in the Plan. Developing a more detailed strategy for implementation will be one of the first tasks of the Steering Committee, supported by the work of the MST. Through facilitation of the Steering Committee and MST, TRPC staff will support prioritization discussions, but this scope and budget does not task TRPC with developing the prioritization process or delivering a prioritized list of actions.

## 2a—Facilitate Steering Committee

TRPC staff, in consultation with the MST, will facilitate Steering Committee meetings including scheduling, securing a venue/setting a virtual meeting space, developing a draft agenda (for approval by the Steering Committee Chair and Vice Chair), providing public notice, preparing presentations and materials, distributing written public input to Steering Committee members, and producing meeting notes.

It is anticipated that the Steering Committee will meet between six and twelve times in the first year of implementation.

Figure 1, below, illustrates the relationships of the Steering Committee, MST, and issue-specific workgroups (detailed in Task 3).



**Steering Committee:** Comprised of the elected officials of the Parties and any specific invitees. This is the main advisory body for Plan implementation.

**Multijurisdictional Staff Team:** Staff from TRPC and each Party to support the Steering Committee and coordinate among the Parties.

**Thurston Regional Planning Council:** Provides facilitation and coordination support for the Steering Committee and MST. Also provides research and recommendations for Plan implementation.

**State Legislature:** The Plan includes legislative actions that will require public support and Steering Committee engagement with legislators.

**Members of the public:** Members of the public are encouraged to provide input in writing or in person to the Steering Committee.

**Issue specific work groups:** If deemed necessary, these groups would help refine and implement specific climate actions.

### Figure 1. Climate Mitigation Plan Implementation Coordination Framework.

#### Task 2 Deliverables

- ~~Steering Committee charter~~
- ~~Scheduling and logistics for between six and twelve Steering Committee meetings.~~
- ~~Agendas, materials, and notes for between six and twelve Steering Committee meetings.~~
- ~~Compilation and distribution of any written public input to Steering Committee members.~~
- ~~Within six months of the first Steering Committee meeting, TRPC staff will assist the Parties in developing a draft long-term Climate Mitigation Implementation ILA for the Parties and produce a proposed scope of work for a second year, or longer if the Parties direct. A final long-term ILA would be expected by November 2021.~~

### Task 2: Policy Research Support

The Plan identifies a need for additional research before some regionally coordinated strategies and actions can move ahead.

**3.1— Policy and Action Research.** Under this task, TRPC staff would further flesh out the details of a regional approach to the topics listed below through research and stakeholder outreach to be summarized in a white paper with recommendations to inform next implementation steps. Each white paper would include:

- Background information on topic, including information gathered through TCMP development.
- Comparison or case studies of 2-5 existing programs in other regions, states, or countries.
- Summary of up to three policy/action options for implementation, including the potential benefits and challenges and equity considerations of each option. Identified options should clearly delineate between policy/actions that could be taken by individual jurisdictions and those that could be most beneficial if addressed through regional cooperation among the Parties.
- Rough cost estimates and timelines of different policy options.
- Where appropriate, model code or policy language for use by individual jurisdictions.

White papers would be developed in consultation with the MST and would be reviewed by the Steering Committee. The Steering Committee will determine the priority topics and order for developing white papers.

**White Paper Topics**— The following provides examples of potential white paper topics to provide a sense of detail and scope. The Steering Committee will determine the topics for which white papers are ultimately developed.

- **Climate-informed Decision-making.** Options for estimating and accounting for climate impacts in development, transportation, and budget decisions.
  - G4.6— social cost of carbon [including equity in climate decision making]
- **Energy Efficiency of Residential Buildings.** Options for energy efficiency performance standards, incentives and funding tools for increasing rate of energy efficiency retrofits in existing residential building stock, to include recommendations for legislative agenda.
  - B1.1— residential energy performance ratings
  - B1.2— residential energy audits
  - B1.4— rental housing energy efficiency incentives
  - B1.5— property tax credit
  - B1.6— rental housing energy efficiency baseline
- **Electric Vehicle ready Infrastructure.** Options for supporting electric vehicle charging infrastructure, including model code amendments.
  - T3.5— EV ready building code
  - T3.7— EV integration
- **Regional Program for Carbon Sequestration.** Options for certifying, tracking, and administering a regional carbon sequestration program.
  - A2.1— regenerative agriculture
  - A5.1— reforestation & afforestation program
  - A7.1— prairie preservation

### Task 3.1 Deliverables

- White paper for each topic area (four total)

3.2— Issue-specific Work Groups. The Parties recognize that a higher level of stakeholder engagement through issue-specific work groups may be helpful to refine strategies and actions for implementation. This scope of work does not include issue-specific work groups, yet this task is maintained as a placeholder should such workgroups be deemed necessary and approved by all Parties. Should the Parties decide that issue-specific workgroups are necessary, funding to support that coordination would need to be identified.

### Task 4: Monitoring and Assessment Program

The Plan includes a monitoring framework to gauge accountability and track progress toward achieving the regional greenhouse gas emission targets. The Parties recognize that monitoring and assessment will be critical to the long-term success of implementation.

4.1— Recommendations for Long-term Monitoring Program. Develop recommendations for longer-term monitoring and assessment program to be included in the ILA described as a deliverable for Task 2. This task would include reviewing monitoring and performance assessment programs for 2-5 other climate programs and presenting different options to MST and Steering Committee.

The review will involve researching feasibility and developing options and recommendations for including the following components in a long-term monitoring and assessment program:

- Greenhouse Gas Emissions Inventory (Action G4.1)
- Methods and baseline data to track additional emissions sources and supplemental indicators identified as gaps in the Thurston Climate Mitigation Plan (i.e., consumption-side emissions, baseline sequestration information, equity indicators) (Action G4.3). This task would not include collecting the actual data to track these additional emissions sources and indicators, but only to assess the feasibility and costs of doing so.
- Performance Assessment, including an online dashboard reporting status and trends of key performance indicators and annual or other progress reporting on regional climate action (Action G4.2)
- Cost estimates for each component of the long-term monitoring program.

4.2— Annual Progress Report. With support of the MST, prepare a year-one report summarizing regional and jurisdictional activities that support the climate mitigation framework and progress toward targets. Assumption is that individual jurisdiction staff will provide content for activities of their own jurisdiction in format provided by TRPC.

### Task 4 Deliverables

- Recommendations for long-term monitoring and assessment program, including cost estimates.
- Year 1 Climate Mitigation progress report

**Task 5: Public Outreach**

TRPC staff will develop and maintain a Climate Action Implementation web page to serve as the primary location for the Parties, partners, and the public to access the Plan, information on the Steering Committee, monitoring information, annual reports, and opportunities for stakeholders to provide input or assist with Plan implementation.

This scope also assumes that TRPC staff would provide up to 60 hours providing or supporting jurisdiction staff in presentations to outside groups, upon request (e.g., City Councils/Board of County Commissioners or community groups) or other activities to increase community awareness and education around climate change and the Thurston Climate Mitigation Plan. The MST, in consultation with the Parties' Steering Committee members, will decide on presentations to be made. The Parties may substitute creation of a short educational video about the Plan using a portion of the 60 public outreach hours, provided the total budget for this task is not exceeded.

TRPC staff will maintain a master contact list of the Parties, advisory Steering Committee members, other partner implementation entities, and interested parties.

Aside from developing and maintaining the Climate Action Implementation web page and presentations to outside groups, public outreach activities for this work could be highly variable in level of effort, and therefore cost, based on the specific activities that are implemented. This scope does not include additional outreach work the MST and Steering Committee may identify.

**Task 5 Deliverables**

- Development and maintenance of Climate Action Implementation web page.
- Up to 60 hours providing or supporting presentations to outside groups as directed by the MST.
- Maintenance of master Climate Action Implementation contact list.

**CONTRACT BUDGET**

**TRPC Cost & Time Estimate by Task:**

Base Estimate (7 MST and 6 Steering Committee Meetings)		Additional Costs (4 more MST and 6 more Steering Committee Meetings—only if directed by the Parties)	
Task 1	\$13,696	Task 1	\$1,910 <sup>A</sup>
Task 2	\$12,551	Task 2	\$10,724 <sup>B</sup>
Task 3	\$84,082	Task 3	\$0
Task 4	\$40,317	Task 4	\$0
Task 5	\$25,456	Task 5	\$0
<b>Total</b>	<b>\$176,102</b>	<b>Total</b>	<b>\$12,634</b>

A. — Up to four additional meetings at \$637 per meeting

B. — Up to six additional meetings at \$1,787 per meeting



~~This scope of work also assumes that each jurisdiction will allocate a combination of either in-kind staff or Commission/City Council Member's time summing to approximately 0.25 FTE/year to implement this scope of work.~~