

Washington Climate Action Team - 2008 Work Plan

Implementation of the Comprehensive Climate Approach

This work plan identifies the steps, timing and responsibilities necessary to help the 2008 Climate Action Team transform the comprehensive recommendations developed by the 2007 Climate Advisory Team and the 2008 Washington Legislature into the legislation, regulation, policy or budget actions that will allow Washington to take the critical next steps in addressing climate change in 2009.

I. 2007 Climate Advisory Team: Articulating the ‘Comprehensive Climate Approach’

In 2007, the Washington Departments of Ecology (ECY) and Department of Community, Trade and Economic Development (CTED) formed the Climate Advisory Team (CAT) to advise the Directors on the full range of policies and strategies that should be considered in order to achieve the goals specified in Executive Order 07-02, issued on February 7, 2007, by Washington Governor Christine Gregoire.¹ The Executive Order established goals for reducing greenhouse gas emissions (GHGs), increasing clean energy jobs, and reducing expenditures on imported fuel.

A broad-based group of Washington business, academic, tribal, State and local government, labor, religious, and environmental leaders was convened in March 2007 and worked throughout 2007 to develop a comprehensive set of state-level policy recommendations. On January 25, 2008, the entire CAT endorsed its interim report, *Leading the Way: A Comprehensive Approach to Reducing Greenhouse Gases in Washington State*,² in which 12 recommendations were identified that together create the framework for the “Comprehensive Climate Approach”, a systematic strategy for Washington to minimize its contributions to global warming from GHG emissions and maximize its opportunities in the emerging Clean Economy. From a suite of 45 strategies identified, refined, and analyzed for their contribution to reducing GHGs and creating a new, lower carbon economy, the CAT identified 31 ‘most promising’ strategies representing a significant range of policies and programs that the State could adopt or undertake to reduce GHG emissions quickly, efficiently, and effectively. The CAT concluded that complete and timely implementation of their recommendations, and ongoing implementation of actions already taken, will set Washington on a path to achieve, by 2020, the State’s goals of reducing GHG emissions to 1990 levels, increasing clean energy sector jobs to 25,000 and reducing expenditures by 20% on fuel imported into the State.

II. 2008 Climate Action Team: Implementing the ‘Comprehensive Climate Approach’

In its interim report, the CAT identified the need for its work to continue in order to ensure implementation of its recommendations and to realize the vision of a low-carbon future with economic opportunities for all Washingtonians. Several significant pieces of legislation that

¹ www.governor.wa.gov/execorders/eo_07-02.pdf

² www.ecy.wa.gov/climatechange/CATdocs/020708_InterimCATreport_final.pdf

passed during the 2008 Legislative Session also call for this group to continue to play a leadership role in advising the State.³

In response, ECY and CTED have called upon the Climate Action Team (CAT) to put advice into action in 2008. Several new members will join many of the members who worked diligently throughout 2007 to further develop the implementation of the 'Comprehensive Climate Approach' over the course of 2008. ECY and CTED have set an ambitious agenda for this broad base of Washington talent, expertise, and interests to accomplish. The work of the CAT in 2008 builds off the previous work of the 2007 CAT, and follows the direction established by the 2008 Legislature as well as ongoing climate-related programs within ECY, CTED, and other State agencies, including the Department of Transportation, the Department of Agriculture, and the Department of Natural Resources. These partner agencies are also stepping up to join in this effort as partners at the CAT table, and are convening work groups, dedicating staff, and resources to contribute financially towards this effort. The 2008 work of the CAT will also continue to support the State's engagement in regional and national efforts.

III. Purpose of the 2008 CAT Process and Supporting Work Plan

The purpose of the 2008 CAT is to transform the successful and comprehensive planning exercise of 2007 into a focused, refined, and effective set of actions which are specific and complete enough to be seriously considered by the Governor and Legislature in the 2009 Legislative Session.

ECY and CTED have reviewed the 2007 CAT recommendations and the elements of the 2008 legislation, and have identified a body of work that they believe the CAT will and can accomplish in 2008. The CAT will be asked to focus on developing specific opportunities for reducing GHGs, continuing its innovative approach that builds upon the strengths of the State, and to advise on (and, where appropriate, reinforce) local, regional, and national emerging efforts. The CAT will form Implementation Work Groups (IWGs) and engage in collaborative strategic thinking and collective decision-making as a leadership body charged with:

- **Scoping and shepherding the work of IWGs**, which includes ensuring that the substantive charge to each IWG makes sense and affirming each IWG is scoped to achieve specific and productive outcomes;
- **Creating the base of support necessary for the CAT's 2008 recommendations and policy development** by working on specific issues both as a committee of the whole and through direct participation on one or more IWGs;
- **Advising on how the CAT's recommendations fit with regional/national cap-and-trade programs** by discussing the Western Climate Initiative with the State, and

³ Two of the most significant include ESSHB 2815, *Creating a framework to reduce GHG emissions in Washington State* (<http://apps.leg.wa.gov/documents/billdocs/2007-08/Pdf/Bills/House%20Passed%20Legislature/2815-S2.PL.pdf>) and ESSB 6580, *Addressing the impacts of climate change through the growth management act* (<http://apps.leg.wa.gov/documents/billdocs/2007-08/Pdf/Bills/Senate%20Passed%20Legislature/6580-S.PL.pdf>).

considering the connection of each IWG item more broadly with emerging regional and federal policies, where relevant;

- **Considering revenue implications and broad funding issues**, such as funding mechanisms to raise the money for implementation of the State’s overall climate program;
- **Assessing the final overall IWG package** to ensure that it achieves the CAT’s goals and intent;
- **Providing content to ECY and CTED to include in the report to the Governor and Legislature** on how the elements relevant to the CAT’s charge contained in the 2008 legislation and which are critical for Washington to successfully meet the Governor’s Climate Change Challenge can be addressed.

IV. Timing and Milestones

The CAT process will resume in April, and have completed its final product no later than mid-October 2008. This deadline will enable the results to be considered for the 2009 Legislature, including the budget. The final product of the CAT process will be a package of specific recommended actions sufficiently developed for consideration and implementation by the 2009 Legislature and/or Governor. The contents of this final package will be drafted through a process of joint fact-finding and joint policy development by the CAT, assisted by the Center for Climate Strategies (CCS) and Ross & Associates Environmental Consulting (Ross) (jointly CCS/Ross). The final compiled legislative and/or executive branch action package, is to be delivered to ECY and CTED by October 31, 2008.

The first meeting of the CAT will be held on May 13, with up to four additional in-person, one-to two-day meetings in 2008 to monitor the progress of the IWGs and allow the CAT to confer as a committee of the whole (additional telephonic meetings may be scheduled as needed). The IWG process will be fully integrated with the CAT, and IWG meetings will be held to ensure that IWG products are prepared for CAT consideration.

Draft Meeting Schedule

Date	Meeting
May 13, 2008	1 st CAT meeting
July 25, 2008	2 nd CAT meeting
September 18-19, 2008	3 rd CAT meeting
October 14-15, 2008	4 th CAT meeting
November 21, 2008 (need TBD)	5 th CAT meeting
Between CAT Meetings	IWG meetings

V. Design of the 2008 CAT Process – Key Principles and Outcomes

The 2008 CAT process is specifically focused on the implementation of policies and programs in 2009 by the State of Washington. The CAT will not debate the science of climate change or the emission reductions, and will instead develop and strive to reach agreement on detailed issues related to programmatic implementation, rulemaking, institutional design, and feasibility related to a select package of recommended strategies. The CAT, with the support of IWGs, will develop, refine and approve specific climate policies and programs that:

- Maximize the efficacy and efficiency of GHG emission reductions or storage;
- Meet multiple goals both within and across sectors; and
- Make sense for Washington and for Washington's economy.

The CAT process will include similar key principles as 2007, including:

- **The process is fully transparent.** All materials considered by the CAT and IWGs are posted to the project website, and all meetings are open to the public. The public will be provided with a toll-free number to listen-in to any meetings conducted telephonically. The quantification of all potential policies is transparent with respect to the data sources, methods, key assumptions, and uncertainties. In addition, policy design parameters and implementation methods for recommended actions are fully transparent, including goal levels, timing, coverage of parties, and implementation mechanisms. The transparency of technical analysis, policy design, and participant viewpoints is critical to the identification and resolution of potential conflicts.
- **The process is inclusive.** A diverse group of CAT and IWG members are chosen by ECY and CTED to represent a broad spectrum of interests and expertise in Washington. A ground rule for participation is to be supportive of the goals of the CAT and the process described here, but members are free to disagree on specific decisions within the process. Participants are responsible for staying current with information developed by and decisions of the process. The public will be afforded the opportunity to provide meaningful review of and comment upon pending CAT decisions.
- **The process is stepwise.** Each step of the sequential process builds incrementally on the former toward a final solution. Sufficient time, information, and interaction are provided between steps to ensure comfort with decisions and quality of results. Participants are responsible for staying current with information developed by and decisions of the process.
- **The process will seek but not mandate consensus.** The CAT process will seek but not mandate consensus on specific recommended actions, and reach for convergence to deliver the most powerful collective statement possible. If consensus cannot be reached on specific proposals, opinions of individual members will be respected as they emerge and will be reflected in the final recommendations to ECY and CTED. The CAT will use voting to determine the strength of any recommendation that does not have full consensus. Specific barriers to consensus will be documented, as needed
- **The process is guided by clear decision criteria** for the selection and design of recommended actions. These include consideration of: (1) GHG reduction potential; (2)

cost or cost savings per ton GHG removed; (3) co-benefits, including the Executive Order goals of job creation and fuel use reductions, as well as other economic, environmental, and energy policy improvements; and (4) feasibility issues (technical, economic, political, and institutional).

- The process is quantitative. Results of CAT decisions will include explicit descriptions of policy design parameters and results of economic analysis. Recommendations can include both quantified and non-quantified actions, with emphasis on quantification of GHG reduction potential and cost or cost savings for as many recommendations as possible. Additional quantification needs related to co-benefits or feasibility issues will be evaluated on a case-by-case basis pending CAT input and available resources. Job creation and energy savings will be included as needed to address the goals in the Executive Order.
- The process covers short-, medium-, and long-term periods of action. The time period of analysis for emissions inventories and reference case projections will be 1990-2020. Emissions reductions options, job creation and fuel use reduction will cover the present to 2020, with supplemental analysis as possible for GHG reductions in 2035 and 2050.
- This process is implementation oriented. The goal of the process is ultimate adoption of a select number of specific policies by the state of Washington based on the 2007 recommendations of the CAT and direction from the 2008 legislature. The process is intended to support policy implementation in 2009, and to the extent possible will consist of the highly detailed issues related to programmatic implementation, rulemaking, institutional design, and feasibility.

The 2008 implementation process of the CAT, supported by the IWGs, will consist of the following steps:

1. Review and refine the goals and tasks identified for each IWG. Determine whether the proposed strategies can receive sufficient attention to be ready for consideration in 2009, or should be modified.
2. Review and refine specified inputs and deliverables for each IWG, determine timing and prioritization of implementation, and identify any additional authority needed.
3. Identify and describe the specific actions or programs necessary to implement each strategy.
4. Assess GHG emissions reduction potential and costs and benefits (as appropriate and feasible) in greater detail for each policy.
5. Identify barriers to implementation, and propose solutions or sequencing needed to address them.
6. Evaluate and document equity impacts, including potential disproportionate impacts and unintended consequences, and propose steps to ameliorate or mitigate those impacts.
7. Identify and document public interest impacts, including direct impacts of the strategy on the general public, and implications for individual action or behavior change (e.g. what behavior change is needed to achieve implementation and/or is achieved through implementation).
8. Assess budget implications and proposed revenue sources, and evaluate whether the function could be performed best by some other level of government or private enterprise
9. Set benchmarks and establish accountability.

10. Draft, review, finalize and affirm text for legislative, executive or other appropriate action.

The 2008 CAT process is to result in specific implementation proposals and, where necessary, legislative language and fiscal notes, that will be recommended for consideration by the Governor and/or 2009 Legislature. The CAT's recommendations will form part of a larger comprehensive report delivered to the Washington State Legislature by ECY and CTED by December 1, 2008 as part of the requirements of meeting HB 2815. The CAT will be responsible for sections of the report that correlate to the topic areas of the IWGs, and will advise ECY and CTED on other sections.

A neutral and expert facilitation and technical analysis team by the Center for Climate Strategies (CCS) and Ross & Associates Environmental Consulting (Ross) (jointly CCS/Ross) will provide facilitation, information, analysis, and management necessary to support the CAT's deliberations. Support will be focused on joint fact-finding and joint policy development, and directed at crafting specific program design elements. The contents of the policy and program descriptions will be drafted throughout the process with extensive input from and review by CAT members. To facilitate learning, collaboration, and task completion by the CAT members, the CAT will be provided a series of discussion and decision templates and related models for each step in the process by CCS/Ross, including:

- Assistance to ECY and CTED with development of information for the ECY and CTED climate change website (<http://www.ecy.wa.gov/climatechange>), and development of electronic resources to assist the work groups (e.g. design of SharePoint sites);
- Standard meeting documents, including: agendas, discussion PowerPoint presentations, meeting summaries, and reference documents;
- Background documentation to inform the deliberation of each IWG, including relevant and existing policy quantification and design from the 2007 CAT process;
- Inventory and projections documents and spreadsheets, linked to the ongoing work by ECY and CTED;
- A template for the drafting and analysis of specific policies, including quantification principles and guidelines;
- Analysis materials, including documentation of key data sources, assumptions, models, and methods, and printouts of worksheets as needed; and
- Draft templates for legislation and fiscal notes.

VI. Implementation Work Groups (IWGs)

The Implementation Work Group (IWG) process is fully integrated with the CAT. IWGs are comprised of appropriate CAT members, and other experts appointed by ECY and CTED as needed to perform the tasks described in this work plan.

The IWGs will be the locus of deliberate and constructive engagement for the purpose of creating implementable policies, and will require meaningful participation from CAT members. CAT members will provide input, suggest needed analysis, and contribute to policy and program development at the IWG level. CAT members may actively participate in one or more IWG, and are expected to maintain sufficient connectivity with all IWGs so as not to impede the advancement of IWG outcomes (this may be accomplished through briefings and opportunities for exchange at CAT meetings).

The IWGs will be organized around the following topics and goals:

- **Transportation:** The goal of the Transportation IWG is to design actions capable of achieving significant reductions in transportation-related greenhouse gas emissions in Washington State, which account for nearly half of total emissions in Washington State. The Transportation IWG will recommend tools and best practices to achieve the VMT reduction goals developed by the 2007 CAT and established in HB 2815. In addition, the Transportation IWG will work to define and advance specific non-VMT transportation policy proposals for implementation, and/or identify specific steps, given the need for a scalable multi-pronged approach to address the climate impacts of the transportation sector. The work of the Transportation IWG on both these fronts will set the stage for both immediate and future work to significantly reduce transportation-related greenhouse gas emissions.
- **Energy Efficiency and Green Buildings:** The goal of the Energy Efficiency and Green Buildings IWG is to achieve significant emission reductions in Washington's built environment, both directly through reduced use of fossil fuel based energy as well as indirectly by reducing the use of GHG-intensive products. Given the long-lived nature of the built environment, building and community design decisions will also make a profound impact on Washington's ability to meet its longer-term emission reductions. In developing policy proposals, this IWG will aim to strengthen energy efficiency and green building industries, and contribute to the clean energy job goals articulated in the Governor's Climate Change Challenge.
- **Beyond Waste:** The goal of the Beyond Waste IWG is to significantly expand source reduction, reuse, recycling and composting and build on what is best and most successful in the current waste management system by developing an implementation plan targeting products and organic materials with the largest GHG reduction potential. This action was identified by the 2007 CAT as policy option AW-3.

- **SEPA:** The goal of the SEPA working group is to develop recommendations to ensure that consideration of climate change is included in the State Environmental Policy Act (SEPA) processes and documents. The recommendations would clarify how, where, and when to best address climate change in state and local government SEPA processes.

The specific work to be accomplished by each IWG is more thoroughly described in detailed draft scopes of work that ECY and CTED has developed in collaboration with IWG Co-Leads and the support of CCS/Ross. The CAT will review and affirm these scopes at their first meeting. The IWGs serve in an advisory role to the CAT and will perform the following tasks in assistance to the CAT:

- Describe (for the CAT to consider) the specific actions or programs necessary to meet the goal;
- Assess costs and benefits (as appropriate and feasible) of the action or program, and the tons of GHG reduction likely if implemented in greater depth as feasible;
- Determine any additional authority or fiscal support from the State needed to implement the strategy and support drafting preliminary legislation/fiscal notes as appropriate;
- Investigate any barriers to implementation and propose solutions or sequencing needed to address them;
- Respond to requests by the CAT for the development of alternative design scenarios or additional analysis.
- Draft for CAT review text for legislative or executive action.

As with the CAT, the IWGs will not debate the science of climate change or the goals, and will instead focus on identifying specific actions, design and analyses for CAT consideration that can be implemented, putting Washington on the path toward achieving the goals of the Executive Order.

CCS/Ross will provide meeting facilitation, technical analysis, coordination, and documentation support for IWGs. CCS/Ross will coordinate with State agency experts to provide support to the IWGs to draft appropriate policy and fiscal language for the legislature. In coordination with the CAT, each IWG will produce for the CAT's review, by September 1, 2008:

- Draft text for legislative, executive and/or other appropriate action,
- Draft fiscal notes, if needed, and
- Any other materials necessary to meet the specific IWG task.

VII. Participant Roles and Responsibilities

Climate Advisory Team

The Directors of Ecology and CTED will co-chair the CAT process and oversee its facilitation and management. The CAT makes final nonbinding recommendations for specific recommended climate policy legislative or executive branch actions. CAT members will operate as equals during the process. The CAT will operate with the facilitation and technical support of

CCS/Ross. CAT members also serve as members of IWGs to ensure seamless integration of the process.

2007 CAT members who wished to remain involved have chosen to do so; additional CAT members have been appointed by ECY and CTED to ensure a well-rounded group for this next phase. CAT members are appointed to respond to the tasks, goals and timelines of the process, and are selected on the basis of the following considerations:

- The stakeholder groups named in the Executive Order and relevant 2008 Legislation;
- East and Westside interests;
- Credibility and stature;
- Willingness and ability to fully participate in the CAT and IWG process, including attending the CAT meetings;
- Keeping the overall number manageable; and
- Willingness to follow the ground rules, below.

Implementation Working Groups

IWG Co-Leads and members will be comprised both of CAT members and others to ensure adequate expertise and stakeholder representation. The IWGs will operate with the facilitation and technical support of CCS/Ross as appropriate. IWGs will provide advisory guidance to CAT members and act as equals during the process. IWGs also will provide direction to CCS/Ross in the identification, design, and quantification of policies. See Appendix A for greater detail on IWG Co-Lead and member roles and responsibilities.

The Public

All meetings of the CAT and IWGs will be open to the public and posted in advance on the Ecology/CTED climate change website (www.ecy.wa.gov/climatechange/). The public will be provided the opportunity to review CAT materials and pending decisions and give input to the CAT. All of the meeting information and work products will be posted to the website.

VII. Participant Ground Rules

CAT and IWG members are expected to follow these ground rules during the process, including:

- Participants are expected to support the process and its concept fully, and directly collaborate in good faith toward the goals of the CAT and work groups.
- Participants will provide leadership and a vision for how Washington will rise to the challenges and opportunities of addressing climate change. Participants will not debate the science of climate change, the goals as established in Executive Order 07-02 and legislation, or the timeline.
- Participants are expected to attend all meetings and stay current with information provided to the group and the decisions of the group. Participants should notify ECY and

CTED of any potential conflicts or need for alternates. It is expected that alternates will not be routinely utilized. Any alternate who does participate should be current with information developed by the process and able to make decisions.

- Participants are expected to act as equals during the process to ensure that all members have equal footing during deliberations and decisions.
- Participants are asked not to reconsider decisions already made in the stepwise process. Once the CAT reaches a milestone by consensus or vote, it moves to the next step. Final votes by the CAT include support at three levels, including: Unanimous consent (no objection), Super majority (four objections or less), and Majority (less than half object).
- Each participant should speak only about their position and refrain from characterizing the views of others when making CAT decisions. Each CAT member must be able to vote or otherwise take a position at the meetings.
- Participants are expected to provide objective, fact-based comments and alternatives during CAT and work group discussions, and must refrain from personal criticisms.
- Participants represent only themselves when making CAT decisions and/or speaking about the process with the media or in other public settings.

VIII. Proposed Schedule

The objectives and pacing for each of the CAT and IWG meetings are listed below (actual activities and pacing for the IWGs will be specific to the requirements for each IWG to meet their unique charge and deliverables). Anticipated Western Climate Initiative (WCI) milestones are listed below as well (the CAT meeting schedule has been deliberately set to coincide with the WCI schedule to allow the CAT periodic opportunities to provide input to the State as these efforts evolve):

CAT MEETING ONE – May 13, 2008

- Objectives:
 - Introduction to the 2008 CAT structure and process
 - Review and refine the goals and tasks identified for each IWG, and affirm IWG scopes
 - Discuss IWG membership and process
 - Decide if the list of strategies going forward can receive sufficient attention or should be modified
 - Discuss connectivity between climate workgroups and other climate activity in Washington and regionally
 - Discuss the role of the CAT as a ‘committee of the whole’ in considering revenue implications and broader funding issues of the Washington Climate Approach

May-June: In the interim, the IWGs will: 1) review the goal and tasks, 2) review and refine specified inputs and deliverables; 3) determine timing and prioritization; 4) outline the specific actions or programs necessary to implement each strategy.

Interim WCI milestones:

- May 21: WCI stakeholder meeting, Salt Lake City, UT
- June 5: WA stakeholder meeting to discuss draft WCI design recommendations
- Mid-July: Draft recommendations released

CAT MEETING TWO – July 25, 2008

- Objectives:
 - Review and affirm the specified deliverables and timing and prioritization of each IWG
 - Review and refine the specific actions or programs necessary to implement each strategy, and propose alternative design scenarios or additional analysis to the IWGs, if needed
 - Identify any additional authority or fiscal support from the State needed to implement each strategy
 - Consider financing in light of the emerging policy package
 - Discuss connectivity between climate workgroups and other climate activity in Washington and regionally

June- September: In the interim, the IWGs will: 1) more fully describe the specific actions or programs necessary to implement the strategy; 2) assess costs and benefits (as appropriate and feasible) of the action or program, and the tons of GHG reduction likely if implemented in greater depth as feasible; 3) respond to requests by the CAT for alternative design scenarios or additional analysis, if needed; 4) investigate any barriers to implementation and propose; and 5) draft text for legislative, executive, or other appropriate action.

Interim WCI milestones:

- Mid-July (date TBD): WA stakeholder meeting to discuss draft WCI recommendations
- July 29: WCI stakeholder meeting, San Diego, CA
- September 9: WCI program design release

CAT MEETING THREE – September 18-19, 2008

- Objectives:
 - Review and refine draft text for legislation, executive, or other appropriate action to implement specific strategies.
 - Assess budget implications and proposed revenue sources, and evaluate whether the function could be performed best by some other level of government or private enterprise
 - Discuss connectivity between climate workgroups and other climate activity in Washington and regionally

September-October: In the interim, IWGs will: 1) evaluate and document equity impacts, and propose steps to ameliorate or mitigate those impacts; 2) identify and document public interest impacts, and implications for individual action or behavior change; 3) propose benchmarks for accountability; and 4) finalize text for legislative, executive or other appropriate action, and develop fiscal notes, as needed.

Interim WCI milestones:

- September: WA stakeholder meeting to discuss WCI program design

CAT MEETING FOUR – October 15-16, 2008

- Objectives:
 - Review and affirm policies and programs that are “ready to go” for the 2009 Legislative Session or Executive Branch action
 - Identify final recommendations and any remaining bill drafting needs
 - Review the final report being developed by ECY and CTED in response to HB 2815
 - Discuss connectivity between climate workgroups and other climate activity in Washington and regionally

October-December: IWGs and CAT available for further follow-up work if needed, including assisting with specific draft statutory language and/or funding proposals as requested by ECY and CTED.

ADDITIONAL CAT MEETING – November 14, 2008 (need TBD)

IX. Key Staff

State Staff

ECY:

- Janice Adair
- Hedia Adelsman
- Teri North
- Laura Watson

CTED:

- Tony Usibelli
- Cheryl Smith
- Karen Larkin

Consultant Project Team Leads and Project Manager

- Michael Lazarus, Stockholm Environment Institute, Center for Climate Strategies
- Bill Ross, Ross & Associates Environmental Consulting, Ltd.
- Lydia Dobrovolny, Ross & Associates Environmental Consulting, Ltd.

Implementation Working Groups: Co-Lead and Member Roles & Responsibilities

Purpose

The 2008 Climate Action Team (CAT) will form Implementation Working Groups (IWGs) to be the locus of deliberate and constructive engagement for the purpose of creating policy proposals. IWGs will be critical in assisting the CAT to transform its successful and comprehensive planning exercise of 2007 into a focused, refined, and effective set of actions which are specific and complete enough to be seriously considered by the Governor and Legislature in the 2009 Legislative Session.

IWGs will be comprised of CAT members, and other experts as needed to perform the tasks described for each IWG. Each IWG will have access to State and consultant staff support, as needed, to provide policy and fiscal language development, technical analyses, meeting facilitation, and documentation. IWG Co-Leads and members will be appointed by ECY and CTED, and will be organized around the following topics:

- Transportation
- Energy Efficiency and Green Buildings
- Beyond Waste
- SEPA

Additional detail about each IWG, including the goal, tasks, and supporting process, can be found in the scope of work for each IWG.

Co-Lead Roles and Responsibilities

The CAT Co-Chairs will select appropriate Co-Leads for each IWG. Co-Leads may or may not be CAT members. In addition to following the ground rules for participation (as listed in the CAT work plan), IWG Co-Leads will perform the following tasks in assistance to the CAT:

Preparation

- Help identify IWG members, in consultation with ECY and CTED;⁴
- Improve or refine the initial scope of the IWG;
- Determine the level of technical, analytical, and process support from State agencies or consultants required by the IWG as available; and
- Work with CAT Co-Chair lead staff to ensure that funding resources and work plan needs are aligned.

⁴ The CAT will advise, but will not be asked to approve, IWG membership.

Process

- Commit the time and effort required to successfully lead the IWG, including regular interim coordination with fellow Co-Leads and project support staff, and attendance at all IWG meetings;
- Help establish and manage appropriate expectations around the desired outcomes of the IWG process;
- Be responsive to and maintain sufficient communication with the project planning team to ensure timely and effective completion of outcomes;
- Ensure that all IWG decisions and supporting documents are posted to Ecology's website in a timely fashion throughout the process, and that the public has access to IWG materials and meetings (as described below);
- Guide development and ensure successful completion of outcomes identified in the IWG scope of work in coordination with State agency and/or consultant support staff, including legislation or fiscal notes, by the deadline; and
- Ensure that the majority of IWG members support the final policy proposal sent to the full CAT, and document reasons why there might be different opinions on the proposal, if needed. This will increase the confidence that the CAT's proposals will be brought forth successfully in the 2009 Legislative Session.

IWG Member Roles and Responsibilities

In addition to following the ground rules for participation (as listed in the CAT work plan), IWG members will perform the following tasks in assistance to the CAT:

- Commit the time and effort required to successfully participate fully and consistently in the IWG by attending meetings, being responsive to and maintaining sufficient communication with Co-Leads, members and support staff, and staying current with information provided to the group and decisions of the group;
- Refine the specified inputs and deliverables in light of the goal for the IWG, and determine timing and prioritization;
- Review the existing relevant information or related efforts that can substantively inform the deliberations of this IWG, and suggest additional existing information or connectivity to related efforts that might be useful for the IWG and/or CAT members to consider;
- Assist the IWG Co-Leads and support staff in identifying additional analysis and/or research that would be useful inputs for the IWG's deliberations;
- Determine and describe the specific actions or programs necessary to meet the IWG 4, in collaboration with IWG members and support staff, for CAT consideration;
- Review supporting technical analysis of the costs and benefits of the action or program, and the tons of GHG reduction likely if implemented, including data sources, methods, and key assumptions for CAT consideration;
- Assist with the identification and development of data and assumptions, additional authority, needed fiscal support, and other key inputs to assist IWG support staff with the analysis of specific policy design parameters for CAT consideration, as needed;

- Develop and review draft text for legislative, executive, or other appropriate action, and fiscal notes if needed, and participate in finalizing the text as needed for IWG support and consideration by the CAT
- Respond to requests by the CAT for the development of alternative design scenarios or analyses to address potential barriers to consensus;
- If an IWG believes it needs to add additional members, the member must be approved by the CAT Co-Chairs or their designees. An IWG can utilize any resource as needed within time and budget constraints.

Meetings and Timing

The proposed scope of work for each IWG is ambitious. To enable significant progress in the next eight months, the IWG work needs to be very focused. IWG meeting structure, pacing and frequency varies by group in order to allow each IWG to follow the process necessary to support its unique charge and deliverables. The following general IWG milestones are designed to coincide with the CAT schedule to allow IWG products to be forwarded to the full CAT with sufficient time for review, bearing in mind that completed IWG products are due to the CAT by the October CAT meeting:

- May 13 – 1st CAT meeting: IWGs will be convened following the first CAT meeting.
- July 25 – 2nd CAT meeting: IWGs will have refined and prioritized specific tasks and deliverables, and gathered inputs sufficient to develop detailed outlines of the specific actions or programs necessary to implement each strategy.
- September 18 & 19 – 3rd CAT meeting: IWGs will have analyzed costs and benefits of the action or program, the likely tons of GHG reduction, and drafted complete text for legislative, executive, or other appropriate action.
- October 14 & 15 – 4th CAT meeting: IWGs will present finalized text for legislative, executive, or other appropriate action, fiscal notes (as needed), and supporting documentation describing steps to address equity and public impacts, and proposed benchmarks for accountability.

IWG Communication

- Each IWG will have access to a SharePoint site to facilitate document editing and versioning control. Additional functionality may be provided to facilitate collaboration.
- To facilitate IWG and CAT coordination, all IWG correspondence should be copied to Hedia Adelman at Ecology (HADE461@ecy.wa.gov) and Lydia Dobrovolny (lydia.dobrovolny@ross-assoc.com) at Ross & Associates Environmental Consulting.

Public Access

- All meetings of the IWGs will be open to the public, posted in advance on the ECY and CTED climate change website (www.ecy.wa.gov/climatechange/), and announced via the listserv. For meetings conducted telephonically, the public will be provided with a toll-free number to listen-in.
- All meeting materials and IWG background documents will be posted online.