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# Memorandum

**To:** Dan Sakira, Chief of Staff, Council on Environmental Quality  
**cc:** Roger Ballentine, Chairman, White House Climate Change Task Force  
**From:** Jeff Seabright, Executive Director, White House Climate Change Task Force  
**Date:** July 23, 1999  
**Re:** Action Plan and Resource Requirements for White House Climate Change Task Force

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This memo outlines proposed strategic goals and resource needs for the Task Force over the next 18 months, with specific action recommendations through December 1999.

**Long-Term Goals:** The Administration long-term goal is ratification of the Kyoto Protocol and development of enabling legislation post COP-6. Accordingly, this plan calls for a campaign aimed at building the support that will be necessary to achieve that goal. This will entail:

- Increased awareness and concern for the threats posed by climate change, and belief that the Administration's proposed solutions are effective, affordable and equitable.
- Growing engagement by business leaders, state/local governments and opinion makers.
- Demonstrated progress in advancing Administration policies, programs and legislation which bring economic as well as climate benefits.

The public accepts that the science is real and that climate change is serious; less clear in the public mind is the urgency and cost of addressing it. Our outreach, communications and legislative strategy should embrace a positive message that America can and should step up to this challenge now— from more work with "solutions" industries, to events which highlight a positive technology "can do" theme, to support for legislation which underscores this message (biofuels, wind tax credit, etc).

### **Short Term Goals: August-December 1999**

Over the next five months, several outreach, legislative and communications products are proposed: transport Executive Order, Bioenergy Executive Order, possible White House event on "smart solutions"; legislative/communications victories on FY2000 budget/tax battles, including bioenergy legislation; coordination of FY2001 climate budget proposal; Administration closure on select industry deliverables; initiate state/local "what's working" campaign, including possible POTUS and/or POTUS events; advance acceptable credit for early action legislation.

#### **1. Industry Outreach:**

Must do:

- Pursue "integration" compromise with utilities on NSR.
- Reframe challenge to industry to focus on companies rather than sectors with view towards WH event with 10-15 companies.
- Design outreach plan on "smart solutions" business (biofuel, etc); tie to communications strategy.

#### **2. Legislative**

Must Do:

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- Finalize early credit positions (sinks, 5% cap, state/local) and strategy for Administration engagement.
- Identify key budget and tax priorities for FY2000 budget endgame (CCTI and related spending bills).
- By September 1, get FY2001 climate budget package on table.
- Education and outreach effort for key staff and Members
- Play defense on riders

Should do:

- Push leadership opportunities (morning business, climate statements on legislation, etc)
- Push electricity restructuring

### 3. *Communications/Deliverables:*

- Issue Bioenergy EO and link to climate change (August 12)
- PCAST event on international opportunities and budget (August 20)
- Issue Transport Executive Order;
- Possible White House event on Climate Solutions (December)
- Possible POTUS climate budget event.
- NOAA/FEMA "Extreme Weather" conference in Autumn
- Plan youth education effort – "National Climate Science Week"; Earth Day 2000?
- Validators and surrogates: draft op-eds and Q&As – ongoing.
- Mailing to opinion leaders, Hill on recent climate developments & issues pre COP5
- Enhance communications within USG and Congress and outreach by senior officials; newsletter.

### 4. *Inter-agency Policy Coordination:*

- Strategy on domestic and international sinks policy (including decisions on early action legislation)
- Economic benefits analysis (not in SGM model) – health and technology
- "Best practices" compendium for state and local governments
- Trade competitiveness benefits of climate-friendly technology innovation.
- International policy development and developing country strategy
- Biofuels and utilities initiatives

### 5. *Intergovernmental/NGO Outreach*

- By August 6, Roger Ballentine to meet with selected state officials
- POTUS/VPOTUS event to kick off state/local effort and release "best practices"
- Organize meeting with state officials on climate benefits of electricity deregulation
- Meet with environmental foundation executives – possible VPOTUS event
- Outreach to labor, religious leaders, environmental NGOs

### **Resource Requirements:**

**Staffing of Task Force:** The WHCCTF last month had five Agency representatives assigned to it; with the addition of Seabright, Gardiner and Bledsoe, the total is eight. To carry out the "must do" agenda detailed in this action plan, we propose adding two more positions, bringing the total to ten. There were ten staff on the Task Force in 1998.

**Executive Director:** Manage day-to-day operations of Task Force and provide oversight for policy, outreach, legislative and communications functions. Provide senior level policy advice and inter-agency coordination. Serve as senior liaison with business/industry.

Status: *Jeff Seabright (USAID)*

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Counselor: Provide strategic and policy advice on both domestic and international climate change activities. Specific assignments include senior level coordination on several policy fronts, including FY2001 budget development, development of Administration views on early credit legislation, and senior level outreach to the environmental community.  
Status: *David Gardiner* (EPA)

Assistant to the Chairman: Direct and support senior-level initiatives and policy priorities for Chairman of the Task Force, including legislative initiatives and inter-agency special projects and activities, such as the Executive Orders on building efficiency (announced June 3) and federal transportation.  
Status: *Shelley Fidler* (DOE)

Industry Liaison: Work with industry, companies, trade associations and other USG agencies (primarily EPA and DOE) to develop successful cooperative activities and initiatives. Oversee industry consultation process and follow up.  
Status: *Janet Anderson* (DOE)

Legislative Director: Advance Administration climate agenda with the House and Senate on all aspects of climate-related legislation, including appropriations, riders and tax measures. Coordinate inter-agency "team" of legislative staff to ensure broadest possible coverage of climate-related issues.  
Status: *Julie Anderson* (EPA)

Communications Director: Working with other departments and agencies, coordinate press/media, constituency and public information strategy to advance Administration message on climate change.  
Status: *Paul Bledsoe* (DOI) - pending

Policy Adviser/Senior Counsel: Support policy development for Task Force in inter-agency fora. Provide high-quality and rapid written materials on climate change, including articles, op-eds, testimony and other public information documentation.  
Status: *John Gibson* (DOD)

Agriculture/Forests Advisor: Policy guidance on forestry and agricultural issues; legislative and outreach efforts with agriculture/forestry constituency. Primary liaison with USDA.  
Status: *Vacant* (USDA)

Outreach Coordinator: Coordinates outreach to constituency groups that are interested in climate change, including state and local government, the religious community, the environmental community, labor unions and others. Works closely with outreach activities of the Departments and agencies, as well as with CEQ.  
Status: *Jackie Krieger* (EPA) – pending

Administrative Assistant: Provides administrative support to Task Force in all areas; coordinates with Carolyn Mosley of CEQ.  
Status: *Mary Washington* (DOE)

Total: 10 reps and 2 interns (Eli Levitt and Lilly Lowery)

Operating Budget: Based on the workplan identified in this memo, a replenishment of the Task Force operating budget in the amount of \$225,000 will be needed. The current balance available to the Task Force from the initial allocation of \$350,000 in 1997 is \$77,000, out of which \$52,000 is owed to GSA for rent of the Jackson Place property. The proposed budget of \$250,000 (\$225k plus carry over of

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\$25k will fund: rental through January 2001 (\$78k); travel (\$42k); two/three outreach events (\$80k); publications (\$25k); miscellaneous operating expenses (\$25k).