

Government for Rent

How Special Interests Finance Governors to
Pursue Their Climate Policy Agenda

By Christopher C. Horner

APPENDIX

AUTHOR'S NOTE: These documents were obtained by CEI and other public policy groups over the course of more than a year, beginning in June 2017, from open records requests. Due to the volume of records, key documents are provided in this appendix.

The complete collection of documents cited in this paper is available at ClimateLitigationWatch.org, a project of the nonprofit public interest law firm Government Accountability & Oversight.

FOOTNOTES 2, 96-97

From: [Kleysteuber, Alexa@EPA](mailto:Kleysteuber.Alexa@EPA)
To: Rodriguez, Matthew@EPA
Cc: Conrad-Saydah, Ashley@EPA
Subject: 2018 Concept Note
Date: Thursday, October 5, 2017 6:39:00 PM
Attachments: [Concept Note FINAL.PDF](#)

Hi,

Just making sure you have the final, Nancy-approved version of the 2018 Summit Concept Note. It was finalized in time for Climate Week, with the general goal of sharing it with potential funders. Matt, feel free to share it with Secretary Laird as it could help address some of his questions.

Best,
Alexa

Alexa Kleysteuber
Deputy Secretary for Border and Intergovernmental Relations
California Environmental Protection Agency
Direct: (916) 323-0300 Cell: (919) 491-2993



September 12-14, 2018
San Francisco, CA

“Come join us – entrepreneurs, singers, musicians, mathematicians, professors, students – we need people that represent the whole world because this is about the whole world and the people who live here ... It’s time to act, it’s time to join together, and that’s why at this Climate Action Summit, we’re going to get it done.” – Governor Edmund G. Brown Jr., Message to the Global Citizen Festival in Hamburg, Germany, July 2017

Overview

While national governments negotiated the Paris Agreement, the goal – to limit the increase in global temperature to under 2 degrees Celsius – can only be achieved if state and local leaders, businesses, scientists, students, nonprofits and others step up.

The Global Climate Action Summit will convene more than a thousand of these leaders who see climate change as an existential threat and are committed to rolling back the forces of carbonization. Hosted by Governor Jerry Brown, the Summit will underscore the urgency of the threat and channel the energy and idealism of people everywhere to overcome it.

Summit leaders will quantify the carbon emissions sub-national actors have already cut, secure bold commitments from them to do even more, show that decarbonization and economic growth go hand-in-hand, and galvanize a global movement that embraces people from all walks of life.

More than just an event, the Summit will catalyze climate action through 2020 and beyond.

Specifics on the Summit

The Summit will be the first time a U.S. state convenes people from around the globe to support the Paris Agreement. California is well-suited to this role: The economy is sixth-largest in the world, and the state has the most ambitious greenhouse gas reduction targets in North America. But this Summit is not about California – it’s about the world.

The Summit will take place in San Francisco, California, on September 12-14, 2018. It will start with an interfaith service in Grace Cathedral and an opening ceremony at City Hall.

The timing is important. In December of 2018, countries will gather at the U.N. Framework Convention on Climate Change's annual Conference of the Parties (COP) and begin setting targets for the 5-year period that begins in 2020. The more that sub-national leaders pledge to cut emissions at the Summit next September, the more likely national leaders will be to consider strong decarbonization targets at COP 24 next December.

The plenary sessions will take place at the Moscone Center, with other events occurring throughout the city. Beyond the main agenda, the program will include workshops, exhibits and breakout events in which participants can connect and collaborate with one another. The Summit will also have dedicated spaces that will feature climate innovations, host members of the media and provide a setting for community activities. Organizers are considering other climate-focused events such as a film festival and/or concert.

The months preceding the Summit will feature "Road to" events organized and hosted by some of the groups partnering with organizers, so they can generate momentum for climate action.

Summit Leadership

The Summit is hosted by Governor Brown and the State of California. Three co-chairs as well as a Steering Committee will join Governor Brown to advise on the agenda and generate global support for the Summit. A Host Committee is in formation to support operations and fundraising.

The co-chairs are:

- UN Framework Convention on Climate Change Executive Secretary Patricia Espinosa;
- Mahindra Group Chair Anand Mahindra; and
- UN Secretary General's Special Envoy for Cities and Climate Change Michael Bloomberg

The planning, organization and execution of the Summit will be led by the Office of Governor Brown. The co-chairs and their respective organizations – UNFCCC, Mahindra Inc., and Bloomberg Philanthropies – will help lead this monumental effort.

In addition, the following entities are serving key roles to make this Summit happen:

- UN Foundation is the fiduciary sponsor for the Summit, and will provide strategic, fundraising and communications support.
- Mission 2020, led by Christiana Figueres, the former UNFCCC Executive Secretary, along with the Governor's Office will work with experts and organizations to deliver tangible results to be announced before and at the Summit.

Members of the Policy Steering Committee include:

- Helen Clarkson, Chief Executive Officer, The Climate Group
- Aron Cramer, President and Chief Executive Officer, BSR
- Wael Hmaidan, Executive Director, Climate Action Network International
- Mindy Lubber, President & CEO, Ceres
- Manuel Pulgar-Vidal, Leader, Climate and Energy Practice, World Wildlife Federation International, and former President of COP 20

- Mark Watts, Executive Director, C40
- James Grabert, Director, Sustainable Development Mechanisms, UN Framework Convention on Climate Change (Observer)
- Elizabeth Cousens, Deputy CEO, United Nations Foundation (Observer)

The Steering Committee, co-led by Mission 2020, will advise the Summit leaders on the best ways to mobilize constituencies to tackle climate change – before and during the Summit. In addition, the Steering Committee will help produce:

- An estimate of how much non-state actors have helped cut carbon emissions to date;
- Case studies that show low-carbon transformation in firms and communities; and
- Announcements to cut emissions even more, including joint efforts across industry.

Broader Reach

Summit organizers will build support by partnering with other groups that are enlisting non-state actors in the fight against climate change, such as the Under 2 Coalition, We Are Still In, C40, the Global Covenant of Mayors for Climate and Energy, We Mean Business and Climate Action Network International. The team will make special efforts to engage diverse constituencies to build the most robust and inclusive coalition for climate action.

Budget

We anticipate a budget of \$10 million, to include:

- Venue reservations and event production
- Operations and project management
- Development of content and products
- Communications, including traditional and digital media, marketing, and branding
- Partnership engagement and coalition-building
- Fundraising and supporter outreach

Financial Support

The success of the Summit will depend on strong support from individuals, foundations, governments and businesses. Supporters will be able to engage Summit leaders and shape an event that will catalyze climate action worldwide.

We hope you will consider supporting the Summit. To explore opportunities to do so, please contact Allison Wong at awong@unfoundation.org or at (202) 887-9040.

FOOTNOTE 3

From: Andrew Higham
To: [Kleinfelder, Alexa@EPA](mailto:Kleinfelder.Alexa@EPA)
Subject: Re: INVITATION: Funder Meeting on Sub-National Coordination, Oct. 13, 9am-1:30pm ET, New York
Date: Monday, September 25, 2017 1:27:00 PM
Attachments: [Session 3 - 2018 Global Action Summit.pptx](#)
[Andrew_email_signature_small.png](#)

Hi Alexa,

You are doing a sensational job as are all of the Californian team under the difficult circumstances! We are all super-patient and understanding and want to help you as much as we can while we mobilise the level of ambition from non-state actors as is needed for Paris and the atmosphere to receive the protection it deserves.

Attached is the slide deck that I used among other slide decks when I met with the Seachange Foundation (our main funder) who had invited Erin to join (or she was already at Seachange for some other meeting). Happy to share the other slide decks on Mission 2020 which go beyond the Summit if you like. The materials in this deck reflected where we had collectively got to in planning docs you had prepared, the first two steering committee meetings, and our meeting together in San Francisco on Monday 28 August. Happy to recant this with Erin and anyone else if the concept for the Summit wildly varies, as Jamie's email seems to indicate. I will revise my communications accordingly, once you send the new concept note.

I can make 9am or 10am Pacific for a call on Wednesday.

Regards, Andrew.

Andrew Higham
Chief Executive
Mission 2020



**Transforming
Human
Development**

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2018 GLOBAL CLIMATE ACTION SUMMIT

Hosted by the city of the future



MOBILIZING THE GROUNDSWELL OF INNOVATIVE, AMBITIOUS CLIMATE ACTION FROM EVERYONE TO LEVERAGE ENHANCED COUNTRY AMBITION

KEY OBJECTIVES FOR THE 2018 SUMMIT

- Demonstrate delivery and aggregate the impact of commitments since Paris
- Showcase how the transformation is unstoppable and well underway
- Mobilize major new commitments and announcements that will bend the curve by 2020
- Communicate to leaders how to scale-up ambition by 2020



EVERYONE'S MISSION

M2020

Supporting the State of California

Mission 2020 will continue to support the State of California:

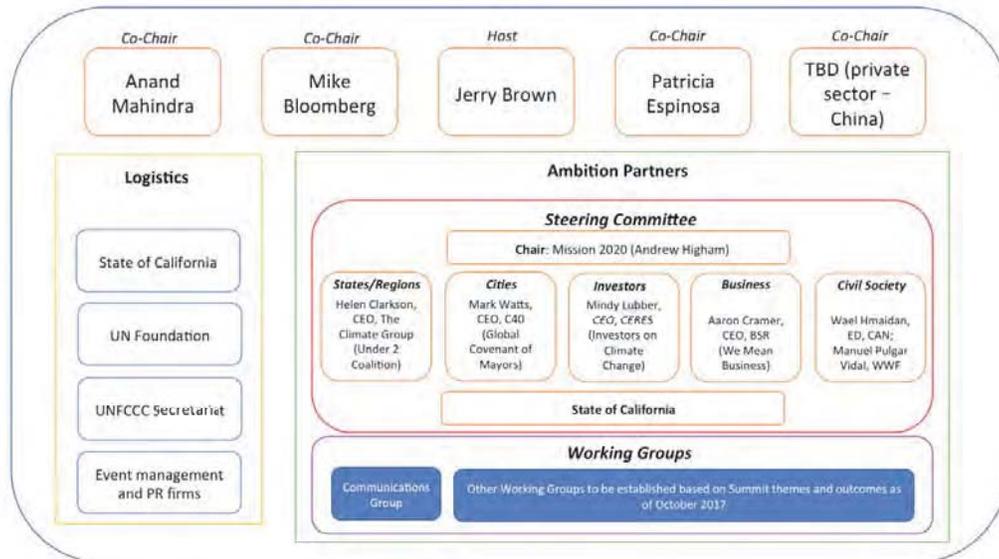
- Advise on Summit background and potential global impact
- Facilitate the Summit Steering Committee, communications group and other working groups
- Coordinate analytical products for the Summit, including aggregation of climate action
- Support California's announcements strategy andobilise constituencies to deliver headline outcomes for the Summit
- Support maximum impact from the Summit into UNGA, COP 24 and efforts to leverage greater national ambition by 2020



EVERYONE'S MISSION

M2020

ROLE OF MISSION 2020



EVERYONE'S MISSION

M2020

WORKING GROUP FORMATION

WORKING GROUPS WILL BE THE ENGINE ROOM FOR MOBILIZING ACTORS TO DELIVER THE HEADLINE OUTCOMES FOR THE 2018 SUMMIT

Step 1

(August-October 2017)
Summit programme structure and headline outcome definition phase

Step 2

(September-November 2017)
Convening constituencies through Steering Committee members to socialise Summit outcomes

Step 3

(December 2017-September 2018)
Working groups convened to deliver Summit outcomes and programming

DRAFT 'RUN OF PLAY' *(indicative)*

Day 1 (Weds, Sept 12)	Day 2 (Thurs, Sept 13)	Day 3 (Fri, Sept 14)	Day 4 (Sat, Sept 15)
5-6:30pm Evening Prayer – Grace Cathedral (tbd)	7:30am – 9:00 am Hosted Breakfast	8:30am – 9:30am Hosted Breakfast	<ul style="list-style-type: none"> Community Moment; potential climate march and ending concert.
7-9pm Opening Ceremony- SF City Hall	9:30am -12:30pm Opening Keynotes and Plenary – Day 1	10:00am -12:30pm Opening Keynotes and Plenary – Day 2	
	1pm -2pm Hosted Luncheon	1pm -2pm Hosted Luncheon	
	2:30 - 5:30pm Stage programming, workshops, tour of innovation spaces, and media opportunities	2:30 - 5:30pm Stage programming, workshops, tour of innovation spaces, and media opportunities	
	5:30pm – 6:30 pm Closing plenary session – Day 1	5:30pm – 6:30 pm Closing plenary session – Day 2	
	7:30pm – 9:30 pm Dinner (Hosted by Co-Chairs)	7:00pm – 8:30 pm Hosted Reception	

PLANNED SUMMIT DELIVERABLES *(indicative)*

1

A **Call to Urgency** and report to the COP on the trajectory of climate action and summarizing the outcomes and main messages coming out of the Summit

2

A **race to the top** that motivates and showcases the most ambitious announcements

3

Engagement of Leaders by the co-Chairs of the Summit to signal the opportunities for enhanced NDCs by 2020



EVERYONE'S MISSION

M2020

FOOTNOTES 9-10, 20, 22, 59, 62, 73

From: Ricketts, Sam (GOV)
To: [Davis, Chris \(GOV\)](#), [Aimee Barnes the need for continued US part](#)
Subject: RE: Follow up email on Paris letter 搨 鋳 鋳 鋳 policy, comms, na
AttachmentList: 4

Aimee, my apologies, as well, for the delayed response. I wanted Chris to chime in first. (Chris, meet the underside of this here bus; bus, this is Chris ;)

Thank you very much for your work putting together the Paris letter and recruiting signers. Like Chris said, it wouldn't have happened without you. And I do think (and hope) its helped make a positive impact.

I too like your letter below. I think it hits precisely the right tone and does will to identify the buckets of activities/necessary support functions that all of our states could use to collectively to push climate action at the state, national and international levels together. I think it proceeds directly from the Govs' Paris letter, so I also like the idea of replying to that email chain. Nobody who was part of that is gonna want to be left behind on this next exciting group effort! But also, we should make a targeted effort to see if we cant attract Mass and VT, and maybe others from the GOP side. It's a stretch - but with a major dividend. And they might be more inclined if we start out as a small group of 2-3 states approaching them, rather than a behemoth list of D governors pressuring one or two of them to join us. I guess what Im saying is lets send them a similar note.

I agree also with Chris that each state is gonna put a different amount of effort into an initiative like this - and that that's ok. And I don't think it gets far without CA's energy, expertise and leadership, so also don't have any issue with yall pressing the conversation forward.

As regards a Govs Climate Alliance, generally, Ive oscillated for and against the idea, since Nov, but ultimately found myself in the "pro" column for precisely the arguments you outline below. Ever since, my main point of emphasis, as Ive (somewhat obnoxiously) inconsistently inserted myself into these deliberative conversations, is that there hasn't yet appeared to be one group or proposal that readily captures all of the buckets of activity that you outline below. Theres of course a plethora of advocate and funder interest, a leadership vacuum from the feds, and a voracious appetite at home and abroad, for this sort of governors' initiative. But each of the outside group comers so far seems to be really strong in an area or two (policy, comms, national strategy, knowledge or int'l process, rolodex, sufficient funder support, etc), but short in the others.

So that leads me to think that we should pull together an initial coalition of the willing (or most eager) states, to decide for ourselves the universe of activities in which we'll engage together (and I think you begin to summarize that very well below), and the structure that will assist that. And from there we can approach the different groups (G'town, Rhodium, UNF, whomever) about which of them will play a roll. We may have to broker peace or force

collaboration, but surely the collective interest can prevail. And after all, if not us - who?

Anyway, that's my \$0.02. Maybe we can discuss in DC this week. Thanks for putting this together, and for the great continued partnership.

From: Davis, Chris (GOV)
Sent: Tuesday, May 09, 2017 1:01 AM
To: Aimee Barnes; Ricketts, Sam (GOV)
Subject: RE: Follow up email on Paris letter

Hey Aimee

This deserved a quicker response --- apologies on my end. Thanks for you nice words; they're appreciated but we certainly made that happen only with your help. Glad we got it out. There was some good coverage.

I agree with your conclusion and the letter only underscored what we've been discussing. However I also think that anything we might help coalesce will continue to require special leadership from us to spur on. The model could evolve – and I believe states will appreciate CA making room for others – but I'm fairly certain that there will inevitably be some states more able/willing to do more, instigate more, take on more and others who will play but not lend the same initiative. And this would be fine. States can self select if we create the space to make that happen. SO I think your letter is a good idea and sets the right tone. I'm happy to work with you to facilitate the discussion or to simply harmonize at the right moment.

Thanks for taking this step.

Chris

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From: Aimee Barnes [<mailto:Aimee.Barnes@GOV.CA.GOV>]
Sent: Friday, May 05, 2017 1:00 PM
To: Davis, Chris (GOV) <chris.davis@gov.wa.gov>; Ricketts, Sam (GOV) <Sam.Ricketts@gov.wa.gov>
Subject: Follow up email on Paris letter

Hi guys,

Thanks so much for all your leadership and hustle on getting the Paris letter out earlier this week. It definitely would not have happened without you both.

I have been thinking about the Governor's Climate Alliance thing, and talking with Rick and Hewlett. My sense (I think you guys have already been here for a while... what can I say, I'm slow) is that it doesn't work as configured in their proposal, but that we do have a need for more capacity than we have at present--it can't always be us staff running around trying to corral each other for sign on, and that we could also use some help both with horizon-scanning for potential challenges and thinking more strategically about how to broadcast our collective voices internationally.

I drafted an email which I am going to send around to the email chain from the Paris letter to this effect, to see if we can get a call set up next week to discuss whether and how we might all collaborate either through existing or new mechanisms on these issues. See below and let me know what you think. I'm sensitive to not wanting to be the 800 pound Californian gorilla, but I do think based on the Paris letter experience that we could use a little more help, and it doesn't make sense for any one of our states to necessarily be the main driver, although we all have to have a stake in it.

As always, I'd be grateful for your frank feedback and am glad to be working side by side on the good fight. :)

Happy Friday,
Aimee

Dear all,

I am grateful for and proud of our Governors' statement on the need for continued US participation in the Paris Agreement earlier this week, and for the leadership of everyone on this email chain for making it happen. No doubt there will be many more occasions in the coming months and years that will benefit from our Governors' strong voices on climate change.

This is not an issue of partisanship, but of principles. As our letter clearly stated, climate change is an existential threat to our states, our economies, and the health and prosperity of our citizens. In California, we would be keen to explore with you all the idea of continued, targeted coordination to speak with one positive and proactive voice on climate concerns.

My sense is that there are three areas we might initially consider:

- 1) Coordination directly amongst and between our Governors' offices, and communications support to project our Governors' voices nationally and internationally on climate change, specifically to make clear that we intend to continue US leadership on climate action and that we continue to stand with others across the country and around the world that seek to do the same;
- 2) Analytical support for our Governors' offices to understand what the collective impact of our states' clean energy and climate change efforts amount to, whether and how this can stopgap flagging national ambition, esp. in regards to the US Nationally Determined Contribution to the Paris Accord, and the ability to communicate around that effectively in a way that prevents the disintegration of international climate cooperation; and
- 3) Expert guidance and support for our Governors to engage in international climate processes effectively (according to their level of interest), both to keep the US on target through subnational action to meet our global goals and to ensure that the "architecture" of the Paris Agreement remains intact.

I believe that some of the excellent support we have from existing efforts can help to support these needs, but that additional capacity may also be needed. This additional support could be provided through existing efforts, such as Georgetown, the Under2Coalition, etc., or through a new one. We are fortunate that at the moment there are many resources keen to be at our disposal to support us further, but in order to make best use of them, we need to tell them what we need. Many of us have already begun to discuss these needs with various experts and organizations, but I do not think this is a question any one state can or should answer for the others.

I would be keen to know whether you all would be interested in discussing how we organize and resource ourselves for the opportunities that will inevitably be presented to continue our strong subnational leadership on a low-carbon future together in the next few years.

If you all agree, I would propose that we organize a call amongst us all in the near future to discuss this question. I assume this email list represents essentially the set of key officials/experts in our respective Governors' offices on climate issues, but please flag anyone who may be missing. If you are not interested in participating please say so—no offense taken. And to be clear, California is happy to facilitate the initial conversations but we feel strongly that all Governors' offices should feel equal ownership if this is to succeed.

As we look to the potential announcement out of the White House next week on Paris withdrawal, and other efforts to dismantle federal US climate leadership, the leadership of our Governors at the state level is more relevant now than ever. Thanks all for your time and consideration, and I hope we are able to chart a path forward on climate collaboration together in the near future.

--Aimee

Service Center, which helps resettle refugees. The organization initially helped resettle Jewish refugees and now serves refugees from all walks of life. Washington is home to a

FOOTNOTE 11

From: Davis, Chris (GOV)
To: [Ricketts, Sam \(GOV\)](#)
Date: Jun 9, 2017 at 10:19 AM
Subject: RE: principles? 噫 噫
AttachmentList: 5

[Have to figure out why you're not seeing content....](#)

Greetings

On behalf of the co-chairs, I want to thank each of you and your governors for stepping up to join the Climate Alliance in the wake of the Administration's withdrawal from the Paris Accord. We'd like to convene the group for an initial call on Friday, June 9 to review what we've put in place and to get your input on next steps.

Tomorrow we'll forward a 1 page draft of principles and core commitments we're proposing define the mission of the Alliance. You'll see the vision leaves considerable room to develop specifics and we welcome the group's input over the coming weeks.

While highlighting and supporting the work of individual states, the Alliance will have a shared policy workplan and a concerted strategy for communicating to audiences in the US and to global partners working to advance the Paris goals.

Our aim is to build on the momentum we've created which means moving quickly and publicly to show progress. Our first discussion will focus on the Alliance principles, organizational next steps and short term work priorities. Please join us.

Agenda:

1. Climate Alliance – Vision
2. Principles - Feedback
3. Immediate Next Steps
4. Administrative & Technical Support

Please let me know if someone else on your team needs to be added to the list.

CHRIS DAVIS

Senior Advisor – Energy and Carbon Markets| Office of Governor Jay Inslee

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From: Ricketts, Sam (GOV)
Sent: Friday, June 09, 2017 7:14 AM
To: Davis, Chris (GOV) <chris.davis@gov.wa.gov>
Subject: RE: principles?

This looks good. Holler if you can in the am before the call, tho. Want to catch you up on my latest conversations re support and workplan, and a bit of my own thinking on the latter subject.

From: Davis, Chris (GOV)
Sent: Thursday, June 08, 2017 9:10 PM
To: Ricketts, Sam (GOV)
Subject: Re: principles?

S*** did you not get the call invite I'll send it to you noon your time

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----
From: "Ricketts, Sam (GOV)" <Sam.Ricketts@gov.wa.gov>
Date: 6/8/17 5:39 PM (GMT-08:00)
To: "Davis, Chris (GOV)" <chris.davis@gov.wa.gov>
Subject: Re: principles?

What time is call tmrw?

On Jun 8, 2017, at 7:13 PM, Davis, Chris (GOV) <chris.davis@gov.wa.gov> wrote:

Thoughts?

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[!\[\]\(486bed401f4fb097f8b045650d678c18_img.jpg\)](#)[!\[\]\(541c0f610a151f6ef3d165b87c883d20_img.jpg\)](#)[!\[\]\(92735d1a53983c78db826d3cff7eeb1c_img.jpg\)](#)[!\[\]\(940b44023311a61d36cca056d99ca488_img.jpg\)](#)

From: Alexander Cochran [<mailto:Alexander.Cochran@exec.ny.gov>]
Sent: Thursday, June 08, 2017 4:10 PM
To: Davis, Chris (GOV) <chris.davis@gov.wa.gov>

Subject: Re: principles?

See below. Basic thought is I think we are trying to make this more complicated and maybe it's because we have internal affairs folks part of this leadership. We have a joint alliance that says we have to hit Paris goals. What have we all stated individually that helps us hit it. Each state has that already. We have the international agreement that is the target so then why not focus on hitting the four corners of Paris. What other international stuff do we really need to do. We have Paris as the framework. I'm sure I'm missing something here but Paris is alive for several years. We attend Bonn or others going forth from the sidelines and state our progress.

My thoughts below as I think we keep it simple as u did with your principles to attract states.

See edits below.

ALEXANDER

Alexander Cochran, Special Counsel to the Governor
202.434.7100

From: Davis, Chris (GOV)
Sent: Thursday, June 8, 2017 5:58 PM
To: Alexander Cochran
Subject: FW: principles?

You good with this for tomorrow?

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From: Davis, Chris (GOV)
Sent: Wednesday, June 07, 2017 1:09 PM
To: 'Alexander Cochran' <Alexander.Cochran@exec.ny.gov>
Subject: RE: principles?

Standing by.....Meanwhile Alexander: Below is the agenda I'm proposing for the call. The Red won't go out to the member states; but is rather a proposal for us to divide up labor on the topics. Let me know what you

think, stuff missing, etc. Happy to move parts around, add, etc.

Would be good for us to get clear on any critical decisions or outcomes we need to get from the call

Agenda:

1. Climate Alliance – Vision (Chris)
 - Intends to be visible and substantive
 - Policy agenda – TBD
 - Strong, organized communications (announcements, progress, drumbeat)
 - Visible, proactive in international setting

2. Principles - Feedback (Alexander)
 - Paris performance is central. We have kept this broad to bring as many to the table and let each state find the best why for them to hit Paris
 - External document (what would this be?)
 - Other sign on obligations? (what would this be, as we don't need to sign any other group's pronouncements, right?)

3. Immediate Next Steps (Aimee)
 - Recruitment help
 - High level staff convene on workplan (NY: we think the only work plan at this point is to ensure every state has a plan to meet Paris, nothing more...we don't want to scare states off that this is something more at this point)
 - Gov's convene
 - Bonn intention announcement--long way off
 - Communications opportunities? (aggregate what the combined states are doing or have pledged to do)

4. Administrative & Technical Support (Aimee?)
 - Intent to start thinking about a secretariat to assist in herd cats, no time period as I'm not sure we are there yet. We need to get everyone good on broad nature. Aimee asked that I meet with a person. And how we pay for it is issue. But we put on the table. (NY is concerned that we don't create more problems, if helpful yes but are we really trying to create another big group? We all know what we need to do. Hit the

targets.

- Technical content needs and offers

On this last point, we all have our targets and what each of us need to do is make sure we are hitting them and what we need from each other to hit them. All this international stuff and comms stuff doesn't matter unless we hit targets on the ground level. International is doing some press at these events overseas. Rah rah. We are not ever going to be signatory unless I'm missing something. It's an oppty for a comms platform but doesn't help us hit core mission unless there are bi national/state agreemts we can reach. But again that comes down to us also hitting our targets. Lobbying congress for tax incentives for renewable and other things that help our states get there.

Next communication?

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From: Alexander Cochran [<mailto:Alexander.Cochran@exec.ny.gov>]

Sent: Wednesday, June 07, 2017 1:00 PM

To: Davis, Chris (GOV) <chris.davis@gov.wa.gov>

Subject: Re: principles?

Stand by Kate has a few edits I think. Just got off phone with her.

ALEXANDER

Alexander Cochran, Special Counsel to the Governor
202.434.7100

From: Davis, Chris (GOV)

Sent: Wednesday, June 7, 2017 3:57 PM

To: Alexander Cochran

Subject: principles?

OK? I'm about to send Friday invite.

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ients/cn=EVSystemMB0025b44

Client=MSEExchangeRPC0.0.0.01.docMicrosoft.Exchange.RpcClientAccess.Servicerinciples_finaldraft2

WAXMXOLYCAS02

FOOTNOTE 12

From: [Dan Carol](#)
To: [Aimee Barnes](#), michelle.marchello@exec.ny.gov, [John O'Leary](#), [Davis, Chris \(GOV\)](#), [Schuler, Reed \(GOV\)](#)
CC: [Jamie Callahan](#), [Alexander Cochran](#)
Date: Oct 3, 2017 at 12:30 PM
Subject: draft agenda, presentation slides and budget worksheet 響循□□□□ / 釜罇罇
AttachmentList: 3

Draft and Deliberative

Here is a cut at an agenda for October 16 as promised on the call today

Plus a set of vision/story-telling slides for what I personally think USCA needs to become – big and durable

Plus a budget discussion worksheet to get us thinking about how to frame this for funders for what it needs to be to achieve our goals – a bellwether for a serious shift to state-led deployment. Before you gasp, please note that foundations are currently spending over \$1 billion a year on climate work. But if we add up the number of groups in the deployment business, that number is probably about \$50 million.

Next step: maybe John O'Leary can make this better as he always does!

Disclaimer

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FOOTNOTES 13-15, 42-43, 45-46

Climate & Energy Outcomes for 2017-2021

US Climate Alliance

A Time for Transition & Deployment

- There are a number of new and existing efforts to respond to the Paris Pullback, the Trump rollbacks and most of all, to identify the fastest way to accelerate low-carbon deployment.
- As an anchor partner for many of these efforts, USCA states are looking to map out the best way to realize more outcomes with fewer meetings.
- These overview slides represent our best assessment of what can be done, across multiple activities, and with the right level of transitional funding from climate-focused funders.

Deployment @ Scale

- We are moving from a 30-year era of *advocacy* to a 30-year era of *critical deployment* with an eye towards 2050.
- We need a commensurate shift in funding to meet this challenge beginning in 2018 and ramping up from there.
- The bottom line: a 5-10% shift of annual NGO funding for environmental advocacy towards needed deployment scale by both USCA states and effective partner groups.

USCA Outcomes

- Maintain US global leadership standing through multi-state alliance work.
- Bolster critical clean economy businesses and business voices in the US by preserving proven, market-driving policies (carbon pricing etc).
- Counter regressive policies from Washington DC through effective strategies that link states.

USCA Programmatic Overview

USCA currently partners with sub-nationals in the U.S. and abroad in 2 major ways: (1) domestic deployment and (2) international engagement.

- Domestic Deployment

- USCA member states work with various “loud and proud” climate groups such as the *America’s Pledge*, the *Pacific Coast Collaborative* and *US Conference of Mayors* to show how innovative work on clean energy and meeting the Paris climate goals is in fact a driver of job creation and economic competitiveness and make clear to the public that this better/cleaner alternative is accurately portrayed in the news.
- USCA member states also quietly engage with *emerging* clean energy states on a bi-partisan basis through individual state partnerships on key topics (eg, transmission and resilient infrastructure financing) and through efforts like the *Governors’ New Energy Accord*, *NASEO* and *ECOS*. These efforts are critical for expanding USCA state participation beyond 15 states and to build supportive long-term policy platforms for multi-billion dollar clean economy markets in the US.

USCA Programmatic Overview (2)

- International Engagement
 - USCA states are working across real and virtual borders to link together climate friendly jurisdictions in North America and beyond.
 - In Bonn in November 2017, USCA states will XXXX.
 - In September 2018, California will host a major global climate summit focused on non-state actors to show post-Paris progress and measure the challenges ahead to meet mid-term 2030 targets. At this event, USCA states will do stuff TBD.
 - By 2020, the USCA will XXX.

Five Initial Workstreams

USCA states have identified five major initial work streams for acceleration:

- *Market Linkages*
- *Financing Resilience*
- *HFCs and Health*
- *Advanced Transportation*
- *Workforce*

What Sub-Nationals & States Need Most: Proven Deployment Expertise

- Both non-U.S. sub-nationals, climate-friendly states in the U.S. and potential U.S. “expansion states” (eg, MI, MT, AL, LA) need technical assistance and deployment expertise but lack the budget capacity to get moving on this work.
- A small handful of technical assistance groups and states do this work well; we need to scale and connect these work streams with willing states.
- U.S. states that are led by GOP Governors want technical assistance from “brands” and experts they prefer, suggesting the need for a neutral *technical assistance consortium*.

The Deployment Consortium

Key Activities:

- Support USCA workgroups (eg, linkage)
- Support key emerging states drive critical outcomes (eg, North Carolina and coastal resiliency reforms)
- Support recruitment of new USCA states through technical capacity (eg, Alaska and community adaptation)

Key Partners:

- NASEO, ECOS, NGA, Governors' New Energy Accord, WCI, RMI, ICF, Georgetown Climate Center, Rhodium Group. Full list to be discussed.
- State capacity contributions from major states (CA, NY)

Budget Overview

Full budget available upon request.

- **2017 Ramp up:**
 - \$2.5 million builds initial efficiencies in communications and administration/secretariat and supports wave 1 of climate finance workgroup pilots
 - International: XXXX
 - Remaining USCA develop 2018-2020 budget requests
- **2018**
 - \$15 million ramps up work (\$10 million passed through to consortium partners)
 - Matching state commitments from NY. CA?
 - 2018 Summit
- **2019**
 - \$30 million as we engage new governors, share deployment learnings and drive a new national priorities debate (\$25 passed through to consortium partners)
- **2020-2021**
 - \$50 million to drive state leadership activity in a critical year and develop new federalism funding models to leverage investments in mid-term targets and carbon pricing moving forward.

Next Steps

- Discuss funders and targets
- Review and revise final budget after October 16 USCA staff meeting
- Seek partner input on consortium
- Complete consortium MOU
- Hold funders' briefings after Bonn in early December

2020 Budget Worksheet	Current Org Annual Budget	2017
A: Communication and Administrative Capacities		
B: Technical Assistance-Deployment Consortium		
C: Major International Projects		
D: Major Domestic Initiatives		
A: Communication and Administrative Capacities		
US Climate Alliance: Secretariat		
B: Technical Assistance-Deployment Consortium		
Need to discuss, partial list	Plus ups and pass throughs	
NASEO (State Energy officials)*	\$2.5 million	1
National Council on Science and Environment*	1	1
WRI		
AEE		
BPC		
ECOS		
EnerNoc		
Governors Wind Energy Coalition*		
RMI		
Georgetown Climate Center		
Center for New Energy Economy (Ritter)		
ZEV Alliance		
Center for Clean Economy (Perciapepe)		
CERES		
Business Council for Sustainable Energy		
TNC		
American Lung Association		
Budget by workgroup		
Financing Resiliency		
Linkages		
Etc		
Etc		

C: Major International Projects		
UN Engagement Budget		
Climate Data Partnership		
D: Major Domestic Initiatives		
Deployment Initiative TBD		
Deployment Initiative TBD		
TOTAL		25
LESS		
<i>State capacity contributions (CalEPA, NYSEDA etc)</i>		
<u>Products/Outcomes:</u>		
Our big budget should call out both the expected outcomes, including how foundation funding gets leveraged		
• <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Χορηγιασμοσ/Μεσσηγε		
• <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Δεπλομηεντ ουτχομεσ		
• <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Δεπλομηεντ πλαψβοοκοσ		
<u>Funders (need to discuss and rank preference):</u>		
Gates		
Macarthur		
Rockefeller (not Rock Bros)		
Nathan Cummings		
Bloomberg		
Ford		
Kresge		
Hewlett		

				15
				15
50	75	100		

FOOTNOTE 16

* Our PCC Governors (1 or 2 or all 3) + select other Governors, senior White House officials, Tom Steyer, Bloomberg, Paulson and a couple of other major environmental donors, plus Bill Ross/Jay Manning of our PCC consultant team

* Facilitated discussion would more or less follow the key agenda points from our December PCC/White House meeting, with people ready with answers to questions laying out what they want to happen and what they are prepared to do.

* The Ask To Funders at that Meeting: Support right now the hiring of a "grown-up" in each state, trusted and recommended by each engaged Governor who is capable and committed to developing and managing an integrated and multi-issue climate outcomes campaign through Paris 2015.

The network of state leads we would propose would each be independent of any specific in-state or national NGO, yet would work closely with these NGOs and other experts to develop a national "state strategy" that makes sure we are using existing capacity wisely, and making new investments intelligently.

This initial investment to create a smarter "steering structure" would be low, but by approximately June a second meeting could happen to review a larger campaign plan after extensive consultation with the community.

White House invites.

From: Ted White [mailto:TWhite@fahrllc.com]

Sent: Tuesday, January 07, 2014 11:56 AM

To: CAROL Dan * GOV

Cc: Andrea Carlson; Tina Nabong

Subject: Re: greetings

Hi Dan, that's a good question.

Tom's office (Fahr LLC) is currently determining which of the affiliated groups that we founded and fund (such as Next Gen Climate Action, or Next Generation, or AEE) will be taking the lead for us on this (or it could be a combination). We have retained Cathy Zoi to help us make that assessment and determination. Next week we have a meeting about this and will likely have made that decision. I am the best point person in the meantime.

I will get this information to Tom's scheduling team (at Fahr) so we can try to block time for him.

Thanks, Ted

Ted White
Managing Partner

O: 415-757-6600
twhite@fahrllc.com

Twitter: @TedWhiteMWF

Note: Incoming emails are screened by my assistant

From: CAROL Dan * GOV <dan.carol@state.or.us>

Date: Tuesday, January 7, 2014 8:11 AM

To: Ted White <twhite@fahrllc.com>

Subject: greetings

From: Schuler, Reed (GOV) [?] [?] 缸驹 [?] [?] 綽S輪襪R密
To: [Aimee Barnes](#), [Davis, Chris \(GOV\)](#), [Alexander Cochran](#), [Jamie Callahan](#), [Kleysteuber, Alexa@EPA \(Alexa.Kleysteuber@calepa.ca.gov\)](#), [Ricketts, Sam \(GOV\)](#) 隸隸錫日祀 [?] 盜示西沽景p
Date: Aug 28, 2017 at 1:29 PM
Subject: RE: State capacity / Hewlett [?] 魁 [?] 猷
Attachment(s): 4

FOOTNOTES 17, 23

I absolutely agree we shouldn't tell states who they can hire (though some might appreciate help with a pipeline of qualified candidates, per your note).

Re: on what issues the candidates would work, there's certainly an option in which we just help them hire whoever they want to do whatever they want on climate. There's also the possibility of us helping to facilitate a capacity building project focused on some particular area of climate policy – in which states interested in that specific area apply to the program after we have set it up with Hewlett. See, e.g., Rockefeller Chief Resilience Officers, in which cities apply to Rockefeller to hire someone to develop resilience strategies. We wouldn't be strong-arming anyone into hiring someone – just helping to make available resources to support USCA-relevant work.

In our next conversation with Hewlett, let's definitely talk with them specifically about their capacity for this – will be good to know if we have to wait until the next funding cycle.

From: Aimee Barnes [mailto:Aimee.Barnes@GOV.CA.GOV]
Sent: Monday, August 28, 2017 10:25 AM
To: Schuler, Reed (GOV) <reed.schuler@gov.wa.gov>; Davis, Chris (GOV) <chris.davis@gov.wa.gov>; Alexander Cochran <Alexander.Cochran@exec.ny.gov>; Jamie Callahan <Jamie.Callahan@GOV.CA.GOV>; Kleysteuber, Alexa@EPA (Alexa.Kleysteuber@calepa.ca.gov) <Alexa.Kleysteuber@calepa.ca.gov>; Ricketts, Sam (GOV) <Sam.Ricketts@gov.wa.gov>
Subject: Re: State capacity / Hewlett

I don't see how we can tell states who they should hire or on what issues. I agree we can and should have a clearer arrangement on 1) receiving interest from potential secondees/DC refugees; 2) gauging interest from states on their desire for support; and 3) Hewlett's actual capacity/ability to continue funding state secondees (we might actually do this part first since I heard from Erin last week that their budget is nearly tapped).

From: Schuler, Reed (GOV) <reed.schuler@gov.wa.gov>
Sent: Monday, August 28, 2017 10:11 AM
To: Aimee Barnes; Davis, Chris (GOV); Alexander Cochran; Jamie Callahan; Kleysteuber, Alexa@EPA (Alexa.Kleysteuber@calepa.ca.gov); Ricketts, Sam (GOV)
Subject: RE: State capacity / Hewlett

My preference for this project would be doing it in a more deliberative and structured way. We could identify some key areas of work to help take forward, and also look for capacity barriers, and then figure out how to support the right states to do the right work. I think that will be more useful to USCA, and also more useful to states, than doing it in an ad hoc way where we put individuals in touch with states and go back and forth to Hewlett with individual candidates. Views?

From: Aimee Barnes [mailto:Aimee.Barnes@GOV.CA.GOV]
Sent: Sunday, August 20, 2017 10:03 AM
To: Davis, Chris (GOV) <chris.davis@gov.wa.gov>; Alexander Cochran <Alexander.Cochran@exec.ny.gov>; Schuler, Reed (GOV) <reed.schuler@gov.wa.gov>; Jamie Callahan <Jamie.Callahan@GOV.CA.GOV>; Kleysteuber, Alexa@EPA (Alexa.Kleysteuber@calepa.ca.gov) <Alexa.Kleysteuber@calepa.ca.gov>; Ricketts, Sam (GOV) <Sam.Ricketts@gov.wa.gov>
Subject: Re: State capacity / Hewlett

Keith and I talked about this as well. I was going to make an intro to the folks in VA for him.

Keith and I talked about this as well. I was going to make an intro to the folks in VA for him.

From: Davis, Chris (GOV) <chris.davis@gov.wa.gov>
Sent: Sunday, August 20, 2017 8:57 AM
To: Alexander Cochran; Schuler, Reed (GOV); Aimee Barnes; Jamie Callahan; Kleysteuber, Alexa@EPA (Alexa.Kleysteuber@calepa.ca.gov); Ricketts, Sam (GOV)
Subject: RE: State capacity / Hewlett

This would be a great value add to offer the group --- we should totally prioritize this.

CHRIS DAVIS

Senior Advisor – Energy and Carbon Markets| Office of Governor Jay Inslee

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From: Alexander Cochran [<mailto:Alexander.Cochran@exec.ny.gov>]
Sent: Saturday, August 19, 2017 4:54 AM
To: Schuler, Reed (GOV) <reed.schuler@gov.wa.gov>; Aimee Barnes <Aimee.Barnes@gov.ca.gov>; Jamie Callahan <Jamie.Callahan@GOV.CA.GOV>; Kleysteuber, Alexa@EPA (Alexa.Kleysteuber@calepa.ca.gov) <Alexa.Kleysteuber@calepa.ca.gov>; Davis, Chris (GOV) <chris.davis@gov.wa.gov>; Ricketts, Sam (GOV) <Sam.Ricketts@gov.wa.gov>
Subject: Re: State capacity / Hewlett

Just seeing this. Looking forward to discussing it.

Sent from my BlackBerry 10 smartphone.

From: Schuler, Reed (GOV)

Sent: Friday, August 18, 2017 3:53 PM

To: Aimee Barnes; Jamie Callahan; Kleysteuber, Alexa@EPA (Alexa.Kleysteuber@calepa.ca.gov); Alexander Cochran; Davis, Chris (GOV); Ricketts, Sam (GOV)
Subject: State capacity / Hewlett

Hi all,

Alexander mentioned on one of our calls yesterday that one of his interests is in building the capacity of some of the states in USCA. Keith Benes, who some of you have been in contact with, told me earlier this week Jonathan is potentially still interested in funding additional people directly to work for governors. We will obviously have a range of funding priorities to consider, but let's keep an eye open for the possibility that we will identify promising areas of work that would require additional staffing on the state side (and can't be run from the secretariat). In this case, we could conceivably shepherd a process to help a few interested states pick up a staffer for some period of time – potentially a nice carrot for them and a success story for the alliance if they can something meaningful and new. Happy to discuss further.

Reed

From: Schuler, Reed (GOV)F179FB12BF781
To: [Jesse Young](#), [Strait, Elan](#)
Date: Oct 3, 2017 at 6:24 PM
Subject: RE: ReportersFF60102

You mean this is my opportunity to resume shaping the U.S. position on these negotiations issues.

Particularly stuff I was very deep into before, like L&D.

He'd be good at bringing those questions back to the big themes that he can talk about knowledgeably.

From: Jesse Young [mailto:Jesse.Young@Oxfam.org]
Sent: Tuesday, October 3, 2017 3:22 PM
To: Schuler, Reed (GOV) <reed.schuler@gov.wa.gov>; Strait, Elan <Elan.Strait@wwfus.org>
Subject: Re: Reporters

I think it's probably a good idea. Chris Mooney and Amy Harder are generally pretty sharp, as is Valerie. Don't know Lee Hotz or Emily Holden well.

I think your boss would need to be prepared not to freelance on tougher questions outside his ambit – i.e. the mechanics of the negotiations, finance stuff, loss & damage, etc. I doubt these reporters would ask about those, but I do worry that – given the total non-presence of high-visibility U.S. administration officials at the COP - subnational leaders will sometimes serve as stand-ins (in those roles) for reporters at the COP, and the tough questioning that usually follows.

From: "Schuler, Reed (GOV)" <reed.schuler@gov.wa.gov>
Date: Tuesday, October 3, 2017 at 6:15 PM
To: Jesse Young <Jesse.Young@Oxfam.org>, "Strait, Elan" <Elan.Strait@wwfus.org>
Subject: Reporters

These are the Bonn attendees, according to Jeff Nesbitt – do you guys have thoughts on the utility of Gov. Inslee talking to any of these folks in particular? I'm not really familiar with them besides Lisa Friedman.

- Lisa Friedman and Brad Plumer, The New York Times
- Jonathan Watts and Fiona Harvey, The Guardian
- Chris Mooney, The Washington Post

- Emily Holden, Politico
- Jen Dlouhy, Bloomberg
- Amy Harder, Axios
- Valerie Volcovici, Reuters
- Lee Hotz, The Wall Street Journal

FOOTNOTE 19

From: Davis, Chris (GOV)
To: [Bill Ross](#) • [数畚散栗灑弓孺襖籐蘭襖苧鞣\(至\)あ埤纂姦人崙祉](#)
Date: Jan 30, 2017 at 3:33 PM
Subject: RE: Spoke to CA And Jamie...nd,
AttachmentList: 4

Cluster.....it's really frustrating.

I'm around all afternoon to debrief you on what Jamie said. In short, they've been pitched by some collection of former Obama staffers and the UN Foundation on essentially the same concept and their appetite to be at the center of this seems to have shifted. Yet she wasn't able to share much detail because Either she wants to hold close or she doesn't know.

Let me know when we can talk this afternoon; let's try to get Jay; I'll try to get Keith.

Tomorrow I'm free most of the AM (early is better) and head to San Diego for work in the afternoon.

C

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From: Bill Ross [<mailto:bross@rossstrategic.com>]
Sent: Monday, January 30, 2017 12:31 PM
To: Davis, Chris (GOV) <chris.davis@gov.wa.gov>
Subject: RE: Spoke to CA And Jamie...

I forgot my phone at home and am not at work so can't talk right now. We have been doing a lot of work and are about to show you what we are thinking. Can you highlight what they are thinking? And what is your schedule later this afternoon to discuss with me? As well we were going to try to set up a call among all of us and you tomorrow-what does your schedule look like then so we can all get on the same (sad?) page.

Thanks!

From: Davis, Chris (GOV) [<mailto:chris.davis@gov.wa.gov>]
Sent: Monday, January 30, 2017 12:27 PM

To: Bill Ross <bross@rossstrategic.com>

Subject: Spoke to CA And Jamie...

....we should talk. Sounds like you guys should stop work on the gameplan. CA is going in a different direction

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FOOTNOTES 24-26

From: Davis, Chris (GOV)
To: [Schuler, Reed \(GOV\)](#) 蕪鋤獮愜据鑣滅硇灭慘摩ㄣ
Date: Aug 22, 2017 at 2:15 PM
Subject: RE: Can we move Tuesday standing call to Wednesday? Á
AttachmentList: 4

jesus

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From: Schuler, Reed (GOV)
Sent: Tuesday, August 22, 2017 7:13 PM
To: Aimee Barnes <Aimee.Barnes@GOV.CA.GOV>; 'Alexander Cochran' <Alexander.Cochran@exec.ny.gov>; Davis, Chris (GOV) <chris.davis@gov.wa.gov>
Cc: Raul Hernandez <Raul.Hernandez@GOV.CA.GOV>
Subject: RE: Can we move Tuesday standing call to Wednesday?

Just asked Julie and Kevin for references. Kevin provided:

Reference	Contact Info	Relationship
Brian Deese, former Senior Policy Advisor to President Obama	bdeese@gmail.com ;	I worked under Brian at the White House
Paul Bodnar, former Senior Director at the National Security Council	bodnarius@gmail.com ; (202)297-4026	I worked with Paul at the National Security Council
Nancy Young, Vice President for Environment, Airlines for America	nyoung@airlines.org ; (202)626-4207	I worked for Nancy Young while at Airlines for America and continue to work with her on aviation environmental issues.

Kevin asked that he give a heads-up to anyone we're going to call. I told him to give Brian and Paul a heads-up – if people want to talk to Nancy, too, let him or me know (I figured the couple more recent/relevant ones would be enough). Aimee, as we discussed, I'm still going to find out what Rick Duke thinks, and you should feel free

to talk to Melanie Nakagawa, Elan, Jonathan, Todd about Kevin. Julie will be a slightly less known quantity to those folks because she wasn't on the negotiations team.

How do you guys want to do references? Coordinating group calls may be hard – but we also probably don't want to call these people repeatedly. I might suggest divide and conquer and report back on a group call in which we also hear from Aimee what intel she's gathered so far.

Reed

From: Aimee Barnes [<mailto:Aimee.Barnes@GOV.CA.GOV>]
Sent: Tuesday, August 22, 2017 9:57 AM
To: 'Alexander Cochran' <Alexander.Cochran@exec.ny.gov>; Davis, Chris (GOV) <chris.davis@gov.wa.gov>; Schuler, Reed (GOV) <reed.schuler@gov.wa.gov>
Cc: Raul Hernandez <Raul.Hernandez@GOV.CA.GOV>
Subject: RE: Can we move Tuesday standing call to Wednesday?

We are in all-day meetings on America's Pledge on Wednesday, and then I'm out camping somewhere with no cell phone reception for the rest of the week. Looping in Raul to see if there's another time today that works for folks. My calendar is actually pretty open as we had an all-day planning session that got cancelled last minute.

On the final selection process, I would be interested in interviewing Deb, although would want to run traps with VT first since they're a current member and she used to work there. I understand that we've all interviewed a lot of people (yes, including me, although for some reason I seem to have acquired a reputation as an interview slacker) and that at this point it's frustrating to add another one to the mix. That said I am not terribly thrilled by either of our last-standing candidates and I don't think that the number of hours spent interviewing people equates to a rigorous hiring process. If we had had an open, competitive process to hire here, I would feel more comfortable about the idea that we've all actually talked to the best and brightest that are interested in this position. Instead we've run a process that favored speed over exhaustiveness. I'm fine with that but either way it's certainly been an idiosyncratic one, and I don't think it would be out of form (since we have no form) to add a last minute person who seems incredibly well qualified for consideration. If we talk to her and don't like her, it's an hour of our lives we can never get back, but that will be neither a first nor a last for most of us.

I have some feedback from people who have worked with both Julie and Kevin, but would prefer to share by phone if we can. Also, could someone please send me the reference lists for each of them? I just checked their CVs and they aren't included so I'm not sure who y'all are reaching out to but I'd like to speak to them too.

Lastly, I talked to Erin from Hewlett yesterday and gave her a quick update on the Alliance. I think we are going to need to avoid a situation where they parse out \$ for each individual hire/piece of work for the Alliance. We could either develop a funding proposal on our own before we hire the ED, or ask them to do that as task #1.

Thanks,
Aimee

From: Alexander Cochran [<mailto:Alexander.Cochran@exec.ny.gov>]
Sent: Monday, August 21, 2017 1:03 PM
To: Davis, Chris (GOV); Aimee Barnes; Schuler, Reed (GOV)
Subject: Can we move Tuesday standing call to Wednesday?

ýTues conflicts with my coaching kids soccer so I'm gonna be a no show as I'm the coach. Yes, I get to yell at 16 teenagers for 90 mins twice a week!

Sent from my BlackBerry 10 smartphone.

From: Alexander Cochran
Sent: Monday, August 21, 2017 3:22 PM
To: Davis, Chris (GOV); Aimee Barnes; Schuler, Reed (GOV)
Subject: Re: Follow up. Next steps

Already started over the weekend. I got a stellar reference from Kevin's colleague at WH who happens to be a former Cuomo guy. The beauty of 3 people is there is always the ability to vote and get it done. We will need to all put the big girl/boy pants on and do that this week. I work with people I don't love (besides y'all) everyday. It won't be the end of the world if I don't get my favorite. But we do need to decide

We got two people left, but go ahead and interview. I also have another interview tomorrow that Richard Kauffman sent me late.

My suggestion is for each to talk to Kevin and Julie again if need to and have lingering questions. Also if want to go for a package deal and Pershing would be cool with it (since he wants to give states money to hire I'm sure he would listen to a few people at the start), one of these might take the secondary role.

I'll get on Julie's ref too.

A

Sent from my BlackBerry 10 smartphone.

From: Davis, Chris (GOV)
Sent: Monday, August 21, 2017 1:00 PM
To: Alexander Cochran; Aimee Barnes; Schuler, Reed (GOV)
Subject: RE: Follow up. Next steps

Hey Alexander – thanks for the welcome – good to be back in the fold with you ---- I understand your point on Deb. It's unconventional but then little of this exercise has been conventional. I'm not keen to open back up either but as I said, I was hoping for a consensus figure to avoid doing a vote. I don't relish the Anthony Kennedy role.....

So let's leave that idea behind and get some reference input. I don't think it's practical for us all to get on the phone with refs. Like you, we've spent a lot of time doing interviews already and I'm conscious we're not putting this energy into NY planning. Or our shared agenda – which is where I'd like to be focusing. AP/WASI are moving much faster it seems into planning territory.

So let's request refs and make some calls this week to see if we get any further data. We should compel ourselves to a decision this week –

C

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From: Alexander Cochran [<mailto:Alexander.Cochran@exec.ny.gov>]
Sent: Friday, August 18, 2017 6:39 PM
To: Davis, Chris (GOV) <chris.davis@gov.wa.gov>; Aimee Barnes <Aimee.Barnes@GOV.CA.GOV>; Schuler, Reed (GOV) <reed.schuler@gov.wa.gov>
Subject: Follow up. Next steps

ýWelcome back Chris...good time to come back into the fold. Sorry if I was too direct as I had 4 mins to get a point across and I kinda dropped the mic?:). I meant to be a little more diplomatic but I didn't have time as I had to jump. ýI apologize...if too harsh.

Happy to check references or whatever yall decided. I don't think that will change much.

On interviewing an additional person, the Commish piece, leaves me a little frustrated as I just spent over three weeks and close to 24 hours on the phone and in person and now because we don't agree on a certain one, we have to talk to an additional person? If u want to talk to her go ahead. really think a former Commissioner is the wrong background for this role because a Commissioner has been a principal and they tend to want to be on the stage or share the stage. That would be my concern. That's why I think the types of folks we have all interviewed is the better track. Plus it is very unusual for a recruitment process to get to the final 3-4 and then go outside it in the end. (ok unless you're dick cheney running the vp process:). I think there could be a consensus with one of the two other candidates. I think one is off the table based on reed working with her and his strong feelings and I got similar vibe. Now I do think there is a compromise somewhere. Maybe a compromise would be Kevin. He was everyone's number 2. I befuddled that we can't just agree to that. He is outstanding and former NSC staff. His credentials are more than qualified.

now if we need to make everyone feel better because theyre upset they didn't get there number one, then we each reach out the Julie and Kim and see if they would be interested in being interviewed for program/policy people, although I'd want Kevin to interview and be ok with that and have a final say.

Starting or adding to process now is not the right direction. So if we can agree on Kevin and offer Julie and Kim a role (of course we have to talk to JP on funding) pending Kevin's input, I would hope we could agree to that.

For me I don't know any of these folks or have a dog in the fight as I didn't know these people ahead of time, so none of this is personal.

ýHope this helps.

Sent from my BlackBerry 10 smartphone.

From: Davis, Chris (GOV)

Sent: Friday, August 18, 2017 1:02 PM

To: Alexander Cochran; Aimee Barnes; Schuler, Reed (GOV)

Subject: FW: US Climate Alliance

Hey guys

Following up on calls today. Alexander – after you left I think we agreed that a consensus candidate would be preferable to a vote that overrules one parties' strong

feelings. We'll call refs on the 3 we have to determine what more we may learn. In addition, we proposed considering Deb's appeal (see attached). I know her and others do as well as you might? She brings some very different skills and background than our current crop. We're all reluctant to open up to more but pending your perspective, perhaps we set up one more convo to give ourselves an additional consensus option. If you're agreeable, Reed can set up a call with her next week.

C

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From: debmarkowitz [<mailto:debmarkowitz@gmail.com>]

Sent: Friday, August 11, 2017 5:48 AM

To: Ricketts, Sam (GOV) <Sam.Ricketts@gov.wa.gov>; Davis, Chris (GOV) <chris.davis@gov.wa.gov>

Subject: US Climate Alliance

Hi Sam and Chris,

Congratulations on your quick work responding to Trump's Paris Accord announcement by providing an opportunity for states to take leadership! We are very happy that our new Republican governor, Phil Scott, is continuing Vermont's climate leadership, both by rededicating Vermont to do our part to help the US meet our Paris obligation.

I am writing because I heard that you rare looking to hire someone to help manage the new coalition of state leaders. I have attached my resume. As a former state environmental agency head I could be helpful. Please let me know who is involved with the search! Thanks.

I hope you are both having a great summer.

Best,

Deb

Sent from my iPad

m <romain.crouzet@transitions-dd.com> " <romain.crouzet@transitions-dd.com> <romain.crouzet@transitions-dd.com>

FOOTNOTES 24-26b

From: Davis, Chris (GOV)MsgType"><VALU
To: [Schuler, Reed \(GOV\)](mailto:Reed.Schuler@gov.wa.gov)
Date: Jul 20, 2017 at 5:10 PM
Subject: Re: USCA secretariatØ

You should definitely weigh inJonathan's not paying you to be a wilting flower

;-)

Thanks for this. Good thoughts

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

From: "Schuler, Reed (GOV)" <reed.schuler@gov.wa.gov>
Date: 7/20/17 12:03 PM (GMT-08:00)
To: "Davis, Chris (GOV)" <chris.davis@gov.wa.gov>
Subject: RE: USCA secretariat

Ok. I won't weigh in very strongly because I'm new to this conversation, but FWIW I think Georgetown is better than UNF because:

- 1) Tuu6uuu 7th kk 6u7hey've got a lot of experience on this work – UNF doesn't – and I think being able to rapidly be effective is critical.
- 2) I'm not concerned about the branding issue for Georgetown. I think they could provide neutral-ish services and most people in the broader climate world don't know them particularly well.
- 3) I am concerned about the branding issue for UNF.

I will come to the DDP meeting tomorrow. Anything else I should know or prepare.

From: Davis, Chris (GOV)
Sent: Thursday, July 20, 2017 11:43 AM
To: Schuler, Reed (GOV) <reed.schuler@gov.wa.gov>
Subject: Re: USCA secretariat

We've spent enough time thinking about this. It's going to take some time to stand up so I'm hoping we pick a horse next week. CA doesn't like today's contestant.

I've got time tomorrow we can check in. Are you planning to join us for the DDP meeting tomorrow?

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

From: "Schuler, Reed (GOV)" <reed.schuler@gov.wa.gov>
Date: 7/20/17 11:33 AM (GMT-08:00)
To: "Davis, Chris (GOV)" <chris.davis@gov.wa.gov>
Subject: USCA secretariat

Have we set a timeline for decisionmaking? Do you want to chat about it briefly with me – maybe Frida - before we talk to the others?

Alexa and I are kicking the draft Govs @ COP23 doc around. Slightly different visions for it based on their first draft, I think (wasn't much of a pitch), but we'll get there.

Reed

FOOTNOTE 27

From: Davis, Chris (GOV)
To: [Louis Blumberg](#)
Date: Aug 22, 2017 at 1:04 PM
Subject: RE: Reed Schuler

Excellent - yes do send.

The garden is right down the street from our apartment!!

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-----Original Message-----

From: Louis Blumberg [<mailto:lblumberg@TNC.ORG>]
Sent: Tuesday, August 22, 2017 5:59 PM
To: Davis, Chris (GOV) <chris.davis@gov.wa.gov>
Subject: RE: Reed Schuler

Alas, no wife in Bonn. Good luck on the restaurant. I believe it was in my little guidebook so I'll check when I get home. Also, I'm not sure I shared our note and attachments on the passage of the CnT legislation, so just in case, I'm going to forward it to you. Some attachments to note are the Medium post by Dean Florez urging EJ folks to "Take the Win", my blog, and the letter of support from big ag!

Check out the Yves St. Laurent museum and garden, suitable for kids!

Louis

-----Original Message-----

From: Davis, Chris (GOV) [<mailto:chris.davis@gov.wa.gov>]
Sent: Tuesday, August 22, 2017 9:54 AM
To: Louis Blumberg <lblumberg@TNC.ORG>
Subject: RE: Reed Schuler

I've been thinking about that restaurant and cursing that I didn't note the name....!! - Will make it a good to sleuth it out.

Great that Aimee has you recruiting Alaska. How about Nevada? That's the big one though I know she's been working it.

Yep - I'll be in Bonn, Inshallah, so let's plan a beer hall reprise of our Marrakesh night out. Will your wife join you? Heather may come north depending on her school schedule. Would be great for the four of us to dine out together again.....

Good to hear from you

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-----Original Message-----

From: Louis Blumberg [<mailto:lblumberg@TNC.ORG>]
Sent: Tuesday, August 22, 2017 5:49 PM
To: Davis, Chris (GOV) <chris.davis@gov.wa.gov>

Subject: RE: Reed Schuler

Wonderful! Back in Morocco again! I hope everyone is settling in and getting ready for the adventure! Here, we are quite pleased with the CnT outcome notwithstanding the vocal opposition of some in the EJ constituency. Now, attention has turned to allocating the money in the Greenhouse Gas Fund for this year with legislative budget committee hearings in both chambers this week. I'm also working with WO on planning for the UN meeting in Bonn so I guess, and hope, I'll see you there. I'm also in dialogue with Mo and Cathy and offering advice on how to move climate policy in those states but the situation in both is "iffy" and seemingly quite unsettled, as you know much better than I. And finally, I'm working with Rand in Alaska and in consultation with Aimee Barnes to help recruit Alaska to the US Climate Alliance! Let me know if there are other actions you think TNC can and should take to support the Alliance and I'll jump on it!

Hope you can find the hotel/restaurant we enjoyed!

Best,

Louis

-----Original Message-----

From: Davis, Chris (GOV) [<mailto:chris.davis@gov.wa.gov>]

Sent: Tuesday, August 22, 2017 9:20 AM

To: Louis Blumberg <lblumberg@TNC.ORG>

Subject: RE: Reed Schuler

Hey

Yeah, he's our refugee from Kerry's office at State. Pershing at Hewlett is paying him to work in our shop for 12 months. Good help for me as I segue. Yes, he's helping on the Alliance among other things.

I'm landed in Marrakesh (jesus It's hot) and just getting set up this week. Taking a few days off but you know how it is. It's too hot to go out so I'm at my desk getting my work bearings.

How you doing?

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-----Original Message-----

From: Louis Blumberg [<mailto:lblumberg@TNC.ORG>]

Sent: Tuesday, August 22, 2017 5:17 PM

To: Davis, Chris (GOV) <chris.davis@gov.wa.gov>

Subject: Reed Schuler

Is on this ICLEI - sponsored Webinar on sub-national climate action. Good guy? New guy? Active on the Alliance? What's up with you?

Sent from my iPhone

FOOTNOTE 29

From: Davis, Chris (GOV)
To: [Jonathan Pershing](#)
Date: Sep 7, 2017 at 8:58 AM
Subject: Marrkesh contact
AttachmentList: 4

Hey Jonathan

I hope this finds you well. We're excited to have the Secretariat decision made for USCA and excited for Climate Week and the events we have lined up. Your support for the personnel and the report resources has been crucial. Many thanks. – Will you be in NY? I'll keep an eye out for you -

As you might recall, I relocated to Marrakesh in August. Next week I'll speak on Governor Inslee's behalf at the Climate Chance conference in Agadir. Aziz Mekouar will keynote the event and I'd much appreciate the chance to meet him and let him know I'm here and whether I might better connect with the Moroccan climate change community.

Following up on your invitation below – I wonder if you'd be willing to make an introduction? Might be easier for me to get on his radar –

Many thanks

Hope to see you in NY –

Chris

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-----Original Message-----

From: Jonathan Pershing [<mailto:JPershing@hewlett.org>]

Sent: Sunday, July 23, 2017 12:22 PM

To: Davis, Chris (GOV) <chris.davis@gov.wa.gov>

Subject: Re: Follow up

Chris -

Good to see you in RI. And very glad to be of some assistance; you guys have a big lift ahead.

I will send a separate set of notes - one to (Ms/Dr) Laurence Tubiana and the other to (Mr) Aziz Mekouar (the ambassador for climate from Morocco whom I mentioned). What are your expected dates to arrive in Marrakech? And do you anticipate passing through Paris en route to or from (which is where Laurence is based)

Also very glad to talk. Perhaps Wednesday afternoon? I am at a retreat all day Mon through Wed morning, but could call after that. I am copying Cristina Kinney on my side who can also help with arrangements.

All the best,

Jonathan

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FOOTNOTE 32

From: Ricketts, Sam (GOV)ov>, "Ullman,
To: [Schuler, Reed \(GOV\).outbound.pr](#)
Date: Jul 18, 2017 at 3:52 PM
Subject: RE: Welcome Reed Schuler! □身丙饫7械□

Welcome, Reed. Glad we've finally got you on board and I very much look forward to working with you. Lets chat sometime soon after you've settled.

-Sam

From: Schuler, Reed (GOV)
Sent: Tuesday, July 18, 2017 1:20 PM
To: Phillips, Keith (GOV)
Cc: GOV dist Executive Team; OFM dl Policy; Mattos, Liz (OFM)
Subject: Re: Welcome Reed Schuler!

Thanks to Keith and everyone else for the warm welcome. I'm very excited to be working with this team to support Governor Inslee. It's a crucial time for so much of the work you do and I couldn't be more pleased to doing it with you.

Today my son Nico is a month old, so please bear with me for a little while if you hear wailing in the background on phone calls.

Best,

Reed

On Jul 18, 2017, at 10:09 AM, Phillips, Keith (GOV) <Keith.Phillips@gov.wa.gov> wrote:

Good morning. I'm pleased to announce that Reed Schuler has joined the policy office this week, as the Governor's Senior Policy Advisor on Clean Energy and Trade. Reed comes to us from the office of the U.S. Secretary of State where he advised Secretary Kerry on climate, energy, health and technology policy. From 2013-2015, Reed served on the state department negotiation team that ultimately finalized the Paris Agreement on climate change. He led diplomatic outreach to dozens of nations in the interest of winning formal commitment to the Paris accord, resulting in the agreement entering fully into force months ahead of schedule.

Reed will work with others on our team to build up Washington's relations with other states and regions committed to action on climate, ocean acidification and clean energy. He'll work on our international bilateral agreements supporting efforts to develop business and technology opportunities, particularly in the clean energy sector. He will also engage

with the energy team at Commerce, the UTC and Ecology as we develop the Governor's clean energy priorities for the second term. Drawing on his extensive experience with federal climate policy, he will help identify opportunities for Washington and our partners states and cities in the US to make progress on emissions reductions as federal leadership evolves. Reed's position is being supported by the Hewlett Foundation and the World Resources Institute.

Please take a moment to welcome Reed to the team.

ed: from

From: Davis, Chris (GOV)
To: [Reed Schuler](#), [Phillips, Keith \(GOV\)](#) 媮媮乏Mǎ
Date: Apr 14, 2017 at 8:52 PM
Subject: RE: Next steps for process
AttachmentList: 4

I can talk with him Monday.....I'm pretty flexible. Set a time?

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From: Reed Schuler [mailto:reed.schuler@gmail.com]
Sent: Friday, April 14, 2017 3:39 PM
To: Phillips, Keith (GOV) <Keith.Phillips@gov.wa.gov>; Davis, Chris (GOV) <chris.davis@gov.wa.gov>
Subject: Next steps for process

Hope you guys are doing well. So Sam Adams, WRI's US Climate Program Director (and you guys may know him from his time as Mayor of Portland) is working with Hewlett to finalize this arrangement.

As a next step, he needs to talk to someone in your office to get a sense of the process of seconding external employees to the Governor's Office and hear directly that you're signing off on it. This won't be a conversation about the portfolio or substance of the work - just about process. So I don't know if it would make sense for that to be your GC or someone else.

Ideally, Sam would be able to have this conversation on Monday or Tuesday, and it should be a short conversation.

Thanks very much,

Reed

SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

FOOTNOTE 36

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on Form 990 or to provide any additional information.
 Attach to Form 990 or 990-EZ.
 Information about Schedule O (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

OMB No 1545-0047

2013

Open to Public Inspection

Name of the organization
THE CLIMATE GROUP INC

Employer identification number

43-2073566

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART III, LINE 4A, PROGRAM SERVICE ACCOMPLISHMENTS	
Form 990, Part VI, Sec A, Line 3, Delegation of management duties	THE ORGANIZATION IS A LICENSEE OF THE CLIMATE CHANGE ORGANIZATION, A NON-PROFIT ORGANIZATION INCORPORATED UNDER ENGLISH LAW. THE CLIMATE GROUP (TCG) HAS ENGAGED IN A MANAGEMENT AGREEMENT WITH THE CLIMATE CHANGE ORGANIZATION WHICH IS DESIGNED TO COVER A SHARE OF THE HEAD OFFICE COSTS INCURRED IN LONDON BY TCG INCLUDING COMMUNICATIONS, DEVELOPMENT, FUND-RAISING, POLICY AND ADMINISTRATIVE SUPPORT. TCG RELIES ON THE EXPERTISE OF THE CEO AND CFO OF THE CLIMATE CHANGE ORGANIZATION TO ENSURE TCG'S PROGRAMS CONFORM TO THE LICENSEE ORGANIZATION.
Form 990, Part VI, Sec B, Line 11b, Review of form 990 by governing body	TCG'S MANAGEMENT REVIEWED A DRAFT OF THE FORM 990 WITH THEIR INDEPENDENT PAID TAX-PREPARER, PRIOR TO FILING THE RETURN WITH THE IRS. THE COMPLETED 990 FORM WAS PROVIDED TO THE FULL BOARD PRIOR TO FILING WITH THE IRS.
Form 990, Part VI, Sec B, Line 12c, Conflict of interest policy	THE ORGANIZATION MAINTAINS A CONFLICT OF INTEREST POLICY TO WHICH THE BOARD COMPLIES BY SIGNING AN ANNUAL AFFIRMATION OF ADHERENCE TO THE POLICY. AT THIS TIME, MANAGEMENT IS UNAWARE OF ANY CONFLICTS THAT EXIST. THE ORGANIZATION STRICTLY PROHIBITS IN ENGAGING IN ANY ACTIVITY FINANCIAL OR OTHERWISE WHICH IS INCOMPATIBLE WITH HIS/HER DUTIES AT THE CLIMATE GROUP.
FORM 990, PART VI, LINE 15A, PROCESS TO ESTABLISH COMPENSATION OF EXECUTIVE DIRECTOR	THE EXECUTIVE DIRECTOR'S COMPENSATION IS APPROVED BY THE BOARD OF THE ORGANIZATION AS WELL AS THE MANAGEMENT OF THE ORGANIZATION'S LONDON AFFILIATE, THE CLIMATE CHANGE ORGANIZATION. WHEN DETERMINING COMPENSATION A REVIEW OF THE NON-PROFIT SALARIES OF SIMILAR ORGANIZATIONS IS CONDUCTED TO DETERMINE IF THE COMPENSATION IS REASONABLE. THE FORMAL APPROVAL OF COMPENSATION IS THEN DOCUMENTED IN THE BOARD MINUTES. NO REVIEW OF THE EXECUTIVE DIRECTOR'S COMPENSATION WAS COMPLETED FOR FY 14.
FORM 990, PART VI, LINE 15B, PROCESS OF DETERMINING COMPENSATION OF OTHER OFFICERS AND KEY EMPLOYEES	THE ORGANIZATION DOES NOT HAVE ANY OTHER OFFICERS OR KEY EMPLOYEES, THEREFORE, LINE 15B IS NOT APPLICABLE AND HAS BEEN INTENTIONALLY MARKED "NO."
Form 990, Part VI, Sec C, Line 19, Required documents available to the public	FINANCIAL STATEMENTS, GOVERNING DOCUMENTS, AND CONFLICT OF INTEREST POLICIES ARE NOT REQUIRED DISCLOSURES PURSUANT TO INTERNAL REVENUE CODE (IRC) SECTION 6104. THESE DOCUMENTS ARE NOT AVAILABLE TO THE PUBLIC AT THIS TIME.

From: Davis, Chris (GOV)
To: [Aimee BarnesScanMail for Micros](#)
Date: Jun 7, 2017 at 1:30 PM
Subject: FW: Congrats on launch of US Climate Alliance: How Can We Help?
AttachmentList: 4

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From: Samuel Adams [mailto:sam.adams@wri.org]
Sent: Wednesday, June 07, 2017 9:44 AM
To: Dan Carol <dan.carol@wdc.ca.gov>; Davis, Chris (GOV) <chris.davis@gov.wa.gov>; alexander.cachran@exec.ny.gov; justin.zanetti@exec.ny.gov; kylah.nyres@exec.ny.gov
Cc: Nicholas Bianco <Nicholas.Bianco@wri.org>; Kevin Kennedy <KKennedy@wri.org>; Libby Gladding <Libby.Gladding@wri.org>
Subject: Congrats on launch of US Climate Alliance: How Can We Help?

Hi Dan, Charles, Alexander and US Climate Alliance team.

To follow up on our recent phone calls. I want to thank you for your leadership and congratulate you on the successful launch of the “U.S. Climate Alliance” initiative. It is inspiring to see again the swift and sweeping domestic support for the Paris Agreement. Encouragingly, we are seeing early signs that this support is being echoed internationally. If we can sustain this momentum, then we have a real opportunity to mitigate the harm that would otherwise be done from President Trump’s ill-advised actions.

I realize that we are in the early days for the initiative but I want to offer our assistance with your effort based on member’s needs.

I know that most of states in the Alliance are leaders in climate action efforts, having worked diligently to advance practical climate solutions that deliver real benefits for citizens. Our staff have had the good fortune of working with many in the Alliance states over the years, as we have long sought to be a strong ally and partner to the states. This has included supporting the regional climate initiatives at varying stages through analysis and/or facilitation – including

RGGI, WCI, the Midwestern Accord, and North America 2050, among other projects. I hope that we will have an opportunity to build on these successful collaborations moving forward.

For those of you who we haven't had the pleasure to work with, [WRI](#) is an independent global think tank with a history of working on and leading and supporting initiatives with and analyses. This includes our development (and periodic [updating](#)) of a [roadmap for progress](#) using existing regulatory authorities, which largely was followed by the last administration. It also includes the launch and support of projects like the [NDC Partnership](#), a global initiative that brings together finance and environment ministers from more than 60 countries to help them achieve their national climate commitments and ensure technical and financial assistance is delivered as efficiently as possible.

We have a number of existing, about-to-start or under-development projects here in the U.S. that I would be happy to discuss with you at length. These projects aim to make the economic case for action and build diverse political support for change. As such, we think they can be helpful as you work to advance climate policies in your own states.

This includes our "*New Pathways for Progress*" project, which seeks to produce an independent assessment of the benefits that can accrue from well-designed climate and energy policies. This project has two parts. The first identifies specific actions that each entity can take to drive change, and will show how it all can add up to deliver significant emissions reductions at the national level. In the second part, we aim to complement this work with bottom-up analysis that demonstrates the GHG reductions, jobs, and other economic benefits that states, cities, and companies can realize by investing in specific investments in various clean energy technologies.

We could also complement this potential partnership the by integrating the work we will be doing that aims to equip cities and companies in your states to pursue and be able to implement ambitious climate actions. This includes our current work helping cities and [businesses](#) scale up their renewable purchasing efforts, helping large companies set [science-based emissions targets](#), and providing cities with more up to date emissions inventories, among other projects.

We look forward to discussing this with you all when you think the time is right.

Best,

Sam

Sam Adams

Director, WRI United States

World Resources Institute

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sam.adamsWRI

WRI is a global research organization that turns big ideas into action at the nexus of environment, economic opportunity and human well-being.

Brazil | China | Europe | India | Indonesia | Mexico | United States

From: [Taryn Akiyama](#)
CC: [Subaskar Sitsabeshan \(ssitsabeshan@theclimategroup.org\)](mailto:ssitsabeshan@theclimategroup.org)
Date: Sep 14, 2017 at 5:08 PM
Subject: Aligning the Under2 MOU Language with the Paris Agreement

Dear members of the Under2 Coalition,

In March 2017, we sent an email about a proposal to align the language of the Under2 Memorandum of Understanding (MOU) language with the [Paris Agreement's](#) language. Over the past few months, we have been working with governments that needed approval and have been translating the addendum into multiple languages. We are pleased to announce that we will officially be adding the following addendum to the Under2 MOU.

The Parties to this MOU agree to the following addendum:

The Parties to this MOU aim to strengthen the global response to the threat of climate change by holding the increase in the global average temperature to well below 2°C above pre-industrial levels and pursuing efforts to limit the temperature increase to 1.5°C above pre-industrial levels, recognizing that this would significantly reduce the risks and impacts of climate change.

We have updated the Under2 MOU to include the addendum in multiple languages, which can be found on the website here: <http://under2mou.org/the-mou/>

By aligning the Under2 MOU with the ambition of the Paris Agreement, we are demonstrating vertical integration of policies and consistency between the national and subnational levels.

We would like to reiterate that the above addendum does not change the guiding principle of the Under2 MOU to pursue greenhouse gas emissions reductions consistent with a trajectory of 80 to 95 percent, and/or 2 annual metric tons per capita, by 2050.

Future signatories and endorsers will be expected to agree to the addendum. Please let us know if you have any questions, and thank you for your bold climate leadership.

All my best,

FOOTNOTES 38, 39

From: [Alexander Cochran](#)
To: [Dan Carol](#), [Aimee Barnes](#), [Davis, Chris \(GOV\)](#), [Ricketts, Sam \(GOV\)](#), [Kate Dineen](#)
CC: [John O'Leary](#)
Date: Jul 7, 2017 at 11:42 AM
Subject: Re: USCA outline for yall to look at based on the last few weeks of Co chair discussions

Ps apologize for all the typos on that last one. U get the point. Enjoy.

ALEXANDER

Alexander Cochran, Special Counsel to the Governor
202.434.7100

From: Alexander Cochran
Sent: Friday, July 7, 2017 11:40 AM
To: Dan Carol; Aimee Barnes; Davis, Chris (GOV); Sam Ricketts; Kate Dineen
Cc: John O'Leary
Subject: Re: USCA outline for yall to look at based on the last few weeks of Co chair discussions

Hey team

John O'Leary, looped in here, ffor our energy team and I have put together an overview outline of what we have been talking about with next steps: Determine needs, working groups etc. Addition some of our internal team think a MOU might be good, others thought a legal entity would be helpful because of FOIL or other internal communication reasons.

Take a look and take the red pens out. We tried to capture what each of yall have been easing over the last few weeks and distill it down.

UNITED STATES CLIMATE ALLIANCE July 7, 2017

Background

The United States Climate Alliance is a bipartisan coalition of U.S. states and territories committed to upholding the greenhouse gas emission reduction goals of the 2015 Paris Agreement on climate change. Members of the Alliance will collaborate to ensure that there continues to be a contribution from the U.S. to the global effort to address climate change.

The Alliance was established on June 1, 2017 following the federal government's decision to withdraw the U.S. from the Paris Agreement. Governors Andrew Cuomo, Jay Inslee and Jerry Brown established the Alliance as co-chairs. The Alliance currently consists of 13 members: California, Connecticut, Delaware, Hawaii, Massachusetts, Minnesota, New York, Oregon, Rhode Island, Vermont, Virginia, Washington, and Puerto Rico. The Alliance now represents **XX** million people and **XX** trillion USD in GDP.

Principles

States are continuing to lead on addressing climate change: Alliance members recognize that climate change presents a serious threat to the environment and our residents, communities, and economy.

State climate action is benefitting our economies and strengthening our communities: Alliance members are growing our clean energy economies and creating new jobs, while reducing air pollution, improving public health, and building more resilient communities.

States are showing the nation and the world that ambitious climate action is achievable: Despite the U.S. federal government's decision to withdraw from the Paris Agreement, Alliance members are committed to supporting the goals of the international agreement and are pursuing aggressive climate action to make progress toward its goals.

Each member state commits to:

1. **Implement** the goals of the Paris Agreement to reduce greenhouse gas emissions by at least 26-28 percent below 2005 levels by 2025 and meet or exceed Clean Power Plan targets at the state level;
2. **Track** and issue annual collective progress and emissions reports, including prior to meetings of the United Nations Framework Convention on Climate Change; and
3. **Accelerate** new and existing policies to reduce greenhouse gas emissions and promote clean energy deployment at the state and federal level. y

USCA 90-DAY PLAN

Near-term announcements Identification:

- End of July:
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- Communications development and approval
- Aggregate Numbers/accomplishments and goal hitting
- State-specific announcements
- Balance of Alliance vs Members

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- Co-chair activities
- Resource allocation
- State collaboration

DRAFT USCA ROLES

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- **US Climate Alliance Inc.: *ý*(may be helpful to have entity in keeping internal communications internal)**
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POSSIBLE ACTIVITIES:

- Appliance standards
- Agriculture
- Building codes
- Carbon pricing and market linkage
- Clean-tech innovation, entrepreneurial development and R&D
- Community Microgrid Competitions
- Encouraging market growth for clean transportation alternatives
- Expansion of alternative financing – PACE, OBR
- Federal backstop – Energy Star, Portfolio Manager, ARPA-e etc.
- Green Banks

- Greenhouse gas reduction pathways analysis
- Grid efficiency and non-wire utility procurement:
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- New workstreams to be considered by the financing group may include:
- Public utility policies
- Scaling markets for EE, RE, and other clean energy resources
- Vehicle standards

Possible Activities may be categorized by: 1. Proven state activities ready for scale; 2. New areas for state collaboration; 3. Filling gaps created by the federal government

ALEXANDER

Alexander Cochran, Special Counsel to the Governor
202.434.7100

FOOTNOTE 40

From: [Aimee Barnes@exec.ny.gov](mailto:Aimee.Barnes@exec.ny.gov), "matt.swen
To: [Alexander Cochran](mailto:Alexander.Cochran@exec.ny.gov), [Dan Carol](mailto:Dan.Carol@exec.ny.gov), [Davis, Chris \(GOV\)](mailto:Davis.Chris@exec.ny.gov), [Ricketts, Sam \(GOV\)](mailto:Ricketts.Sam@exec.ny.gov), [Kate Dineen](mailto:Kate.Dineen@exec.ny.gov)
CC: [John OLeary](mailto:John.OLeary@exec.ny.gov), [Kleysteuber Alexa@EPA](mailto:Kleysteuber.Alexa@epa.gov)
Date: Jul 7, 2017 at 1:52 PM
Subject: Re: USCA outline for yall to look at based on the last few weeks of Co chair discussions

Hi Alexander. Thanks to John and you for pulling this together. I think it's a great starting points and builds on a number of good iterations I know we'd all swirled around before this thing launched.

I'd be interested to know more about what you are envisioning for the MOU and the Summit at Climate Week, as well as the establishment of a "USCA Inc." Maybe we can tee these up for discussion on our call next week before we get together in person.

I've got a couple of additional thoughts I'll work into this draft and recirculate to the group. Thanks again for taking a first stab at this.

On the "possible activities" list I think this is a great starting point to tee up for folks before the meeting next week. I'll send it around before our call and hopefully we can tee up a quick convo to see if folks think there is anything that is missing and needs to be added. From there I can email around the complete list after the call and ask everyone to pick their top 5. We can use that top 5 list as the basis for discussion in RI.

Thanks!
Aimee

From: Alexander Cochran <Alexander.Cochran@exec.ny.gov>
Sent: Friday, July 7, 2017 8:42 AM
To: Dan Carol; Aimee Barnes; Davis, Chris (GOV); Sam Ricketts; Kate Dineen
Cc: John O'Leary
Subject: Re: USCA outline for yall to look at based on the last few weeks of Co chair discussions

Ps apologize for all the typos on that last one. U get the point. Enjoy.

ALEXANDER

Alexander Cochran, Special Counsel to the Governor
202.434.7100

From: Alexander Cochran

Sent: Friday, July 7, 2017 11:40 AM

To: Dan Carol; Aimee Barnes; Davis, Chris (GOV); Sam Ricketts; Kate Dineen

Cc: John O'Leary

Subject: Re: USCA outline for yall to look at based on the last few weeks of Co chair discussions

Hey team

John O'Leary, looped in here, ffor our energy team and I have put together an overview outline of what we have been talking about with next steps: Determine needs, working groups etc. Addition some of our internal team think a MOU might be good, others thought a legal entity would be helpful because of FOIL or other internal communication reasons.

Take a look and take the red pens out. We tried to capture what each of yall have been easing over the last few weeks and distill it down.

UNITED STATES CLIMATE ALLIANCE

July 7, 2017

Background

The United States Climate Alliance is a bipartisan coalition of U.S. states and territories committed to upholding the greenhouse gas emission reduction goals of the 2015 Paris Agreement on climate change. Members of the Alliance will collaborate to ensure that there continues to be a contribution from the U.S. to the global effort to address climate change.

The Alliance was established on June 1, 2017 following the federal government's decision to withdraw the U.S. from the Paris Agreement. Governors Andrew Cuomo, Jay Inslee and Jerry Brown established the Alliance as co-chairs. The Alliance currently consists of 13 members: California, Connecticut, Delaware, Hawaii, Massachusetts, Minnesota, New York, Oregon, Rhode Island, Vermont, Virginia, Washington, and Puerto Rico. The Alliance now represents **XX** million people and **XX** trillion USD in GDP.

Principles

States are continuing to lead on addressing climate change: Alliance members recognize that climate change presents a serious threat to the environment and our residents, communities, and economy.

State climate action is benefitting our economies and strengthening our communities: Alliance members are growing our clean energy economies and creating new jobs, while reducing air pollution, improving public health, and building more resilient communities.

States are showing the nation and the world that ambitious climate action is achievable: Despite the U.S. federal government's decision to withdraw from the

Paris Agreement, Alliance members are committed to supporting the goals of the international agreement and are pursuing aggressive climate action to make progress toward its goals.

Each member state commits to:

1. **Implement** the goals of the Paris Agreement to reduce greenhouse gas emissions by at least 26-28 percent below 2005 levels by 2025 and meet or exceed Clean Power Plan targets at the state level;
2. **Track** and issue annual collective progress and emissions reports, including prior to meetings of the United Nations Framework Convention on Climate Change; and
3. **Accelerate** new and existing policies to reduce greenhouse gas emissions and promote clean energy deployment at the state and federal level.

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ALEXANDER

Alexander Cochran, Special Counsel to the Governor
202.434.7100

FOOTNOTE 44

From: [Dan Carol](mailto:Dan.Carol@wdc.ca.gov)
To:
Date: Tue, 6 Jun 2017 12:13:46 -0400
Subject: RE: Climate Alliance next steps
AttachmentList: 5

For the call and discussion of shared services/structure on the call later today, here is a cut at a flow chart.

Dan Carol
Senior Advisor on Infrastructure and Energy
Office of California Governor Edmund G. Brown, Jr.
444 North Capitol Street NW
Hall of the States, Suite 134
Washington, DC 20001
O: (202) 624-5273
C: (202) 770-9355
Email: dan.carol@wdc.ca.gov

From: Gareth Lacy [<mailto:Gareth.Lacy@GOV.CA.GOV>]
Sent: Monday, June 5, 2017 6:56 PM
To: 'Davis, Chris (GOV)' <chris.davis@gov.wa.gov>; James Allen <James.Allen@exec.ny.gov>; Aimee Barnes <Aimee.Barnes@GOV.CA.GOV>; Kate Dineen <Kate.Dineen@exec.ny.gov>; Alexander Cochran <Alexander.Cochran@exec.ny.gov>; Noah Rayman <Noah.Rayman@exec.ny.gov>; Ricketts, Sam (GOV) <Sam.Ricketts@gov.wa.gov>
Cc: Dan Carol <dan.carol@wdc.ca.gov>; Victoria Harmon <Victoria.Harmon@exec.ny.gov>; Ali Bay <Ali.Bay@GOV.CA.GOV>; Raul Hernandez <Raul.Hernandez@GOV.CA.GOV>; Katie Wheeler Mathews <katie.wheelermathews@wdc.ca.gov>; Ryan Dalton <Ryan.Dalton@exec.ny.gov>; John O'Leary <John.O'leary@exec.ny.gov>; Smith, Jaime (GOV) <jaime.smith@gov.wa.gov>
Subject: RE: Climate Alliance next steps

Works for CA

From: Davis, Chris (GOV) [<mailto:chris.davis@gov.wa.gov>]
Sent: Monday, June 05, 2017 3:17 PM
To: James Allen; Aimee Barnes; Kate Dineen; Alexander Cochran; Noah Rayman; Ricketts, Sam (GOV)
Cc: 'Dan Carol'; Victoria Harmon; Ali Bay; Raul Hernandez; Katie Wheeler Mathews; Ryan Dalton; Gareth Lacy; John O'Leary; Smith, Jaime (GOV)
Subject: RE: Climate Alliance next steps

Re-sent for 3 PM Pacific

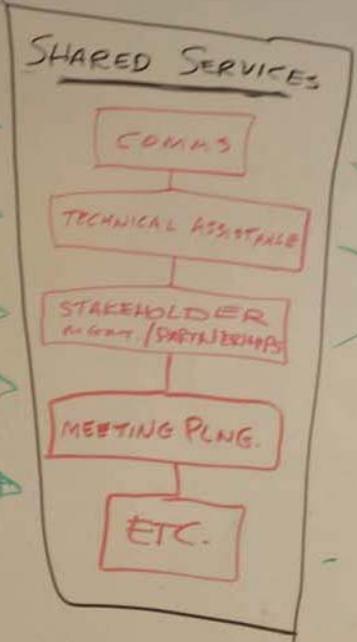
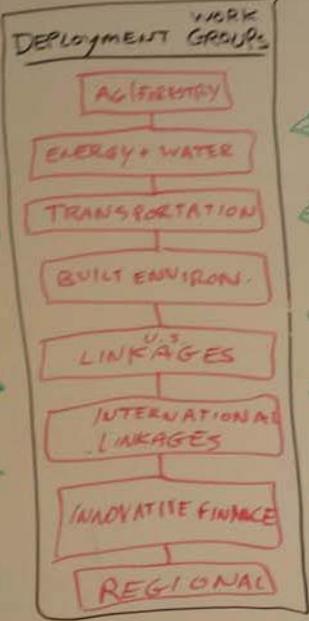
CHRIS DAVIS

Senior Advisor – Energy and Carbon Markets| Office of Governor Jay Inslee
Desk: 360-902-0490| Cell: 360-972-5693
www.governor.wa.gov | chris.davis@gov.wa.gov

From: James Allen [<mailto:James.Allen@exec.ny.gov>]

EXECUTIVE COMMITTEE *
(Brown, Cuomo, Inslee)

SECRETARIAT



LEADERSHIP ROLES FOR GOVERNORS + (BUSINESSES?)

TAP EXISTING NSO + OTHER EXPERTISE

* ADD 2 GOP GOVS AT SOME FUTURE DATE?

FOOTNOTE 47

From: Schuler, Reed (GOV) □ 據忽
To: [Aimee Barnes](#)
CC: [Davis Chris \(GOV\)](#)
Date: Sep 26, 2017 at 4:54 PM
Subject: RE: Alliance – Updated Narrative and Spreadsheet
AttachmentList: 1

Thanks - made some changes in attached. Let me know if you have questions and issues.

It's particularly important, especially with regard to your note on the phone, Aimee, about WASI and AP, to emphasize that we are action-oriented, not just a group to coordinate TPs. I've tried to do that here but you may want to go through again briefly with that in mind.

We should also attached the report and executive summary to this proposal.

Do you think based on past assurances from Hewlett re: funding, we are already able to fairly represent to other funders that Hewlett is committed, and we're still hammering out amount?

Reed

From: Aimee Barnes [Aimee.Barnes@GOV.CA.GOV]
Sent: Tuesday, September 26, 2017 12:55 PM
To: Schuler, Reed (GOV)
Cc: Davis, Chris (GOV)
Subject: RE: Alliance - Updated Narrative and Spreadsheet

Ok thanks! I'd like to get it to Erin tonight if I can.

From: Schuler, Reed (GOV) [mailto:reed.schuler@gov.wa.gov]
Sent: Tuesday, September 26, 2017 12:55 PM
To: Aimee Barnes
Cc: Davis, Chris (GOV)
Subject: Re: Alliance - Updated Narrative and Spreadsheet

Thanks - I'll have a few edits. For example, need to add NC, and want to try to draw a finer distinction between us and other new coalitions. Will get it back to you this afternoon.

On Sep 26, 2017, at 12:40 PM, Aimee Barnes <Aimee.Barnes@GOV.CA.GOV> wrote:

Let me know if this looks okay to you and if there are any issues. Otherwise I think folks will try to get it out the door ASAP.

From: Kevin Welsh [mailto:kevin.welsh@gmail.com]
Sent: Thursday, September 14, 2017 11:32 AM
To: Pete Ogden; Aimee Barnes

Subject: Alliance - Updated Narrative and Spreadsheet

Pete, Aimee,

Attached is an updated budget narrative and spreadsheet.

As I reported to Aimee, I met with Vicki Arroyo this morning - it was a good conversation and helped me begin to establish some trust. At the same time, her comments underscored the amount of work and coordination that will be required to move substantive initiatives forward on the domestic front. As I already noted to Aimee, I didn't directly raise the possibility of a secondment because Vicki preempted by saying that she is not in a position to staff other groups, like WASI - based on the conversation I would rule it out as a possibility, but timing wasn't right to raise it.

In light of my conversation with Aimee earlier this week, and the conversation with Vicki, as well as additional thinking on the budget, I have made some changes in the attached:

1. I included the domestic policy expert in the budget as an alliance staff person. This role is definitely going to be needed and its not clear that we will get it from Georgetown. Also, I would rather start with it included, than reflected off the budget.
2. I included \$100,000 per year for Alliance initiatives, in addition to the \$25,000 for comms. Aimee and I felt that we need to include something in the program budget to work with and can't completely rely the in-kind Rhodium type arrangement.

top line - two year budget - 1.48, 738k in the first year and slightly more in the second. In kind support is approximately 275k per year.

Pete - I suspect that you think this will be a bit of a shock for Hewlett. That said, I think it is difficult to pitch something more scaled back than this. This provides some room for negotiation, but also is a pretty realistic take on a lean budget.

In any case, perhaps best for the three of us to talk today or tomorrow. I am pretty flexible.

Best Kevin

<Draft Funding Proposal - USCA 9-14.docx>

<DRAFT USCA Budget 9-14.xlsx>

Draft Funding Proposal for the United States Climate Alliance

Summary: The U.S. Climate Alliance is a bipartisan coalition of U.S. states committed to upholding the greenhouse gas emissions reduction goals of the Paris Climate Agreement and to continuing to demonstrate leadership on climate change. The Alliance includes 15 members¹ that collectively represent more than 33% of the U.S. population, over \$7.6 trillion in GDP, and nearly 20% of U.S. emissions. The Alliance seeks funding for a secretariat staff and program budget in order to enhance coordination among members, implement new initiatives, and achieve Alliance objectives. This proposal recommends an initial two-year funding commitment of \$1.15 million.

Role of the U.S. Climate Alliance in Driving Climate Action: The Alliance is not an independent organization aiming to provide support for state actors; rather, it is the consortium of U.S. governors dedicated to strong climate action, and is led by the senior staff of these governors. As such, the Alliance is uniquely positioned to drive climate action in the United States and to fill the climate leadership void created by the Trump Administration. The Alliance will provide a platform for Governors to cooperate on policy acceleration toward achieving the U.S. emission reduction goals under the Paris Agreement, to track progress toward achieving these goals, and to play a leadership role internationally, including through high-level engagement at major climate events, such as COP, UN Climate Week, and the 2018 Climate Summit. The Alliance will launch new initiatives to enhance and facilitate climate policy action by Alliance members, targeted at critical gaps and opportunities. The Alliance will also amplify the voices and actions of U.S. states and establish an enduring coalition that will provide cohesion and continuity across individual administrations.

Funding Need: The Alliance seeks a two-year funding commitment to establish a secretariat staff and programmatic budget. This funding will be critical in order to achieve the governors' vision of building an influential bipartisan coalition of states that accelerates climate action, demonstrates progress toward the Paris targets, amplifies their collective voice in the global climate dialogue, and supports and coordinates the efforts of member governments. Dedicated staffing and program resources will enable the Alliance to develop and execute a strategic plan with clear, ambitious, and measurable goals, implement meaningful new initiatives and partnerships, coordinate policy and legal action, and implement an effective communications strategy.

Participating governors, particularly the Co-Chairs (the governors of California, New York and Washington), will actively support the Alliance and participate in Alliance events, and their staffs will contribute significant in-kind policy and technical contributions. Even with these dedicated resources, however, the Alliance members do not have sufficient resources to support the expanded needs for collective action, including a secretariat team and programmatic budget. Furthermore, a dedicated, professional and impartial staff funded independently will help to establish an important level of neutrality, create buy-in amongst Alliance members, and avoid an outsized influence by one or more states based on funding contributions.

¹ California, Colorado, Connecticut, Delaware, Hawaii, Massachusetts, Minnesota, New York, North Carolina, Oregon, Rhode Island, Vermont, Virginia, Washington, and Puerto Rico.

Goals and Objectives of the U.S. Climate Alliance

- Coordinate policy and legal efforts, launching new initiatives and programs, and sharing information and best practices, to accelerate adoption of state-level policies to work toward 2025 U.S. climate target and fill gaps in federal action
- Track and report progress by all Alliance members toward the 2025 U.S. climate target, in cooperation with external partners.
- Demonstrate global climate leadership by actively engaging in high-level international climate events and by identifying and implementing an international partnership to support developing country climate action.
- Establish the Alliance as an influential voice in support of climate action through an effective and well-coordinated communications strategy.

Key Milestones and Events

- **September 2017** – UN General Assembly/Climate Week
 - High-Level US Climate Alliance Event. Release of first report demonstrating collective progress toward emissions reduction goal, and announcing early direction for policy collaboration..
- **November 2017** – UN Conference of the Parties – Bonn Germany
 - Climate Alliance represented during ministerial-level discussions. Governor participation. Alliance side event(s), including one stand-alone event, and others at U.S. Climate Action Pavilion hosted by We Are Still In, and others.
- **February 2018** – Winter Meeting (possibly alongside Winter NGA Meeting)
 - Climate Alliance Event and Update. Deepen collaboration between states on targeted policy initiatives within the Alliance to accomplish climate objectives. Announce new members.
- **June 2018** – One year since inception/US announcement of withdrawal from Paris
 - Media push on Alliance progress, action and future plans
- **September 2018** – Global Climate Summit in California. Release of second annual report on progress toward goal and alliance actions. Possible additional announcement(s).
- **November/December 2018** – COP 24
- **2019**
 - Annual Meeting
 - 2-year anniversary
 - Climate Week

Potential Areas for Action (This list will be refined based on further review and evaluation by the Alliance Steering Committee)

- **Reporting:** Annual reporting on progress toward 2025 U.S. Climate Goal
- **Advanced transportation:** Transportation initiative focused on Alliance collaboration to drive transition to zero emissions transportation, in partnership with Georgetown Climate Center
- **Mitigation:** Carbon markets initiative aimed at facilitating market linkages
- **Short-lived climate pollutants:** “Super pollutant challenge” initiative to reduce short-lived climate pollutants, initially focused on methane reduction

- **Power sector modernization:** Power sector collaboration focused on phase-out of high-emitting generation, rapid deployment of renewable generation, grid modernization, and tackling challenges posed by intermittent generation.
- **Building transformation:** Collaboration to drive adoption of stronger building codes and transform national markets for appliances.
- **Clean energy and climate finance:** Climate finance initiative to collaborate on clean energy investment, develop new insurance and risk mitigation approaches, build upon the success of established finance tools and Green Banks, and work together across the board on finance-related opportunities.
- **Climate resilience:** Initiative to identify regional resilience needs and coordinate on the development and implementation of technical tools to support community resilience, including mapping to identify the risk posed by combined sea level rise, storm surge and extreme precipitation.
- **Actions to fill the gap in federal action:**
 - Re-establish Scientific Advisory Committee on the National Climate Assessment
 - Co-sponsor Climate Leadership Conference and Climate Leadership Awards (EPA withdrew its participation in August)
- **International cooperation:** Building new international partnership in support of developing country efforts. For example, launch partnership with Caribbean islands to deploy renewable energy and increase resilience in the region, and partner with existing Track II dialogues.

Staffing: The proposal is for a lean but capable team to launch the secretariat with the expectation of incremental staff growth over time as needed to support the needs of the Alliance. The initial team would include the following members:

- Executive Director
- Domestic Policy Lead (direct hire or seconded from existing organization)
- Communications, Policy, and Administrative Manager (junior-level)

Budget: Attached is a proposed two-year budget, requesting \$1.48 million in funding for the Alliance, along with anticipated in-kind support of \$550,000 . A few notes below:

- This proposal was prepared with the aim of providing adequate resources to stand up a secretariat staff and achieve a core set of objectives, with the understanding that additional growth and resources would be need over time to achieve the full potential of the alliance.
- The proposal makes several assumptions/recommendations regarding in-kind support that will be an essential component to the success of the Alliance
 - The Alliance will work with a modest program budget of \$125,000 per year.
 - UNF, as the host organization, will contribute in-kind policy and technical support.
 - A funder will directly contract with a third party organization to provide additional technical support for modelling, analyses, and reports at \$200,000 per year.
 - Participating governors will provide significant in-kind support through cooperation of governors' senior staff and state agency leadership and staff.

FOOTNOTE 48

From: Schuler, Reed (GOV)
To: [Kevin Welsh](#), [Alexander Cochran](#), [Aimee Barnes](#), [Davis, Chris \(GOV\)](#)
Date: Sep 21, 2017 at 6:00 PM
Subject: RE: Connect early next week?

Hey there – probably simplest for Aimee to keep managing the process for now, so no need to schedule around us. She can talk you through next steps for bringing you on board ASAP, and talk you through where we are in terms of getting the group together in person.

Reed

From: Kevin Welsh [mailto:kevin.welsh@gmail.com]
Sent: Thursday, September 21, 2017 8:02 AM
To: Alexander Cochran <Alexander.Cochran@exec.ny.gov>; Aimee Barnes <Aimee.Barnes@gov.ca.gov>; Schuler, Reed (GOV) <reed.schuler@gov.wa.gov>; Davis, Chris (GOV) <chris.davis@gov.wa.gov>
Subject: Connect early next week?

Hi all, congrats on the rollout yesterday. I hope the rest of climate week has gone well. I am wondering if we can find some time early next week for at least some of us talk next steps in terms of getting me formally in place, as well as any planning for an in-person meeting ahead of Bonn.

Does sometime Monday afternoon work? 1, 2, 3, or 4 ET?

Kevin

From: [Kevin WelshsEgBHat1Q5Y4LEHjEbb7J](#)
To: [Aimee Barnes](#), [Alexander Cochran](#), [Davis, Chris \(GOV\)](#), [Schuler, Reed \(GOV\)](#)
Date: Sep 21, 2017 at 6:27 PM
Subject: Re: Connect early next week?

Sounds good. I'll connect with Aimee

On Thu, Sep 21, 2017 at 6:00 PM Schuler, Reed (GOV) <reed.schuler@gov.wa.gov> wrote:

Hey there – probably simplest for Aimee to keep managing the process for now, so no need to schedule around us. She can talk you through next steps for bringing you on board ASAP, and talk you through where we are in terms of getting the group together in person.

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From: Kevin Welsh [mailto:kevin.welsh@gmail.com]
Sent: Thursday, September 21, 2017 8:02 AM
To: Alexander Cochran <Alexander.Cochran@exec.ny.gov>; Aimee Barnes <Aimee.Barnes@gov.ca.gov>; Schuler, Reed (GOV) <reed.schuler@gov.wa.gov>; Davis, Chris (GOV) <chris.davis@gov.wa.gov>

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Kevin

FOOTNOTES 49-50

From: Ricketts, Sam (GOV)
To: dan.carol@wdc.ca.gov and [wind_pr](#)
Date: Jun 7, 2017 at 7:58 AM
Subject: FW: Whew – and time to touch base today please?
AttachmentList: 1

Join me in talking with Vicki at 4p? The more of these we can do together the better. Or we could just pass back to Aimee/Chris..

Also, Ill cancel phil at 3p, given that we're both now on the call with him at 2p, with aimee

From: Vicki Arroyo [<mailto:vaa@georgetown.edu>]
Sent: Wednesday, June 07, 2017 7:24 AM
To: Ricketts, Sam (GOV)
Subject: Whew - and time to touch base today please?

Dear Sam,

Thanks for the note below and I'm so glad we connected early Monday! It was a crazy weekend, but I am happy help and especially relieved that it all worked out. Another strong show of state and broader subnational leadership!

Now that the initial flurry of announcements is over, I want to run an idea by you of a couple of folks we could bring in (who have very senior state experience and trusted relationships) to help with next steps on the Alliance and more. We can use our Hall of States office for this work. Do you have time to give me a call today please or for me to stop by your office around 4 or 4:30 pm? Thanks!

Vicki
202-390-0172

From: Ricketts, Sam (GOV) [<mailto:Sam.Ricketts@gov.wa.gov>]
Sent: Monday, June 05, 2017 11:59 AM
To: 'Vicki Arroyo' <vaa@georgetown.edu>
Subject: RE: Paris Agreement -Passing along sign-on opportunity as requested

Thanks. I think we're all good on the states, and that NY may be joining too. Appreciate your checking in this am.

From: Vicki Arroyo [<mailto:vaa@georgetown.edu>]
Sent: Monday, June 05, 2017 11:58 AM
To: SADHIR Ruchi * GOV
Cc: Vicki Arroyo; Carol Grant; Boedecker, Emily; Ken.Alex@gov.ca.gov; matthew.rodriquez@calepa.ca.gov; Gibbs, Michael@ARB; Ned Bartlett; Walke, Peter; Rob Klee; Nichols, Mary D. @ARB; Aimee Barnes; Alexa@EPA Kleysteuber; Angela Navarro (GOV; Drumheller, Bill (ECY); Christine Kirby (DEP; Kendall Coats; Coats, Kara S. (DNREC); Craig Segall;

Dan Carol; David Thornton; David Thornton; Davis, Chris (GOV); Devon Dodson -MDE-; Dowd, Michael (DEQ); Edie@ARB Chang; Gordon, Jessica@ARB; Heather@EPA Hickerson; Heidi Hales; Jamie Callahan; Janet Coit; Jared Snyder (DEC; Jessica Shirley; Jonathan Schrag (DPUC; Katie Dykes; Keri Enright-Kato; Lois New; Martha Rudolph; martin.suuberg; McCleary, Macky; MCCONNAHA Colin; Patrick McDonnell; Ricketts, Sam (GOV); Sotos, Mary; Clark, Stuart (ECY); Susan E. Love (DNREC; Richard Corey; Kathryn Zyla; JAMES BRADBURY; Gabriel Pacyniak; Hampden Macbeth; Christopher Coil

Subject: Re: Paris Agreement -Passing along sign-on opportunity as requested

As an update, VA, RI, HI, CT, WA, OR are now on this broad coalition statement with sign-on due before initial announcement at 1 pm eastern.

Thanks all!

Vicki

202-390-0172

Sent from my iPhone

On Jun 3, 2017, at 11:44 AM, SADHIR Ruchi * GOV <Ruchi.SADHIR@oregon.gov> wrote:

Thanks Vicki, quick additional point - as I understand it, Oregon, Washington, and California have signed on -- among a long list of businesses and universities and cities that includes: 100 universities, 50 cities, 700 companies including the following:

Apple

Google

Microsoft

Mars

HPE

Intel

Cisco

eBay

Unilever

VF Corporation

Happy to discuss, but given the timing, it may be more efficient to reach out to Elan directly: Elan.Strait@wwfus.org

Thanks--Ruchi

--

Ruchi Sadhir

Energy Policy Advisor

Office of Governor Kate Brown

Sent from my iPhone

On Jun 3, 2017, at 5:41 AM, Vicki Arroyo <arroyo@law.georgetown.edu> wrote:

Dear State Leaders,

Thank you so much for your quick responses on Thursday and Friday which demonstrated continued state leadership on climate and clean energy issues! You may have heard about a “Coalition of Coalitions” multi-sectoral statement of resolve to continue “to accelerate the transition to a clean energy economy” being signed by Governors, Mayors, and Corporate and University leaders, and facilitated by groups such as CERES and WWF. Some of your states have already signed on, and Ruchi Sadhir of Oregon Gov. Kate Brown’s office reached out last night to ask me to forward this opportunity for other governors wishing to join this statement they are trying to get out early Monday afternoon. Ruchi said she would be happy to discuss; however, the sign-up opportunity is being facilitated by folks at WWF as part of the broader coalition effort. Elan Strait Elan.Strait@wwfus.org (Cell: 240-277-6035) is facilitating this if you would like to reach out directly with any questions or to indicate potential interest (which might provide additional time given the late notice).

Hope you are having a good weekend!
All best,
Vicki

Dear Colleague:

Yesterday afternoon President Trump made his announcement to withdraw the U.S. from the Paris Climate Agreement.

In response, WWF, Ceres and other NGOs organized a **statement for sign-on** by businesses, investors, state and local officials, and higher education leaders to demonstrate the broad swath of subnational and non-state actors throughout the U.S. that are forging ahead and are committed to doing their part to help to drive down carbon pollution and curtail climate change.

The statement and a PDF of [FAQs](#) can be found attached.

You can sign onto the statement through this link: bit.ly/wearestillin.

Following a call last night with the coalition of groups working on the statement, we are extending the sign-on deadline until **1 pm ET on Monday, June 5th**.

There was a tremendous outpouring of support for this first-of-its-kind multi-sector statement in just a few short hours. We have over 500 companies, 90 universities, over 20 Mayors and states on board. Having heard from many of you that you are working this through your internal channels and that you focused on getting your own corporate statements out yesterday, we hope this additional time will help you get the needed approvals.

If you have questions, or there are others in your organization we should be connecting with, please let us know.

Regardless of the initial public release, the statement will be open for sign-on on a rolling basis and its hosted website will be updated periodically with new signatories. **We appreciate your consideration of this statement and your efforts to get this letter through your approval processes as rapidly as possible.**

For those of you wishing to share your disappointment or renewed commitment through social media channels, you can find a few sample tweets below. We will send along a full social media kit ahead of the public release of the statement.

Again, you can find a copy of an FAQ, Thursday's webinar ppt slides, and the withdrawal statement attached.

Thank you for your consideration. Please do not hesitate reaching out to either the WWF or Ceres teams with any questions.

Sincerely,

Anne Kelly, Senior Director, Policy and BICEP Network,
Ceres
Marty Spitzer, Senior Director, Climate and Renewable Energy,
WWF

Subject: Trump announcing US Paris Agreement withdrawal -
please share statements

Dear State Leaders – Please share your governors’
reactions/statements/tweets. We are collecting them (CA, WA, OR,
CO, MA, OH, PA, NY, VA and DC so far) and sharing with media
and through postings. Thank you for your leadership which has
never been more important!

All best,
Vicki
(202) 390-0172

From: Vicki Arroyo [<mailto:arroyo@law.georgetown.edu>]
Sent: Tuesday, May 30, 2017 2:16 PM
To: 'Carol Grant' <carol.grant@energy.ri.gov>; 'Boedecker, Emily'
<Emily.boedecker@vermont.gov>; 'Ken.Alex@gov.ca.gov'
<Ken.Alex@gov.ca.gov>; 'matthew.rodriquez@calepa.ca.gov'
<matthew.rodriquez@calepa.ca.gov>; 'Gibbs, Michael@ARB'
<michael.gibbs@arb.ca.gov>; 'Ned Bartlett'
<Ned.Bartlett@state.ma.us>; 'Walke, Peter'
<Peter.walke@vermont.gov>; 'Rob Klee' <Robert.Klee@ct.gov>;
'Nichols, Mary D. @ARB' <mary.nichols@arb.ca.gov>; 'Aimee
Barnes' <Aimee.Barnes@gov.ca.gov>; 'Alexa@EPA Kleysteuber'
<Alexa.Kleysteuber@calepa.ca.gov>; 'Angela Navarro (GOV'
<Angela.Navarro@governor.virginia.gov>; 'Bill Drumheller (ECY'
<bdru461@ecy.wa.gov>; 'Christine Kirby (DEP'
<christine.kirby@state.ma.us>; Kendall Coats
<kcc61@georgetown.edu>; 'Coats, Kara S. (DNREC)
<kara.coats@state.de.us>; 'Craig Segall'
<Craig.Segall@arb.ca.gov>; 'Dan Carol' <dan.carol@wdc.ca.gov>;
'David Thornton' <david.thornton@state.mn.us>; 'David Thornton'
<j.david.thornton@state.mn.us>; 'Davis, Chris (GOV)
<Chris.Davis@gov.wa.gov>; 'Devon Dodson -MDE-'
<devon.dodson1@maryland.gov>; 'Dowd, Michael (DEQ)'

<michael.dowd@deq.virginia.gov>; 'Edie@ARB Chang'
<edie.chang@arb.ca.gov>; 'Gordon, Jessica@ARB'
<Jessica.Gordon@arb.ca.gov>; 'Heather@EPA Hickerson'
<Heather.Hickerson@calepa.ca.gov>; 'Heidi Hales'
<Heidi.Hales@vermont.gov>; 'Jamie Callahan'
<Jamie.Callahan@gov.ca.gov>; 'Janet Coit'
<janet.coit@dem.ri.gov>; 'Jared Snyder (DEC'
<jared.snyder@dec.ny.gov>; 'Jessica Shirley' <jesshirley@pa.gov>;
'Jonathan Schrag (DPUC' <Jonathan.Schrag@dpuc.ri.gov>; 'Katie
Dykes' <Katie.Dykes@ct.gov>; 'Keri Enright-Kato' <keri.enright-kato@ct.gov>; 'Lois New' <lois.new@dec.ny.gov>; 'Martha
Rudolph' <Martha.rudolph@state.co.us>; 'martin.suuberg'
<martin.suuberg@state.ma.us>; 'McCleary, Macky'
<macky.mccleary@dpuc.ri.gov>; 'MCCONNAHA Colin'
<colin.mcconnaha@state.or.us>; 'Patrick McDonnell'
<pmcdonnell@pa.gov>; 'SADHIR Ruchi * GOV'
<Ruchi.SADHIR@oregon.gov>; 'Sam Ricketts (GOV'
<Sam.Ricketts@gov.wa.gov>; 'Sotos, Mary' <mary.sotos@ct.gov>;
'Stuart Clark (ECY' <scla461@ecy.wa.gov>; 'Susan E. Love
(DNREC' <Susan.Love@state.de.us>; 'Richard Corey'
<rcorey@arb.ca.gov>

Cc: 'Kathryn Zyla' <zyla@georgetown.edu>; JAMES
BRADBURY <jb2756@georgetown.edu>; 'Gabriel Pacyniak'
<pacyniak@law.georgetown.edu>; Hampden Macbeth
<htm3@georgetown.edu>; Christopher Coil
<crc75@georgetown.edu>

Subject: States' Climate Leadership Group: Expected Paris
Announcement, Web Resource Update & Transitions

Dear state leaders,

As many of you may have heard, President Trump tweeted this past Saturday morning that he would make his "final decision on the Paris Accord next week."

We would like to offer to collect any state statements responding to an announcement on the Paris Agreement, notify reporters (and remind them of the previous governors' letters urging the U.S. to remain in the Paris Agreement), and post statements on our website. Please send any statements or tweets, etc. to our Communications Director Chris Coil (coil@georgetown.edu; [202-661-6672](tel:202-661-6672)) and Deputy Director Kate Zyla (zyla@georgetown.edu; [202-661-6558](tel:202-661-6558)). We will

keep this state leadership group updated about developments, including any state statements. (Please also see E&E article on Paris Agreement developments below).

We also wanted to provide an update on work to develop a web resource for file sharing and discussion purposes. After testing several options, we will be moving forward with a Microsoft Sharepoint site for this group. We are currently working with our IT department to get this site set up.

Finally, we would like to take this opportunity to say goodbye to Gabe Pacyniak and welcome James Bradbury, who will be taking over to direct the mitigation program. As many of you know from our meetings in April, Gabe will be leaving the Georgetown Climate Center at the end of this week to join the University of New Mexico School of Law as an assistant law professor and will also be working in the environmental law clinic there. We will be very sad to see Gabe go, and appreciate all of his hard and great work over the years on behalf of the states! But we are very proud of him and happy for this new opportunity and look forward to working with him in this new capacity – ideally, among other things, to grow this list of leading states! (Gabe's new email will be pacyniak@law.unm.edu).

We are thrilled that James Bradbury will be stepping in to take over from Gabe. James is joining the Climate Center from U.S. DOE, where he served for over three years as Senior Policy Adviser in the Office of Energy Policy and Systems Analysis. Previously James worked in the climate program at the World Resources Institute and prior to that he served on Capitol Hill as Senior Legislative Assistant to (then) Congressman Jay Inslee. James is originally from New Hampshire, he went to Colorado College and has a Ph.D in Geosciences though he has been doing policy for the last decade. (James' email address is james.bradbury@georgetown.edu).

We will also be saying goodbye to Hampden Macbeth, our Georgetown Law 2016 graduate whose fellowship is ending in June. Once again, we are fortunate to welcome a new Institute Associate, Dan Conrad. Hampden is planning on returning to work on Capitol Hill. Dan is an attorney who will be joining us from the EPA Office of General Counsel, and has worked previously as an attorney at the North Carolina Utilities Commission and with the state legislature. Dan received his J.D. from the University of North Carolina School of Law and an undergraduate degree in Economics also from UNC.

Please let us know if you are in town to join a send-off this Friday from 4 – 7 pm for Gabe and Hampden. We look forward to introducing you all to James and Dan soon!

All best,

Vicki

*Vicki Arroyo
Executive Director, Georgetown Climate Center
Asst. Dean, Centers & Institutes, Professor from Practice,
Georgetown Law
(202) 661-6556
Cell: (202) 390-0172*

It's go time. But will Trump 'cancel' or concede?

Jean Chemnick, E&E News reporter
Published: Tuesday, May 30, 2017

President Trump (fourth from left) spoke during a roundtable meeting of Group of Seven leaders and outreach partners at the Hotel San Domenico in Taormina, Sicily, over the weekend.

Domenico Stinellis/AP Images

President Trump is finally set to announce whether the United States will remain a party to the Paris Agreement, after months of debate among top advisers and a behind-the-scenes

intervention by his daughter, Ivanka Trump.

The final outcome expected this week is unclear. The president's decision, if he has come to one, is shrouded by divergent opinions in the administration. Trump has reportedly told different advisers that he's leaning in different directions. So his verdict stands to stoke consternation in the White House and within agencies, whatever path he chooses.

"No telling," Andrew Light, a U.S. negotiator at the Paris deliberations, said of Trump's direction. "I really don't think you can tell from media reports now where Trump is on this or whether he is in fact telling different people different things."

Axios reported over the weekend that Trump had told "confidants" he would pull out of Paris. The news service also wrote that U.S. EPA Administrator Scott Pruitt will craft an exit plan. The agreement requires a four-year withdrawal process, though there are alternative strategies to exit more quickly. The most controversial of those involves departing the U.N. Framework Convention on Climate Change, a 1992 treaty agreed to by the Senate.

If true, Trump's exit stance appears to be an about-face. Before he left on his nine-day foreign tour on May 19, sources say, he seemed to be leaning toward staying in the agreement.

A U.S. withdrawal promises to upset several U.S. allies, whose representatives Trump met with late last week in Brussels and at the Group of Seven summit in Taormina, Italy. While there, a number of Europeans and the prime ministers of Canada and Japan urged Trump to remain in the deal.

The summit ended with Trump standing in the way of a joint G-7 statement endorsing Paris. Six nations signed it, leaving the United States isolated. But Gary Cohn, director of the White House National Economic Council, told reporters as it was unfolding that the president's position was "evolving" and that he is "leaning to understand the European position."

Cohn, a Democrat and a former Goldman Sachs executive,

seemed to hint during a gaggle aboard Air Force One on Thursday that Trump might opt to stay in the Paris Agreement with a revised emissions pledge that he deemed more "fair" to the United States. That path is a widely discussed alternative to withdrawal.

"The Europeans, as a whole, are pretty much in favor of the Paris accord, but the Europeans as a whole have a much easier standard to abide by than the standard we were left with by the previous administration," said Cohn, adding that it creates an "unlevel playing field."

"So if we have an environmental restriction that's unfair to us and not unfair to every other country, he's not going to go with that," he told reporters.

'Our fate ... our own hands'

Europe is developing legislation to reduce greenhouse gas emissions 40 percent below 1990 levels by 2030. The United States, under former President Obama, committed to cutting emissions 26 to 28 percent below 2005 by 2025. Trump is in the process of dismantling the environmental rules that the previous administration hoped would bring the United States close to its Paris goal.

Still, Cohn's words seem to hint that Trump sees the Paris target as "unfair," rather than the underlying agreement itself. But Cohn might be promoting his own preferences.

Cohn is broadly viewed to support continued involvement in Paris, while Pruitt has strenuously argued against it. Both sides of the internal tug of war have projected that they expect Trump to come down on their side. It's unclear if that's a negotiating tactic or whether they're reflecting what they're told.

Foreign leaders who met with Trump late last week and who were universally in favor of the United States' staying in the Paris accord sounded pessimistic about the president staying in

the agreement, and about partnering with the United States across a variety of security and domestic issues.

German Chancellor Angela Merkel said over the weekend that her days shared with Trump convinced her that the European Union must "really take our fate into our own hands."

Apparently stung by Trump's obstruction on Paris and trade, Merkel endorsed "friendship" with the United States and others, but not reliance.

Meanwhile, new French President Emmanuel Macron, who discussed the Paris accord with Trump, bragged about refusing to concede to the polarizing U.S. president even during their handshake.

At home, the decision has divided Cabinet secretaries and White House advisers for months. Key aides and Ivanka Trump have argued in favor of preserving the agreement, to prevent blowback on an array of international issues. Others, like chief strategist Steve Bannon, say the climate pact is economically harmful. At one point last month, Ivanka Trump interceded in a legal dispute about the ability to weaken U.S. emissions goals.

U.S. is 'Mr. Hyde'

U.S. climate advocates, meanwhile, are divided in their reading of the tea leaves for this week's announcement. They tend to agree that whatever Trump proposes would likely weaken U.S. climate action.

Paul Bodnar, the former White House National Security Council climate chief, said it would be a "slap in the face" to world leaders if Trump spent days soliciting their views and then returned to Washington to announce the opposite decision.

"That would be kind of a double helping of insult," he said. Bodnar suggested it could mean either that close U.S. allies failed to persuade Trump or that he'd had his mind made up prior to the meeting.

Alden Meyer, strategy director at the Union of Concerned Scientists, said the chance of a "stay" decision is diminished now that the G-7 meeting is in the rearview mirror.

"I'd always thought if Trump was going to stay in, why not do it at the summit and take the praise and the credit of other leaders?" he said.

Whatever Trump's decision, it comes as the European Union and China prepare for a bilateral summit this Friday that will include an agreement on climate change. It also comes as Merkel prepares for July's meeting of the Group of 20, which she had hoped would endorse Paris. That could be complicated if Trump pulls out.

The European Union, China and Canada launched a joint initiative last week aimed at keeping major economies working on climate change outside the UNFCCC.

Bodnar said that a U.S. retreat from the Paris accord would create space for other countries to lead.

"What's pretty clear, and of course encouraging, is the degree of unanimity in the rest of the world that they're going ahead," he said.

The U.S. negotiating team under Obama helped enable this, Bodnar said, when it insisted on politically binding architecture that encourages joint action. He compared the United States to the 19th-century novella "Strange Case of Dr. Jekyll and Mr. Hyde," in which the good doctor ends up occupying the same body as the evil Hyde and starts trying to limit his damage.

"When we're Dr. Jekyll, we're working with the international community to create a structure that can withstand us when we turn into Mr. Hyde," he said. "The encouraging thing is that I think the structure's going to stand."

<Final Paris Coalition of Coalition Statement - Withdrawal
May 31.pdf>

<ParisWithdrawalFAQ.pdf>

<Paris Agreement Update_Business Call Slides_6.1.17.pdf>

width: 730px;min-width:300px;padding: 5px 5px 5px 15px;"> [Link](#)

FOOTNOTE 51

From: [Kathryn Zyla](#)
To: [Carol Grant](#), Emily.boedecker@vermont.gov, Ken.Alex@gov.ca.gov, matthew.rodriquez@calepa.ca.gov, [Gibbs, Michael@ARB](#), [Ned Bartlett](#), Peter.walke@vermont.gov, [Rob Klee](#), [Nichols, Mary D. @ARB](#), [Aimee Barnes](#), Alexa@EPA [Kleysteuber](#), [Angela Navarro \(GOV, Drumheller, Bill \(ECY\)](#), [Christine Kirby \(DEP, Kendall Coats, Coats, Kara S. \(DNREC\)](#), [Craig Segall](#), [Dan Carol](#), [David Thornton](#), [David Thornton](#), [Davis, Chris \(GOV\)](#), [Devon Dodson –MDE–](#), [Dowd, Michael \(DEQ\)](#), Edie@ARB [Chang](#), [Gordon](#), Jessica@ARB, Heather@EPA [Hickerson](#), [Heidi Hales](#), [Jamie Callahan](#), [Janet Coit](#), [Jared Snyder \(DEC, Jessica Shirley, Jonathan Schrag \(DPUC, Katie Dykes, Keri Enright-Kato, Lois New, Martha Rudolph, martin.suuberg, McCleary, Macky, MCONNAHA Colin, MCONNAHA Colin, Patrick McDonnell, SADHIR Ruchi * GOV, Ricketts, Sam \(GOV\), Sotos, Mary, Clark, Stuart \(ECY\), Susan E. Love \(DNREC, rcorey@arb.ca.gov](#)
CC: [Gabriel S Pacyniak](#) , [Vicki Arroyo](#), [Christopher Coil](#) , [Hampden Macbeth](#)
Date: May 16, 2017 at 4:23 PM
Subject: Virginia executive directive news and misc updates

Dear state leaders,

We wanted to let you know about some exciting news out of Virginia today--

Virginia Governor Terry McAuliffe signed Executive Directive 11, which instructs the Virginia Department of Environmental Quality to begin the process of promulgating a regulation to reduce carbon emissions from power plants. The regulation is to include provisions to ensure that it is “trading-ready” to allow for the use of market-based mechanisms and the trading of carbon dioxide allowances through a multi-state trading program; and establish abatement mechanisms providing for a corresponding level of stringency to those imposed in other states with such limits. The proposed regulation will be presented to the state Air Pollution Control Board by no later than December 31, 2017 for consideration for approval for public comment.

The text of the Executive Directive 11 can be found here: <http://governor.virginia.gov/media/9155/ed-11-reducing-carbon-dioxide-emissions-from-electric-power-facilities-and-growing-virginias-clean-energy-economy.pdf>

A press release on the Executive Directive 11 can be found here: <https://governor.virginia.gov/newsroom/newsarticle?articleId=20285>

Congratulations, Virginia folks!

In announcing the EO, Governor McAuliffe also highlighted his signing of the 12-state letter urging the Trump Administration to remain in the Paris Climate Agreement. Many of your governors also signed this letter (and we were happy to help facilitate it). I'm not sure that we've shared it with this full group, so for anyone who has not seen

it, it's available here: <http://www.georgetownclimate.org/articles/12-governors-urge-trump-to-stay-in-paris-agreement-keep-u-s-commitments.html>

As you may all have heard, we are not expecting a formal decision on the Paris Agreement until after the G7 summit in Italy at the end of May.

We also wanted to let you know that we are working with the Georgetown IT department to develop a platform that can assist this group with communications and shared resources, and will keep you posted. (Please let us know if you have any thoughts on key features for that platform.)

Finally, please find below our latest update on federal developments (with thanks to Hampden Macbeth for compiling them), and as always, please let us know if we can be of any help to you on any of these issues!

Best,

Vicki, Kate, Gabe, and Hampden

--

Kathryn A. Zyla
Deputy Director
Georgetown Climate Center
e: zyla@georgetown.edu | p: 202-469-1753
<http://www.georgetownclimate.org>

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Federal Updates:

Nominations

Independent agency nominations (updated 5/16): President Trump [nominated](#) Neil Chatterjee and Robert Powelson to the Federal Energy Regulatory Commission (FERC). FERC [lacks a quorum](#) necessary to issue rules, but the confirmation of Chatterjee and Powelson would [provide](#) FERC with a quorum. Chatterjee is an aide to Mitch McConnell and Powelson is a Pennsylvania regulator and current president of the National Association of Regulatory Utility Commissioners. Senate Energy and Natural Resources Committee Chairwoman Murkowski has [pledged](#) to move the nominees through her panel “as quickly as possible.”

Senior agency/department appointments (updated 5/16): Rachel Brand's nomination to be Associate Attorney General is [likely to be considered](#) the week of May 15. If confirmed, she would manage the Justice Department's Environment and Natural Resources Division (ENRD) among other responsibilities. Jeff Rosen's nomination to be Deputy Transportation Secretary is [likely to be considered](#) the week of May 15. John Sullivan, the nominee for Deputy Secretary of State, [said](#) that the US would be “best served” by remaining in the Paris Agreement at his

confirmation hearing on May 9. [Daniel Simmons](#), formerly of the American Legislative Exchange Council, will serve as the Department of Energy's Office of Energy Efficiency & Renewable Energy Principal Deputy Assistant Secretary. Dan Brouillette [has been nominated](#) to be the Deputy Secretary of Energy. Andrew Wheeler, former Republican Environment and Public Works Committee staff, will [likely be nominated](#) to be Deputy EPA Administrator, but it could be several weeks until he is officially nominated.

Budget/Spending

Trump budget (updated 5/16): The White House is [reportedly](#) attempting to halt some Department of Energy loan guarantees and grants that it zeroed out in its [budget blueprint](#). However, the Department [told](#) its program offices that it would honor all funding commitments for “previously obligated” grants and cooperative agreements. Over 1,000 firms [sent](#) a [letter](#) urging House and Senate appropriators to strengthen the Energy Star program, which had also been targeted for elimination in the blueprint. The administration is supposed to release a more detailed budget that will contain line-by-line spending for agencies in May. Budget proposals are the [first step](#) in a lengthy process that determines federal spending. Congress will next consider a budget resolution to determine the total level of discretionary funding – the size of the pie – and then, through the appropriations process, determine program-by-program funding levels (the slices of the pie).

Executive Action

Withdrawing from Paris Agreement (updated 5/16): Despite earlier indications that the Trump administration intended to make a decision on whether to withdraw the US from the Paris Agreement before President Trump traveled to the G-7 summit in Italy at the end of May, the administration has now [decided](#) it will make that decision after the summit. 12 Governors sent a [letter](#) to President Trump on May 3 urging the President to keep the US in the Paris Agreement. A particularly [contentious issue](#) in the discussion around possibly withdrawing appears to be dueling interpretations of Article 4.11 of the Paris Agreement and whether the US can replace its Paris promise to cut emissions with a less ambitious goal. The White House counsel office [believes](#) that the US cannot replace the promise with a laxer goal, [as does](#) one of the drafters of the Agreement.

CPP and new source rule litigation (updated 5/16): The parties [submitted](#) briefs to the DC Circuit on May 15 on whether the Clean Power Plan should be remanded to the agency or held in abeyance. Administrator Pruitt has [recused](#) himself from the Clean Power Plan litigation because he was involved in the litigation when he was Oklahoma attorney general. The DC Circuit on April 28 [granted](#) the Trump administration's request to hold the CPP litigation in abeyance for 60 days as EPA reviews the CPP following the energy independence executive order.

Fairbanks Declaration (added 5/16): Secretary of State Rex Tillerson and seven foreign ministers from Arctic nations signed the Fairbanks Declaration on May 11. The nations agreed to set a collective target for reducing black carbon emissions between 25-33% below 2013 levels by 2025.

Executive orders (updated 5/16): The Office of Management and Budget [issued](#) a [memo](#) the week of May 8 detailing requirements for the section of the [energy independence executive order](#) that instructs agency heads to review all regulations, guidance documents, and policies that burden the development of energy resources. President

Trump also signed an executive order on [review of designations under the Antiquities Act](#) on April 26 and on [implementing an America-first offshore energy strategy](#) on April 28.

Regulations

Regulatory process (updated 5/16): The Senate Homeland Security and Governmental Affairs Committee [will vote](#) on four regulatory reform pieces of legislation the week of May 15: [Regulatory Accountability Act](#), the [REINS Act](#), the Midnight Rules Relief Act, and the Small Business Regulatory Flexibility Improvements Act. The REINS Act and Midnight Rules Relief Act have already passed the House; the Regulatory Accountability Act and the Small Business Regulatory Flexibility Improvements Act have not. The House has passed a series of regulatory reform bills, including the [HONEST Act](#), the [SCRUB Act](#), the [Regulatory Integrity Act](#), and the [OIRA Insight, Reform, and Accountability Act](#), that still await action in the Senate.

Eight Republicans on the Senate Environment and Public Works Committee [sent a letter](#) to EPA's Regulatory Reform Task Force under [the enforcing the regulatory reform agenda executive order](#) urging that the Task Force focus on rules that rely on either the social cost of carbon or co-benefits to justify the cost burdens on the economy.

Agencies

EPA's Endangerment Finding: The Texas Public Policy Foundation filed a [petition](#) on May 1 with EPA, [arguing](#) that the endangerment finding is invalid because EPA did not submit the endangerment finding to the Science Advisory Board for peer review. In 2009 litigation, the DC Circuit declined to find the failure to submit the endangerment finding to the Board was fatal. This petition follows a petition for reconsideration of the endangerment finding that was [filed](#) by the Competitive Enterprise Institute and board members of the Science and Environmental Policy Project in February. The New York Times has [reported](#) that Administrator Pruitt has informed the White House and Congress that he will not seek to reverse the 2009 endangerment finding because such a move would likely be overturned by the courts. Pruitt argued against including language calling for a repeal of the endangerment finding in the [energy independence executive order](#); the executive order did not include language on the endangerment finding.

EPA website (updated 5/16): On April 28, EPA's climate change website [was removed](#). The following week, EPA [removed](#) even more mentions of climate change from its website. The content will be changed to reflect President Trump's energy independence executive order and updated language about the Clean Power Plan. EPA said it would follow agency guidelines on archiving online content from the Obama administration. The City of Chicago is now [hosting](#) EPA's climate change information on its [website](#).

Continued waiver for California under the CAA: According to a [report](#), the administration appears to have postponed plans to rescind California's currently in-effect Clean Air Act waiver, but Administrator Pruitt has [declined](#) to answer questions on whether he would allow EPA to maintain its waiver. The waiver allows California to set more stringent vehicle air pollution standards than EPA; the CAA requires EPA to grant California the waiver with few exceptions, and waivers have been previously granted in all but one circumstance. Rescinding a waiver has [never been attempted before](#) and would likely be subject to legal challenges.

Fuel Efficiency Standards (updated 5/16): EPA Administrator Pruitt has [asked](#) California to participate in the review of federal vehicle emission standards. In the [letter](#) requesting California's participation, Pruitt did not mention California's waiver under the Clean Air Act. The White House has [told](#) automakers that it will seek to broker an agreement with California to avoid a patchwork of vehicle standards across the country as the automakers have cautioned against aggressively rewriting the standards. EPA and NHTSA filed a [notice of intent](#) to reconsider the Final Determination of the midterm evaluation of GHG standards for model year 2022-2025 cars and light trucks in March. EPA and NHTSA will now determine by April 1, 2018 whether the previously established GHG standards for model years 2022-2025 are still appropriate. April 1, 2018 was the previous deadline for completing the midterm review.

Grid study: [Travis Fisher](#), who has previously been [critical](#) of support for renewables, will reportedly lead the Department of Energy's [60-day study](#) of how renewable energy policies may be accelerating the decline of baseload coal and nuclear power plants and how that may impact grid reliability. The study may be a pretext for walking back incentives for renewable energy sources in favor of conventional sources of energy.

Methane

BLM methane rule (updated 5/16): The US Senate [voted down](#) a Congressional Review Act resolution to overturn the [BLM's methane regulation](#) by a vote of 51-49 with Republican Sens. Collins (ME), Graham (SC), and McCain (AZ) crossing the aisle to join every Democratic Senator to oppose the motion. However, the Interior Department has indicated that it will take steps to "suspend, revise, or rescind" the rule. Democratic Senators Heitkamp (ND) and Manchin (WV) wrote a [letter](#) to the Department of Interior urging that "significant modifications to the rule" be pursued.

New source methane rule: On April 18, EPA [announced](#) that it is conveying a proceeding for reconsideration of the agency's new source methane rule in response to the oil and gas industry's petitions for reconsideration of the rule. EPA claimed that the petitions raised at least one objection to the rule - alternative means of emission limitations and inclusion of low-production wells - that arose after the comment period or was impracticable to raise during the comment period. Attorneys at environmental non-governmental organizations [argue](#) that the American Petroleum Institute commented on alternative compliance mechanisms and that EPA sought comment on low-production wells and thus reconsideration of the rule is not appropriate. The Justice Department [filed a motion](#) to hold litigation over EPA's new source methane rule in abeyance on April 7 and [other parties](#) to the litigation have weighed in on the motion; parties have not filed opening briefs in the litigation.

Existing source methane rule: EPA [withdrew](#) an information collection request to oil and natural gas producers that was to inform the development of a rule to regulate methane emissions from existing sources after the Governor of Kentucky and Attorneys General from Texas, Alabama, Arizona, Kansas, Louisiana, Mississippi, Montana, Oklahoma, South Carolina, and West Virginia [requested](#) EPA take this step. The Attorneys General from Massachusetts, California, Illinois, Maryland, Maine, New York, Rhode Island have [written](#) to EPA Administrator Pruitt to urge EPA to reconsider the decision to withdraw the information collection request or otherwise explain how EPA intends to fulfill its legal obligation to address methane leaks that are endangering public health and welfare.

Congress

EPA's GHG regulatory authority: On January 24, Rep. Gary Palmer introduced the [Stopping EPA Overreach Act](#) (H.R. 637), which would strip EPA of its authority to regulate greenhouse gases (GHG) by defining an "air pollutant" under the Clean Air Act as excluding GHGs, and would invalidate the CPP and EPA's new source methane rule. It currently has 116 Republican cosponsors. House Speaker Paul Ryan included this legislation in the House Republican's 2016 campaign platform, [A Better Way](#). A vote has not yet been scheduled on the legislation. EPA Administrator Pruitt has [hinted](#) that he would like to see Congress address the issue of whether carbon is an air pollutant under the Clean Air Act.

Tax reform: Treasury Secretary Mnuchin [indicated](#) that the administration is not planning to move tax reform legislation and an infrastructure package together. The White House released its [blueprint](#) for tax reform on April 26. Amid concerns that the wind production tax credit may be targeted for repeal in tax reform legislation, the wind industry is [highlighting](#) that the vast majority of wind investment (86% of wind farms) is in Republican districts.

Omnibus energy legislation: The Chair and Ranking Member of the Senate Energy and Natural Resources Committee [announced](#) on May 3 that they intend to try to pass major energy legislation again. Last Congress's energy legislation in the Senate included provisions on energy infrastructure, energy efficiency, grid security, and natural gas exports. The legislation passed the Senate and a less ambitious package passed the House; but the Senate and House were not able to reconcile the differences in the two bills before Congress adjourned.

Renewable energy legislation (updated 5/16): Senator Wyden (D-OR) [introduced](#) the Clean Energy for America Act, which would increase tax incentives for clean energy as emissions are lowered. Power plants emitting 35% less carbon dioxide than the national average could qualify for incentives under the plan. Zero emission facilities could receive the maximum of either a production tax credit or an investment tax credit. Transportation fuels could qualify if their life-cycle emissions were at least 25% below the US average and zero or "net negative" emissions could receive the maximum production tax credit. 22 Senators that caucus with the Democrats are co-sponsors.

Oregon Senator Jeff Merkley [introduced](#) legislation to achieve 100% zero carbon power by 2050. The measure would support energy efficiency; improve grid reliability; include changes to the tax code related to oil, coal, and gas; and permanently extend tax credits for qualified electric and hybrid vehicles.

Climate Solutions Caucus (updated 5/16): 12 members of the Caucus (6 Democrats and 6 Republicans) have [reintroduced](#) the Climate Solutions Commissions Act to establish a 10-person commission to review "economically viable" policies to reduce GHG emissions. The bipartisan - there are an equal number of Republicans and Democrats - [Climate Solutions Caucus](#) explores policy options that address the impacts, causes, and challenges of climate change.

Infrastructure package (updated 5/16): The Trump administration will [unveil](#) a statement of "principles" within a month on its \$1 trillion infrastructure plan with the expectation that lawmakers will work on the package during the third quarter of 2017. The plan will be paid for with \$200 billion in direct federal funding and public-private partnerships and possibly tax reform and sale of some government assets.

From: [Alexander Cochran](#)
To: [Aimee Barnes](#), [Davis, Chris \(GOV\)](#), [Schuler, Reed \(GOV\)](#)
Date: Aug 10, 2017 at 8:20 AM
Subject: Re: Take a look at this synopsis to keep us focused. I was think about last call and that we needed notes and framework. It's a mix between something to pull from for press and also somethink that gets convo started for tmr

FOOTNOTE 52

Agreed. I didn't have the lists we created in providence, so I stopped at categories. If u do can u fill that in so we all be refreshed of those more narrowed ideas within the buckets

A

Sent from my BlackBerry 10 smartphone.

From: Aimee Barnes
Sent: Thursday, August 10, 2017 2:54 AM
To: Alexander Cochran; Davis, Chris (GOV); 'Schuler, Reed (GOV)'
Subject: Re: Take a look at this synopsis to keep us focused. I was think about last call and that we needed notes and framework. It's a mix between something to pull from for press and also somethink that gets convo started for tmr

Thanks Alexander. I think this is super helpful and when combined with what Reed pulled together, gives us a solid basis for our activities around Climate Week. On the working groups, I'd be more keen to focus these around targets/objectives/announcements rather than buckets. We can discuss tomorrow.

Thanks again!

From: Alexander Cochran <Alexander.Cochran@exec.ny.gov>
Sent: Wednesday, August 9, 2017 11:38 AM
To: Davis, Chris (GOV); 'Schuler, Reed (GOV)'; Aimee Barnes
Subject: Take a look at this synopsis to keep us focused. I was think about last call and that we needed notes and framework. It's a mix between something to pull from for press and also somethink that gets convo started for tmr

1. Pathways to Paris and USCA's unique role

- o USCA states are stepping up where the federal government has stepped back. States have a large degree of independence in crafting their own energy and environmental policies, and have made enormous strides in building their own clean energy economies without leadership from the federal government.
 - a. [List state by state accomplishments]
- o **In order to accelerate new and existing policies to reduce carbon pollution and promote clean energy technologies, USCA is creating five policy working groups to leverage individual state best practices and forge connective tissue between states.**
 - a. *Finance*: Financing emission reductions
 - b. *Power Sector*: Transforming the grid and developing renewable energy
 - c. *Transportation*: Developing clean transportation
 - d. *Efficiency*: Advancing energy efficiency in buildings and appliances
 - e. *Natural Resources*: Leveraging our lands and oceans
- o The working groups have short, mid- and long-term goals:
 - a. Short-term (September): Each state to provide best practices in each category
 - b. Mid-term: Forge solutions reactive to impending federal obstacles
 - c. Long-term: Collectively provoke structural market change, with focus on deep decarbonization
- o Companies, NGOs and other non-state actors could provide advisory role to working groups.

2. Accountability and emission tracking

- o By joining USCA, members states are committing to reducing their greenhouse gas emissions by the level originally submitted by the United States -- at least 26-28 percent below 2005 levels by 2025.
- o **In order to ensure that Alliance states' emissions reductions are reported and tracked in the most effective way possible, the USCA will be supported by a secretariat out of [the Georgetown Climate Center/UN Foundation], and will be directed by [Executive Director XY]. And we will look to outside experts to assist us to ensure tracking methodology is similar between the states and offer technical assistance to states to meet this goal.**
- o USCA States will be required to submit yearly reports tracking their progress and mapping out their projections to meeting the 2025 goal, using a framework provided by the secretariat to ensure that projections are congruent to one another.

3. Bipartisanship

- o **USCA is a bipartisan coalition of U.S. states and territories committed to upholding the U.S. goals of the 2015 Paris Agreement on climate change.**
 - a. [List member states]

Sent from my BlackBerry 10 smartphone.

On July 24, 2017 at 7:04:46 AM PDT, Davis, Chris (GOV) <chris.davis@gov.wa.gov> wrote:

No surprises. Reed and I can't join call tomorrow as we're at PCC meetings in Portland. But I think we should make a decision and get on to finding the individuals we need.

I'd rule out the Registry who are eager but didn't make a strong case relative to the others. I was impressed with UN. Their broader team working on related campaigns seems to offer our staff the opportunity to bump into, tap broader expertise in unforeseeable ways. They went to lengths to stress their readiness to be low key and back end but I admit I wasn't convinced.

G-town was on top of it. Very ready, capable of housing our team and adding capacity particularly around the global work and federal response. Still a bit of a chip on the shoulder.

I asked all how quickly they could move, their internal process. G-town may require slightly longer internal decision, working through the school, etc. UN seemed more nimble.

J, A, R?

I still lean to G mostly because I know them better and believe they were created and chartered by us to do this work. But I'd be fine if we vote for U.N.. Let's decide this week and move on.

C

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

From: Aimee Barnes <Aimee.Barnes@GOV.CA.GOV>

Date: 7/24/17 4:57 AM (GMT-08:00)

To: Alexander.Cochran@exec.ny.gov, "Davis, Chris (GOV)" <chris.davis@gov.wa.gov>, Jamie Callahan <Jamie.Callahan@GOV.CA.GOV>

Subject: Interviews

How did the secretariat interviews go last week? Any thoughts/ decisions/ next steps?

FOOTNOTES 54-55

From: [Aimee Barnes](#)
To: [Jamie Callahan](#), dan.carol@wdc.ca.gov, '[Kleysteuber, Alexa@EPA](#)', [Kate Dineen](#), 'Alexander.Cochran@exec.ny.gov', [Davis, Chris \(GOV\)](#), [Schuler, Reed \(GOV\)](#), [Ricketts, Sam \(GOV\)](#)
Date: Aug 1, 2017 at 6:48 PM
Subject: Secretariat Doc
AttachmentList: 1

Hi all,

It's taken me longer than I'd hoped but attached is a document formatted as an MOU where I've sought to outline what the Secretariat support is (and isn't). I think we agreed that we'd draft and then share this with UNF and Georgetown to make sure that they both understand the extent to which we see this as a back office/support role. Let me know if anyone has edits/concerns, otherwise I'll aim to share with Vicki and Pete ASAP.

Thanks!
Aimee

US Climate Alliance Secretariat Support
Memorandum of Understanding
August XX, 2017

This Memorandum of Understanding (“Memorandum”) represents a statement of intent by the States of California, New York, and Washington, in their capacities as Co-Chairs of the US Climate Alliance (“Co-Chairs”), and XXXXXXXX (each a “Party” and together, the “Parties”) to collaborate in the achievement of common objectives as described and on the basis outlined below.

WHEREAS:

- The US Climate Alliance (“Alliance”) is a group of states and Puerto Rico, represented by their Governors, whose members intend to collaborate closely to demonstrate the impact of existing and forthcoming policy actions to reduce GHG emissions.
- Each Alliance member agrees to:
 - Implement the goals of the Paris Agreement to reduce greenhouse gas emissions by at least 26-28 percent below 2005 levels by 2025 at the state level;
 - Track and issue annual collective progress reports prior to meetings of the United Nations Framework Convention on Climate Change; and
 - Accelerate new and existing policies to reduce carbon pollution and promote clean energy deployment at the state and federal level.
- Through regular collaboration at the senior staff level, Alliance members will accomplish their objectives by:
 - Coordinating on federal policy engagement aimed at preserving the right of states to protect the environment and support clean energy deployment;
 - Collaborating on state policy development where possible to maximize the impact the impact of individual state action;
 - Attracting new jobs and investment by demonstrating a commitment to climate leadership; and
 - Helping sustain global momentum on climate through strategic international engagement and by demonstrating domestic progress despite likely federal inaction.
- Alliance members have identified a number of potential priority policy focus areas, including but not limited to:

- Renewable energy and energy efficiency policy ambition review
 - Social cost of carbon
 - Reduce high intensity pollutants
 - Green Investment Banks
 - Protect federal vehicle emissions and fuel economy Standards
 - Support innovative utility regulations
 - Align building codes
 - Sustain threatened federal energy initiative
- The Co-Chairs seek a neutral, impartial third-party organization to provide Secretariat Support Services to the Alliance. The ideal organization is:
 - Lean, nimble and able to start immediately
 - Able to serve the needs of the Alliance and co-chairs without a predetermined agenda and without branding recognition
 - Able to provide the Alliance with a full suite of “operating platform” administrative and project management capabilities and services in an efficient manner, including but not limited to: routine operations, human resources, accounting, finance, IT, auditing, other back-office and logistical support, fiduciary services, grant recipient and grant donor capabilities, budget and other project administration, and other areas as defined
 - “white-labeled” back office support to the Alliance, without Able to provide fiduciary services, including institutional capacity to manage grants, contracts, etc.
 - Willing to maintain low overhead fees in an effort to remain lean, effective and agile
 - XXX is a 501(c)(3) organization incorporated in XXX... (insert more information about Secretariat here)

NOW THEREFORE the Parties intend as follows:

- **Secretariat Support Designation**

The Co-Chairs designate XXXX as the organization responsible for providing Secretariat support (“Secretariat Support”) for the Alliance.

- **Support Functions**

In its role as the Secretariat Support, XXXXX shall provide administrative support and fiduciary services to the Co-Chairs and the Alliance in the following ways:

- Administrative Support

- XXX shall provide all basic administrative support for the Alliance, including providing physical office space for Alliance staff, as well as access to IT resources as required including computers, printers, fax/copy machines, telephones, and other office resources required to conduct the regular business of the Alliance.
- XXX shall provide all basic Human Resources support for the Alliance, including...
- XXX shall provide all budget, accounting, and auditing support for the Alliance.

- Fiduciary Services
 - XXX will provide all fiduciary services required to support the success of the Alliance.
 - As the Alliance’s fiscal sponsor, XXX may be called upon to help solicit, and will receive and re-grant funds as needed to support the Alliance.
 - XXX will vet all major supporters before receiving the funds based on a Partner Due Diligence process agreed between the Alliance and XXX. XXX reserves the right to refuse any funds from donors that do not meet these requirements.
 - In support of the Alliance, and at the request of Co-Chairs, XXX will provide support including but not limited to: budget development, creating a prospects list, helping vet potential funders, executing sponsorship agreements, issuing acknowledgement letters, generating and submitting donor reports, and drafting and managing for the Alliance any and all agreed vendor/consultant contracts and payments.
 - In addition to the fundraising-related fiduciary duties detailed above, XXX will help to support the Alliance’s overall fundraising efforts, including the development of a fundraising target and strategy.
 - XXX will charge a XX% overhead rate to support all XXX overhead costs associated with providing fiduciary services to the Alliance and to service as fiscal sponsor.
 - All fiduciary services and XXX staff resources made available and outlined in this Memorandum of Understanding will be covered under the XXX overhead charge. XXX will only receive other remuneration, direct or indirect, in exchange for any additional services provided under the terms of this MOU if agreed upon by both Parties in writing.
 - In principle, XXX will not deficit spend unless requested by the Co-Chairs and deemed necessary by XXX. In such instances, spending will be minimized to the extent possible.

- Communications
 - XXX may be called upon to provide short-term communications support, while the Alliance brings onboard its own communications staff and agrees a contract with an external communications firm, including support for public relations, press releases and website management and updating, as well as social media support

- **Relationship between the Secretariat Support Organization and the US Climate Alliance**

As the Secretariat Support Organization, XXX will provide neutral, unbiased, and unbranded back-office host support functions as outlined above to the US Climate Alliance. The US Climate Alliance will be an independent project of XXX. The Alliance will develop its own logo and branding and will be guided by the direction of the Co-Chairs and the Alliance Staff (“Alliance Staff”), who will be interviewed and selected for hire directly by the Alliance Co-Chairs.

The Alliance Staff will be responsible for managing all policy and substantive questions related to the Alliance and will provide the day-to-day coordination and support for the Alliance, at the direction of the Co-Chairs and Members. XXX will not provide input on policy or substantive issues unless asked to do so by the Alliance Staff with the approval of the Co-Chairs.

The Co-Chairs retain final approval for all efforts of the Alliance Staff. Secretariat Support shall NOT be responsible for any of the below tasks, which shall be the responsibility of the Alliance Staff, Co-Chairs, and Members:

- Policy and substantive questions related to the Alliance. Policy and substantive priorities and initiatives of the Alliance will be directed by the Alliance Co-Chairs and Members, with support from the Alliance staff. In some cases, the Secretariat Support may be invited by the Co-Chairs to provide support on policy questions related to the Alliance where the organization and its staff has substantive knowledge and expertise to bring to bear. In all other cases, XXX is not expected to engage on policy and substantive questions related to the Alliance. Coordinate work of state agency staff implementing policy work plan.
- Regular functions and meetings of the Alliance. With the Co-Chairs, develop agendas for regular meetings of the Co-Chairs and the Alliance members. Staff and facilitate regular calls of the co-chair staff and less frequent calls and in-person meetings of the full alliance staff representatives
- Materials and product development. Draft follow up memos, workplans and other internal work products as needed to facilitate the work of the co-chairs and staff group.
- Communications. Coordinate with state communications staff on the drafting and production of external communications including the website. Ensure the Alliance has a public message ready in response to critical news events and work with co-chairs on messaging and products in anticipation of key events like Climate Week, COP, etc.
- Emissions tracking. Coordinate emissions and commitment tracking with research/analytical partners.
- Policy Support. Coordinate collaboration between states through work groups and support/resource them either directly or in partnership with other think tanks, non-profits, etc. Manage relationships with other organizations providing communications, research, production or other services to the Alliance as part of its scope of work.
- Funding. Facilitate communications with funders and support the development of proposals and documentation necessary to secure operating resources for the Alliance.

- **Contacts**

Each Party hereby designates and appoints below its representative with overall responsibility for implementing this Memorandum. The Parties may designate additional or different persons as points of contact for activities undertaken pursuant to this Memorandum.

For XXX:

For the Co-Chairs:

Aimee Barnes, Senior Advisor, Office of Governor Edmund G. Brown Jr. of the State of California

Alexander Cochran, Office of Governor Andrew Cuomo of the State of New York

Chris Davis, Senior Advisor, Energy and Carbon Markets, Office of Governor Jay Inslee of the State of Washington

- **General**

This Memorandum shall become effective upon signature by both Parties on the date set

forth below. The designation of XXX as the Secretariat Support shall be renewed annually by the Co-Chairs, and may be terminated at any time without notice.

In witness whereof, the Parties have caused this Memorandum to be executed as of the day and date written below.

FOOTNOTE 56

From: Schuler, Reed (GOV)
To: [Davis, Chris \(GOV\)](#)
Date: Aug 1, 2017 at 7:23 PM
Subject: Fwd: Secretariat MOU edits
AttachmentList: 2

Edits attached. Of some confusion to me is the very strong distinction between the secretariat and "alliance staff." This document makes it sound like the people we are hiring won't be employed by the secretariat. If not, who would they work for? A newly incorporated USCA? One of the governors' offices? Maybe I'm confused, but this feels a little like excessive caution on the part of CA re: Georgetown.

Begin forwarded message:

From: Reed Schuler <reed.schuler@gmail.com>
Date: August 1, 2017 at 4:21:27 PM PDT
To: "Schuler, Reed (GOV)" <reed.schuler@gov.wa.gov>
Subject: Secretariat MOU edits

F

FOOTNOTE 57

From: Davis, Chris (GOV)
To: [Aimee Barnes](#), [Jamie Callahan](#), dan.carol@wdc.ca.gov, '[Kleysteuber, Alexa@EPA](#)', [Kate Dineen](#), 'Alexander.Cochran@exec.ny.gov', [Schuler, Reed \(GOV\)](#), [Ricketts, Sam \(GOV\)](#)
Date: Aug 2, 2017 at 11:56 AM
Subject: RE: Secretariat DocZ
AttachmentList: 4

Thanks

This is a good jump forward. However I suspect it's going to trigger legal review on the part of the two organizations which is likely to slow the decision.....Let's get it to them quickly. I'm looking into what legal review we'll have to do here. Raises some questions about who the climate alliance is for the purposes of structuring contracts.For now, we're good to circulate.

CHRIS DAVIS

Senior Advisor – Energy and Carbon Markets| Office of Governor Jay Inslee
Desk: 360-902-0490| Cell: 360-972-5693
www.governor.wa.gov | chris.davis@gov.wa.gov



From: Aimee Barnes [mailto:Aimee.Barnes@GOV.CA.GOV]
Sent: Tuesday, August 01, 2017 3:48 PM
To: Jamie Callahan <Jamie.Callahan@GOV.CA.GOV>; dan.carol@wdc.ca.gov; 'Kleysteuber, Alexa@EPA' <Alexa.Kleysteuber@calepa.ca.gov>; [Kate Dineen <Kate.Dineen@exec.ny.gov>](mailto:Kate.Dineen@exec.ny.gov); 'Alexander.Cochran@exec.ny.gov' <Alexander.Cochran@exec.ny.gov>; Davis, Chris (GOV) <chris.davis@gov.wa.gov>; [Schuler, Reed \(GOV\) <reed.schuler@gov.wa.gov>](mailto:reed.schuler@gov.wa.gov); [Ricketts, Sam \(GOV\) <Sam.Ricketts@gov.wa.gov>](mailto:Sam.Ricketts@gov.wa.gov)
Subject: Secretariat Doc

Hi all,

It's taken me longer than I'd hoped but attached is a document formatted as an MOU where I've sought to outline what the Secretariat support is (and isn't). I think we agreed that we'd draft and then share this with UNF and Georgetown to make sure that they both understand the extent to which we see this as a back office/support role. Let me know if anyone has edits/concerns, otherwise I'll aim to share with Vicki and Pete ASAP.

Thanks!
Aimee

, to adequately drain the swamp or come even close to achiev

US Climate Alliance Secretariat Support
Memorandum of Understanding
August XX, 2017

This Memorandum of Understanding (“Memorandum”) represents a statement of intent by the States of California, New York, and Washington, in their capacities as Co-Chairs of the US Climate Alliance (“Co-Chairs”), and Georgetown State-Federal Climate Resource Center (“Georgetown Climate Center”) of Georgetown University Law Center, each a “Party” and together, the “Parties”) to collaborate in the achievement of common objectives as described and on the basis outlined below.

WHEREAS:

- The US Climate Alliance (“Alliance”) is a group of states and Puerto Rico, represented by their Governors, whose members intend to collaborate closely to demonstrate the impact of existing and forthcoming policy actions to reduce GHG emissions.
- Each Alliance member agrees to:
 - Implement the goals of the Paris Agreement to reduce greenhouse gas emissions by at least 26-28 percent below 2005 levels by 2025 at the state level;
 - Track and issue annual collective progress reports prior to meetings of the United Nations Framework Convention on Climate Change; and
 - Accelerate new and existing policies to reduce carbon pollution and promote clean energy deployment at the state and federal level.
- Through regular collaboration at the senior staff level, Alliance members will accomplish their objectives by:
 - Coordinating on federal policy engagement aimed at preserving the right of states to protect the environment and support clean energy deployment;
 - Collaborating on state policy development where possible to maximize the impact of individual state action;
 - Attracting new jobs and investment by demonstrating a commitment to climate leadership; and
 - Helping sustain global momentum on climate through strategic international engagement and by demonstrating domestic progress despite likely federal inaction.

- Alliance members have identified a number of potential priority policy focus areas, including but not limited to:

- Renewable energy and energy efficiency policy ambition review
- Social cost of carbon
- Reduce high intensity pollutants
- Green Investment Banks
- Protect federal vehicle emissions and fuel economy standards
- Support innovative utility regulations
- Align building codes
- Sustain threatened federal energy initiatives

The Co-Chairs seek a neutral, impartial third-party organization to provide Secretariat Support Services to the Alliance. The Georgetown Climate Center of Georgetown University offers such a platform and has a proven track-record of serving leading states which were instrumental in the founding of the Center with philanthropic support in 2008. With offices at the Hall of States to house new Alliance staff to be hired and selected in close partnership with Co-Chairs, Georgetown offers an opportunity to serve the needs of the Alliance and co-chairs without a predetermined agenda and without branding recognition.

Georgetown will provide the Alliance with a full suite of administrative and project management capabilities and services in an efficient manner, including but not limited to: routine operations, human resources, accounting, finance, IT, auditing, other back-office and logistical support, fiduciary services, grant and sponsored programs capabilities, budget and other project administration, and the opportunity to initiate contracts with individuals and firms.

Georgetown University is a 501(c)(3) organization established in 1789. In the spirit of the new republic, the university was founded on the principle that serious and sustained discourse among people of different faiths, cultures, and beliefs promotes intellectual, ethical and spiritual understanding. We embody this principle in the diversity of our students, faculty and staff, our commitment to justice and the common good, our intellectual openness and our international character.

The Georgetown Climate Center (GCC) is one of more than a dozen Centers & Institutes based at Georgetown University Law Center. GCC was established by and for leading states with support from philanthropic funders in 2008 and has offices at Georgetown Law as well as the Hall of States where the Alliance staff will be housed.

NOW THEREFORE the Parties intend as follows:

- **Secretariat Support Designation**

The Co-Chairs designate Georgetown Climate Center as the organization responsible for providing Secretariat support (“Secretariat Support”) for the Alliance.

- **Relationship between the Secretariat Support Organization and the US Climate Alliance**

As the Secretariat Support Organization, Georgetown Climate Center will provide neutral, unbiased, and unbranded back-office host support functions as outlined above to the US Climate Alliance. The US Climate Alliance will be an independent project of Georgetown Climate Center. The Alliance will develop its own logo and branding guided by the direction of the Co-Chairs and the Alliance Staff. Alliance Staff will be interviewed and selected for hire by the Alliance Co-Chairs in coordination with Georgetown, and will be employed by Georgetown University working under the supervision of the executive leadership of the Georgetown Climate Center. Georgetown will oversee background and immigration checks and onboarding, and provide additional staff time for secretariat services.

- **Support Functions**

In its role as the Secretariat Support, Georgetown shall provide administrative support and fiduciary services to the Co-Chairs and the Alliance in the following ways:

- Administrative Support

- Georgetown Climate Center shall provide administrative support for the Alliance, including providing physical office space for Alliance staff and access to IT resources as required, including computers, printers, fax/copy machines, telephones, and other office resources required to conduct the regular business of the Alliance.
- Georgetown University will provide Human Resources support for Alliance staff, as staff of Georgetown University.
- Georgetown shall provide all financial and budget support for the Alliance.

- Financial and Fiduciary Services

- As the Alliance's fiscal sponsor, Georgetown may be called upon to help solicit, and will receive and expend funds as needed to support the Alliance.
- Georgetown will vet all major supporters before receiving the funds based on a Partner Due Diligence process agreed upon between the Alliance and Georgetown. Georgetown reserves the right to refuse any funds from donors that do not meet these requirements.
- In support of the Alliance, and in partnership with Co-Chairs and Alliance Staff, Georgetown's support will include budget development, creating a prospects list, helping vet potential funders, executing sponsorship agreements, issuing acknowledgement letters, generating and submitting donor reports with assistance from Alliance members and staff, and facilitating vendor/consultant contracts and payments.
- In addition to the fundraising-related fiduciary duties detailed above, Georgetown will help to support the Alliance's overall fundraising efforts, including the development of fundraising strategy.
- Budgets will include Georgetown's 15% IDC rate for nonfederal grants to support overhead costs associated with providing financial and fiduciary services to the Alliance and to serve as fiscal sponsor.
- Budgets will also include line items for Alliance staff hired through Georgetown, additional GCC staff time required for Secretariat duties (in coordination with Co-Chairs), travel and events, consulting services, equipment and supplies, and communications materials and support as noted below as part of proposals crafted with the Co-chairs.

- Communications

- Georgetown Climate Center may be called upon to provide short-term communications support for the Alliance and bring onboard additional dedicated Alliance communications staff and contractors to support external communications, including support for public relations, press releases, printed materials including signs and banners, website design, management and updating, as well as social media support.

- Oversee Alliance Staff and obligations to states and funders

The Alliance Staff will be responsible for managing policy and substantive questions related to the Alliance and will provide the day-to-day coordination and support for the Alliance, at the direction of the Co-Chairs and Members, and in coordination with Georgetown Climate Center management and project funders.

Alliance staff will provide substantive, logistical, communications, fundraising, and other support in partnership with states, funders and partners supporting substantive work:

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- Funding. Facilitate communications with project funders and manage the development of proposals and documentation necessary to secure operating resources for the Alliance.

- **Contacts**

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For Georgetown:

Vicki Arroyo, Executive Director, Georgetown Climate Center
Kathryn Zyla, Deputy Director, Georgetown Climate Center

For the Co-Chairs:

Aimee Barnes, Senior Advisor, Office of Governor Edmund G. Brown Jr. of the State of California

Alexander Cochran, Office of Governor Andrew Cuomo of the State of New York

Chris Davis, Senior Advisor, Energy and Carbon Markets, Office of Governor Jay Inslee of the State of Washington

- **Force Majeure**

No Party shall be responsible for any failure or delay in its performance under this MOU due to causes beyond its reasonable control, including but not limited to, labor disputes, strikes, lockouts, shortages of or inability to obtain labor, energy, raw materials or supplies, war, riot, acts of terrorism, civil unrest, an act of God (including but not limited to fire, flood, earthquakes or other natural disasters) or governmental action (including but not limited to any law, regulation, decree or denial of visas or residence permits).

- **Entire Agreement, Effective Date, Duration, Amendments, Notices and Termination**

This MOU represents the entire understanding of the Parties with respect to the subject matter hereof, and all prior agreements, understandings, representations and warranties are superseded hereby and merged herein.

This MOU becomes effective on the date of the last signature of the Parties and is expected to continue through December 2020, though the parties will revisit it on an annual basis and this MOU may be modified or amended if the Parties agree in writing.

Nothing in this MOU shall require, or be deemed to require, Georgetown University to take any action or omit to take any action that would jeopardize Georgetown's tax-exempt status under Section 501c(3) of the Internal Revenue Code of the United States, Georgetown's federal corporate charter granted by the United States Congress, accreditation of its Georgetown University Law Center by the American Bar Association, or participation by Georgetown or its students in federal student assistance programs. If any of the parties to this agreement are in jeopardy of the loss of any of the approvals listed above as a result of its performance of this MOU, the Parties agree to negotiate in good faith to modify this MOU accordingly.

- **Governing Law**

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• **Successors**

This MOU shall be binding upon and inure to the benefit of the Parties hereto and their respective legal successors in interest.

IN WITNESS WHEREOF, the Primary Parties, each acting through their duly authorized representative, have caused this MOU to be signed in their names and delivered as of this ____ day of

For Georgetown University Law Center:

For Alliance:

FOOTNOTE 58 HIGHLIGHTED

US Climate Alliance Secretariat Support Memorandum of Understanding August XX, 2017

This Memorandum of Understanding (“Memorandum”) represents a statement of intent by the States of California, New York, and Washington, in their capacities as Co-Chairs of the US Climate Alliance (“Co-Chairs”), and Georgetown State-Federal Climate Resource Center (“Georgetown Climate Center”) of Georgetown University Law Center, each a “Party” and together, the “Parties”) to collaborate in the achievement of common objectives as described and on the basis outlined below.

WHEREAS:

- The US Climate Alliance (“Alliance”) is a group of states and Puerto Rico, represented by their Governors, whose members intend to collaborate closely to demonstrate the impact of existing and forthcoming policy actions to reduce GHG emissions.
- Each Alliance member agrees to:
 - Implement the goals of the Paris Agreement to reduce greenhouse gas emissions by at least 26-28 percent below 2005 levels by 2025 at the state level;
 - Track and issue annual collective progress reports prior to meetings of the United Nations Framework Convention on Climate Change; and
 - Accelerate new and existing policies to reduce carbon pollution and promote clean energy deployment at the state and federal level.
- Through regular collaboration at the senior staff level, Alliance members will accomplish their objectives by:
 - Coordinating on federal policy engagement** aimed at preserving the right of states to protect the environment and support clean energy deployment;
 - Collaborating on state policy development** where possible to maximize the impact of individual state action;
 - Attracting new jobs and investment by demonstrating a commitment to climate leadership; and
 - Helping sustain global momentum on climate through strategic international engagement and by demonstrating domestic progress despite likely federal inaction.

•Alliance members have identified a number of potential priority policy focus areas, including but not limited to:

- Renewable energy and energy efficiency policy ambition review
- Social cost of carbon
- Reduce high intensity pollutants
- Green Investment Banks
- Protect federal vehicle emissions and fuel economy standards
- Support innovative utility regulations
- Align building codes
- Sustain threatened federal energy initiatives

The Co-Chairs seek a neutral, impartial third-party organization to provide Secretariat Support Services to the Alliance. The Georgetown Climate Center of Georgetown University offers such a platform and has a proven track-record of serving leading states which were instrumental in the founding of the Center with philanthropic support in 2008. With offices at the Hall of States to house new Alliance staff to be hired and selected in close partnership with Co-Chairs, Georgetown offers an opportunity to serve the needs of the Alliance and co-chairs without a predetermined agenda and without branding recognition.

Georgetown will provide the Alliance with a full suite of administrative and project management capabilities and services in an efficient manner, including but not limited to: routine operations, human resources, accounting, finance, IT, auditing, other back-office and logistical support, fiduciary services, grant and sponsored programs capabilities, budget and other project administration, and the opportunity to initiate contracts with individuals and firms.

Georgetown University is a 501(c)(3) organization established in 1789. In the spirit of the new republic, the university was founded on the principle that serious and sustained discourse among people of different faiths, cultures, and beliefs promotes intellectual, ethical and spiritual understanding. We embody this principle in the diversity of our students, faculty and staff, our commitment to justice and the common good, our intellectual openness and our international character.

The Georgetown Climate Center (GCC) is one of more than a dozen Centers & Institutes based at Georgetown University Law Center. GCC was established by and for leading states with support from philanthropic funders in 2008 and has offices at Georgetown Law as well as the Hall of States where the Alliance staff will be housed.

NOW THEREFORE the Parties intend as follows:

•Secretariat Support Designation

The Co-Chairs designate Georgetown Climate Center as the organization responsible for providing Secretariat support (“Secretariat Support”) for the Alliance.

•Relationship between the Secretariat Support Organization and the US Climate Alliance

As the Secretariat Support Organization, Georgetown Climate Center will provide neutral, unbiased, and unbranded back-office host support functions as outlined above to the US Climate Alliance. The US Climate Alliance will be an independent project of Georgetown Climate Center. The Alliance will develop its own logo and branding guided by the direction of the Co-Chairs and the Alliance Staff. Alliance Staff will be interviewed and selected for hire by the Alliance Co-Chairs in coordination with Georgetown, and will be employed by Georgetown University working under the supervision of the executive leadership of the Georgetown Climate Center. Georgetown will oversee background and immigration checks and onboarding, and provide additional staff time for secretariat services.

•Support Functions

In its role as the Secretariat Support, Georgetown shall provide administrative support and fiduciary services to the Co-Chairs and the Alliance in the following ways:

•Administrative Support

- Georgetown Climate Center shall provide administrative support for the Alliance, including providing physical office space for Alliance staff and access to IT resources as required, including computers, printers, fax/copy machines, telephones, and other office resources required to conduct the regular business of the Alliance.
- Georgetown University will provide Human Resources support for Alliance staff, as staff of Georgetown University.
- Georgetown shall provide all financial and budget support for the Alliance.

•Financial and Fiduciary Services

- As the Alliance's fiscal sponsor, Georgetown may be called upon to help solicit, and will receive and expend funds as needed to support the Alliance.
- Georgetown will vet all major supporters before receiving the funds based on a Partner Due Diligence process agreed upon between the Alliance and Georgetown. Georgetown reserves the right to refuse any funds from donors that do not meet these requirements.
- In support of the Alliance, and in partnership with Co-Chairs and Alliance Staff, Georgetown's support will include budget development, creating a prospects list, helping vet potential funders, executing sponsorship agreements, issuing acknowledgement letters, generating and submitting donor reports with assistance from Alliance members and staff, and facilitating vendor/consultant contracts and payments.
- In addition to the fundraising-related fiduciary duties detailed above, Georgetown will help to support the Alliance's overall fundraising efforts, including the development of fundraising strategy.
- Budgets will include Georgetown's 15% IDC rate for nonfederal grants to support overhead costs associated with providing financial and fiduciary services to the Alliance and to serve as fiscal sponsor.
- Budgets will also include line items for Alliance staff hired through Georgetown, additional GCC staff time required for Secretariat duties (in coordination with Co-Chairs), travel and events, consulting services, equipment and supplies, and communications materials and support as noted below as part of proposals crafted with the Co-chairs.

•Communications

•Georgetown Climate Center may be called upon to provide short-term communications support for the Alliance and bring onboard additional dedicated Alliance communications staff and contractors to support external communications, including support for public relations, press releases, printed materials including signs and banners, website design, management and updating, as well as social media support.

•Oversee Alliance Staff and obligations to states and funders

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For Georgetown University Law Center:

For Alliance:

From: Aimee Barnes
To: [Ricketts, Sam \(GOV\)](#) 桶斂敬愁穀故獳着捁撻 **FOOTNOTE 60**
CC: [Davis Chris \(GOV\)](#)
Date: Jun 4, 2017 at 12:01 PM
Subject: Re: principles
Attachment(s): 4

It looks good to me aside from a few typos that I think are just maybe what I'm seeing on my phone as a result of tracked changes. This is mostly based on what New York already had input on so I would send it to them for their feedback but I'm also just going to start sending it to others for theirs as well. And yes I think it should be represented to all as provisional.

Lastly, the governor is hosting the prime minister of Fiji for a luncheon next week on the 13th and he wants to invite all the USCA governors. I think it's a quick turnaround but would be a good opportunity for an in person follow up to hash out details including at principal and senior advisor level. We'll need to do a ton of prep work this week to make that an effective meeting but I think we should give it a shot.

Lastly, you saw my other note about UNF helping with the website. They are also willing to hire Kim Carnahan, who has been a climate negotiator with state department and is a total powerhouse, to help organize us. I'd like to move on that too but want to get your thoughts before telling New York.

Sent from my iPhone

On Jun 4, 2017, at 5:31 AM, Ricketts, Sam (GOV) <Sam.Ricketts@gov.wa.gov> wrote:

Sorry I took so long - see my thoughts attached

Once we're all on a page, and again on one with NY, we should think about how we roll this out to the others. Meaning, to what extent are we going to give it to all the others for feedback, versus tell them, as co-chairs, (especially to those who have already joined) that it's the terms of their membership.

From: Aimee Barnes [<mailto:Aimee.Barnes@GOV.CA.GOV>]
Sent: Friday, June 02, 2017 8:38 PM
To: Davis, Chris (GOV); Ricketts, Sam (GOV)
Subject: Re: principles

Sorry me too. Here is a cut attached. I added some "principles" in addition to the commitments. I also added a stab at a CPP bullet. Let me know what you think.

From: Davis, Chris (GOV) <chris.davis@gov.wa.gov>
Sent: Friday, June 2, 2017 1:02 PM
To: Aimee Barnes; Ricketts, Sam (GOV)
Subject: principles

A/S

Sorry got waylaid....

See what you think – very brief. But hopefully meaningful. I think we need to:

- Not scare the Rs with excessive performance commitments
- Offer something concrete enough to make it more than a paper tiger
- Provide broad areas of focus that can be filled out by our partners

I didn't mention CPP. I hadn't heard that before this AM. I'm not sure I see how it makes sense since the tools aren't there and it seems odd to reference one sector (power) and a reg that won't likely be available to us. I'm open to hearing pushback but....

C

CHRIS DAVIS

Senior Advisor – Energy and Carbon Markets| Office of Governor Jay Inslee

Desk: 360-902-0490| Cell: 360-972-5693

www.governor.wa.gov | chris.davis@gov.wa.gov

<[image001.png](#)><[image002.png](#)><[image003.png](#)><[image004.png](#)>

<Alliance principles ABED SR.docx>

From: [Aimee Barnes](#)
To: [Klee, Robert](#), ['Alexander Cochran'](#), [Davis, Chris \(GOV\)](#), [Ricketts, Sam \(GOV\)s_version1.0](#)
CC: [DeSimone Dan](#), [Enright-Kato Keri](#), [Sotos Mary](#)
Date: Sep 5, 2017 at 12:53 PM
Subject: Re: best practice template and questionnaire
Attachment(s): 3

FOOTNOTE 61

Thank you Rob, and apologies for the calendaring issues. We actually did not have the call last week since the calendar request didn't seem to update in anyone's calendars except mine! Hopefully soon we should have an Executive Director in place and some other staff and that will help smooth some of the coordination wrinkles.

All the best,

Aimee

From: Klee, Robert <Robert.Klee@ct.gov>
Sent: Friday, September 1, 2017 3:44 PM
To: 'Alexander Cochran'; Aimee Barnes; 'Davis, Chris (GOV)'; 'Ricketts, Sam (GOV)'
Cc: DeSimone, Dan; Enright-Kato, Keri; Sotos, Mary
Subject: RE: best practice template and questionnaire

Alex et al.,

Attached is a "best practices" summary from Connecticut. Not sure if this is exactly what you had in mind, please let us know if you needed something different.

I apologize that I couldn't join the call this past Thursday – I wasn't aware of it until it was too late to adjust my calendar. Can someone provide a quick synopsis of what the Climate Alliance is planning for NYC Climate Week and whether and/or which Governor-level participation is anticipated? Or is that the topic of the Tuesday (Sept. 5th) call at 2 pm? If so I can wait.

Although I think it's improving, I am not sure whether I am actually receiving all the emails and calendar invites. Please put me on whatever master lists you have in addition to Dan DeSimone from Connecticut's Washington DC office. My Connecticut team is also cc'd above – Deputy Commissioner Mary Sotos (who went to the in-person meeting in Providence), and Keri Enright-Kato, my Director of our Office of Climate Change, Technology, and Research. If you could include them too, I'd appreciate it.

Have a nice holiday weekend.

Cheers,

Rob

Robert J. Klee

Commissioner

Connecticut Department of Energy and Environmental Protection
79 Elm Street, Hartford, CT 06106-5127
P: 860.424.3571|F: 860.424.4051 |E: robert.klee@ct.gov

Conserving, improving and protecting our natural resources and environment;

Ensuring a clean, affordable, reliable, and sustainable energy supply.

From: DeSimone, Dan
Sent: Friday, August 18, 2017 4:14 PM
To: Klee, Robert
Subject: FW: best practice template and questionnaire

Dan DeSimone
Director – Washington, DC Office
Office of Governor Dannel P. Malloy
State of Connecticut
444 N. Capitol St., NW Suite 317
Washington, DC 20001
(o) 202-403-8654

From: Theoharides, Kathleen (EEA) [<mailto:Kathleen.Theoharides@MassMail.State.MA.US>]
Sent: Friday, August 18, 2017 3:56 PM
To: Alexander Cochran <Alexander.Cochran@exec.ny.gov>; Aimee Barnes <Aimee.Barnes@GOV.CA.GOV>; Ryan.Dalton@exec.ny.gov; Ruchi.SADHIR@oregon.gov; matt.swenson@state.mn.us; Angela Navarro <angln611@gmail.com>; 'Davis, Chris (GOV)' <chris.davis@gov.wa.gov>; Jamie Callahan <Jamie.Callahan@GOV.CA.GOV>; coybt46@gmail.com; Kate Dineen <Kate.Dineen@exec.ny.gov>; laurie.williams@state.co.us; stephanie.zawistowski@state.mn.us; alexa.kleysteuber@calepa.ca.gov; linden.zakula@state.mn.us; James Allen <James.Allen@exec.ny.gov>; Brittnev.Wilson@vermont.gov; 'Kara.Coats@state.de.us' <Kara.Coats@state.de.us>; John O'Leary <John.O'leary@exec.ny.gov>; scott.glenn@doh.hawaii.gov; [lisa; mailto:laurie.williams@state.co.us](mailto:lisa@mailto:laurie.williams@state.co.us) nelekin@state.mn.us;
DeSimone, Dan <Dan.DeSimone@ct.gov>; Emily.Kuiken@state.de.us; Jon.Romano@governor.ri.gov; Ali.Mirzakhallili@state.de.us;
angela.navarro@governor.virginia.gov
Cc: Walke, Peter <Peter.Walke@vermont.gov>; Ullman, Rebecca (EEA) <rebecca.ullman@state.ma.us>; Bartlett, Ned (EEA) <ned.bartlett@state.ma.us>; Love, Susan E. (DNREC) <Susan.Love@state.de.us>; Seemans, Jordan (Governor) <Jordan.Seemans@state.de.us>; Ricketts, Sam (GOV) <Sam.Ricketts@gov.wa.gov>
Subject: RE: best practice template and questionnaire

My suggested changes to the template attached, from our call earlier today.

From: Alexander Cochran [<mailto:Alexander.Cochran@exec.ny.gov>]
Sent: Friday, August 18, 2017 1:47 PM
To: Theoharides, Kathleen (EEA); Aimee Barnes; Ryan.Dalton@exec.ny.gov; Ruchi.SADHIR@oregon.gov; matt.swenson@state.mn.us; Angela Navarro; 'Davis, Chris (GOV)'; Jamie Callahan; coybt46@gmail.com; Kate Dineen; Theoharides, Kathleen (EEA); laurie.williams@state.co.us; stephanie.zawistowski@state.mn.us; alexa.kleysteuber@calepa.ca.gov; linden.zakula@state.mn.us; James Allen; Brittnev.Wilson@vermont.gov; 'Kara.Coats@state.de.us'; John O'Leary; scott.glenn@doh.hawaii.gov; lisa.m.hiraoka@hawaii.gov; merone.melekin@state.mn.us; Dan.DeSimone@ct.gov; Emily.Kuiken@state.de.us; Jon.Romano@governor.ri.gov; Ali.Mirzakhallili@state.de.us; angela.navarro@governor.virginia.gov
Cc: Walke, Peter; Ullman, Rebecca (EEA); Bartlett, Ned (EEA); Love, Susan E. (DNREC); Seemans, Jordan (Governor); Ricketts, Sam (GOV)
Subject: Re: best practice template and questionnaire

Hey Folks. Attached is a Best Practice template to help guide you in responding and sending me your state's plain English Best Practices document. Their goal is to your Best Practices back by next Friday (August 25). In addition to the template, I have put together a questionnaire to serve as a baseline of knowledge for the incoming secretariat to have and it will also serve as a way to illustrate for us what states are doing what, guide us to see synergies, and connect the dots.

The best practices for each state should be organized by the five pillars the USCA workgroup developed in July 2017: Finance, Power Sector, Transportation, Efficiency, Natural Resources.

The USCA Best Practices exercise serves two purposes:

A. External/Plain English – developing a state-by-state compendium of USCA state programs, organized by the five pillars that can be used as a stand-alone document and be the meat of any annual report used by the USCA. These programmatic descriptions should be written to be easily digestible while still being substantive (see example document 'NY USCA BP – draft.external').

B. Internal/Detailed Program Information – In addition to the outward facing purpose, the Best Practice exercise will also build out the substantive policy details needed for USCA states to collaborate and share programmatic detail on each state's own initiatives. These responses, again organized by the five pillars, should be detailed and technical, identifying the current problem, the intervention strategy, barriers/opportunities, and metrics for performance evaluation.

Sent from my BlackBerry 10 smartphone.

From: Alexander Cochran

Sent: Wednesday, August 16, 2017 8:47 AM

To: Theoharides, Kathleen (EEA); Aimee Barnes; Ryan.Dalton@exec.ny.gov; Ruchi.SADHIR@oregon.gov; matt.swenson@state.mn.us; Angela Navarro; 'Davis, Chris (GOV)'; Jamie Callahan; coybt46@gmail.com; Kate Dineen; kathleen.theoharides@state.ma.us; laurie.williams@state.co.us; stephanie.zawistowski@state.mn.us; alexa.kleysteuber@calepa.ca.gov; linden.zakula@state.mn.us; James Allen; Brittney.Wilson@vermont.gov; 'Kara.Coats@state.de.us'; John O'Leary; scott.glenn@doh.hawaii.gov; lisa.m.hiraoka@hawaii.gov; merone.melekin@state.mn.us; Dan.DeSimone@ct.gov; Emily.Kuiken@state.de.us; Jon.Romano@governor.ri.gov; Ali.Mirzakhali@state.de.us; angela.navarro@governor.virginia.gov

Cc: Walke, Peter; Ullman, Rebecca (ENV); Bartlett, Ned (ENV); Love, Susan E. (DNREC); Seemans, Jordan (Governor); Ricketts, Sam (GOV)

Subject: Proposed event for Climate Week and framing doc

Hey friends:

Here's a doc to help explain a possible event and talk it over with your senior teams. Pls let us know response. This is what was described on last week's call and that I promised to get you. I will also get out a series of questions and format for best practices in next day.

A

When: September 20, 2017 at UN Climate Week in NYC (location TBD)

Who: (depending on schedules) USCA Co-Chairs: Gov. Brown (CA), Gov. Cuomo (NY) and Gov. Inslee joined by other Alliance governors (possibly: Hawai'i and others)

Press Interest: First official governor led USCA event announcing first annual USCA Climate Report during UN Climate Week to ensure the USCA doesn't cede any of the states' leadership on climate to other groups such as *We Are Still In*. The goal of the event would be to demonstrate the group intends to not only continue individual commitments to reduce GHG but, more importantly, announces that the USCA states are on target to hit their Paris commitments and that the states will collaborate to advance and expand GHG/carbon reduction in the US. Further that the USCA states are committed to staying united with the rest of the international community on combating climate change and meeting Paris goals.

Proposal: USCA Governors Announcement of New USCA Climate Report & USCA Initiatives for 2018

USCA was created to provide a framework for state's committed to achieving emissions reduction goals set forth in the Paris Climate Agreement. USCA Governors announce a series of products and initiatives for USCA states to work collaboratively on and advance emission reduction goals. By doing so, USCA is establishing its credibility as a bi-partisan cooperative and leaves the door open for other states to participate. USCA states are stepping up where the federal government has stepped back. States have a large degree of independence in crafting their own energy and environmental policies, and have made enormous strides in building their own clean energy economies without leadership from the federal government. Creating an annual report gives USCA the transparency and credibility needed in the face of the waning US Government presence in the climate change discussion.

By creating a report: USCA frames all follow-up or additional announcements within the progress report as everything we are doing or going to do is about progress on our numbers. We are grounded by a report showing real, demonstrative state progress in the commitment to the Paris Agreement AND the effectiveness of state policies, which speaks to this is a substantive Alliance not a PR exercise. The report will establish a way to benchmark the original 14 USCA states and leaves the door open to bring other states into group.

Content of First Annual USCA Progress Report: (see attached slides for background)

1. *Where We Are: Establishes the 2005 baseline for carbon reduction and shows the trends of the 14 USCA states reducing carbon through 2015 towards Paris goals.*
2. *What Are We Doing: Essentially recrafting state climate plans and/or USCA individual state best practice strategies that show how the USCA states have achieved improvements from 2005 onward. Yes are numbers are good right now, but it's important to understand USCA states' policies that have moved the needle. (best practice book/website)*
3. *Where We Are Going: given the policies USCA states already have in place, USCA can credibly project that USCA is on target to meeting Paris commitments by 2025 (can also compare and contrast with non-alliance states) . In addition as the slide below shows, USCA states have outpaced non USCA states in greenhouse gas reductions while at the same time out pacing them in GDP growth, showing the media/public that good climate policies do NOT hurt the economy and may in fact grow it faster.*
4. *Wait, Wait...We're Not Done: for the first report, USCA could announce the sectors we intend to collaborate on: Finance, Power Sector, Transportation, Efficiency, and Natural Resources. The USCA states are looking for deliverables to announce under those issue areas that would be ready by September event. By developing and working collectively in these sectors, USCA states will further build on and speed up positive trend lines of greenhouse gas reduction.*

Possible announcements framed within or by the Climate Report:

Formalizing USCA and Creating a Standard Emission Inventory: In order to ensure that Alliance states' emissions reductions are reported and tracked in the most effective way possible, the USCA will be supported by a secretariat out of Washington, DC

By joining USCA, members states are committing to reducing their greenhouse gas emissions by the level originally submitted by the United States -- at least 26-28 percent below 2005 levels by 2025.

USCA States will be required to submit yearly reports tracking their progress and mapping out their projections to meeting the 2025 goal, using a framework provided by the secretariat to ensure that projections are congruent to one another. USCA will offer technical assistance to all member states to ensure that the methodology and tracking is consistent amongst the member states.

USCA Best Practices Guide: An expanded state-by-state and/or sector-by-sector compendium of the policies currently in place (i.e. a comprehensive document of policies in the *What We Are Doing* summaries in the USCA Climate Report)

Technical Assistance University: Create a shared platform for states to share and offer technical assistance to one another. NYS, VT and MA are already on the same platform so we are looking into who to take that to other states.

Economic Impact Assessment: Each state could provide a summary of clean energy investments anticipated over the next 3 years that will continue driving reductions in carbon emissions. (Angela's idea) Or we could take an aggregate numbers of years since 2005 (or any other date) and state this is what have done to date. Or something in between (we need to work through this point) This should include both public-sector financed and private-sector financed investment. The breakdown will include at least the following four categories: (1) renewables, (2) energy efficiency, (3) transportation, (4) buildings. We will sum up those investments for an announcement that would focus on the following: "The Climate Alliance states are collectively committing to a goal of \$X billion or the Climate Alliance states have collectively invested xxx billions in the last decade in clean energy investment. These public and private sector investments further drive the carbon reductions necessary to achieve the goals of the Paris Agreement while also providing significant economic development and job creation opportunities for our states."

USCA Green Bank: May not be ready by September but the states are discussing ways for states to partner/leverage financing and investment tools using the green banks that are already in existence.

Interstate Resilience Finance Effort--Pooling Risk: This could be potentially HUGE but may not be ready by September but need to work it through for possible November announcement. Right before transition, WH team wrote [this report](#) and had a bunch of insurance companies [make commitments](#) on supporting this work.

Sent from my BlackBerry 10 smartphone.

From: Theoharides, Kathleen (EEA)

Sent: Friday, August 11, 2017 2:45 PM

To: Aimee Barnes; Ryan.Dalton@exec.ny.gov; Ruchi.SADHIR@oregon.gov; matt.swenson@state.mn.us; Alexander Cochran; Angela Navarro; 'Davis, Chris (GOV)'; Jamie Callahan; coybt46@gmail.com; Kate Dineen; kathleen.theoharides@state.ma.us; laurie.williams@state.co.us; stephanie.zawistowski@state.mn.us; alexa.kleysteuber@calepa.ca.gov; linden.zakula@state.mn.us; James Allen; Brittney.Wilson@vermont.gov; 'Kara.Coats@state.de.us'; John O'Leary; scott.glenn@doh.hawaii.gov; lisa.m.hiraoka@hawaii.gov; merone.melekin@state.mn.us; Dan.DeSimone@ct.gov; Emily.Kuiken@state.de.us; Jon.Romano@governor.ri.gov; Ali.Mirzakhali@state.de.us; angela.navarro@governor.virginia.gov

Cc: Walke, Peter; Ullman, Rebecca (ENV); Bartlett, Ned (ENV); Love, Susan E. (DNREC); Seemans, Jordan (Governor); Ricketts, Sam (GOV)

Subject: RE: US Climate Alliance Members Call

Good discussion today. This is the site I mentioned that is New York facing: <https://www.nyclimatescience.org/> and below is a mock-up of the Mass site, to be released in September. A conversation with the developer about the utility of the site as a regional platform might be a good next step.

-----Original Appointment-----

From: Aimee Barnes [<mailto:Aimee.Barnes@GOV.CA.GOV>]

Sent: Monday, June 12, 2017 4:11 PM

To: Aimee Barnes; Ryan.Dalton@exec.ny.gov; Ruchi.SADHIR@oregon.gov; matt.swenson@state.mn.us; Alexander.Cochran@exec.ny.gov; Angela Navarro; 'Davis, Chris (GOV)'; Jamie Callahan; coybt46@gmail.com; Kate Dineen; kathleen.theoharides@state.ma.us; laurie.williams@state.co.us; stephanie.zawistowski@state.mn.us; alexa.kleysteuber@calepa.ca.gov; linden.zakula@state.mn.us; James.Allen@exec.ny.gov; Brittney.Wilson@vermont.gov; 'Kara.Coats@state.de.us'; John.O'leary@exec.ny.gov; scott.glenn@doh.hawaii.gov; lisa.m.hiraoka@hawaii.gov; merone.melekin@state.mn.us; Dan.DeSimone@ct.gov; Emily.Kuiken@state.de.us; Jon.Romano@governor.ri.gov; Ali.Mirzakhali@state.de.us; angela.navarro@governor.virginia.gov

Cc: Theoharides, Kathleen (EEA); Walke, Peter; Ullman, Rebecca (ENV); Bartlett, Ned (ENV); Love, Susan E. (DNREC); Seemans, Jordan (Governor); Ricketts, Sam (GOV)

Subject: US Climate Alliance Members Call

When: Friday, August 11, 2017 11:00 AM-11:30 AM (UTC-08:00) Pacific Time (US & Canada).

Where: 866-722-0266;2841062

Dear all,

Thank you for taking the time to join the USCA kickoff call last week. We agreed to aim for weekly calls as we get up and running, with a goal of potentially moving to biweekly as we get further established. I've moved the standing call to a little later in the day to hopefully better accommodate Hawaii's time zone, with the recurring call starting next Friday to accommodate some scheduling conflicts from folks. Please let me know if there are any issues with this time as a standing/recurring call.

Just as a reminder, there were the following to-dos from last Friday's call:

1. **Principles:** Please provide any feedback you might have on the Alliance principles (attached) by **COB today** to Chris Davis (WA).
2. **Recruitment:** If you or someone in your team would like to support recruitment of other states, please contact Sam Ricketts (WA), Alexander Cochran (NY) and Dan Carol (CA).
3. **Communications:** Please share the contact information for your designated communications point-of-contact for the Alliance to me, Aimee Barnes (CA).
4. **Availability for in-person:** Using the following Doodle Poll link, please share your availability for an initial in-person meeting this summer: <http://doodle.com/poll/5veemkp3di26z3pa>. For now please focus on calendars of appropriate senior staff rather than Governors.
5. **Website/media:** a website for the Alliance is currently under development. State seals have been pulled but if you have a high res version you would like to share please send it to me. Please also share any style guidelines you have on the use of your state seal (e.g. whether black and white versions are okay to use). If you would like your state's press release on the Alliance linked on the website please also share the URL. Seals, guidelines and URLs can come to me.

Please feel free to flag anything I've missed. I'm also attaching an article on whether cities and states can meet the US Paris target, that folks may find of interest.

Thanks!

Aimee

Thanks!

Aimee

Aimee Barnes

Senior Advisor

Office of Governor Edmund G. Brown Jr.

State Capitol

Sacramento, California 95814

(916) 324-2472

aimee.barnes@gov.ca.gov

<< File: Cornwall 2017.pdf >> << File: Alliance principles_finaldraft2.docx >>

FOOTNOTE 63

From: Davis, Chris (GOV)z{|}~
To: [Smith, Jaime \(GOV\) \(jaime.smith@gov.wa.gov\)](#), [Lee, Tara \(GOV\)](#)
Date: Jun 5, 2017 at 6:50 PM
Subject: FW: Approval of TCR/CAR release on COP23, Paris Agreement
AttachmentList: 5

Ann and the Climate Registry are great partners who've covered our costs for COPs and provided extraordinary on site services and support. I agreed we could support her support efforts with quotes from the Governor but I didn't know anything about her interest in doing a release that she's taking us to Bonn in November. As far as I know, we haven't formally committed the Gov to attend and though there's an obvious hook in announcing right now, I don't think we want to give this to a non-profit org to announce. I've told her to hold until she hears from me.

Any thoughts?

CHRIS DAVIS

Senior Advisor – Energy and Carbon Markets | Office of Governor Jay Inslee
Desk: 360-902-0490 | Cell: 360-972-5693
www.governor.wa.gov | chris.davis@gov.wa.gov



From: Ann McCabe [<mailto:amccabe@theclimateregistry.org>]
Sent: Monday, June 05, 2017 3:16 PM
To: ken.alex@gov.ca.gov; mary.nichols@arb.ca.gov; Davis, Chris (GOV) <chris.davis@gov.wa.gov>; Ruchi.SADHIR@oregon.gov
Cc: emily.j.hoffert@oregon.gov; Anthony.Franzoia@GOV.CA.GOV; Lindsay.Buckley@arb.ca.gov; Alex Carr <acarr@theclimateregistry.org>
Subject: Approval of TCR/CAR release on COP23, Paris Agreement

Mary, Ken, Chris and Ruchi,

Here's a draft press release we plan to send Tues or Wed.
If you'd review/approve or edit the quotes from your Governors, great.
Georgetown Climate Center may sign on, and Craig Ebert (CAR) may provide a quote.

Please contact Alex Carr (copied) or me with any questions. And, if there are others we should copy in the future, let us know. Thanks much.

Ann McCabe, Interim Executive Director
312.952.9487 c

--

Alex Carr

Director, Special Projects

o. 778-340-8837

m. 778-384-8711

e. acarr@theclimateregistry.org

skype. alex.carr.tcr

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A)

Check if Schedule O contains a response to any question in this Part IX

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.		(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1	Grants and other assistance to governments and organizations in the United States. See Part IV, line 21.				
2	Grants and other assistance to individuals in the United States. See Part IV, line 22.				
3	Grants and other assistance to governments, organizations, and individuals outside the United States. See Part IV, lines 15 and 16.				
4	Benefits paid to or for members.				
5	Compensation of current officers, directors, trustees, and key employees.	149,167	72,675	59,741	16,751
6	Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B).				
7	Other salaries and wages.	706,692	344,333	282,990	79,369
8	Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions).				
9	Other employee benefits.	117,106	71,728	37,195	8,183
10	Payroll taxes.	70,439	34,318	28,211	7,910
11	Fees for services (non-employees)				
a	Management.				
b	Legal.	560		560	
c	Accounting.	18,288		18,288	
d	Lobbying.				
e	Professional fundraising services. See Part IV, line 17.				
f	Investment management fees.				
g	Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O).	112,079	49,396	55,070	7,613
12	Advertising and promotion.	1,050			1,050
13	Office expenses.	54,336	17,874	31,000	5,462
14	Information technology.	141,363	141,363		
15	Royalties.				
16	Occupancy.	51,139	18,396	32,743	
17	Travel.				
18	Payments of travel or entertainment expenses for any federal, state, or local public officials.				
19	Conferences, conventions, and meetings.	90,883	45,543	33,643	11,697
20	Interest.				
21	Payments to affiliates.				
22	Depreciation, depletion, and amortization.	31,249		31,249	
23	Insurance.	22,639		22,639	
24	Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a	MISC EXPENSES	10,755		10,755	
b	EQUIPMENT RENTAL	6,765	2,656	4,109	
c	DUES AND FEES	5,937	459	5,395	83
d	DIRECT SERVICES CONTRAC	117		117	
e	All other expenses				
25	Total functional expenses. Add lines 1 through 24e.	1,590,564	798,741	653,705	138,118
26	Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720).				

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A)

Check if Schedule O contains a response or note to any line in this Part IX

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.		(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1	Grants and other assistance to governments and organizations in the United States. See Part IV, line 21.				
2	Grants and other assistance to individuals in the United States. See Part IV, line 22.				
3	Grants and other assistance to governments, organizations, and individuals outside the United States. See Part IV, lines 15 and 16.				
4	Benefits paid to or for members.				
5	Compensation of current officers, directors, trustees, and key employees.	138,541	98,655	18,260	21,626
6	Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B).				
7	Other salaries and wages.	611,209	435,018	80,770	95,421
8	Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions).				
9	Other employee benefits.	64,177	36,612	13,198	14,367
10	Payroll taxes.	65,160	42,222	13,683	9,255
11	Fees for services (non-employees):				
a	Management.				
b	Legal.	573	225	348	
c	Accounting.	21,818		21,818	
d	Lobbying.				
e	Professional fundraising services. See Part IV, line 17.				
f	Investment management fees.				
g	Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O).	181,475	175,468	3,339	2,668
12	Advertising and promotion.	1,295	1,295		
13	Office expenses.	67,420	31,528	30,875	5,017
14	Information technology.	268,781	260,438	8,343	
15	Royalties.				
16	Occupancy.	54,527	601	53,926	
17	Travel.				
18	Payments of travel or entertainment expenses for any federal, state, or local public officials.				
19	Conferences, conventions, and meetings.	97,861	51,114	32,073	14,674
20	Interest.				
21	Payments to affiliates.				
22	Depreciation, depletion, and amortization.	22,848		22,848	
23	Insurance.	22,944		22,944	
24	Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O):				
a	DUES AND FEES	23,273	3,919	19,354	
b					
c					
d					
e	All other expenses				
25	Total functional expenses. Add lines 1 through 24e.	1,641,902	1,137,095	341,779	163,028
26	Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720).				

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A)

Check if Schedule O contains a response or note to any line in this Part IX

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	167,475	117,534	19,377	30,564
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	528,254	370,729	61,119	96,406
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)				
9 Other employee benefits	75,192	44,471	17,144	13,577
10 Payroll taxes	53,565	37,592	6,197	9,776
11 Fees for services (non-employees)				
a Management				
b Legal	680	680		
c Accounting	22,289		22,289	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)	278,282	275,611	2,532	139
12 Advertising and promotion	3,161	977	2,184	
13 Office expenses	54,359	24,179	28,419	1,761
14 Information technology	262,631	253,036	9,567	28
15 Royalties				
16 Occupancy	69,347	1,331	68,016	
17 Travel				
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	108,801	68,545	33,021	7,235
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	61,762		61,762	
23 Insurance	19,108		19,108	
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a DUES AND FEES	28,602	3,790	24,812	0
b				
c				
d				
e All other expenses				
25 Total functional expenses. Add lines 1 through 24e	1,733,508	1,198,475	375,547	159,486
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

FOOTNOTE 64

F1 Supplemental Section C: Food, Travel and Seminars

Date Received:	Donor's Name, City and State	Brief Description	Actual Dollar Amount	Value (Use Code)
4/19/2015 – 4/20/2015	Democratic Governors Association	Democratic Governors Association Conference, Los Angeles	Airfare: \$443.20 Hotel: \$357.10	A A
5/03/2015 – 5/04/2015	Democratic Governors Association	Democratic Governors Annual Meeting, Washington, New York	Airfare: \$ 1085.20 Hotel \$231.85	A A
8/28/2015 – 9/05/2015	Washington Host Fund C/O Trade Development Alliance of Greater Seattle	Korea/Japan Trade Mission	Airfare: \$7181.30 Hotel: \$ 1682.92 Train: \$ 394.54	B A A
9/04/2015 – 9/20/2015	Democratic Governors Association	Democratic Governors Association Chair's Retreat, Montana	Hotel \$672.66 Airfare: \$	A
10/12/2015 – 10/13/2015	Democratic Governors Association	DGA: Western Policy Conference in Walla Walla	Hotel \$534.99 Airfare: \$133.10	A A
10/23/2015 – 10/25/2015	Democratic Governors Association	Democratic Governors Association, Rhode Island	Hotel \$1285.94 Airfare: \$1502.57	A A
12/04/2015 – 12/09/2015	Georgetown University Climate Center	UN's 21 st Session of the Conference of Parties (COP21) in Paris	Airfare: \$1674.80 Hotel \$ 1232.77	A A

Part IX Statement of Functional Expenses

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Check if Schedule O contains a response or note to any line in this Part IX

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments See Part IV, line 21	322,619	322,619		
2 Grants and other assistance to domestic individuals See Part IV, line 22	170,645,158	170,645,158		
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals See Part IV, lines 15 and 16	6,388,617	6,388,617		
4 Benefits paid to or for members	0	0		
5 Compensation of current officers, directors, trustees, and key employees	6,130,352	335,026	4,925,485	869,841
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)	602,886	41,500	541,386	20,000
7 Other salaries and wages	524,167,533	435,059,052	78,625,130	10,483,351
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	41,835,690	33,050,195	7,948,781	836,714
9 Other employee benefits	57,299,074	45,266,269	10,886,824	1,145,981
10 Payroll taxes	31,947,076	25,238,190	6,069,944	638,942
11 Fees for services (non-employees)				
a Management	6,670,527	6,670,527	0	0
b Legal	6,421,442	4,227,466	2,183,290	10,686
c Accounting	3,621,951	1,350,987	2,245,610	25,354
d Lobbying	0	0	0	0
e Professional fundraising services See Part IV, line 17	158,510			158,510
f Investment management fees	0	0	0	0
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)	183,694,789	158,344,908	22,043,375	3,306,506
12 Advertising and promotion	5,801,949	4,595,144	1,102,370	104,435
13 Office expenses	29,944,302	21,027,554	8,317,862	598,886
14 Information technology	11,194,825	6,604,947	4,477,930	111,948
15 Royalties	1,085,939	1,085,939	0	0
16 Occupancy	75,058,361	70,458,630	3,849,147	750,584
17 Travel	32,403,276	28,369,627	1,117,354	2,916,295
18 Payments of travel or entertainment expenses for any federal, state, or local public officials	0	0	0	0
19 Conferences, conventions, and meetings	22,405,302	14,488,762	7,468,434	448,106
20 Interest	39,649,384	7,501,235	32,148,149	0
21 Payments to affiliates	0	0	0	0
22 Depreciation, depletion, and amortization	53,733,847	49,918,426	3,815,421	0
23 Insurance	19,604,079	6,461,680	13,142,399	0
24 Other expenses Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds				

Part IX Statement of Functional Expenses

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Check if Schedule O contains a response or note to any line in this Part IX

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1	Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2	Grants and other assistance to domestic individuals. See Part IV, line 22				
3	Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4	Benefits paid to or for members				
5	Compensation of current officers, directors, trustees, and key employees	167,475	117,534	19,377	30,564
6	Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7	Other salaries and wages	528,254	370,729	61,119	96,406
8	Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)				
9	Other employee benefits	75,192	44,471	17,144	13,577
10	Payroll taxes	53,565	37,592	6,197	9,776
11	Fees for services (non-employees)				
a	Management				
b	Legal	680	680		
c	Accounting	22,289		22,289	
d	Lobbying				
e	Professional fundraising services. See Part IV, line 17				
f	Investment management fees				
g	Other (if line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)	278,282	275,611	2,532	139
12	Advertising and promotion	3,161	977	2,184	
13	Office expenses	54,359	24,179	28,419	1,761
14	Information technology	262,631	253,036	9,567	28
15	Royalties				
16	Occupancy	89,347	1,331	68,016	
17	Travel				
18	Payments of travel or entertainment expenses for any federal, state, or local public officials				
19	Conferences, conventions, and meetings	198,801	68,545	33,021	7,235
20	Interest				
21	Payments to affiliates				
22	Depreciation, depletion, and amortization	61,762		61,762	
23	Insurance	19,108		19,108	
24	Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a	DUES AND FEES	28,602	3,790	24,812	0
b					
c					
d					
e	All other expenses				
25	Total functional expenses. Add lines 1 through 24e	1,733,508	1,198,475	375,547	158,486
26	Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

FOOTNOTE 65

From: [Alexander Cochran](#)^a«↔»
To: [Davis, Chris \(GOV\)](#) 鍾工疾望鬚龙斐杉63 驚!駁巖
Date: Aug 2, 2017 at 2:09 PM
Subject: Re: should we check in today at 2 PT? It's on my calendarck-prog
AttachmentList: 4

Go ahead and contact Amy. I haven't got my team together yet on it. We should put together a one pager on what the event would look like and what we would say In relation to Trevor slides. Are we just gonna compare ourselves to the other states? I think we put that together and get to schedulers etc to get buy in or buy out from the gov's offices

What is Vicky doing? Could we co-op that if we pick her?
Had real good talk with jen Austin. She's legit!!!
We are talking to a bunch today to pass on to folks.

I'll be interested in ywhat Vicky says and if can really step back. I'm for her, but last call I had with her did raise a few questions as to whther she would be too difficult and that's why someone like jen who is strong would be good.

Sent from my BlackBerry 10 smartphone.

From: Davis, Chris (GOV)
Sent: Wednesday, August 2, 2017 1:05 PM
To: Alexander Cochran
Subject: RE: should we check in today at 2 PT? It's on my calendar

I understood from our last call that you guys would lead that since it's your backyard. I'm happy to contact Amy at CG to figure out what's possible but we need to act if we're going to do something there. The agenda is filling up. Let me know what you'd like to do

CHRIS DAVIS

Senior Advisor – Energy and Carbon Markets| Office of Governor Jay Inslee
Desk: 360-902-0490| Cell: 360-972-5693
www.governor.wa.gov | chris.davis@gov.wa.gov



From: Alexander Cochran [mailto:Alexander.Cochran@exec.ny.gov]
Sent: Tuesday, August 01, 2017 6:10 PM
To: Davis, Chris (GOV) <chris.davis@gov.wa.gov>
Subject: Re: should we check in today at 2 PT? It's on my calendar

No. Not that I know of.

Sent from my BlackBerry 10 smartphone.

From: Davis, Chris (GOV)
Sent: Tuesday, August 1, 2017 5:05 PM
To: Alexander Cochran
Subject: RE: should we check in today at 2 PT? It's on my calendar

Have you guys reached out to Climate Group or anyone else about an agenda and getting USCA onto a session or event at Climate Week?

CHRIS DAVIS

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From: Alexander Cochran [<mailto:Alexander.Cochran@exec.ny.gov>]
Sent: Tuesday, August 01, 2017 10:36 AM
To: Davis, Chris (GOV) <chris.davis@gov.wa.gov>; Aimee Barnes <Aimee.Barnes@GOV.CA.GOV>
Subject: Re: should we check in today at 2 PT? It's on my calendar

I don't think we need to unless Vicky and Pete have got back to us yet. I am actually doing interview at 2p so that time won't work anyway for me. I've got 6 of them over next two days.

If have any questions your asking your folks as culling the lists of candidates, shoot me and I'll ask my folks similar questions.

A

Sent from my BlackBerry 10 smartphone.

From: Davis, Chris (GOV)
Sent: Tuesday, August 1, 2017 1:26 PM
To: Alexander Cochran; Aimee Barnes
Subject: should we check in today at 2 PT? It's on my calendar

CHRIS DAVIS

Senior Advisor – Energy and Carbon Markets| Office of Governor Jay Inslee
Desk: 360-902-0490| Cell: 360-972-5693
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__substg1.0_3703001F*yyyyyyyyyyy7__substg1.0_3704001F*^ayyy8

From: [Jamie Callahan](#)(GOV)用牟汶穴潤盒敷璩磬泐爬汶備η
To: '[Alexander Cochran](#)', [Schuler, Reed \(GOV\)](#), [Aimee Barnes](#), [Davis, Chris \(GOV\)](#)
Date: Jul 24, 2017 at 5:45 PM
Subject: RE: Interviews

Hopefully she has less of a chip on her shoulder about this when you talk to her. ☺

From: Alexander Cochran [mailto:Alexander.Cochran@exec.ny.gov]
Sent: Monday, July 24, 2017 11:02 AM
To: 'Schuler, Reed (GOV)'; Jamie Callahan; Aimee Barnes; Davis, Chris (GOV)
Subject: RE: Interviews

I agree on Gtown. I will take it as my personal responsibility to enforce no sulking or stay in your lane wioth Vicky. She and I are supposed to talk today as follow-up as I missed theinterview call but did the other two as I already know her.

Id also say that, not that it matters, but erin of Hewlett preferred GTown and was really nervous about parking this at UNF because of the UN piece. This is same concern of mine. Jonathan had no opinion and saw either as good. I also think that if the Chinese wall needs to built higher, it will eb easier to do it with Vicky as I didnâ€™t have the opinion that pete would just house and no want to be activily involved if we went that direction. I think both have benefits on policy and technical skills probably that would be helpful, but being in this building with the other states, having a state background and not being of the UN makes kate andI vote for GTown.

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From: Schuler, Reed (GOV) [<mailto:reed.schuler@gov.wa.gov>]
Sent: Monday, July 24, 2017 12:18 PM
To: Jamie Callahan <Jamie.Callahan@GOV.CA.GOV>; Alexander Cochran <Alexander.Cochran@exec.ny.gov>; Aimee Barnes <Aimee.Barnes@GOV.CA.GOV>; Davis, Chris (GOV) <chris.davis@gov.wa.gov>
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Reed

From: Jamie Callahan [<mailto:Jamie.Callahan@GOV.CA.GOV>]

Sent: Monday, July 24, 2017 7:21 AM

To: Alexander.Cochran@exec.ny.gov; Schuler, Reed (GOV) <reed.schuler@gov.wa.gov>; Aimee Barnes <Aimee.Barnes@GOV.CA.GOV>; Davis, Chris (GOV) <chris.davis@gov.wa.gov>

Subject: Re: Interviews

Could we do a hybrid? House at UNF because they can scale up and have better back end support and have Georgetown support on the policy side?

On July 24, 2017 at 7:04:46 AM PDT, Davis, Chris (GOV) <chris.davis@gov.wa.gov> wrote:

No surprises. Reed and I can't join call tomorrow as we're at PCC meetings in Portland. But I think we should make a decision and get on to finding the individuals we need.

I'd rule out the Registry who are eager but didn't make a strong case relative to the others. I was impressed with UN. Their broader team working on related campaigns seems to offer our staff the opportunity to bump into, tap broader expertise in unforeseeable ways. They went to lengths to stress their readiness to be low key and back end but I admit I wasn't convinced.

G-town was on top of it. Very ready, capable of housing our team and adding capacity particularly around the global work and federal response. Still a bit of a chip on the shoulder.

I asked all how quickly they could move, their internal process. G-town may require slightly longer internal decision, working through the school, etc. UN seemed more nimble.

J, A,R?

I still lean to G mostly because I know them better and believe they were created and chartered by us to do this work. But I'd be fine if we vote for U.N.. Let's decide this week and move on.

C

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

From: Aimee Barnes <Aimee.Barnes@GOV.CA.GOV>

Date: 7/24/17 4:57 AM (GMT-08:00)

To: Alexander.Cochran@exec.ny.gov, "Davis, Chris (GOV)"

<chris.davis@gov.wa.gov>, Jamie Callahan <Jamie.Callahan@GOV.CA.GOV>

Subject: Interviews

How did the secretariat interviews go last week? Any thoughts/ decisions/ next steps?

yyyyyyyyyyyyyyyyyyyyyyyyyyyyyy

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Date: 7/24/17 4:57 AM (GMT-08:00)

To: Alexander.Cochran@exec.ny.gov, "Davis, Chris (GOV)" <chris.davis@gov.wa.gov>, Jamie Callahan <Jamie.Callahan@GOV.CA.GOV>

Subject: Interviews

How did the secretariat interviews go last week? Any thoughts/ decisions/ next steps?

From: Ricketts, Sam (GOV)
To: [jinslee](#), [Tichenor](#), [Stacey \(GOV\)](#)
Date: May 17, 2017 at 8:07 AM
Subject: James BradburyF60102

Gov - FYI - James Bradbury is escaping USDOE and will land at the Georgetown Climate Center, wherein he'll be working with states to advance climate progress. We put in a good word on his behalf over there.

The G'town Climate Center (GCC) was formed by states (including ours) years ago to enhance state collaboration, and advocacy to the feds, on climate. It's a small organization, but a really productive and influential one. It was GCC that coordinated comments across states that ultimately had enormous influence shaping the EPA Clean Power Plan. And it was GCC that worked with Chris, me, and CA staff to organize that recent letter from governors to Trump urging the US to stay in the Paris Agreement. They'll play a role as we continue advancing interstate partnership on climate..

Anyway - just wanted to pass along this update. Team Inslee alums in good places doing important work.

From: Sam Ricketts [mailto:sam.t.ricketts@gmail.com]
Sent: Wednesday, May 17, 2017 7:52 AM
To: Ricketts, Sam (GOV)
Subject: Fwd: Good news!

----- Forwarded message -----

From: "James Bradbury" <james.a.bradbury@gmail.com>
Date: May 16, 2017 9:14 PM
Subject: Good news!
To: "Sam Ricketts" <sam.t.ricketts@gmail.com>
Cc:

Hey Sam!

I'm writing to let you know that my job search has finally ended!

This is my last week at DOE and next Monday (May 22) I start work at the Georgetown Climate Center. I'll be their new Mitigation Program Manager, replacing Gabe.

I want to thank you again for your help, serving as a reference. I really appreciate it.

I'm excited for this opportunity to work with states, help them to advance climate policy.

I'm sure that there will be many more opportunities for us to work together and I'm looking forward to it!

Feel free to pass along this news. I'll be sure to share with you my new email address, once I have it.

Warm regards,

James

Anyway - just wanted to pass along this update. Team Inslee alums in good places doing important work.

FOOTNOTE 67

From: [Jamie Callahan](#)(GOV)用牟汶穴潤盒敷璩磬洵爬汶備η
To: ['Alexander Cochran'](#), [Schuler, Reed \(GOV\)](#), [Aimee Barnes](#), [Davis, Chris \(GOV\)](#)
Date: Jul 24, 2017 at 5:45 PM
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Subject: RE: Interviews

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<chris.davis@gov.wa.gov>, Jamie Callahan <Jamie.Callahan@GOV.CA.GOV>

Subject: Interviews

How did the secretariat interviews go last week? Any thoughts/ decisions/ next steps?

yyyyyyyyyyyyyyyyyyyyyyyyyyyyyy

FOOTNOTE 68

From: Schuler, Reed (GOV)
To: [Davis, Chris \(GOV\)](#) 畴敲捕撵癩独斌敬-潦璞猿
Date: Jul 20, 2017 at 3:03 PM
Subject: RE: USCA secretariat

Ok. I won't weigh in very strongly because I'm new to this conversation, but FWIW I think Georgetown is better than UNF because:

- 1) They've got a lot of experience on this work – UNF doesn't – and I think being able to rapidly be effective is critical.
- 2) I'm not concerned about the branding issue for Georgetown. I think they could provide neutral-ish services and most people in the broader climate world don't know them particularly well.
- 3) I am concerned about the branding issue for UNF.

I will come to the DDP meeting tomorrow. Anything else I should know or prepare.

From: Davis, Chris (GOV)
Sent: Thursday, July 20, 2017 11:43 AM
To: Schuler, Reed (GOV) <reed.schuler@gov.wa.gov>
Subject: Re: USCA secretariat

We've spent enough time thinking about this. It's going to take some time to stand up so Im hoping we pick a horse next week. CA doesn't like today's contestant.

I've got time tomorrow we can check in. Are you planning to join us for the DDP meeting tomorrow?

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

From: "Schuler, Reed (GOV)" <reed.schuler@gov.wa.gov>
Date: 7/20/17 11:33 AM (GMT-08:00)
To: "Davis, Chris (GOV)" <chris.davis@gov.wa.gov>
Subject: USCA secretariat

Have we set a timeline for decisionmaking? Do you want to chat about it briefly with me – maybe Frida - before we talk to the others?

Alexa and I are kicking the draft Govs @ COP23 doc around. Slightly different visions

for it based on their first draft, I think (wasn't much of a pitch), but we'll get there.

Reed

he branding issue for UNF. I will come to the DDP meeting tomorrow. Anything

FOOTNOTE 68 HIGHLIGHTED

US Climate Alliance Secretariat Support Memorandum of Understanding

August XX, 2017

This Memorandum of Understanding (“Memorandum”) represents a statement of intent by the States of California, New York, and Washington, in their capacities as Co-Chairs of the US Climate Alliance (“Co-Chairs”), and Georgetown State-Federal Climate Resource Center (“Georgetown Climate Center”) of Georgetown University Law Center, each a “Party” and together, the “Parties”) to collaborate in the achievement of common objectives as described and on the basis outlined below.

WHEREAS:

- The US Climate Alliance (“Alliance”) is a group of states and Puerto Rico, represented by their Governors, whose members intend to collaborate closely to demonstrate the impact of existing and forthcoming policy actions to reduce GHG emissions.
- Each Alliance member agrees to:
 - Implement the goals of the Paris Agreement to reduce greenhouse gas emissions by at least 26-28 percent below 2005 levels by 2025 at the state level;
 - Track and issue annual collective progress reports prior to meetings of the United Nations Framework Convention on Climate Change; and
 - Accelerate new and existing policies to reduce carbon pollution and promote clean energy deployment at the state and federal level.
- Through regular collaboration at the senior staff level, Alliance members will accomplish their objectives by:
 - Coordinating on federal policy engagement** aimed at preserving the right of states to protect the environment and support clean energy deployment;
 - Collaborating on state policy development** where possible to maximize the impact of individual state action;
 - Attracting new jobs and investment by demonstrating a commitment to climate leadership; and
 - Helping sustain global momentum on climate through strategic international engagement and by demonstrating domestic progress despite likely federal inaction.

•Alliance members have identified a number of potential priority policy focus areas, including but not limited to:

- Renewable energy and energy efficiency policy ambition review
- Social cost of carbon
- Reduce high intensity pollutants
- Green Investment Banks
- Protect federal vehicle emissions and fuel economy standards
- Support innovative utility regulations
- Align building codes
- Sustain threatened federal energy initiatives

The Co-Chairs seek a neutral, impartial third-party organization to provide Secretariat Support Services to the Alliance. The Georgetown Climate Center of Georgetown University offers such a platform and has a proven track-record of serving leading states which were instrumental in the founding of the Center with philanthropic support in 2008. With offices at the Hall of States to house new Alliance staff to be hired and selected in close partnership with Co-Chairs, Georgetown offers an opportunity to serve the needs of the Alliance and co-chairs without a predetermined agenda and without branding recognition.

Georgetown will provide the Alliance with a full suite of administrative and project management capabilities and services in an efficient manner, including but not limited to: routine operations, human resources, accounting, finance, IT, auditing, other back-office and logistical support, fiduciary services, grant and sponsored programs capabilities, budget and other project administration, and the opportunity to initiate contracts with individuals and firms.

Georgetown University is a 501(c)(3) organization established in 1789. In the spirit of the new republic, the university was founded on the principle that serious and sustained discourse among people of different faiths, cultures, and beliefs promotes intellectual, ethical and spiritual understanding. We embody this principle in the diversity of our students, faculty and staff, our commitment to justice and the common good, our intellectual openness and our international character.

The Georgetown Climate Center (GCC) is one of more than a dozen Centers & Institutes based at Georgetown University Law Center. GCC was established by and for leading states with support from philanthropic funders in 2008 and has offices at Georgetown Law as well as the Hall of States where the Alliance staff will be housed.

NOW THEREFORE the Parties intend as follows:

•Secretariat Support Designation

The Co-Chairs designate Georgetown Climate Center as the organization responsible for providing Secretariat support (“Secretariat Support”) for the Alliance.

•Relationship between the Secretariat Support Organization and the US Climate Alliance

As the Secretariat Support Organization, Georgetown Climate Center will provide neutral, unbiased, and unbranded back-office host support functions as outlined above to the US Climate Alliance. The US Climate Alliance will be an independent project of Georgetown Climate Center. The Alliance will develop its own logo and branding guided by the direction of the Co-Chairs and the Alliance Staff. Alliance Staff will be interviewed and selected for hire by the Alliance Co-Chairs in coordination with Georgetown, and will be employed by Georgetown University working under the supervision of the executive leadership of the Georgetown Climate Center. Georgetown will oversee background and immigration checks and onboarding, and provide additional staff time for secretariat services.

•Support Functions

In its role as the Secretariat Support, Georgetown shall provide administrative support and fiduciary services to the Co-Chairs and the Alliance in the following ways:

•Administrative Support

- Georgetown Climate Center shall provide administrative support for the Alliance, including providing physical office space for Alliance staff and access to IT resources as required, including computers, printers, fax/copy machines, telephones, and other office resources required to conduct the regular business of the Alliance.
- Georgetown University will provide Human Resources support for Alliance staff, as staff of Georgetown University.
- Georgetown shall provide all financial and budget support for the Alliance.

•Financial and Fiduciary Services

- As the Alliance's fiscal sponsor, Georgetown may be called upon to help solicit, and will receive and expend funds as needed to support the Alliance.
- Georgetown will vet all major supporters before receiving the funds based on a Partner Due Diligence process agreed upon between the Alliance and Georgetown. Georgetown reserves the right to refuse any funds from donors that do not meet these requirements.
- In support of the Alliance, and in partnership with Co-Chairs and Alliance Staff, Georgetown's support will include budget development, creating a prospects list, helping vet potential funders, executing sponsorship agreements, issuing acknowledgement letters, generating and submitting donor reports with assistance from Alliance members and staff, and facilitating vendor/consultant contracts and payments.
- In addition to the fundraising-related fiduciary duties detailed above, Georgetown will help to support the Alliance's overall fundraising efforts, including the development of fundraising strategy.
- Budgets will include Georgetown's 15% IDC rate for nonfederal grants to support overhead costs associated with providing financial and fiduciary services to the Alliance and to serve as fiscal sponsor.
- Budgets will also include line items for Alliance staff hired through Georgetown, additional GCC staff time required for Secretariat duties (in coordination with Co-Chairs), travel and events, consulting services, equipment and supplies, and communications materials and support as noted below as part of proposals crafted with the Co-chairs.

•Communications

•Georgetown Climate Center may be called upon to provide short-term communications support for the Alliance and bring onboard additional dedicated Alliance communications staff and contractors to support external communications, including support for public relations, press releases, printed materials including signs and banners, website design, management and updating, as well as social media support.

•Oversee Alliance Staff and obligations to states and funders

The Alliance Staff will be responsible for managing policy and substantive questions related to the Alliance and will provide the day-to-day coordination and support for the Alliance, at the direction of the Co-Chairs and Members, and in coordination with Georgetown Climate Center management and project funders.

Alliance staff will provide substantive, logistical, communications, fundraising, and other support in partnership with states, funders and partners supporting substantive work:

•Policy and substantive questions related to the Alliance. Policy and substantive priorities and initiatives of the Alliance will be directed by the Alliance Co-Chairs and Members, with support from the Alliance staff. In some cases, other Georgetown staff may be invited by the Co-Chairs to provide support on policy questions related to the Alliance where they have substantive knowledge and expertise to bring to bear. Coordinate work of state agency staff implementing policy work plan.

•Regular functions and meetings of the Alliance. With the Co-Chairs, Alliance staff will develop agendas for regular meetings of the Co-Chairs and the Alliance members. Alliance staff will facilitate regular calls of the Co-chair staff and less frequent calls and in-person meetings of the full Alliance staff representatives.

•Materials and product development. Draft follow up memos, workplans and other internal work products as needed to facilitate the work of the Co-chairs and staff group.

•Communications. Coordinate with state communications staff on the drafting and production of external communications including the website. Ensure the Alliance has a public message ready in response to critical news events and work with Co-chairs on messaging and products in anticipation of key events like Climate Week, COP23 and other negotiations, etc.

•Emissions tracking. Coordinate emissions and commitment tracking with research/analytical partners, and coordinate with groups doing complementary work.

•Policy Support. Coordinate collaboration among states through work groups and support/resource them either directly or in partnership with other think tanks, non-profits and other organizations that serve as convenors and/or support substantive subnational work. Manage relationships with other organizations providing communications, research, production or other services to the Alliance as part of its scope of work.

- Funding. Facilitate communications with project funders and manage the development of proposals and documentation necessary to secure operating resources for the Alliance.

•Contacts

Each Party hereby designates and appoints below its representative with overall responsibility for implementing this Memorandum. The Parties may designate additional or different persons as points of contact for activities undertaken pursuant to this Memorandum.

For Georgetown:

Vicki Arroyo, Executive Director, Georgetown Climate Center
Kathryn Zyla, Deputy Director, Georgetown Climate Center

For the Co-Chairs:

Aimee Barnes, Senior Advisor, Office of Governor Edmund G. Brown Jr. of the State of California
Alexander Cochran, Office of Governor Andrew Cuomo of the State of New York
Chris Davis, Senior Advisor, Energy and Carbon Markets, Office of Governor Jay Inslee of the State of Washington

•Force Majeure

No Party shall be responsible for any failure or delay in its performance under this MOU due to causes beyond its reasonable control, including but not limited to, labor disputes, strikes, lockouts, shortages of or inability to obtain labor, energy, raw materials or supplies, war, riot, acts of terrorism, civil unrest, an act of God (including but not limited to fire, flood, earthquakes or other natural disasters) or governmental action (including but not limited to any law, regulation, decree or denial of visas or residence permits).

•Entire Agreement, Effective Date, Duration, Amendments, Notices and Termination

This MOU represents the entire understanding of the Parties with respect to the subject matter hereof, and all prior agreements, understandings, representations and warranties are superseded hereby and merged herein.

This MOU becomes effective on the date of the last signature of the Parties and is expected to continue through December 2020, though the parties will revisit it on an annual basis and this MOU may be modified or amended if the Parties agree in writing.

Nothing in this MOU shall require, or be deemed to require, Georgetown University to take any action or omit to take any action that would jeopardize Georgetown's tax-exempt status under Section 501c(3) of the Internal Revenue Code of the United States, Georgetown's federal corporate charter granted by the United States Congress, accreditation of its Georgetown University Law Center by the American Bar Association, or participation by Georgetown or its students in federal student assistance programs. If any of the parties to this agreement are in jeopardy of the loss of any of the approvals listed above as a result of its performance of this MOU, the Parties agree to negotiate in good faith to modify this MOU accordingly.

•Governing Law

This MOU shall be governed by and construed under the laws of the District of Columbia which shall be the exclusive forum for any disputes or lawsuits arising from or incident to the MOU.

•Successors

This MOU shall be binding upon and inure to the benefit of the Parties hereto and their respective legal successors in interest.

IN WITNESS WHEREOF, the Primary Parties, each acting through their duly authorized representative, have caused this MOU to be signed in their names and delivered as of this ____ day of

For Georgetown University Law Center:

For Alliance:

FOOTNOTE 69

From: [Jamie Callahan](#)(GOV)用牟伎穴潤盒敷璩磬洵虺伎備η
To: ['Alexander Cochran'](#), [Schuler, Reed \(GOV\)](#), [Aimee Barnes](#), [Davis, Chris \(GOV\)](#)
Date: Jul 24, 2017 at 5:45 PM
Subject: RE: Interviews

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Subject: RE: Interviews

I agree on Gtown. I will take it as my personal responsibility to enforce no sulking or stay in your lane wioth Vicky. She and I are supposed to talk today as follow-up as I missed theinterview call but did the other two as I already know her.

Id also say that, not that it matters, but erin of Hewlett preferred GTown and was really nervous about parking this at UNF because of the UN piece. This is same concern of mine. Jonathan had no opinion and saw either as good. I also think that if the Chinese wall needs to built higher, it will eb easier to do it with Vicky as I didnâ€™t have the opinion that pete would just house and no want to be activily involved if we went that direction. I think both have benefits on policy and technical skills probably that would be helpful, but being in this building with the other states, having a state background and not being of the UN makes kate andI vote for GTown.

A

From: Schuler, Reed (GOV) [<mailto:reed.schuler@gov.wa.gov>]
Sent: Monday, July 24, 2017 12:18 PM
To: Jamie Callahan <Jamie.Callahan@GOV.CA.GOV>; Alexander Cochran <Alexander.Cochran@exec.ny.gov>; Aimee Barnes <Aimee.Barnes@GOV.CA.GOV>; Davis, Chris (GOV) <chris.davis@gov.wa.gov>
Subject: RE: Interviews

I preferred Georgetown. Pete is really good, and UNF has more experience running major campaigns and doing high-level international work, but Georgetown has so much more experience coordinating with states on our specific issues â€œ and I think in many ways that will be the more challenging side of our work. Climate Registry seemed low energy and somewhat unprepared.

Reed

From: Jamie Callahan [<mailto:Jamie.Callahan@GOV.CA.GOV>]

Sent: Monday, July 24, 2017 7:21 AM

To: Alexander.Cochran@exec.ny.gov; Schuler, Reed (GOV) <reed.schuler@gov.wa.gov>; Aimee Barnes <Aimee.Barnes@GOV.CA.GOV>; Davis, Chris (GOV) <chris.davis@gov.wa.gov>

Subject: Re: Interviews

Could we do a hybrid? House at UNF because they can scale up and have better back end support and have Georgetown support on the policy side?

On July 24, 2017 at 7:04:46 AM PDT, Davis, Chris (GOV) <chris.davis@gov.wa.gov> wrote:

No surprises. Reed and I can't join call tomorrow as we're at PCC meetings in Portland. But I think we should make a decision and get on to finding the individuals we need.

I'd rule out the Registry who are eager but didn't make a strong case relative to the others. I was impressed with UN. Their broader team working on related campaigns seems to offer our staff the opportunity to bump into, tap broader expertise in unforeseeable ways. They went to lengths to stress their readiness to be low key and back end but I admit I wasn't convinced.

G-town was on top of it. Very ready, capable of housing our team and adding capacity particularly around the global work and federal response. Still a bit of a chip on the shoulder.

I asked all how quickly they could move, their internal process. G-town may require slightly longer internal decision, working through the school, etc. UN seemed more nimble.

J, A,R?

I still lean to G mostly because I know them better and believe they were created and chartered by us to do this work. But I'd be fine if we vote for U.N.. Let's decide this week and move on.

C

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

From: Aimee Barnes <Aimee.Barnes@GOV.CA.GOV>

Date: 7/24/17 4:57 AM (GMT-08:00)

To: Alexander.Cochran@exec.ny.gov, "Davis, Chris (GOV)"

<chris.davis@gov.wa.gov>, Jamie Callahan <Jamie.Callahan@GOV.CA.GOV>

Subject: Interviews

How did the secretariat interviews go last week? Any thoughts/ decisions/ next steps?

yyyyyyyyyyyyyyyyyyyyyyyyyyyyyy

FOOTNOTES 69, 74

Global Partnership for Sustainable Development Data Financial Budget and Reporting Template

Grantee Name United Nations Foundation
Project or Program Name Global Partnership for Sustainable Development Data

TOTAL PROJECT OR PROGRAM BUDGET: \$ 736,825.03 [Total budget, including amount requested from the Hewlett Foundation and all other sources]

SUMMARY (will fill automatically)	Proposed Budget	Actual Expenditures	Variance (Proposed - Actual)
1 Personnel/Salaries	\$ 142,567.42		
2 Consultants	\$ 250,000.00		
3 Evaluation	\$ -		
4 Equipment	\$ 10,020.00		
5 Travel	\$ 41,154.75		
6 Training, Meetings, Conferences	\$ -		
7 Research	\$ -		
8 Re-grants	\$ -		
9 Other (Operating Costs)	\$ 100,000		
10 Overhead	\$ 193,082.86		
11 Lobbying	\$ -		
Total	\$ 736,825.03	\$ -	\$ -

1 PERSONNEL: Entire Project/Program - Includes all remuneration, allowances, and benefits paid to staff and advisors hired for a specific project. Project advisors are people hired for long periods (more than 1 year) and paid on a regular basis. The payment of replacement salaries (to release academics from teaching commitments) or of core salaries (i.e., of existing staff) must be justified in the context of the project. As a general rule, do not include salary supplements, i.e., honorarium for full-time employees in addition to their regular salaries or higher salaries than the institution would normally pay.

	YR 1 PROPOSED Budget			YR 1 ACTUAL Expenditures		
	FTE Salary	% Time on Program	Annual Project Salary Cost	FTE Salary	% Time on Program	Annual Project Salary Cost
Interim GPSDD PM - Director (Jenna Slotin)		60%	\$ 47,953.27			\$ -
Deputy CEO, Executive Office (Elizabeth Cousens)		2%	\$ 3,814.66			\$ -
VP, SP&I (Andrew Axelrod)		10%	\$ 15,213.29			\$ -
Director, SP&I (Colleen Teixeira-Moffat)		15%	\$ 8,414.71			\$ -
Special Advisor for Policy & Strategic Initiatives, Executive Office (Kaysie Brown)		5%	\$ 4,767.00			\$ -
Officer, SP&I (Christine Roddy)		15%	\$ 6,856.46			
Coordinator, SP&I (Alan Hollis)		10%	\$ 3,356.95			
TBD Officer, Public Affairs		5%	\$ 2,191.08			
TBD GSPDD Executive Director			\$ 50,000.00			\$ -
Total			\$ 142,567.42			\$ -

Detail and definitions:

2 CONSULTANTS provide expert professional advice and usually work on a fee-for-service basis. Compared with project advisors (see Personnel Expenses and Research Expenses), consultants are contracted for shorter periods to work on specific assignments. Payments to consultants include all expenses related to the services of a consultant for a specific activity within the project. Please use a budget note to: (1) indicate the daily rate used to calculate the consultant's fee; (2) estimate travel costs (if applicable); and (3) list other related consultant costs.

The William and Flora Hewlett Foundation
Financial Budget for Project/Program Grant Proposals, US\$

Grantee Name	United Nations Foundation
Project Name	Global Partnership for Sustainable Data Development - "The Partnership"
Grant amount requested from the Hewlett Foundation:	1,600,000
Project/Program funding expected from other sources:	13,400,000
Total	15,000,000

Proposed Project Budget	Total Funded			
	Start: December 1, 2015 End: December 30, 2016	Start: January 1, 2017 End: December 30, 2017	Start: January 1, 2018 End: December 30, 2018	Total
	Year 1	Year 2	Year 3	Total
Salaries (1)	351,996	33,248	362,556	747,800
Payroll Taxes & Employee Benefits	84,479	7,979	87,013	179,472
Re-grants to other organizations (2)	0	0	0	0
Other Professional Services (2)	125,000	200,000	125,000	450,000
Travel, Conferences & Meetings (2)	60,475	30,700	60,680	151,855
Other - e.g. postage, office supplies, etc. (3)	20,020	0	10,000	30,020
Overhead (4)	96,296	4,987	96,787	198,070
Total Project/Program Budget should tie to total funding above (total)	738,266	276,914	742,036	1,757,216
IRS Defined Lobbying Expenses (5)	0	0	0	0

Additional Instructions:

(1) Please provide detail for salary costs in the format provided below. Add or delete rows as necessary. Please ensure total salaries in the detailed schedule ties to salaries on the budget proposal

People Working on Project/Program	Y1 % Time on Project	Y2 % Time on Project	Y3 % Time on Project	Total
Interim Secretariat				
Coordinator - (100%) CONSULTANT	100%	0%	0%	
Deputy Coordinator - Programs (60%)/Liaison in Y2-Y3	60%	60%	0%	
Deputy Coordinator - Technical (100%) - CONSULTANT	100%	0%	0%	
2 FTE Project Management Support - CONSULTANT	100%	0%	0%	
Communications Consultant (100%) - CONSULTANT	100%	0%	0%	
Secondes - TBD - CONSULTANT	100%	100%	100%	
Deputy CEO, Executive Office (2%)	2%	2%	2%	
VP, SP&I (10%)	10%	10%		
Director, SP&I (15%)	15%	15%		
Special Advisor for Policy & Strategic Initiatives, Executive Office (5%)	5%	5%	5%	
Officer, SP&I (15%)	15%	0%	0%	
TBD Officer, Public Affairs (5%)	5%	0%	0%	
Coordinator, SP&I (10%)	10%	0%	0%	
Permanent Secretariat				
Executive Director	100%	100%	100%	
Deputy Executive Director/COO - Operations, Finance & NBD	100%	100%	100%	
Executive Assistant		100%	100%	
Director - Statistics		100%	100%	
Director - Stakeholder Engagement		100%	100%	
Director - Data		100%	100%	
Director - Programs		100%	100%	
Grants Manager/BSBR Liaison	100%	100%	100%	
Deputy Director - Communications		100%	100%	
Senior Associate - Events		100%	100%	
Senior Associate - TBD		100%	100%	
Senior Associate - TBD		100%	100%	
Administrative Assistant	100%	100%	100%	
Administrative Assistant		100%	100%	

Total Salary Cost 747 800

(2) Please provide detailed schedule and explain in the proposal narrative							
The Partnership will issue \$200,000 of grants to country members, sub-national entities, NGOs and other stakeholders to aid in achieving the goals of the program.							
Professional fees will be used to mobilize short-term technical assistance to serve as critical members of the Interim Secretariat, especially in Y1. These positions are highlighted in RED above and appropriately calculated as part of the professional fees section of the budget. The Partnership will mobilize specialized staff through secondments along with technical expert consultancies to support the six Working Groups and four Committees throughout the life of the program. In Year 1, professional fees will be utilized to hire an Executive Search firm and operational consultancies to aid in the Theory of Change and governance structure development. Funds are also included for a comprehensive website update and annual website maintenance. Funds are also included for monitoring and evaluation throughout the life of project along with an impact evaluation at the end of the program.							
For convenings, we have included costs to support Working Group, Secretariat and Committee meetings and relevant travel costs for participants throughout the life of project. There are also funds included to support an annual summit for the Partnership along with other TBD convenings. Travel costs include support for both Secretariat and meeting participant domestic and international travel (per diem, lodging, ground transportation, airfare, etc. have been included).							
(3) Please itemize in separate schedule until unexplained amount is less than 5% of the total project/program budget							
Total other costs are currently less than 5% of the total program budget.							
(4) Overhead typically includes occupancy (rent, utilities, etc.), information technology, and wireless / telecommunications costs.							
It can also represent overhead allocations of common costs. Please explain what is included in overhead in the proposal narrative.							
The UN Foundation applies a standard 13% on all direct costs to cover operating, finance, accounting and compliance, occupancy and rent, M&E, executive oversight, and strategic planning costs.							
(5) Lobbying Costs are defined in (a) and (b) below. If the Lobbying row of the financial report contains any amount other than 0, please provide details in the narrative. If the grant is for a project/program funded solely by the Hewlett Foundation, or if the Foundation must exercise expenditure responsibility, no part of the grant funds may be used for federally defined lobbying.							
General information on lobbying may be found, among other places, on the information, please consult your own attorney. Alliance for Justice website; for specific							
(a) for federal purposes, lobbying means carrying on propaganda, or otherwise attempting to influence legislation as defined by Internal Revenue Code Sections 501(h), 4945(d)(1) and 4945(e) and related regulations. Please note that federally-defined lobbying is permitted to public charities to a limited extent.							
(b) for California state purposes, lobbying is "influencing legislative or administrative action" as described in California Government Code Sections 86100-118 and related regulations. Other states have different definitions. State lobbying is not prohibited at all.							
Rev. March 2010							

but under some circumstances it must be disclosed in a report to the State.							
Add additional columns if the grant exceeds 3 years							
Please plan for allocated overhead and evaluation costs as necessary							



GPSDD DRAFT Program Budget
December 1, 2015 - December 30, 2018

Program Summary Budget	LOP (SANJEEV) <i>December 1, 2016 - December 31, 2018</i>	Total LOP (DONOR)
Personnel	\$714,552	\$714,552
Fringe	\$171,492	\$171,492
Travel	\$41,155	\$41,155
Equipment	\$10,020	\$10,020
Grants	\$0	\$0
Operating Costs	\$100,000	\$100,000
Professional Fees	\$250,000	\$250,000
Total Direct Charges	\$1,287,219	\$1,287,219
Overhead	\$193,083	\$193,083
TOTALS	\$1,480,302	\$1,480,302
	hewlett funding	\$ 1,600,000.00
		-\$119,698.06



GP, Sustainable Development Data

Year 1 December 1, 2015 - June 1, 2016	Total Project Budget		Assumptions
	USD		
DIRECT COSTS			
Personnel	#	Unit	
Interim GPSDD PM - Director (60%)	1	\$ 92,567.42	\$92,567
Deputy CEO, Executive Office (2%)			
VP, SP&I (10%)			
Director, SP&I (15%)			
Special Advisor for Policy & Strategic Initiatives, Executive Office (5%)			
Officer, SP&I (15%)			
TBD Officer, Public Affairs (5%)			
Coordinator, SP&I (10%)			
TBD GPSDD Executive Director	1	\$50,000	\$ 50,000
Total Personnel			\$50,000
			\$142,567
Travel			
Internal Meeting travel: ISG, Committees, Programmatic Working Groups	60	\$ 2,000	\$ 120,000
External Meeting travel: GPSDD representation in key convenings & stakeholder engagement	25	\$ 2,000	\$ 50,000
Total Travel			\$ 170,000
Equipment & Supplies			
Total Equipment			\$0
Grants			
Total Grants			\$0
Operating Costs			
Support costs for meetings convened by partnership	1	\$ 20,000	\$ 20,000
Total Operating Costs			\$ 20,000
Professional Fees			
Technical Expertise Consultancies to support 6 Working Groups & 4 Committees	5	\$ 15,000	\$ 75,000
2 FTE Project Management Support Consultants	2	\$ 75,000	\$ 150,000
External Comms/Media/Stakeholder Engagement/Website Consultant	1	\$ 82,388	\$ 82,388
Website Update	1	\$ 30,000	\$ 30,000
ED Search Firm	1	\$ 150,000	\$ 150,000
Governance Structure Development Consultant	1	\$ 25,000	\$ 25,000
ED Support (Sanjeev Khagram)	1	\$ 40,000	\$ 40,000
Total Professional Fees			\$552,388
TOTAL DIRECT COSTS			\$884,956
OVERHEAD			
TOTAL PROJECT COSTS			\$1,000,000

All UNF staff costs are estimated over 6 months. ED costs assume preliminary labor and mobilization costs if ED is hired within first 6 months.

\$2,000 is average cost for domestic/international trips per person for lodging, ground transportation, per diem, airfare and other related expenses.

Support costs will include AV, printing and production, venue space, and refreshments.

Assume \$15K for consultants for each WG/committee, costs inclusive of labor, travel and other miscellaneous costs.
2 Project Management FTE consultants at Director level for 6 months to support the operations of the Partnership in general, and particularly the work of the ISG, ISG Committees, programmatic Working Groups, Coordination Team, Coordinator and then Executive Director.

Technical Expertise	\$ 15,000.00	2 FTE PM	\$ 75,000.00	\$ 37,500.00	
LOE	\$ 10,000.00	LOE		\$ 312.50	
Travel	\$ 5,000.00	Travel			
	\$ 60				
	\$25.00	Comms	\$ 85,000.00	\$ 708.33	
	\$333				

The UN Foundation applies a standard 13% on all direct costs to cover operating, finance, accounting and compliance, occupancy and rent, M&E, executive oversight, and strategic planning costs.

**Climate Alliance
Draft Initiative Budget**

Cost Category	Donor Requested	
	Year 1 11/1/2017 - 10/31/2018	Crosscheck
Personnel	\$436,475	
Travel	\$20,475	
Equipment & Supplies	\$10,020	
Grants	\$0	
Conferences & Meetings	\$40,000	
Operating Costs	\$10,000	
Professional Fees	\$125,000	
Total Direct Cost	\$641,970	\$641,970
Overhead @ 15%	\$96,296	\$96,296
Total Funding Requested	\$738,266	\$738,266

Funder	Donor Requested	
Consultant services for two reports and state support for opportunity scoping analysis/inventories	\$200,000	
Dedicated domestic policy staff support from aligned organization		
UN Foundation Contribution	\$200,000	\$0
Total	\$400,000	\$0
Gap	Positive Balance or Negative Balance	-\$538,266

In-kind Support	Donor Requested		
	Year 1 11/1/2017 - 10/31/2018	Crosscheck	Year 2 11/1/2018 - 10/31/2019
	\$41,227		\$449,569
	\$10,700		\$20,680
	\$0		\$0
	\$0		\$0
	\$20,000		\$40,000
	\$0		\$10,000
	\$200,000		\$125,000
Total	\$271,927	\$271,927	\$645,249
	\$4,887	\$40,789	\$96,787
	\$276,814	\$312,716	\$742,036

In-kind Support	Donor Requested		
\$200,000		\$200,000	
\$30,700		Officer + fringe + travel support	
\$48,214		total UNF support + fringe	
\$276,914	\$0	\$200,000	\$0
\$0		-\$542,036	

In-kind Support	Donor Requested		
	Year 2 11/1/2018 - 10/31/2019	Crosscheck	Total Donor Funding Request
	\$42,876		\$866,044
	\$10,807		\$41,155
	\$0		\$10,020
	\$0		\$0
	\$20,000		\$80,000
	\$0		\$20,000
	\$200,000		\$350,000
Total	\$273,683	\$273,683	\$1,287,219
	\$5,187	\$41,063	\$90,083
	\$278,870	\$314,746	\$1,557,764

In-kind Support	Donor Requested		
\$200,000		\$400,000	\$400,000
\$30,807		Officer + fringe + travel	\$61,507
\$48,063		total UNF support + fringe	\$94,277
\$278,870		\$400,000	\$555,784
\$0		-\$1,080,302	\$0

SALARIES			
Annual Escalator		4%	
	Annual Base	2017	2018
Executive Director (Rick Duke)	190,000	142,500	197,600
Chief Legal Officer (Megan Ceronsky) (50%)	80,000	60,000	83,200
Chief Operating Officer (Jackie Wong)	120,000	90,000	124,800
Director for Policy (Pete Hansel)	100,000	75,000	104,000
Director for Climate Preparedness	100,000	75,000	104,000
Director for International	100,000	75,000	104,000
Director for Analysis	100,000	75,000	104,000
Director for Communications	100,000	75,000	104,000
Director for Legal	100,000	75,000	104,000
Associate	70,000	52,500	72,800
Executive Assistant	55,000	41,250	57,200
Associate	70,000		70,000
TOTAL		836,250	1,229,600
Headcount		11	12
BENEFITS		200,700	295,104
SALARIES AND BENEFITS		1,036,950	1,524,704
TRAVEL			
		2017	2018
Airfare		65,000	88,000
Hotels		57,500	79,750
Taxis		7,500	10,725
Meals		16,500	23,100
TOTAL		146,500	201,575
CONSULTING			
Annual Escalator		4%	
	Annual Base	2017	2018
Policy and Analytics	600,000	450,000	624,000
Communications	200,000	150,000	208,000
Other	100,000	75,000	104,000
TOTAL		675,000	936,000
EVENT COSTS			
		2017	2018
Venue		20,000	40,000
Food		10,000	20,000

TOTAL		30,000	60,000
EQUIPMENT (ONE-TIME)			
		2017	2018
Computers and Phones		16,500	1,500
Software		5,500	500
TOTAL		22,000	2,000
CONTINGENCY			
		2017	2018
Unanticipated Needs		375,000	500,000
TOTAL BUDGET REQUIREMENTS			
		2017	2018
Operational Costs		2,285,450	3,224,279
UNF Fee		403,315	568,990
TOTAL FUNDRAISING NEEDS		2,688,765	3,793,269
Total Base		2,285,450	3,224,279
+ 13% Overhead		297,109	419,156
Total		2,582,559	3,643,435
		2,628,268	3,707,921

2019	2020		
205,504	213,724		
86,528	89,989		
129,792	134,984		
108,160	112,486		
108,160	112,486		
108,160	112,486		
108,160	112,486		
108,160	112,486		
108,160	112,486		
75,712	78,740		
59,488	61,868		
72,800	75,712		
1,278,784	1,329,935	4,674,569	
12	12		
306,908	319,184	1,121,897	24% per guidance from Christine
1,585,692	1,649,120	5,796,466	
2019	2020		
88,000	88,000		1 trip per person per month at \$500 rou
79,750	79,750		2 nights per trip at \$250 per night plus
10,725	10,725		\$75 per person per trip
23,100	23,100		3 days per trip at \$50 per person per d
201,575	201,575	751,225	
2019	2020		
648,960	674,918	2,397,878	
216,320	224,973	799,293	
108,160	112,486	399,646	
973,440	1,012,378	3,596,818	
2019	2020		
40,000	40,000	140,000	1 event in 2017 and 2 events per year
20,000	20,000	70,000	200 people per event at \$50 per person

60,000	60,000	210,000	
2019	2020		
0	0	\$2,000 per person	
0	0	\$500 per person	
0	0	24,000	
2019	2020		
500,000	500,000	1,875,000	
2019	2020	TOTAL	
3,320,707	3,423,072	12,253,509	
586,007	604,072	2,162,384	15% of Total Fundraising Needs (consec
3,906,714	4,027,144	14,415,892	
3,320,707	3,423,072		
431,692	444,999		
3,752,399	3,868,072	13,846,465	
3,818,813	3,936,533	14,091,535	

	Year 1	Year 2	Total
Staff (Base Salary + Fringe)	\$ 450,000	\$ 450,000	\$ 900,000
Program, Reports Initiatives & Events	\$ 300,000	\$ 300,000	\$ 600,000
Staff Travel	\$ 35,000	\$ 35,000	\$ 70,000
IT Equipment & Supplies	\$ 15,000	\$ 15,000	\$ 30,000
Total Direct Base	\$ 800,000	\$ 800,000	\$ 1,600,000
Overheat @ 15%	\$ 120,000	\$ 120,000	\$ 240,000.0
Total Budget	\$ 920,000	\$ 920,000	\$ 1,840,000



Convening	Annual Frequency	Duration	Hard Costs	# Participants
Governance Body - ISG (Anchor Partners)				
Subtotal				
WG & Committee Mtgs				
Subtotal				
Global Partnership Annual Summit (Champions)				
	1			
Subtotal				
Miscellaneous - TBD				
	2			
Subtotal				
Miscellaneous - TBD				
Subtotal				
Total				

# Domestic Trips	# International Trips
0	0
0	0
0	0
0	0
0	0

IKG Contributions Brainstorm:

UNF:

- Staff time: Ryan, Pete, Christine...UNF fellows or any other Energy staff time
- Policy team (e.g. Kaysie)
- Events team

Coalition Members:

- Staff time and travel for policy and technical contributions

Other:

- Revised negotiated *non-profit* rates for consulting work
 - Leveraged convening space
 - USG technical expertise
-

UNITED NATIONS FOUNDATION					
Program Travel Forecast	Flight/Train	Other	# of Days	Lodging	M&IE
Short-term Domestic					
Program					
DC-NY	\$ 200.00	\$ 75.00	2	\$ 250.00	\$ 50.00
DC - Other	\$ 500.00	\$ 75.00	3	\$ 250.00	\$ 50.00
Convenings					
DC-NY	\$ 200.00	\$ 75.00		\$ 250.00	\$ 50.00
DC - Other	\$ 500.00	\$ 75.00		\$ 250.00	\$ 50.00
Short-term International					
Program					
DC-Europe	\$ 2,000.00	\$ 75.00	6	\$ 250.00	\$ 50.00
DC-Asia	\$ 2,200.00			\$ 225.00	\$ 92.00
DC-Africa	\$ 1,550.00			\$ 249.00	\$ 104.00
Convenings					
DC-Europe	\$ 2,000.00	\$ 75.00		\$ 250.00	\$ 50.00
DC-Asia	\$ 2,200.00	\$ -		\$ 225.00	\$ 92.00
DC-Africa	\$ 1,550.00	\$ -		\$ 249.00	\$ 104.00

Total Cost/Trip	# of trips/year			
	Y1	Y2	Y3	Y4
\$ 875.00				
\$ 1,475.00	6	6		
\$ 875.00				
\$ 1,475.00				
\$ 3,875.00				
\$ 3,875.00	3	3		
\$ 2,200.00				
\$ 1,550.00				
\$ 3,875.00				
\$ 2,200.00				
\$ 1,550.00				

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General assumptions		Y1-3
Inflation		1.0%
Annual Escalator		4.0%
Annual salary increase		3.0%
Indirect cost rate		15%
Fringe		24%

Last, First		TOTAL		
			6 months	1 month
Slotin, Jennifer	60%	47,953.27	\$ 7,992.21	\$ 6,445.33
Teixeira Moffat, Colleen	15%	8,414.71	\$ 1,402.45	\$ 1,065.86
Axelrod, Andrew	10%	15,213.29	\$ 2,535.55	\$ 1,927.02
PA Commus Officer	5%	2,191.08	\$ 365.18	\$ 277.54
Roddy, Christine	15%	6,856.46	\$ 1,142.74	\$ 868.48
Cousens, Elizabeth	2%	3,814.66	\$ 635.78	\$ 483.19
Hollis, Alan	10%	3,356.95	\$ 559.49	\$ 425.21
Brown, Kaysie	5%	4,767.00	\$ 794.50	\$ 603.82
	TOTAL	92567.42		

Slotin, Jennifer	60%	\$ 47,953.27
Teixeira Moffat, Colleen	15%	\$ 8,414.71
Axelrod, Andrew	10%	\$ 15,213.29
PA Commus Officer	5%	\$ 2,191.08
Roddy, Christine	15%	\$ 6,856.46
Cousens, Elizabeth	2%	\$ 3,814.66
Hollis, Alan	10%	\$ 3,356.95
Brown, Kaysie	5%	\$ 4,767.00
		\$ 92,567.42

 Title of Program/Campaign	Year 1 USD		
	Rate	Units	#
DIRECT COSTS			
A. Personnel			
X		year	
Y		year	
<i>Total Personnel</i>			
B. Fringe Benefits			
US-based personnel fringe		year	
Field-based fringe		year	
<i>Total Fringe Benefits</i>			
C. Travel			
<i>International Travel</i>			
Airfare		R/T	
Lodging in overseas location (\$XXX x X days)		trip	
M&IE in overseas location (\$XXX x X days)		trip	
Ground transport		trip	
Excess baggage		trip	
Health insurance		trip	
Travel insurance		trip	
Visas		trip	
Immunizations		trip	
<i>Domestic Travel</i>			
Airfare		R/T	
Ground transport		month	
Lodging in city (\$XXX x X days)		trip	
M&IE in city (\$XXX x X days)		trip	
<i>Total Travel</i>			
D. Equipment			
Furniture (desks, chairs, filing cabinets)		person	
Car		system	
Generator		system	
<i>Total Equipment</i>			
E. Supplies			
Office supplies		month	
Signs/posters		unit	
Computers		computer	
Server		unit	
Printer/scanner		unit	
Projector		unit	
Mobile phones		phone	

Digital camera		unit	
<i>Total Supplies</i>			
F. Contractual (Includes Sub-grants)			
<i>Sub-Grants</i>			
Small grants for purpose		grant	
Grants for other purpose		grant	
<i>Consultants</i>			
Consultant X		day	
Consultant Y		speaker	
Consultant Z		day	
M&E consultant		day	
<i>Total Contractual</i>			
G. Construction			
<i>Total Construction</i>			
H. Other Direct Costs			
<i>Office Costs</i>			
Communications		month	
Postage/Delivery		month	
Printing/Reproduction		month	
Subscriptions/Reference materials		month	
Bank/Wire fees		month	
Insurance		year	
<i>Events</i>			
Room rental (X seminars x X days)		day	
A/V equipment rental (X seminars x X days)		day	
Interpretation services (X seminars x X days)		day	
Translation of materials		seminar	
Materials		seminar	
Meals/refreshments (X participants x X days)		days	
<i>Fellowships</i>			
Host organization fee		fellow	
Book/cultural allowance		fellow	
Welcome reception		reception	
<i>Website</i>			
Website design and development		website	
Security for website		month	
Website maintenance		month	
<i>Other Project Activities</i>			
Surveys		survey	
Research on XYZ		report	
Media monitoring			
Design of campaign report		report	

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Amount	Year 2 USD		Requested Amount	Other Contributions
	#	Amount	USD	USD
\$0		\$0	\$0	
\$0		\$0	\$0	
\$0		\$0	\$0	\$0
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Other Contributions	Partner 1	Partner 2	Partner 3
Personnel			
Travel			
Equipment			
Grants			
Operating Costs			
Other Professional Fees			
Total Direct Charges	\$0	\$0	
Overhead	\$0	\$0	
TOTALS	\$0	\$0	
NOTES			
1. Add or delete partner columns as needed			
2. If information is not requested or not known, we can delete the categories and only provide lum			

Title of Program/Campaign		
<i>Start-End Dates</i>		
Partner 4	Total Other Contributions	
\$0	\$0	
\$0	\$0	
\$0	\$0	



Title of Program/Campaign

**Year 1
USD**

Rate Units #

DIRECT COSTS			
A. Personnel			
X		year	
Y		year	
<i>Total Personnel</i>			
B. Fringe Benefits			
US-based personnel fringe		year	
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M&IE in overseas location (\$XXX x X days)		trip	
Ground transport		trip	
Excess baggage		trip	
Health insurance		trip	
Travel insurance		trip	
Visas		trip	
Immunizations		trip	
<i>Domestic Travel</i>			
Airfare		R/T	
Ground transport		month	
Lodging in city (\$XXX x X days)		trip	
M&IE in city (\$XXX x X days)		trip	
<i>Total Travel</i>			
D. Equipment			
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Generator		system	
<i>Total Equipment</i>			
E. Supplies			
Office supplies		month	
Signs/posters		unit	
Computers		computer	
Server		unit	
Printer/scanner		unit	
Projector		unit	
Mobile phones		phone	

Digital camera		unit	
<i>Total Supplies</i>			
F. Contractual (Includes Sub-grants)			
<i>Sub-Grants</i>			
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Consultant Z		day	
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<i>Office Costs</i>			
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Printing/Reproduction		month	
Subscriptions/Reference materials		month	
Bank/Wire fees		month	
Insurance		year	
<i>Events</i>			
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<i>Website</i>			
Website design and development		website	
Security for website		month	
Website maintenance		month	
<i>Other Project Activities</i>			
Surveys		survey	
Research on XYZ		report	
Media monitoring			
Design of campaign report		report	

Amount	Year 2 USD		Requested Amount	Other Contributions
	#	Amount	USD	USD
\$0		\$0	\$0	
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FOOTNOTE 71

From: [Jamie Callahan](#)(GOV)用牟汶穴潤盒敷璩磬洵爬汶備η
To: '[Alexander Cochran](#)', [Schuler, Reed \(GOV\)](#), [Aimee Barnes](#), [Davis, Chris \(GOV\)](#)
Date: Jul 24, 2017 at 5:45 PM
Subject: RE: Interviews

Hopefully she has less of a chip on her shoulder about this when you talk to her. ☺

From: Alexander Cochran [mailto:Alexander.Cochran@exec.ny.gov]
Sent: Monday, July 24, 2017 11:02 AM
To: 'Schuler, Reed (GOV)'; Jamie Callahan; Aimee Barnes; Davis, Chris (GOV)
Subject: RE: Interviews

I agree on Gtown. I will take it as my personal responsibility to enforce no sulking or stay in your lane wioth Vicky. She and I are supposed to talk today as follow-up as I missed theinterview call but did the other two as I already know her.

Id also say that, not that it matters, but erin of Hewlett preferred GTown and was really nervous about parking this at UNF because of the UN piece. This is same concern of mine. Jonathan had no opinion and saw either as good. I also think that if the Chinese wall needs to built higher, it will eb easier to do it with Vicky as I didnâ€™t have the opinion that pete would just house and no want to be activily involved if we went that direction. I think both have benefits on policy and technical skills probably that would be helpful, but being in this building with the other states, having a state background and not being of the UN makes kate andI vote for GTown.

A

From: Schuler, Reed (GOV) [mailto:reed.schuler@gov.wa.gov]
Sent: Monday, July 24, 2017 12:18 PM
To: Jamie Callahan <Jamie.Callahan@GOV.CA.GOV>; Alexander Cochran <Alexander.Cochran@exec.ny.gov>; Aimee Barnes <Aimee.Barnes@GOV.CA.GOV>; Davis, Chris (GOV) <chris.davis@gov.wa.gov>
Subject: RE: Interviews

I preferred Georgetown. Pete is really good, and UNF has more experience running major campaigns and doing high-level international work, but Georgetown has so much more experience coordinating with states on our specific issues “ and I think in many ways that will be the more challenging side of our work. Climate Registry seemed low energy and somewhat unprepared.

Reed

From: Jamie Callahan [mailto:Jamie.Callahan@GOV.CA.GOV]

Sent: Monday, July 24, 2017 7:21 AM

To: Alexander.Cochran@exec.ny.gov; Schuler, Reed (GOV) <reed.schuler@gov.wa.gov>; Aimee Barnes <Aimee.Barnes@GOV.CA.GOV>; Davis, Chris (GOV) <chris.davis@gov.wa.gov>

Subject: Re: Interviews

Could we do a hybrid? House at UNF because they can scale up and have better back end support and have Georgetown support on the policy side?

On July 24, 2017 at 7:04:46 AM PDT, Davis, Chris (GOV) <chris.davis@gov.wa.gov> wrote:

No surprises. Reed and I can't join call tomorrow as we're at PCC meetings in Portland. But I think we should make a decision and get on to finding the individuals we need.

I'd rule out the Registry who are eager but didn't make a strong case relative to the others. I was impressed with UN. Their broader team working on related campaigns seems to offer our staff the opportunity to bump into, tap broader expertise in unforeseeable ways. They went to lengths to stress their readiness to be low key and back end but I admit I wasn't convinced.

G-town was on top of it. Very ready, capable of housing our team and adding capacity particularly around the global work and federal response. Still a bit of a chip on the shoulder.

I asked all how quickly they could move, their internal process. G-town may require slightly longer internal decision, working through the school, etc. UN seemed more nimble.

J, A,R?

I still lean to G mostly because I know them better and believe they were created and chartered by us to do this work. But I'd be fine if we vote for U.N.. Let's decide this week and move on.

C

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

From: Aimee Barnes <Aimee.Barnes@GOV.CA.GOV>

Date: 7/24/17 4:57 AM (GMT-08:00)

To: Alexander.Cochran@exec.ny.gov, "Davis, Chris (GOV)"

<chris.davis@gov.wa.gov>, Jamie Callahan <Jamie.Callahan@GOV.CA.GOV>

Subject: Interviews

How did the secretariat interviews go last week? Any thoughts/ decisions/ next steps?

yyyyyyyyyyyyyyyyyyyyyyyyyyyyyy

From: [Aimee Barnes](#)
To: [Davis, Chris \(GOV\)](#), [Alexander.Cochran@exec.ny.gov](#) 槐柿氣皖攢祝瑰+☉櫟潦璫
[映捡](#)
Date: Aug 2, 2017 at 2:16 PM
Subject: FW: US Climate Alliance Director

FWIW

From: Vivek Viswanathan
Sent: Wednesday, August 02, 2017 10:35 AM
To: Aimee Barnes
Cc: Jamie Callahan
Subject: RE: US Climate Alliance Director

Hi Aimee – Passing along a comment from my former colleague Kristina Costa (who Jamie also met) in case helpful as you decide on set-up! (Betting that you know these organizations better than anyone – just wanted to send along in case useful.) She will be out here later this month and I'll be sure to have her come meet you on a day you are up in Sac to say hi. She's currently in Schumer's office but I think planning to move to CAP soon.

Also if I can be permitted a thumb on the scale...STRONGLY recommend UNF over Georgetown Climate Center as the right host for this endeavor. Much more credibility/existing relationships with UN and international system, and a stronger overall institutional structure to support the secretariat (in terms of comms, fundraising, hosting capacity, etc). I like the GCC folks but they have historically been more focused on the domestic legal side, which isn't at issue here. I worked with UNF a lot during my international development goals days and they are just great folks, and have good relationships on both sides of the aisle in Congress (we used to do a lot of stuff with Graham, but other Republicans too), and their whole structure is basically supporting medium-term special-purpose projects like this one...plus the UN angle. Also they can pull together an event on shorter notice than any other organization save maybe CAP.

From: Aimee Barnes
Sent: Tuesday, August 01, 2017 4:32 PM
To: mary.nichols@arb.ca.gov; Rodriguez, Matthew@EPA; 'Weisenmiller, Robert@Energy'; 'Rechtschaffen, Cliff'; Alice Reynolds; Catalina Hayes-Bautista; Saul Gomez; Ashley Conrad-Saydah; 'Kleysteuber, Alexa@EPA'; White, Kate L.@CalSTA; Ken Alex; Louise Bedsworth; Randall Winston; JR.DeLaRosa@resources.ca.gov; steve.cliff@arb.ca.gov; edie.chang@arb.ca.gov; 'Sahota, Rajinder@ARB'; Vivek Viswanathan; Jeff Le; Keely Bosler
Cc: Jamie Callahan; Elizabeth Williamson; dan.carol@wdc.ca.gov
Subject: US Climate Alliance Director

Hi all,

As you know, we launched the US Climate Alliance along with a number of other states on the same day that Trump withdrew from the Paris Agreement. We are finally gearing up and looking at possible candidates to run the Alliance. If anyone has good suggestions on qualified individuals please send them my way. The ideal candidate would have a good mix of domestic and international climate expertise, with a strong enough personality and leadership experience to help lead a coalition of strong-minded states. :) This individual would sit alongside two or three other Alliance staff within the "secretariat host" for the Alliance. The secretariat host is still TBD but likely either Georgetown Climate Center or UN Foundation. Please feel free to be in touch with any questions or suggestions.

Thank you!

Aimee

li>

- Process for engaging in post-Skamania

FOOTNOTE 75

Climate Alliance Draft Initiative Budget										
Cost Category	Donor Requested		IP-kind Support		Donor Requested		IP-kind Support		Total Program Budget	Notes & Assumptions
	Year 1 11/1/2017 - 10/31/2018	Year 2 11/1/2018 - 10/31/2019	Year 1 11/1/2017 - 10/31/2018	Year 2 11/1/2018 - 10/31/2019	Total Donor Funding Request	Year 1 11/1/2018 - 10/31/2019	Year 2 11/1/2018 - 10/31/2019	Total IP-kind Support		
Personnel	\$436,475	\$449,569	\$41,227	\$42,876	\$986,044	\$84,104	\$970,148	Annual salary rates are increased to account for COLA and average of performance increases (see rate assumptions tab for additional info). UNF applies a standard 2-4% fringe rate for budgeting purposes. This same rate is assumed for seconded staff for the sake of simplicity. Donor funded travel support is included for six domestic and three international trips per year. It is expected that an aligned organization will provide support for additional travel on an annual basis. Assume new laptop and smartphone purchase for all new FTEs (laptops for consultants not included) hosted by the UN Foundation. No grants are included for this initiative. Three annual coverages are budgeted per year at an estimate of \$20K per convening to cover costs for venue, catering and any other associated event execution costs. The assumption is that two events will be covered by an aligned organization. Operating costs include coverage for printing and production of reports along with minimal TBD operating costs for the initiative.		
Travel	\$20,475	\$20,680	\$10,700	\$10,807	\$41,155	\$21,507	\$62,662			
Equipment & Supplies	\$10,020	\$0	\$0	\$0	\$10,020	\$0	\$10,020			
Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
Conferences & Meetings	\$40,000	\$40,000	\$20,000	\$20,000	\$80,000	\$40,000	\$120,000			
Operating Costs	\$10,000	\$10,000	\$0	\$0	\$20,000	\$0	\$20,000			
Professional Fees	\$125,000	\$125,000	\$200,000	\$200,000	\$250,000	\$400,000	\$650,000	The expectation is that the initiative will initially be funded with a \$125K per year program budget to establish and execute one or more signature initiatives, as well as funding to maintain the website, develop and execute a robust digital media strategy, and simplify publication and other critical messaging across Climate Alliance constituents. The budget includes a line item for IP-kind support at a level of \$200K/year for consultant services for two reports and state support for opportunity scoping analysis/inventories. The proposal is for the funds to directly contract with the consultant to provide these services to the Alliance.		
Total Direct Cost	\$641,970	\$645,249	\$271,927	\$273,683	\$1,287,219	\$545,611	\$1,832,830			
Overhead @ 15%	\$96,296	\$96,787	\$4,987	\$5,187	\$193,083	\$10,174	\$203,257	The UN Foundation applies a standard 15% overhead rate on all direct cost to support all overhead costs, including expenses for overall function and management of our operations, human resources, accounting, finance, IT and auditing costs.		
Total Funding Requester	\$738,266	\$742,036	\$276,914	\$278,870	\$1,480,302	\$555,784	\$2,036,086	See assumptions below related to fundraising gaps		
Funder	Donor Requested	IP-kind Support	Donor Requested	IP-kind Support	Donor Requested	IP-kind Support	Total	Status		
Consultant services for two reports and state support for opportunity scoping analysis/inventories	\$200,000	\$200,000	\$200,000	\$200,000	\$400,000	\$400,000	\$400,000			
Dedicated domestic policy staff support from aligned organization	\$30,700	\$30,807	\$30,700	\$30,807	\$0	\$61,507	\$61,507			
UN Foundation Contribution	\$46,214	\$48,063	\$46,214	\$48,063	\$400,000	\$94,277	\$94,277			
Total	\$200,000	\$200,000	\$200,000	\$200,000	\$400,000	\$955,784	\$955,784			
Positive Balance or Negative Balance	-\$538,266	-\$542,036	\$0	\$0	-\$1,080,302	\$0	\$0			

Expenses

Revenue

Gap

FOOTNOTES 79-80

From: Davis, Chris (GOV)
To: [Aimee Barnes](#)
Cc: [Alexander Cochran](#); [Schuler, Reed \(GOV\)](#); [Smith, Jaime \(GOV\)](#); [Jamie Callahan](#)
Subject: RE: Comms for NY
Date: Friday, September 01, 2017 11:58:00 AM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)

I see that – OK

Erin at Hewlett made strong recommendation that we use and it made sense to me. I'll trust they'll be professional. Do you think it warrants a side discussion with them? Hard to imagine the pros not outweighing the cons.

CHRIS DAVIS

Senior Advisor – Energy and Carbon Markets | Office of Governor Jay Inslee

Desk: 360-902-0490 | Cell: 360-972-5693

www.governor.wa.gov | chris.davis@gov.wa.gov



From: Aimee Barnes [mailto:Aimee.Barnes@GOV.CA.GOV]
Sent: Friday, September 1, 2017 4:54 PM
To: Davis, Chris (GOV) <chris.davis@gov.wa.gov>
Cc: Alexander Cochran <Alexander.Cochran@exec.ny.gov>; Reed Schuler <reed.schuler@gmail.com>; Smith, Jaime (GOV) <jaime.smith@gov.wa.gov>; Jamie Callahan <Jamie.Callahan@GOV.CA.GOV>
Subject: Re: Comms for NY

Just FYI they are integrally involved with WASI. Not good or bad per se just a data point

On Sep 1, 2017, at 8:52 AM, Davis, Chris (GOV) <chris.davis@gov.wa.gov> wrote:

All

Climate Nexus has indicated they have resources to help us manage the comms and promote the USCA event and report in NY. I'm going to get some details on what they have to offer but think it would be great if we could rely on them, especially their international channels for press releases, social strategy, press, etc.

Aimee have you reached out to UNF to update the website as we get content from Rhodium?

CHRIS DAVIS

Senior Advisor – Energy and Carbon Markets | Office of Governor Jay Inslee

Desk: 360-902-0490 | Cell: 360-972-5693

www.governor.wa.gov | chris.davis@gov.wa.gov

<[image001.png](#)><[image002.png](#)><[image003.png](#)><[image004.png](#)>

FOOTNOTE 80

From: Tom Brookes
To: [Trevor Houser](mailto:Trevor.Houser@rhg.com), ERogers@hewlett.org, [Julie G](mailto:Julie.G@climatenexus.org)
CC: ERogers@hewlett.org, [Chris Davis \(chris.davis@gov.wa.gov\)](mailto:Chris.Davis@gov.wa.gov)
Date: Sep 1, 2017 at 2:05 PM
Subject: Re: connecting you all

Thanks Erin.

Dear Chris,
Good to meet you.

I am copying my colleagues Andrew who is US based but interfaces with the international GSCC network through which we can help resonate messages and drive coverage in major markets round the world for the announcement at Climate Week, and Bridgette on Jeff's team at ClimateNexus. We have a close partnership between our teams. We would be happy to help where we can.

Let us know if a call would be useful to discuss objectives, messaging etc and Trevor, John (hope all is well) please send through anything we should take a look at.

All best,
Tom

Tom Brookes
ED StratComms ECF
tom.brookes@europeanclimate.org
M: +32 476 777 779
S: tombrookes_brussels

On 1 Sep 2017, at 17:39, Trevor Houser <tghouser@rhg.com> wrote:

Thanks Erin. Looping John from our team.

From: Erin Rogers [<mailto:ERogers@hewlett.org>]
Sent: Friday, September 1, 2017 8:19 AM
To: Chris Davis (chris.davis@gov.wa.gov) <chris.davis@gov.wa.gov>;
Jeff Nesbit <jnesbit@climatenexus.org>;
tom.brookes@europeanclimate.org
Cc: Trevor Houser <tghouser@rhg.com>
Subject: connecting you all

Hi Jeff and Tom,

Hope you are doing well. I wanted to introduce you to Chris Davis, who is Gov Inslee's lead climate advisor and also the lead staff person representing Washington State as co-chair of the US Climate Alliance (14 governors committed to meeting the Paris goals.)

The US Climate Alliance will be making its debut in-person appearance with several of the governors during Climate Week in New York. They will be releasing a short report at the event. They are still in the process of staffing up, and don't yet have a full-time comms person on board. The WA and NY governors' comms staff are helping with the event, but could use some help thinking through a strategic comms plan for the event during Climate Week, which will help set the stage leading up to Bonn.

I'm copying Trevor Houser, who is helping with some of the analytic work, so that any thoughts you have on key messages and themes can be built into the report as he puts the finishing touches on it (this is all happening very quickly!)

Are there folks on your teams who might help them prepare for a successful event and distribution of the report and its main messages to key target audiences?

Thanks so much,
Erin

-5693

www.governor.wa.gov | chris.davis@gov.wa.gov

FOOTNOTES 81-83

From: Davis, Chris (GOV)
To: [Erin Rogers](#), [Trevor Houser](#), [Alexander Cochran](#), [Aimee Barnes](#)
Date: Aug 30, 2017 at 2:11 PM
Subject: RE: Report Comms Plan
Attachment(s): 4

OK – we'll connect our folks and try to get back to you asap

CHRIS DAVIS

Senior Advisor – Energy and Carbon Markets| Office of Governor Jay Inslee

Desk: 360-902-0490| Cell: 360-972-5693

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From: Erin Rogers [<mailto:ERogers@hewlett.org>]
Sent: Wednesday, August 30, 2017 7:11 PM
To: Davis, Chris (GOV) <chris.davis@gov.wa.gov>; Trevor Houser <tghouser@rhg.com>; Alexander Cochran <Alexander.Cochran@exec.ny.gov>; Aimee Barnes <Aimee.Barnes@GOV.CA.GOV>
Subject: RE: Report Comms Plan

Thanks, Chris. I think that could work—the proposed contract with the designer is valid until Sept 2, so I think if you want to make changes, they could be made on Friday and there would still be enough time left for them to get the work done.

From: Davis, Chris (GOV) [<mailto:chris.davis@gov.wa.gov>]
Sent: Wednesday, August 30, 2017 10:59 AM
To: Erin Rogers <ERogers@hewlett.org>; Trevor Houser <tghouser@rhg.com>; Alexander Cochran <Alexander.Cochran@exec.ny.gov>; Aimee Barnes <Aimee.Barnes@GOV.CA.GOV>
Subject: RE: Report Comms Plan

Hey Erin

I literally just wrote a note to our comms team on this. You're a step ahead of us. We're just into those conversations but I think we could set something up by the end of the week. Is that possible?

CHRIS DAVIS

Senior Advisor – Energy and Carbon Markets| Office of Governor Jay Inslee

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From: Erin Rogers [<mailto:ERogers@hewlett.org>]
Sent: Wednesday, August 30, 2017 6:57 PM
To: Trevor Houser <tghouser@rhg.com>; Alexander Cochran <Alexander.Cochran@exec.ny.gov>; Davis, Chris (GOV) <chris.davis@gov.wa.gov>; Aimee Barnes <Aimee.Barnes@GOV.CA.GOV>
Subject: RE: Report Comms Plan

Thanks, Trevor. I know we're crunched for time here, but before we give the green light on funding for an Alliance product for release during Climate Week, I would love a chance to speak briefly with one or more of the comms folks who will be releasing the product to understand the distribution plan and target audiences and then make sure the designer scope of work we received is in line with what you all want and need.

If there's any way I could jump on the phone this afternoon with the relevant person or people, please let me know. We can move quickly on our end after that.

Thanks,
Erin

From: Trevor Houser [<mailto:tghouser@rhg.com>]
Sent: Wednesday, August 30, 2017 10:35 AM
To: Alexander Cochran <Alexander.Cochran@exec.ny.gov>; Davis, Chris (GOV) <chris.davis@gov.wa.gov>; Aimee Barnes <Aimee.Barnes@GOV.CA.GOV>
Cc: Erin Rogers <ERogers@hewlett.org>
Subject: Report Comms Plan

All,

Before pulling the trigger on funding for the Climate Week Report, Erin at Hewlett has a couple questions about the release/comms plan. She is cc'ed and I'll let her take it from here.

Best,

Trevor Houser
Rhodium Group (RHG)
Tel: +1.212.532.1158
Web: www.rhg.com

NY:

5 Columbus Circle

FOOTNOTE 85

From: [John Larsen](mailto:John.Larsen@rhg.com)
To: [Ben Rubin](mailto:Ben.Rubin@climatenexus.org)
CC: [Emma Stieglitz](mailto:Emma.Stieglitz@rhg.com), [Davis Chris \(GOV\)](mailto:Davis.Chris@gov.wa.gov)
Date: Sep 18, 2017 at 10:35 AM
Subject: RE: USCA 9/18: finalizing comms materials

Hey Ben,

I know things are busy on your end but I just want to reiterate the important detail that the report is all USCAs and not Rhodium's. We provided data and analysis but the report is USCA's. I just want to make sure our work and the USCA report are characterized appropriately in media outreach and in any press hits.

Thanks and great working with you and Emma on this.

Best
-John

John Larsen
Director
Rhodium Group (RHG)
202-888-6571
www.rhg.com

From: Ben Rubin [mailto:brubin@climatenexus.org]
Sent: Monday, September 18, 2017 10:31 AM
To: Alexander Cochran <Alexander.Cochran@exec.ny.gov>; Davis, Chris (GOV) <chris.davis@gov.wa.gov>; Aimee.Barnes@GOV.CA.GOV; laurie.williams@state.co.us; Dan.DeSimone@ct.gov; Emily.Kuiken@state.de.us; scott.glenn@doh.hawaii.gov; kathleen.theoharides@state.ma.us; jeremy.tarr@nc.gov; stephanie.zawistowski@state.mn.us; Ruchi.SADHIR@oregon.gov; Jon.Romano@governor.ri.gov; Peter.Walke@vermont.gov; coybt46@gmail.com; dan.carol@wdc.ca.gov; katie.wheelermathews@wdc.ca.gov; alexa.kleysteuber@calepa.ca.gov; Case Button: <case.button@state.co.us>; Klee, Robert <Robert.Klee@ct.gov>; Enright-Kato, Keri <Keri.Enright-Kato@ct.gov>; Sotos, Mary <Mary.Sotos@ct.gov>; Laurel.A.Johnston@hawaii.gov; merone.melekin@state.mn.us; matt.swenson@state.mn.us; Thornton, J. David (MPCA) <j.david.thornton@state.mn.us>; James Allen <James.Allen@exec.ny.gov>; Brittney.Wilson@vermont.gov; angela.navarro@governor.virginia.gov; Ricketts, Sam (GOV) <Sam.Ricketts@gov.wa.gov>; Schuler, Reed (GOV)

<reed.schuler@gov.wa.gov>; John Larsen <jwlarsen@rhg.com>; Michelle Marchello <Michelle.Marchello@exec.ny.gov>; Gareth Lacy <Gareth.Lacy@gov.ca.gov>;
sadie.weiner@nc.gov

Cc: Robert Tanner <rtanner@climatenexus.org>; Emma Stieglitz <EStieglitz@climatenexus.org>; Jeff Nesbit <jnesbit@climatenexus.org>

Subject: Re: USCA 9/18: finalizing comms materials

Morning all: Sharing an update on open items below to make sure all outreach plans are synced up for Wednesday and a time sensitive NYT item in yellow:

- **Embargoed Stories:** Lisa Friedman just called – her article is framed as a curtain raiser to Climate Week and she wants to either run her story today (featuring Rhodium report) or publish without mentioning it but does not plan on a second story. Would USCA like a Rhodium NYT article today or would you prefer for a Bloomberg exclusive that will publish at 12:01 AM or 12:30 PM on Wednesday? **We need to let NYT know no later than 11:15 AM.**
- **Advisory:** Aiming to blast the advisory with the updated info as soon as we can (and ideally today). Let us know if anyone has any outstanding questions before we blast.
- **Op-Ed:** The updated op-ed is in the comms package (but please double check since we've had multiple versions floating around). Is this considered final and ready to begin pitching?
- **Press Release:** Release is close to final – there will be printed copies at the event and it will be blasted at 12:30 on Wednesday. If you'd like to provide a quote from your state, please add it into the google doc by 5 pm today.
- **State Amplification:** The comms package has a state template press release you're welcome to work from if you'd like to issue a release and share with reporters in your network. Nexus plans to Facebook Live the event and the package also includes suggested language for social media posts to help spread the word about the event once it is live.
- **Comms Collateral:** Everything in the package is close to final – will do a final spotcheck today to ensure all numbers are accurate, etc. If you have any outstanding questions in the package, please let us know ASAP.

Thanks,
Ben & Emma

From: Ben Rubin <brubin@climatenexus.org>

Date: Saturday, September 16, 2017 at 5:49 PM

To: Alexander Cochran <Alexander.Cochran@exec.ny.gov>, "Davis, Chris (GOV)" <chris.davis@gov.wa.gov>, "Aimee.Barnes@GOV.CA.GOV" <Aimee.Barnes@GOV.CA.GOV>, "laurie.williams@state.co.us" <laurie.williams@state.co.us>, "Dan.DeSimone@ct.gov" <Dan.DeSimone@ct.gov>, "Emily.Kuiken@state.de.us" <Emily.Kuiken@state.de.us>, "scott.glenn@doh.hawaii.gov" <scott.glenn@doh.hawaii.gov>, "kathleen.theoharides@state.ma.us" <kathleen.theoharides@state.ma.us>, "jeremy.tarr@nc.gov" <jeremy.tarr@nc.gov>, "stephanie.zawistowski@state.mn.us" <stephanie.zawistowski@state.mn.us>, "Ruchi.SADHIR@oregon.gov" <Ruchi.SADHIR@oregon.gov>, "Jon.Romano@governor.ri.gov" <Jon.Romano@governor.ri.gov>, "Peter.Walke@vermont.gov" <Peter.Walke@vermont.gov>, "coybt46@gmail.com" <coybt46@gmail.com>, "dan.carol@wdc.ca.gov" <dan.carol@wdc.ca.gov>, "katie.wheelermathews@wdc.ca.gov" <katie.wheelermathews@wdc.ca.gov>, "alexa.kleysteuber@calepa.ca.gov" <alexa.kleysteuber@calepa.ca.gov>, "Case Button:" <case.button@state.co.us>, "Klee, Robert" <Robert.Klee@ct.gov>, "Enright-Kato, Keri" <Keri.Enright-Kato@ct.gov>, "Sotos, Mary" <Mary.Sotos@ct.gov>, "Laurel.A.Johnston@hawaii.gov" <Laurel.A.Johnston@hawaii.gov>, "merone.melekin@state.mn.us" <merone.melekin@state.mn.us>, "matt.swenson@state.mn.us" <matt.swenson@state.mn.us>, "Thornton, J. David (MPCA)" <j.david.thornton@state.mn.us>, James Allen <James.Allen@exec.ny.gov>, "Brittney.Wilson@vermont.gov" <Brittney.Wilson@vermont.gov>, "angela.navarro@governor.virginia.gov" <angela.navarro@governor.virginia.gov>, "Ricketts, Sam (GOV)" <Sam.Ricketts@gov.wa.gov>, "Schuler, Reed (GOV)" <reed.schuler@gov.wa.gov>, John Larsen <jwlarsen@rhg.com>, Michelle Marchello <Michelle.Marchello@exec.ny.gov>, Gareth Lacy <Gareth.Lacy@gov.ca.gov>, "sadie.weiner@nc.gov" <sadie.weiner@nc.gov>
Cc: Robert Tanner <rtanner@climatenexus.org>, Emma Stieglitz <Estieglitz@climatenexus.org>, Jeff Nesbit <jnesbit@climatenexus.org>
Subject: Re: USCA 9/18: finalizing comms materials

WH quickly retracts on Twitter 30 min later. Please disregard article below.

<https://mobile.twitter.com/PressSec/status/909168166751883266>

Our position on the Paris agreement has not changed. @POTUS has been clear, US withdrawing unless we get pro-America terms.

[5:32 PM](#) · Sep 16, 2017

Sent from my wireless phone

On Sep 16, 2017, at 5:40 PM, Ben Rubin <brubin@climatenexus.org> wrote:

Hi all: Passing along this WSJ article that just posted simply as an FYI to

be aware of. As we learn more, Nexus is happy to help update the comms package accordingly.

<https://www.wsj.com/articles/trump-administration-wont-withdraw-from-paris-climate-deal-1505593922>

Trump Administration Won't Withdraw from Paris Climate Deal

U.S. has stated it will 'not renegotiate the Paris accord' but will review its terms

NEW YORK—Trump administration officials said Saturday the U.S. wouldn't pull out of the Paris Agreement, offering to re-engage in the international deal to fight climate change, according to the European Union's top energy official.

The shift from President Donald Trump's decision in June [to renegotiate the landmark accord or craft a new deal](#) came during a meeting of more than 30 ministers led by Canada, China and the European Union in Montreal.

"The U.S. has stated that they will not renegotiate the Paris accord, but they will try to review the terms on which they could be engaged under this agreement," European Commissioner for Climate Action and Energy Miguel Arias Cañete said.

The White House did not immediately respond to a request for comment.

White House senior adviser Everett Eissenstat unveiled the U.S. plan, according to an official at Saturday's gathering, as Ottawa, Beijing and Brussels accelerate their joint effort to minimize the fallout from a potential U.S. withdrawal from the Paris agreement.

Still, Washington's move may prove a pyrrhic victory for Paris Agreement champions. The U.S. is expected to significantly reduce its ambition to curb greenhouse-gas emissions, which would be in line with Mr. Trump's goal of clinching "fairer terms," the official said.

Sent from my wireless phone

On Sep 15, 2017, at 4:10 PM, Ben Rubin <brubin@climatenexus.org> wrote:

Hello all: As you know, NYT and Bloomberg are working on stories for the USCA report. The following info is needed ASAP to continue driving these stories forward –

- **Governor Interviews:** Joe and Lisa are both looking to speak with Governors as part of their stories. Are governors available for a weekend interview? If so, please let me know and I can connect you. I believe Lisa is also going to reach out to offices directly with requests.

- **Embargo Timing:** We need to let Joe Ryan and Lisa Friedman know what time their stories can run and this will also determine if North Carolina can refer to the report in their release. Is there consensus they can lift at 12:01 AM on Monday? If not consensus on this yet, when will a time be pinned down to let the reporters know? Hoping to let them know by 5 PM EST today.

Thanks,
Ben

From: Ben Rubin <brubin@climatenexus.org>
Date: Friday, September 15, 2017 at 12:19 PM
To: Alexander Cochran <Alexander.Cochran@exec.ny.gov>, "Davis, Chris (GOV)" <chris.davis@gov.wa.gov>, "Aimee.Barnes@GOV.CA.GOV" <Aimee.Barnes@GOV.CA.GOV>, "laurie.williams@state.co.us" <laurie.williams@state.co.us>, "Dan.DeSimone@ct.gov" <Dan.DeSimone@ct.gov>, "Emily.Kuiken@state.de.us" <Emily.Kuiken@state.de.us>, "scott.glenn@doh.hawaii.gov" <scott.glenn@doh.hawaii.gov>, "kathleen.theoharides@state.ma.us" <kathleen.theoharides@state.ma.us>, "jeremy.tarr@nc.gov" <jeremy.tarr@nc.gov>, "stephanie.zawistowski@state.mn.us" <stephanie.zawistowski@state.mn.us>, "Ruchi.SADHIR@oregon.gov" <Ruchi.SADHIR@oregon.gov>, "Jon.Romano@governor.ri.gov" <Jon.Romano@governor.ri.gov>, "Peter.Walke@vermont.gov" <Peter.Walke@vermont.gov>, "coybt46@gmail.com" <coybt46@gmail.com>, "dan.carol@wdc.ca.gov" <dan.carol@wdc.ca.gov>, "katie.wheelermathews@wdc.ca.gov" <katie.wheelermathews@wdc.ca.gov>, "alexa.kleysteuber@calepa.ca.gov" <alexa.kleysteuber@calepa.ca.gov>, "Case Button:" <case.button@state.co.us>, "Klee, Robert" <Robert.Klee@ct.gov>, "Enright-Kato, Keri" <Keri.Enright-Kato@ct.gov>, "Sotos, Mary" <Mary.Sotos@ct.gov>, "Laurel.A.Johnston@hawaii.gov" <Laurel.A.Johnston@hawaii.gov>, "merone.melekin@state.mn.us"

<merone.melekin@state.mn.us>,
"matt.swenson@state.mn.us" <matt.swenson@state.mn.us>,
"Thornton, J. David (MPCA)" <j.david.thornton@state.mn.us>,
James Allen <James.Allen@exec.ny.gov>,
"Brittney.Wilson@vermont.gov"
<Brittney.Wilson@vermont.gov>,
"angela.navarro@governor.virginia.gov"
<angela.navarro@governor.virginia.gov>, "Ricketts, Sam
(GOV)" <Sam.Ricketts@gov.wa.gov>, "Schuler, Reed
(GOV)" <reed.schuler@gov.wa.gov>, John Larsen
<jwlarsen@rhg.com>, Michelle Marchello
<Michelle.Marchello@exec.ny.gov>, Gareth Lacy
<Gareth.Lacy@gov.ca.gov>
Cc: Robert Tanner <rtanner@climatenexus.org>, Emma
Stieglitz <EStieglitz@climatenexus.org>, Jeff Nesbit
<jnesbit@climatenexus.org>
Subject: USCA 9/18: finalizing comms materials

Hi all: This afternoon will be crucial timing to make sure we have everything teed up for a successful media rollout on Monday. Please see below for a list of where things stand –

If you have questions or would like to discuss anything further, happy to jump on a conference call today and available on cell throughout the day – 917-749-3694.

- **Media Advisory & Op-Ed:** We're looking for sign-off on these items ASAP. Delay will risk having **fewer reporters** attend or call-in into the Monday event and means the op-ed will likely land in a smaller publication than the NYT.
- **Embargo Timing:** NYT and Bloomberg have confirmed they will work on stories. North Carolina plans to issue their advisory Monday morning around 10 or 11 am. Gov. Cooper's comms staff said that they don't mind if the national story is broken before they announce it in their state press, giving us flexibility on our embargo timing for the national stories.
 - **12:01 am ET:** Nexus recommends that the embargo be lifted at 12:01 am ET; this enables the stories to go live online early enough to be in the morning news roundups, and to drive other press to the event. This will also enable the story

to run in print on Monday.

- **2 pm ET:** We can also arrange for the embargo to be lifted at 2 pm ET, right before the press conference, and urge the NYT to run the story in print on Tuesday, but our concern is that we will shorten our own news cycle.
- **More Detail on the NC Release:** NC's comms team has asked that the mention of NC be downplayed in national press materials, so we will remove it from the sub headlines, but keep it in the opening paragraph of the press release. We have already told the NYT and Bloomberg of the update to ensure that their articles are accurate, but, at the request of Gov. Cooper's team, did not frame it as a major news item.
- **Comms Package:** Please continue adding your edits to the press release (quotes, etc) so that we can finalize the document. Nexus is adding the interview availability tracker and talking points today.
- **Social Media:** We did not have a chance to discuss social media on the call yesterday but flagging that social media language is in the comms package. Hawaii: are you still planning to have a Facebook live link and someone there to film it?
- **Attendees:** Some international folks have caught wind of the event and Minister McKenna of Canada has requested to attend if that is ok with everyone. We'll continue to let you know if we hear from any additional foreign leaders requesting to join.

Thanks,
Ben & Emma

From: Ben Rubin <brubin@climatenexus.org>
Date: Thursday, September 14, 2017 at 1:20 PM
To: Alexander Cochran <Alexander.Cochran@exec.ny.gov>
Cc: "Davis, Chris (GOV)" <chris.davis@gov.wa.gov>, "Aimee.Barnes@GOV.CA.GOV" <Aimee.Barnes@GOV.CA.GOV>, "laurie.williams@state.co.us" <laurie.williams@state.co.us>, "Dan.DeSimone@ct.gov" <Dan.DeSimone@ct.gov>

"Emily.Kuiken@state.de.us" <Emily.Kuiken@state.de.us>,
"scott.glenn@doh.hawaii.gov"
<scott.glenn@doh.hawaii.gov>,
"kathleen.theoharides@state.ma.us"
<kathleen.theoharides@state.ma.us>, "jeremy.tarr@nc.gov"
<jeremy.tarr@nc.gov>, "stephanie.zawistowski@state.mn.us"
<stephanie.zawistowski@state.mn.us>,
"Ruchi.SADHIR@oregon.gov"
<Ruchi.SADHIR@oregon.gov>,
"Jon.Romano@governor.ri.gov"
<Jon.Romano@governor.ri.gov>,
"Peter.Walke@vermont.gov" <Peter.Walke@vermont.gov>,
"coybt46@gmail.com" <coybt46@gmail.com>,
"dan.carol@wdc.ca.gov" <dan.carol@wdc.ca.gov>,
"katie.wheelermathews@wdc.ca.gov"
<katie.wheelermathews@wdc.ca.gov>,
"alexa.kleysteuber@calepa.ca.gov"
<alexa.kleysteuber@calepa.ca.gov>, "Case Button:"
<case.button@state.co.us>, "Klee, Robert"
<Robert.Klee@ct.gov>, "Enright-Kato, Keri" <Keri.Enright-Kato@ct.gov>,
"Sotos, Mary" <Mary.Sotos@ct.gov>,
"Laurel.A.Johnston@hawaii.gov"
<Laurel.A.Johnston@hawaii.gov>,
"merone.melekin@state.mn.us"
<merone.melekin@state.mn.us>,
"matt.swenson@state.mn.us" <matt.swenson@state.mn.us>,
"Thornton, J. David (MPCA)" <j.david.thornton@state.mn.us>,
James Allen <James.Allen@exec.ny.gov>,
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<Brittney.Wilson@vermont.gov>,
"angela.navarro@governor.virginia.gov"
<angela.navarro@governor.virginia.gov>, "Ricketts, Sam
(GOV)" <Sam.Ricketts@gov.wa.gov>, "Schuler, Reed
(GOV)" <reed.schuler@gov.wa.gov>, John Larsen
<jwlarsen@rhg.com>, Jeff Nesbit
<jnesbit@climatenexus.org>, Michelle Marchello
<Michelle.Marchello@exec.ny.gov>, Emma Stieglitz
<ESTieglitz@climatenexus.org>, Robert Tanner
<rtanner@climatenexus.org>

Subject: Re: updated list

Hi all: please see this link for a package of comms materials
for the 9/18

event: <https://docs.google.com/document/d/1Wbaa2qYLrCfJCcbYg->

mHRPeDjykHxiWxEOJBjyLsexQ/mobilebasic

Materials will be updated based on feedback we discussed. The tick tock in the first few pages lays out proposed media sequence.

Please reach out to me or any of my Climate Nexus colleagues with any questions.

Best,
Ben

Sent from my wireless phone

On Sep 14, 2017, at 12:15 PM, Alexander Cochran <Alexander.Cochran@exec.ny.gov> wrote:

+Michelle

From: Davis, Chris (GOV)
[<mailto:chris.davis@gov.wa.gov>]
Sent: Thursday, September 14, 2017 12:40 PM
To: Aimee.Barnes@GOV.CA.GOV;
laurie.williams@state.co.us;
Dan.DeSimone@ct.gov;
Emily.Kuiken@state.de.us;
scott.glenn@doh.hawaii.gov;
kathleen.theoharides@state.ma.us;
jeremy.tarr@nc.gov;
stephanie.zawistowski@state.mn.us; Alexander Cochran <Alexander.Cochran@exec.ny.gov>;
Ruchi.SADHIR@oregon.gov;
Jon.Romano@governor.ri.gov;
Peter.Walke@vermont.gov; coybt46@gmail.com;
Davis, Chris (GOV) <chris.davis@gov.wa.gov>;
dan.carol@wdc.ca.gov;
katie.wheelermathews@wdc.ca.gov;
alexa.kleysteuber@calepa.ca.gov; Case Button:
<case.button@state.co.us>; Klee, Robert
<Robert.Klee@ct.gov>; Enright-Kato, Keri
<Keri.Enright-Kato@ct.gov>; Sotos, Mary
<Mary.Sotos@ct.gov>;
Laurel.A.Johnston@hawaii.gov;
merone.melekin@state.mn.us;

matt.swenson@state.mn.us; Thornton, J. David (MPCA <j.david.thornton@state.mn.us>; James Allen <James.Allen@exec.ny.gov>; Brittney.Wilson@vermont.gov; angela.navarro@governor.virginia.gov; Ricketts, Sam (GOV) <Sam.Ricketts@gov.wa.gov>; Schuler, Reed (GOV) <reed.schuler@gov.wa.gov>; Ben Rubin <brubin@climatenexus.org>; John Larsen <jwlarsen@rhg.com>; Jeff Nesbit <jnesbit@climatenexus.org>
Subject: updated list

All –

I've updated the USCA list, correcting an error on VA, adding North Carolina and David in MN. This includes primary and secondary contacts. Please let me know if you see anyone missing from your state that should be included.

Those of you assigned to share documents or links for final review should use this list until further notice of additional updates.

CHRIS DAVIS

Senior Advisor – Energy and Carbon Markets|
Office of Governor Jay Inslee
Desk: 360-902-0490| Cell: 360-972-5693
www.governor.wa.gov | chris.davis@gov.wa.gov
<[image001.png](#)><[image002.png](#)>
<[image003.png](#)><[image004.png](#)>

From: Trevor Houserion1.0_#00000003
To: [Davis, Chris \(GOV\)](#), [Alexander Cochran](#), [Aimee.Barnes@GOV.CA.GOV](#), [Schuler, Reed \(GOV\)](#)
[耀榆敬漠牵挠汤榷敷据渾](#)
CC: [Kate Larsen](#), [John Larsen](#)
Date: Aug 23, 2017 at 1:28 PM
Subject: RE: CLimate Week Product
Attachment(s): 4

FOOTNOTES 87-88

Ok, we can engage a design firm to do brand development as part of the report design if you include in the scope of work. My understanding is that we are ghost-writing this and it will be produced/branded as a USCA work product that uses/references Rhodium Group data. Correct?

Re initiatives, we certainly wouldn't include in the modeling, the question is whether to signal in the written report the broad areas of cooperation you will be pursuing (but not specific initiative announcements) as evidence that the USCA will be working together to drive emissions down even further than projected under existing policy. Up to you all.

T

From: Davis, Chris (GOV) [mailto:chris.davis@gov.wa.gov]
Sent: Wednesday, August 23, 2017 9:49 AM
To: Trevor Houser <tghouser@rhg.com>; Alexander Cochran <Alexander.Cochran@exec.ny.gov>;
Aimee.Barnes@GOV.CA.GOV; Schuler, Reed (GOV) <reed.schuler@gov.wa.gov>
Cc: Kate Larsen <kmlarsen@rhg.com>; John Larsen <jwlarsen@rhg.com>
Subject: RE: CLimate Week Product

Good questions. We don't have a logo or ID but we should shoot for this.

I do believe we're going to try to be ready for some announcements of potential areas of future cooperation but I'm not sure how that should affect your work unless you're thinking that might inform future runs of the analysis. But I don't believe there's any chance we'd be far enough along by late Sept on that score to alter your work.

C

CHRIS DAVIS

Senior Advisor – Energy and Carbon Markets| Office of Governor Jay Inslee

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www.governor.wa.gov | chris.davis@gov.wa.gov

From: Trevor Houser [<mailto:tghouser@rhg.com>]
Sent: Wednesday, August 23, 2017 5:44 PM
To: Alexander Cochran <Alexander.Cochran@exec.ny.gov>; Davis, Chris (GOV) <chris.davis@gov.wa.gov>;
Aimee.Barnes@GOV.CA.GOV; Schuler, Reed (GOV) <reed.schuler@gov.wa.gov>
Cc: Kate Larsen <kmlarsen@rhg.com>; John Larsen <jwlarsen@rhg.com>
Subject: RE: CLimate Week Product

Thanks all. Copying Kate Larsen and John Larsen from my team. 2 hours works for a call with state technical teams for inventory comparison. John will be point on those. On the scope of work, Hewlett is pretty flexible on format.

Two questions for the group:

Do you have USCA logo/branding already developed that we can use for the report?
Do you want to signal focus areas of future USCA cooperation?

Look forward to working with you all on this.

Best,

Trevor

From: Alexander Cochran [<mailto:Alexander.Cochran@exec.ny.gov>]
Sent: Wednesday, August 23, 2017 5:44 AM
To: Davis, Chris (GOV) <chris.davis@gov.wa.gov>; Trevor Houser <tghouser@rhg.com>;
Aimee.Barnes@GOV.CA.GOV; Schuler, Reed (GOV) <reed.schuler@gov.wa.gov>
Subject: Re: CLimate Week Product

Thanks Chris.

Trevor: ill email u an intro of nys team today

Alexander

Sent from my BlackBerry 10 smartphone.

From: Davis, Chris (GOV)

Sent: Wednesday, August 23, 2017 8:26 AM

To: Trevor Houser; Aimee.Barnes@GOV.CA.GOV; Alexander Cochran; Schuler, Reed (GOV)

Subject: CLimate Week Product

Hey Trevor

I'm getting back to you on the conversation we had before I left for vacation. We discussed you all doing a version of your Rhode Island presentation as a product we can roll out as the USCA in NY for Climate Week. We'd like to proceed with that and I know time is short. I believe you and I discussed the following:

- Product would be a 3-5 page written brief, highly produced, easy to digest for non tech audience, potential exec summary – based on your existing analysis presented in RI
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Meanwhile per our discussion, we need to get a brief scope of work for this effort drafted so you can shop to Hewlett. I'm game to take a first crack at this with eyes from the co-chairs here. Is there a format you've used with them before that I might follow?

Thanks for your willingness to help on this.

CHRIS DAVIS

Senior Advisor – Energy and Carbon Markets| Office of Governor Jay Inslee

Desk: 360-902-0490| Cell: 360-972-5693

www.governor.wa.gov | chris.davis@gov.wa.gov

955417.msg



From: [Kevin Welsh](#)
To: [Davis Chris \(GOV\)](#)
CC: [Pete Ogden](#), [Aimee Barnes](#)
Date: Oct 11, 2017 at 12:47 PM
Subject: Fwd: Climate Alliance docs
AttachmentList: 2

Chris,

FYI - per Aimee's request, attached are the draft alliance docs that we sent to Erin Rogers last week.

Kevin



Save

Name	Size
 Draft USCA Proposal	24.00 KB
 DRAFT USCA Budget Summary	14.00 KB

Proposal for the United States Climate Alliance

Summary: The U.S. Climate Alliance is a bipartisan coalition of U.S. states committed to upholding the greenhouse gas emissions reduction goals of the Paris Climate Agreement and to continuing to demonstrate leadership on climate change. The Alliance includes 15 members¹ that collectively represent more than 36% of the U.S. population, over \$7.6 trillion in GDP, and nearly 20% of U.S. emissions. The Alliance will establish a secretariat staff and program budget to implement new initiatives, achieve Alliance goals and objectives, and coordinate member states collective efforts to actively reduce climate change contributing factors.

Role of the U.S. Climate Alliance in Driving Climate Action: The Alliance is a consortium of U.S. governors dedicated to strong climate action, led by the senior staff of these governors. As such, the Alliance is uniquely positioned to drive climate action in the United States and to fill the climate leadership void created by the Trump Administration. The Alliance is a platform for Governors to cooperate on policy acceleration toward achieving the U.S. emission reduction goals under the Paris Agreement, to track progress toward achieving these goals, and to play a leadership role internationally, including through high-level engagement at major climate events, such as COP, UN Climate Week, and the 2018 Climate Summit. The Alliance will launch new initiatives to enhance and facilitate climate policy action by Alliance members, targeted at critical gaps and opportunities. The Alliance will also amplify the voices and actions of U.S. states and establish an enduring coalition that will provide cohesion and continuity across individual administrations.

Goals and Objectives of the U.S. Climate Alliance

- Coordinate policy and legal efforts, launching new initiatives and programs, and sharing information and best practices, to accelerate adoption of state-level policies to work toward 2025 U.S. climate target and fill gaps in federal action
- Track and report progress by all Alliance members toward the 2025 U.S. climate target, in cooperation with external partners.
- Demonstrate global climate leadership by actively engaging in high-level international climate events and by identifying and implementing an international partnership to support climate action in developing countries
- Establish the Alliance as an influential voice in support of climate action through an effective and well-coordinated communications strategy.

Key Milestones and Events

- **September 2017** – UN General Assembly/Climate Week
 - High-Level US Climate Alliance Event. Release of first report demonstrating collective progress toward emissions reduction goal, and announcing early direction for policy collaboration.
- **November 2017** – UN Conference of the Parties – Bonn Germany

¹ California, Colorado, Connecticut, Delaware, Hawaii, Massachusetts, Minnesota, New York, North Carolina, Oregon, Rhode Island, Vermont, Virginia, Washington, and Puerto Rico.

- Climate Alliance represented during ministerial-level discussions. Governor participation. Alliance side event(s), including one stand-alone event, and others at U.S. Climate Action Pavilion hosted by We Are Still In, and others.
- **February 2018** – Winter Meeting (possibly alongside Winter NGA Meeting)
 - Climate Alliance Event and Update. Deepen collaboration between states on targeted policy initiatives within the Alliance to accomplish climate objectives. Announce new members.
- **June 2018** – One year since inception/US announcement of withdrawal from Paris
 - Media push on Alliance progress, action and future plans
- **September 2018** – Global Climate Summit in California. Release of second annual report on progress toward goal and alliance actions. Possible additional announcement(s).
- **November/December 2018** – COP 24
- **2019**
 - Annual Meeting
 - 2-year anniversary
 - Climate Week

Potential Areas for Action (This list will be refined based on further review and evaluation by the Alliance Steering Committee)

- **Reporting:** Annual reporting on progress toward 2025 U.S. Climate Goal
- **Advanced transportation:** Transportation initiative focused on Alliance collaboration to drive transition to zero emissions transportation.
- **Mitigation:** Carbon markets initiative aimed at facilitating market linkages
- **Short-lived climate pollutants:** “Super pollutant challenge” initiative to reduce short-lived climate pollutants, initially focused on methane reduction
- **Power sector modernization:** Power sector collaboration focused on phase-out of high-emitting generation, rapid deployment of renewable generation, grid modernization, and tackling challenges posed by intermittent generation.
- **Building transformation:** Collaboration to drive adoption of stronger building codes and transform national markets for appliances.
- **Clean energy and climate finance:** Climate finance initiative to collaborate on clean energy investment, develop new insurance and risk mitigation approaches, build upon the success of established finance tools and Green Banks, and work together across the board on finance-related opportunities.
- **Climate resilience:** Initiative to identify regional resilience needs and coordinate on the development and implementation of technical tools to support community resilience, including mapping to identify the risk posed by combined sea level rise, storm surge and extreme precipitation.
- **Actions to fill the gap in federal action:**
 - Re-establish Scientific Advisory Committee on the National Climate Assessment
 - Co-sponsor Climate Leadership Conference and Climate Leadership Awards (EPA withdrew its participation in August)

- **International:** Establish international partnership in support of developing country efforts. For example, launch partnership with Caribbean islands to deploy renewable energy and increase resilience in the region.

Staffing: The proposal is for a lean but capable team to launch the secretariat with the expectation of incremental staff growth over time as needed to support the needs of the Alliance. The initial team would include the following members:

- Executive Director
- Domestic Policy Lead (direct hire or seconded from existing organization)
- Communications, Policy, and Administrative Manager (junior-level)

Climate Alliance
Draft Initiative Budget

Cost Category	Donor Requested		IP-kind Support		Donor Requested		IP-kind Support		Donor Requested		IP-kind Support		Total Program Budget	Notes & Assumptions
	Year 1 11/1/2017 - 10/31/2018	Year 2 11/1/2018 - 10/31/2019	Year 1 11/1/2017 - 10/31/2018	Year 2 11/1/2018 - 10/31/2019	Year 1 11/1/2017 - 10/31/2018	Year 2 11/1/2018 - 10/31/2019	Year 1 11/1/2017 - 10/31/2018	Year 2 11/1/2018 - 10/31/2019	Year 1 11/1/2017 - 10/31/2018	Year 2 11/1/2018 - 10/31/2019	Total Donor Funding Request	Total IP-kind Support		
Personnel	\$436,475	\$449,569	\$41,227	\$449,569	\$42,876	\$449,569	\$886,044	\$84,104	\$886,044	\$84,104	\$970,148	Annual salary rates are increased to account for COLA and average of performance increases (see rate assumptions tab for additional info). UNF applies a standard 2-4% fringe rate for budgeting purposes. This same rate is assumed for seconded staff for the sake of simplicity. Donor funded travel support is included for six domestic and three international trips per year. It is expected that an aligned organization will provide support for additional travel on an annual basis. Assume new laptop and smartphone purchase for all new FTEs (laptops for consultants not included) hosted by the UN Foundation. No grants are included for this initiative. Three annual coverages are budgeted per year at an estimate of \$20K per convening to cover costs for venue, catering and any other associated event execution costs. The assumption is that two events will be covered by an aligned organization. Operating costs include coverage for printing and production of reports along with minimal TBD operating costs for the initiative.		
Travel	\$20,475	\$20,680	\$10,700	\$20,680	\$10,807	\$20,680	\$41,155	\$21,507	\$41,155	\$21,507	\$62,662			
Equipment & Supplies	\$10,020	\$0	\$0	\$0	\$0	\$0	\$10,020	\$0	\$10,020	\$0	\$10,020			
Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
Conferences & Meetings	\$40,000	\$40,000	\$20,000	\$40,000	\$20,000	\$40,000	\$60,000	\$40,000	\$60,000	\$40,000	\$120,000			
Operating Costs	\$10,000	\$10,000	\$0	\$10,000	\$0	\$10,000	\$20,000	\$0	\$20,000	\$0	\$20,000			
Professional Fees	\$125,000	\$125,000	\$200,000	\$125,000	\$200,000	\$125,000	\$250,000	\$400,000	\$250,000	\$400,000	\$650,000	The expectation is that the initiative will initially be funded with a \$125K per year program budget to establish and execute one or more signature initiatives, as well as funding to maintain the website, develop and execute a robust digital media strategy, and simplify publication and other critical messaging across Climate Alliance constituents.		
Total Direct Cost	\$641,970	\$645,249	\$271,927	\$645,249	\$273,683	\$645,249	\$1,287,219	\$545,611	\$1,287,219	\$545,611	\$1,832,830			
Overhead @ 15%	\$96,296	\$96,787	\$4,987	\$96,787	\$5,187	\$96,787	\$163,083	\$10,174	\$163,083	\$10,174	\$203,257	The UN Foundation applies a standard 15% overhead rate on all direct cost to support all overhead costs, including expenses for overall function and management of our operations, human resources, accounting, finance, IT and auditing costs.		
Total Funding Requester	\$738,266	\$742,036	\$276,914	\$742,036	\$278,870	\$742,036	\$1,450,302	\$555,784	\$1,450,302	\$555,784	\$2,006,086	See assumptions below related to fundraising gaps		

Funder	Donor Requested		IP-kind Support		Donor Requested		IP-kind Support		Donor Requested		IP-kind Support		Status
	Year 1 11/1/2017 - 10/31/2018	Year 2 11/1/2018 - 10/31/2019	Year 1 11/1/2017 - 10/31/2018	Year 2 11/1/2018 - 10/31/2019	Year 1 11/1/2017 - 10/31/2018	Year 2 11/1/2018 - 10/31/2019	Year 1 11/1/2017 - 10/31/2018	Year 2 11/1/2018 - 10/31/2019	Year 1 11/1/2017 - 10/31/2018	Year 2 11/1/2018 - 10/31/2019	Total Donor Requested	Total IP-kind Support	
Consultant services for two reports and state support for opportunity scoping analysis/inventories	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$400,000	\$400,000	\$400,000	\$400,000	\$800,000	\$800,000	
Dedicated domestic policy staff support from aligned organization	\$30,700	\$30,700	\$30,700	\$30,700	\$30,807	\$30,700	\$61,407	\$61,407	\$61,407	\$61,407	\$122,814	\$122,814	
UN Foundation Contribution	\$46,214	\$46,214	\$46,214	\$46,214	\$46,063	\$46,214	\$92,428	\$92,428	\$92,428	\$92,428	\$184,856	\$184,856	
Total	\$286,914	\$286,914	\$286,914	\$286,914	\$286,870	\$286,914	\$563,832	\$563,832	\$563,832	\$563,832	\$1,127,664	\$1,127,664	
Positive Balance or Negative Balance	\$-538,266	\$-542,036	\$0	\$-542,036	\$0	\$-542,036	-\$1,080,302	\$0	-\$1,080,302	\$0	-\$1,080,302	\$0	

FOOTNOTE 90

From: Trevor Houserion1.0_#00000003
To: [Alexander Cochran](#), [Davis, Chris \(GOV\)](#), [Aimee.Barnes@GOV.CA.GOV](#),
[Schuler, Reed \(GOV\)](#)
CC: [Kate Larsen](#), [John Larsen](#)
Date: Aug 23, 2017 at 12:43 PM
Subject: RE: CLimate Week Product
AttachmentList: 4

Thanks all. Copying Kate Larsen and John Larsen from my team. 2 hours works for a call with state technical teams for inventory comparison. John will be point on those. On the scope of work, Hewlett is pretty flexible on format.

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Thanks for your willingness to help on this.

CHRIS DAVIS

Senior Advisor – Energy and Carbon Markets| Office of Governor Jay Inslee

Desk: 360-902-0490| Cell: 360-972-5693

www.governor.wa.gov | chris.davis@gov.wa.gov



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FOOTNOTE 91

From: [Aimee Barnes](#)
To: [Davis, Chris \(GOV\)](#), [Schuler, Reed \(GOV\)](#) 肱膈垢幌ヒヨ譽恸夔ロ嬰㊦嬰蒲=士歎棺
[敬愠穀捡涑涑](#)
Date: Sep 26, 2017 at 3:40 PM
Subject: FW: Alliance – Updated Narrative and Spreadsheet
AttachmentList: 2

Let me know if this looks okay to you and if there are any issues. Otherwise I think folks will try to get it out the door ASAP.

From: Kevin Welsh [mailto:kevin.welsh@gmail.com]
Sent: Thursday, September 14, 2017 11:32 AM
To: Pete Ogden; Aimee Barnes
Subject: Alliance - Updated Narrative and Spreadsheet

Pete, Aimee,

Attached is an updated budget narrative and spreadsheet.

As I reported to Aimee, I met with Vicki Arroyo this morning - it was a good conversation and helped me begin to establish some trust. At the same time, her comments underscored the amount of work and coordination that will be required to move substantive initiatives forward on the domestic front. As I already noted to Aimee, I didn't directly raise the possibility of a secondment because Vicki preempted by saying that she is not in a position to staff other groups, like WASI - based on the conversation I would rule it out as a possibility, but timing wasn't right to raise it.

In light of my conversation with Aimee earlier this week, and the conversation with Vicki, as well as additional thinking on the budget, I have made some changes in the attached:

1. I included the domestic policy expert in the budget as an alliance staff person. This role is definitely going to be needed and its not clear that we will get it from Georgetown. Also, I would rather start with it included, than reflected off the budget.
2. I included \$100,000 per year for Alliance initiatives, in addition to the \$25,000 for comms. Aimee and I felt that we need to include something in the program budget to work with and can't completely rely the in-kind Rhodium type arrangement.

top line - two year budget - 1.48, 738k in the first year and slightly more in the second. In kind support is approximately 275k per year.

Pete - I suspect that you think this will be a bit of a shock for Hewlett. That said, I think it is difficult to pitch something more scaled back than this. This provides some room for negotiation, but also is a pretty realistic take on a lean budget.

In any case, perhaps best for the three of us to talk today or tomorrow. I am pretty flexible.

Best Kevin

FOOTNOTE 91b

From: Schuler, Reed (GOV) □ 據忽
To: [Aimee Barnes](#)
CC: [Davis Chris \(GOV\)](#)
Date: Sep 26, 2017 at 4:54 PM
Subject: RE: Alliance – Updated Narrative and Spreadsheet
AttachmentList: 1

Thanks - made some changes in attached. Let me know if you have questions and issues.

It's particularly important, especially with regard to your note on the phone, Aimee, about WASI and AP, to emphasize that we are action-oriented, not just a group to coordinate TPs. I've tried to do that here but you may want to go through again briefly with that in mind.

We should also attached the report and executive summary to this proposal.

Do you think based on past assurances from Hewlett re: funding, we are already able to fairly represent to other funders that Hewlett is committed, and we're still hammering out amount?

Reed

From: Aimee Barnes [Aimee.Barnes@GOV.CA.GOV]
Sent: Tuesday, September 26, 2017 12:55 PM
To: Schuler, Reed (GOV)
Cc: Davis, Chris (GOV)
Subject: RE: Alliance - Updated Narrative and Spreadsheet

Ok thanks! I'd like to get it to Erin tonight if I can.

From: Schuler, Reed (GOV) [mailto:reed.schuler@gov.wa.gov]
Sent: Tuesday, September 26, 2017 12:55 PM
To: Aimee Barnes
Cc: Davis, Chris (GOV)
Subject: Re: Alliance - Updated Narrative and Spreadsheet

Thanks - I'll have a few edits. For example, need to add NC, and want to try to draw a finer distinction between us and other new coalitions. Will get it back to you this afternoon.

On Sep 26, 2017, at 12:40 PM, Aimee Barnes <Aimee.Barnes@GOV.CA.GOV> wrote:

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Best Kevin

<Draft Funding Proposal - USCA 9-14.docx>

<DRAFT USCA Budget 9-14.xlsx>

FOOTNOTE 93

From: Strait, Elan0064001F
To: [Schuler, Reed \(GOV\)](#)
Date: Nov 27, 2017 at 5:17 PM
Subject: FW: Global Climate Action Summit – Positions open 映殊瑞慰猎心狸搏慰瑳汹湓础湯

For Lauren, depending on whether she was making up that other job or not

Elan Strait
Deputy Director, Policy and Strategy
World Wildlife Fund
202-495-4268

From: kitchencab@googlegroups.com [mailto:kitchencab@googlegroups.com] **On Behalf Of** Ryan Hobert
Sent: Monday, November 27, 2017 5:15 PM
To: [kitchencab <kitchencab@googlegroups.com>](mailto:kitchencab@googlegroups.com)
Subject: [kitchencab] Global Climate Action Summit - Positions open

Colleagues,

The Global Climate Action Summit, which is being hosted by California Governor Jerry Brown in September in San Francisco, and which UNF is helping support, is recruiting for a handful of senior positions. Please share with your networks!

- Chief Operating Officer: <https://social.icims.com/viewjob/pt1511370645512f2551>
- Director of Operations: <https://social.icims.com/viewjob/pt15113702012425fc99>
- Director of Partnerships: <https://social.icims.com/viewjob/pt151137020516610ffc>
- Policy Manager: <https://social.icims.com/viewjob/pt1511370340868d4ef3>
- Director of Strategic Communications: <https://social.icims.com/viewjob/pt151180567976725c75>

Thanks,
Ryan

Ryan Hobert
Senior Director, Energy & Climate
United Nations Foundation
1750 Pennsylvania Ave NW, Suite 300
Washington, DC 20006
(202) 778-1627

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To add a colleague to this listserv, please email Brendan Guy at bguy@nrdc.org

You received this message because you are subscribed to the Google Groups "KitchenCab" group.

To unsubscribe from this group and stop receiving emails from it, send an email to kitchencab+unsubscribe@googlegroups.com.

To post to this group, send email to kitchencab@googlegroups.com.

To view this discussion on the web visit

<https://groups.google.com/d/msgid/kitchencab/CY4PR08MB2520DC1105D9D98BFC36249ECA250%40CY4PR08MB2520.namprd08.prod.c>

For more options, visit <https://groups.google.com/d/optout>.

yyyyyyyyyyyyyyyyyyyyyyyy

Andrew Higham

Chief Executive

Mission 2020



**Transforming
Human
Development**

T +49 172 3600 568

E ahigham@mission2020.global

W www.mission2020.global

On 25. Sep 2017, at 20:49, Kleysteuber, Alexa@EPA
<Alexa.Kleysteuber@calepa.ca.gov> wrote:

Hi Andrew,

Hope you had an easy trip back to Bonn. Thanks again for all your work last week on so many fronts – the SC, the Climate Analytics event, etc. I know this is an intricate process and we can all get frustrated at times but just please bear with me, I am trying to make things smoother for us so that we can continue to do the important work of content development to make the Summit a success. I know we still have some work to do to get the Gov's Office as comfortable as possible with the working arrangements but I am trying to be the best advocate I can, and I think things will get smoother over the next few weeks.

Per the chain below, can you please send me the power point that has been shared with the Hewlett Foundation? Also, as per Jamie's request, we need to hold off on circulating any documents that haven't been approved from the Governor's Office – I will send you sometime today the new concept note that was approved last week for circulation. I want to make sure I send you the latest version so I'll get that from them...

And lastly, can we have a call Weds morning (8, 9 or 10am California) to define the meeting materials for Pocantico? I would like to have those over to the Governor's Office by the end of the week for approval.

Thanks,
Alexa

From: James Grabert
To: Kleysteuber, Alexa@EPA
Subject: RE: 2018 Global Climate Action Summit - Steering Committee #3
Date: Thursday, September 21, 2017 3:54:38 AM

Dear Alexa,
I will attend in person.
Thanks,
James

From: Kleysteuber, Alexa@EPA [mailto:Alexa.Kleysteuber@calepa.ca.gov]
Sent: 21 September 2017 04:07
To: aeichel@globalcovenantofmayors.org; James Grabert <JGrabert@unfccc.int>; Michaela Ritter <MRitter@unfccc.int>; Vivek Viswanathan <vivek.viswanathan@gov.ca.gov>; dwei@bsr.org; fox@ceres.org; elizabeth.norvell@gov.ca.gov; rhobert@unfoundation.org; jamie.callahan@gov.ca.gov; mwatts@c40.org; aimee.barnes@gov.ca.gov; afernandez@c40.org; acramer@bsr.org; patty@196strategies.com; Hickerson, Heather@EPA <Heather.Hickerson@calepa.ca.gov>; ken.alex@gov.ca.gov; aburgess@nextgenamerica.org; mmansoz@mission2020.global; ecousens@unfoundation.org; lferguson@theclimategroup.org; Michael Northrop <mnorthrop@rbf.org>; mpulgarvidal@wwf.panda.org; pogden@unfoundation.org; ahigham@mission2020.global; aaron.burgess@nextgenpolicy.org; Wilson Rickerson <wrickerson@convergestrategies.com>; Firger, Daniel <daniel@bloomberg.org>; Cochran, Lee <lee@bloomberg.org>; hclarkson@theclimategroup.org; lubber@ceres.org; whmaidan@climatenetwork.org; mackin@ceres.org; mpulgarvidal@wwfint.org
Subject: Re: 2018 Global Climate Action Summit - Steering Committee #3

Dear All,
For purposes of setting up the room tomorrow, please confirm by email if you will be attending the meeting in person or by phone, and if you will be accompanied by anyone not on this invite list.
Mant thanks,
Alexa

Get [Outlook for iOS](#)

From: [Kleysteuber, Alexa@EPA](mailto:Kleysteuber.Alexa@EPA)
To: [Awinash Bawle](#)
Cc: [Aimee Barnes](#)
Subject: Cap-and-Trade
Date: Monday, August 21, 2017 4:47:00 PM
Attachments: [6.3 Cap and Trade Updates.pdf](#)
[2018 Summit Planning Document July11.pdf](#)

Hi Awj,

Here is the overall brief we have from some months ago on cap and trade generally. This obviously needs to be updated for the recent passage of C&T legislation, but for that I would just reference the press release from the Governor's office on cap & trade:

<https://www.gov.ca.gov/news.php?id=19891>

Also attaching our "planning document" for the 2018 Summit, which should give you an understanding of the overall vision for the Summit as well as governance and high-level objectives.

The information in both is for sharing but please don't circulate the actual docs.

Thanks,
Alexa

Global Climate Action Summit September 12-14, 2018

The California Vision

In September 2018, California will host the Global Climate Action Summit, convening over 1,500 representatives from subnational governments, businesses, investors and civil society, and accompanied by national governments (Non-party actors). The Summit, hosted by Governor Edmund G. Brown Jr. in his last of 16 years holding the office will showcase the State's domestic and international climate leadership, and highlight the groundswell of action happening across all types of actors across the world that can be used to catalyze further efforts at the national level.

Leading by example, California will use the Summit as a launching pad for meaningful, innovative climate announcements, and will call upon national governments to use the outcomes of the Summit to leverage their own climate ambition. The Summit will be the first time a US State has taken the initiative of hosting an international climate change conference with the direct goal of supporting the international United Nations process to address climate change. The messages from the Summit will carry from San Francisco, California, to the UN General Assembly hall in New York, to the 24th UN Framework Convention on Climate Change, where countries should commit to enhancing their climate targets by 2020.

Overview

The Summit will demonstrate the immense groundswell of innovative, ambitious climate action from non-Party actors around the world and the low-carbon economic transformation that is already underway, providing examples of entities achieving emissions reductions while maintaining economic growth and highlighting the opportunities presented by a low-carbon economy. Non-Party actors are helping nations achieve their Nationally Determined Contributions (NDCs) – and will likely help them overachieve their NDCs from here to 2020, when Parties are expected to enhance the ambition of these targets.

In this context, the Global Climate Action Summit will serve as a platform for **evaluating** progress to date, **showcasing** existing success stories, and **redoubling** action by non-Parties, to be captured in a range of outcomes that will in turn be leveraged to catalyze greater ambition from national governments in the context of the Facilitative Dialogue that is to take place at COP24 in Poland. Ideally, Parties would then come out of the Facilitative Dialogue ready to make a political statement surrounding their processes to enhance the ambition of their NDCs by COP26 in 2020.

Recognizing the early state of planning for the event, envisioned outcomes of the Summit include:

1. An analysis quantifying the aggregate GHG reductions resulting from the actions of non-Party actors.
2. A report compiling a number of case studies that best represent the Summit's low-carbon transformation narrative;
3. An announcement of the most ambitious new commitments from non-Party actors, to be selected through a competitive process in the lead up to the Summit;
4. A high-level "Call to Action" letter with recommendations to be sent to Heads of State and Ministers ahead of the Facilitative Dialogue, with messaging about the need to come to COP24 ready to commit to enhancing NDC ambition by 2020.

Summit Leadership

Governor Brown as the host of the Summit has extended invitations to co-Chairs representing key non-Party stakeholder groups. UNFCCC Executive Secretary Patricia Espinosa has accepted the invitation to co-Chair the Summit, providing an important link from the non-Party actors back to the UNFCCC negotiation process, particularly the Facilitative Dialogue that will take place at COP 24 in 2018. Governor Brown has also extended an invitation to Michael Bloomberg, who was originally invited to co-Chair the Summit, along with Governor Brown, by Christiana Figueres in 2016. Governor Brown is also looking to invite an additional co-Chair from the private sector.

Steering Committee

The Summit will harness and aggregate the collective impact of climate action from states and regions, cities, businesses, investors, and civil society. The steering committee is, therefore, comprised of the major representative coalitions across these constituencies. The role of the steering committee is to support the inclusive participation of their respective constituencies and to help shape the structure, content and successful outcomes of the Summit. The steering committee will also provide structure and guidance for the Working Groups and will report on progress made. Mission 2020 has been asked by California to convene and facilitate the Steering Committee meetings, help coordinate inputs and outputs for the summit, and guide the performance of the Working Groups in service of the Summit and its outcomes.

Operating Rules

The Steering Committee will meet monthly for the remainder of 2017, thereafter intensifying its schedule towards September 2018. Steering Committee members will be expected to commit their organizations to leading one of the working groups and/or otherwise making a significant contribution to the Summit, as well as to coordinating with the Logistics, Communications & Funding Team. There will likely be 2 in person meetings of the Steering Committee in 2017, the first to take place on the margins of NY Climate Week in September and the second on the margins of COP23 in Bonn.

Steering committee members will strive to support the vision of Governor Brown, as the host of the Summit, and will make recommendations to the Summit host, as needed. The Steering Committee should come to its recommendations by consensus, and when this is not possible, all points of views will be elevated to the Summit Host, for consultation with the co-Chairs.

From: [Klevsteuber, Alexa@EPA](mailto:Klevsteuber.Alexa@EPA)
To: Hickerson, Heather@EPA
Subject: Fw: Meeting to coordinate analysis/aggregation of climate action pre 2018 Summit/COP etc
Date: Thursday, October 26, 2017 11:10:32 PM
Attachments: [image001.png](#)
[NSA Meeting Notes Sep 202017.docx](#)

None of these times really work for me do they...

For tomorrow am.

:)

Alexa Kleysteuber
Deputy Secretary for Border and Intergovernmental Relations
California Environmental Protection Agency
Direct: (916) 323-0300 Cell: (919) 491-2993



Notes from Non-state and Subnational Action meeting in NYC
Informal meeting to coordinate analysis/aggregation of climate action pre-2018 Summit/COP
September 20, 2017, UN Foundation, NYC

Attendees: Bloomberg Philanthropies (Dan Firger), CalEPA (Alexa Kleysteuber), CDP (Pedro Faria and Kate), CIFF (Constant Alarcon), **Covenant of Mayors (XX)**, CWF (Jason Anderson and Surabi Menon), Gov. Brown's office (Aimee Barnes), Mission 2020 (Andrew Higham), NCE (Helen Mountford), NCI (Niklas Hohne), Oxford University (Thomas Hale), TCG (JC Seghers), **UNF (XX)**, UNFCCC (James Grabert and Ian Ponce), WRI (Paula Caballero and Pankaj Bhatia), Yale (Angel Hsu)

Objective: Align our various strands of aggregation and analytical work that is either proposed or underway and which would be in service of the 2018 Global Climate Action Summit and the COP and Facilitative dialogue in 2018 to maximize impact of those moments.

Next Steps: Organize a working call on this topic on a monthly basis with two in-person meetings - in Bonn in November and then in Washington in Q1 2018

Purpose -- Share different work streams we are working on so we can be coordinated on reports being planned, meetings taking place, work in progress, gaps we identify, communication plans being developed for the near-term and longer-term.

Main highlights from discussion:

- Aggregation is not enough — where are tipping points and common narrative coherent story — need a common process
- If US analysis is done, can there be one report - it needs to have a broad narrative that include benefits to make it more useful. We should also have some focus on transformational examples, what others could do to inspire action.
- Any report to be produced needs to be started soon to be on time to deliver at the CA Summit in September
- Need to focus on implementation progress and not just new commitments. Tracking progress is important
- Need funders to collaborate and coordinate; best to have one integrated process
- Can this group be governed collectively through common work streams proposed and coordinated funding to support the work?
- Need to ensure communication is well integrated with any reports or methodologies presented
- How can we collectively maximize our impact and messaging at the two upcoming events and in the longer term?

Ongoing Work—Needs to be refined based on input from participants.

Bloomberg: Funder of many initiatives - Global Covenant of Mayors, America's Pledge, focused on US as a case study on how to do the work and communicate political and narrative element; interested in global piece as well.

Cal EPA: Engaged with America's Pledge, and how it could be replicated to rest of the world.

CDP: Are a natural lead for data streams — interested in collaboration in a coordinated way and a common measurement standard

CIFF: Have been supporting C-40 work

ClimateWorks: Supporting methodology guidance document on NSA through ICAT (WRI and NCI are leading this work with TCG, CDP and WMB), application of methodology in countries; supporting a separate global aggregation effort led by Yale, PBL and NCI

Covenant of Mayors: Looking at aggregate potential of 74 mayors released at COP –working with WRI plans to work on a report

Mission 2020 with UNFCCC discussed four work streams they are focused on -Methodology for metrics, methodology for aggregation, NAZCA, aggregation (ANDREW PLEASSE CORRECT)

NCE with WRI: New report coming out in September on economy and climate - looks at success for growth and economic and social indicators

Oxford through Groundswell: Coordination of data, information sharing, looking at gaps

TCG: Leading work through the Under 2 coalition and are engaged on 181 jurisdictions

UNF: Consumers of work

UNFCCC NAZCA: Working on NAZCA evolution to next phase, with CA EPA involved in aggregation and pooling of data to bring into facilitative dialogue

WRI: Work stream 1 - GHG protocol proposal - data reporting, aggregation principals, natl. and global aggregation, reporting and communication

Yale: Work stream 4 – global data base –preliminary version –working on it - early Nov to get something out there

Yale, PBL, NCI: Global Aggregation work ongoing

Missed inviting a few organizations - C40, ICLEI, Finance component (e.g. 2 degree investing)

From: Christopher Castro [mailto:chris.castro@cityoforlando.net]

Sent: Friday, December 08, 2017 11:24 AM

To: Bennett, Vicki; Garrett Fitzgerald; Liz Crosson; Erin Gill; Brian Blackmon; Austin Blackmon; Sarah King; Lara - Ara Cottingham; Tinianow, Jerome C. - MO Mayor's Office; Raphael, Deborah (ENV); Chris Menges; Laura Armstrong; Matt Gray; NELSON Ethan A; Daniel Hamilton; Koehn, Jonathan; Barbara Buffaloe

Cc: Nils Moe

Subject: Re: WASI Steering Committee Agenda and Read-ahead for Monday, 12.11

I agree with Vicki. I'm beginning to see a bit of "commitment fatigue" from our leadership, and the last thing we want to do is dilute the importance of our efforts and the interest of our leadership with yet another commitment.

We felt WASI aligned directly with the Global Covenant and Under 2 MOU commitments we had previously made, which is the main reason Mayor Dyer decided to move forward. That said, he did ask how this differed from the other commitments we've made and why there seemed to be competing commitments to achieve the same outcomes.

The difference I see with WASI is the multi-sector approach, not just municipal governments, but counties, states, businesses, academia, and other nonprofits. I think this is a great approach to unite all of these actors, but would agree that aligning with the other widely accepted protocols would add value and be more beneficial for cities.

Chris Castro, CPB, LEED GA

Director of Sustainability

Mayor Buddy Dyer's Office of Sustainability

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Orlando, FL 32801

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[2017 Grist50 award winner](#)



From: Bennett, Vicki <vicki.bennett@slcgov.com>

Sent: Friday, December 8, 2017 11:01:25 AM

To: Garrett Fitzgerald; Liz Crosson; Erin Gill; bblackmon@knoxville.gov; Austin Blackmon; Sarah King; Lara - Ara Cottingham; Tinianow, Jerome C. - MO Mayor's Office; Raphael, Deborah (ENV); Chris Menges; Laura Armstrong; Matt Gray; NELSON Ethan A; Christopher Castro; Daniel Hamilton; Koehn, Jonathan; Barbara Buffaloe

Cc: Nils Moe

Subject: RE: WASI Steering Committee Agenda and Read-ahead for Monday, 12.11

Hi Garrett,

I'm sure you won't be surprised by my reaction – we don't want or need yet another set of commitments. WASI will likely have different commitments for businesses and others that have signed on, but for cities they need to use a protocol that is already in place and widely accepted. My input is that if WASI wants to be relevant, they need to connect with one of the existing groups; my preference would be that for cities, they work with Climate Mayors/Global Covenant. Cities that signed on to WASI can be encouraged to follow the GCM guidelines, and report and follow their protocols.

I'd be happy to talk to them as a part of a local government focus group. Let us know how it goes on Monday!

Thanks,

Vicki



From: [Sarah King](#)
To: [Erin Gill](#)
CC: co-chairscm@climate-mayors.org
Date: Dec 8, 2017 at 12:18 PM
Subject: Re: WASI Steering Committee Agenda and Read-ahead for Monday, 12.11

Thanks Erin. Yes - I'm on Garrett's email chain too, so helpful to see some other city perspectives weigh in on WASI ahead of Monday's meeting. Commitment-fatigue is real! :) I'm still fuzzy on what WASI wants to be (and I think they are still figuring this out too) ... 1) the high level political drumbeat, or 2) facilitator of collaboration between cities, businesses, universities, etc make & achieve goals, 3) or both / something else. To the extent that WASI's strategy ends up feeling aligned with the Climate Mayors mission, then my hope would be that WASI would think of and look to Climate Mayors to essentially be the "cities pillar" of their multi-sector effort (but with us remaining separate and independent) so that we avoid creating another separate but overlapping network of cities coordinating on climate.

Sarah

On Fri, Dec 8, 2017 at 9:00 AM, Erin Gill <egill@knoxvilletn.gov> wrote:

Thanks Sarah. Garrett reached out to several USDN folks in advance of the WASI meeting as well, as WASI had requested input on whether they should ask cities to make yet another set of commitments. For whatever this is worth, I'll share with you (et. al) the feedback I gave him...

My opinion is that WASI should avoid asking cities to make new commitments – it's exhausting and the marginal value seems increasingly negligible at this point. It would be better for them to just reference existing groups like Climate Mayors or Global Covenant. If they are interested in commitment and accountability, Global Covenant is a particularly good partner, as they have clear steps regarding inventorying, goal setting, and reporting, as well as accountability measures in place via CDP. From a Climate Mayors perspective, I wouldn't want WASI to become a "competing" group with a similar but slightly different message. Better to aggregate than differentiate IMO.

From: Aimee Barnes [<mailto:Aimee.Barnes@GOV.CA.GOV>]

Sent: Monday, June 05, 2017 3:29 AM

To: Ricketts, Sam (GOV); Alexander Cochran

Cc: James Allen; Davis, Chris (GOV); Noah Rayman; Dan Carol; Victoria Harmon; Ali Bay; Raul Hernandez; Katie Wheeler Mathews; Ryan Dalton; Gareth Lacy; John O'Leary; Kate Dineen; Smith, Jaime (GOV); 'Kleysteuber, Alexa@EPA'

Subject: Climate Alliance / "We Are Still In" Letter

Hi all,

As I think folks know, there is an effort afoot to have cities, states, businesses, and university presidents sign on to a letter which is being called "We Are Still In." I will spare folks the background on the evolution of this (although happy to discuss by phone), but as I'm sure many folks saw, the effort was previewed on Friday in a NYT piece, available here: <https://www.nytimes.com/2017/06/01/climate/american-cities-climate-standards.html>, that features Mayor Bloomberg as the driving force behind the effort.

I think at this point, all three of us are teed up to participate, and possibly OR and a few other states. I'm not sure if others have been on the email chains, but there has been quite a bit of last minute back and forth and changes (for example, AGs were going to be included in the letter but were then told they could not be included).

Increasingly my sense is that this initiative and ours are being conflated, and that we have some basic differences of opinion in the right ways to move each of our efforts forward. As such, I think it might be in everyone's better interests to have our two initiatives continue on parallel and complementary but separate tracks. I also know many Governors are having signing fatigue and may not be inclined to sign on to yet another initiative. I want to see what you all think and whether you agree. If so, I'd be fine with conveying that decision to the letter organizers first thing tomorrow AM. We should probably also then reach out to the other states who may have signed on so that we are moving in lock step.

Thanks and look forward to hearing your thoughts.

Aimee

a href="mailto:Alexander.Cochran@exec.ny.gov">mailto:Alexander.Cochran@exec.ny.gov]

Sent: Monday, June 05, 2017 6:01 AM

To: Ricketts, Sam (GOV) <Sam.Ricketts@gov.wa.gov>; James Allen <James.Allen@exec.ny.gov>; 'Aimee Barnes' <Aimee.Barnes@GOV.CA.GOV>

Cc: Davis, Chris (GOV) <

From: Davis, Chris (GOV)on1.0
To: [Alexander Cochran](#)
Date: Jul 13, 2017 at 3:58 PM
Subject: Re: US Climate Alliance In-Person Meeting
Attachment(s): 4

FOOTNOTES 106-107

I appreciate those points. I was very frustrated by WAS I too. It sucks to look bad to your internal team after being caught off guard.

Obviously do what you need to do. But I think we're all frustrated by different pieces of this experience. Your list is valid. I gather Aimee has one too. Best outcome I think is for us to allocate a little more time tomorrow for airing out before we turn to the meeting. You up to convene a little earlier?

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

From: Alexander Cochran <Alexander.Cochran@exec.ny.gov>
Date: 7/13/17 3:23 PM (GMT-05:00)
To: "Davis, Chris (GOV)" <chris.davis@gov.wa.gov>
Subject: Re: US Climate Alliance In-Person Meeting

I'm always suited up. I'm at bar in providence now having a bloody and reading briefing book. Shout at me when here.

Ps

I think I calmed my people down but I'm gonna try and pull Jamie for a beer tonight to discuss this America's pledge thing. We are putting a lot of effort into this and not playing on any other climate area intentionally to give this nys focus. All this other shit distracts from what we thought we were trying to build. We keep bending over backward: announcement without substance which we didn't like, the we are still in that we hated, the figi thing that was sprung on us, the brown Un special envoy that was a surprise, us saying to them sure have the Hewett foundation listen in and have the outside speakers to our internal staff mtg and I'm sure there are other things. I've got my folks playing well in the sandbox, which isn't our rep, and the cali folks keep taking advantage of our generosity and it's about to have to change.

ALEXANDER

Alexander Cochran, Special Counsel to the Governor
202.434.7100

From: Davis, Chris (GOV)
Sent: Thursday, July 13, 2017 3:09 PM
To: Alexander Cochran
Subject: Re: US Climate Alliance In-Person Meeting

About to fly from Newark. We've got some shit to work out tomorrow. Are you game?

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

From: Alexander Cochran <Alexander.Cochran@exec.ny.gov>
Date: 7/13/17 3:07 PM (GMT-05:00)
To: "Davis, Chris (GOV)" <chris.davis@gov.wa.gov>
Subject: Re: US Climate Alliance In-Person Meeting

Thanks bud. U in RI yet?

ALEXANDER

Alexander Cochran, Special Counsel to the Governor
202.434.7100

From: Davis, Chris (GOV)
Sent: Thursday, July 13, 2017 3:05 PM
To: Alexander Cochran
Subject: Re: US Climate Alliance In-Person Meeting

From Shayna:

For the morning session, you'll be in the Rhode Island Room on the first floor, and for the larger meeting you'll be in the Goddard Room on the second floor. I'll make sure to get you the web conference info as soon as I receive it.

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

From: Alexander Cochran <Alexander.Cochran@exec.ny.gov>

Date: 7/13/17 2:50 PM (GMT-05:00)

To: "Davis, Chris (GOV)" <chris.davis@gov.wa.gov>

Subject: Re: US Climate Alliance In-Person Meeting

What's the room number at Rhode Island foundation

ALEXANDER

Alexander Cochran, Special Counsel to the Governor

202.434.7100

From: Davis, Chris (GOV)

Sent: Thursday, July 13, 2017 2:28 PM

To: Aimee Barnes; Theoharides, Kathleen (EEA); Walke, Peter; Ullman, Rebecca (ENV); Bartlett, Ned (ENV); Love, Susan E.

(DNREC); Katie Wheeler Mathews; Seemans, Jordan (Governor); Ricketts, Sam (GOV); Ruchi.SADHIR@oregon.gov;

matt.swenson@state.mn.us; Alexander Cochran; Angela Navarro; Jamie Callahan; coybt46@gmail.com; Kate Dineen;

kathleen.theoharides@state.ma.us; laurie.williams@state.co.us; stephanie.zawistowski@state.mn.us;

alexa.kleysteuber@calepa.ca.gov; linden.zakula@state.mn.us; James Allen; Brittney.Wilson@vermont.gov;

'Kara.Coats@state.de.us'; John O'Leary; scott.glenn@doh.hawaii.gov; Brittney.Wilson@vermont.gov; lisa.m.hiraoka@hawaii.gov;

merone.melekin@state.mn.us; Dan.DeSimone@ct.gov; Emily.Kuiken@state.de.us; Jon.Romano@governor.ri.gov;

'Ali.Mirzakhali@state.de.us'; angela.navarro@governor.virginia.gov; Ryan.Dalton@exec.ny.gov; Ryan Dalton;

dan.carol@wdc.ca.gov; Justin Zanetti; Gabby Montano; Raul Hernandez

Subject: RE: US Climate Alliance In-Person Meeting

Folks

Adding to Aimee's note below, we'll use the following conf line if you're planning to call in. We're still working on a video option. Stay tuned.

Chris

Conf call: 712.775.7031

Pass: 259943

CHRIS DAVIS

Senior Advisor – Energy and Carbon Markets | Office of Governor Jay Inslee

Desk: 360-902-0490 | Cell: 360-972-5693

www.governor.wa.gov <<http://www.governor.wa.gov/>> | chris.davis@gov.wa.gov <<mailto:chris.davis@gov.wa.gov>>

<<https://www.facebook.com/WaStateGov>> <<https://twitter.com/GovInslee>> <<https://www.flickr.com/photos/govinslee/sets>>

<<http://instagram.com/govinslee>>

Please find the attached agenda for Friday's US Climate Alliance meeting. Additional materials will be circulated shortly, as well as a videoconference line.

Contact:

Aimee Barnes

Aimee.Barnes@gov.ca.gov <<mailto:Aimee.Barnes@gov.ca.gov>>

(916) 291-9381

<< File: Agenda for USCA Members Meeting_Summary 07102017 1932.docx >>

From: [Erin Gill](#)
To: [Christopher Castro](#), [Bennett, Vicki](#), [Garrett Fitzgerald](#), [Liz Crosson](#), [Brian Blackmon](#), [Austin Blackmon](#), [Sarah King](#), [Cottingham, Lara - ARA](#), [Tinianow, Jerome C. - MO Mayor's Office](#), [Raphael](#), [Deborah \(ENV\)](#), [Chris Menges](#), [Laura Armstrong](#), [Matt Gray](#), [NELSON Ethan A](#), [Daniel Hamilton](#), [Koehn, Jonathan](#), [Barbara Buffaloe](#)
CC: [Nils Moe](#)
Date: Dec 8, 2017 at 11:44 AM
Subject: RE: WASI Steering Committee Agenda and Read-ahead for Monday, 12.11
AttachmentList: 1

FOOTNOTE 108

Totally agree...avoid asking cities to make new commitments – it's exhausting and the marginal value is negligible at this point. Would second the suggestion to defer to Global Covenant as the commitments regarding inventorying, goal setting, and reporting are clear and there are also accountability measures in place via CDP. WASI should focus their time on getting those non-City actors to step up and commit...cities are already well covered and increasingly organized IMO.

From: Christopher Castro [mailto:chris.castro@cityoforlando.net]
Sent: Friday, December 08, 2017 11:24 AM
To: Bennett, Vicki; Garrett Fitzgerald; Liz Crosson; Erin Gill; Brian Blackmon; Austin Blackmon; Sarah King; Lara - Ara Cottingham; Tinianow, Jerome C. - MO Mayor's Office; Raphael, Deborah (ENV); Chris Menges; Laura Armstrong; Matt Gray; NELSON Ethan A; Daniel Hamilton; Koehn, Jonathan; Barbara Buffaloe
Cc: Nils Moe
Subject: Re: WASI Steering Committee Agenda and Read-ahead for Monday, 12.11

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Chris Castro, CPB, LEED GA
Director of Sustainability
Mayor Buddy Dyer's Office of Sustainability
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400 South Orange Avenue, 3rd floor
Orlando, FL 32801
P: (407)-246-3463
C: (407)-202-5312
cityoforlando.net/greenworks
[2017 Grist50 award winner](#)



From: [Sarah King](#)
To: [Erin Gill](#)
CC: co-chairscm@climate-mayors.org
Date: Dec 8, 2017 at 12:18 PM
Subject: Re: WASI Steering Committee Agenda and Read-ahead for Monday, 12.11

Thanks Erin. Yes - I'm on Garrett's email chain too, so helpful to see some other city perspectives weigh in on WASI ahead of Monday's meeting. Commitment-fatigue is real! :) I'm still fuzzy on what WASI wants to be (and I think they are still figuring this out too) ... 1) the high level political drumbeat, or 2) facilitator of collaboration between cities, businesses, universities, etc make & achieve goals, 3) or both / something else. To the extent that WASI's strategy ends up feeling aligned with the Climate Mayors mission, then my hope would be that WASI would think of and look to Climate Mayors to essentially be the "cities pillar" of their multi-sector effort (but with us remaining separate and independent) so that we avoid creating another separate but overlapping network of cities coordinating on climate.

Sarah

On Fri, Dec 8, 2017 at 9:00 AM, Erin Gill <egill@knoxvilletn.gov> wrote:

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From: Sarah King [mailto:sarahking@gmail.com]

Sent: Thursday, December 07, 2017 5:45 PM

To: co-chairscm@climate-mayors.org; Matt Petersen; Michael Armstrong; Katherine Gajewski; Roger Kim

Subject: Fwd: WASI Steering Committee Agenda and Read-ahead for Monday, 12.11

Climate Mayors Crew - Here's the agenda and background doc for the We Are Still In meeting that I'll participate in (by phone) on Monday. Will send around notes/updates to you all afterwards.

Best,

Sarah

FOOTNOTE 109

----- Forwarded message -----

From: **Aaron Burgess** <aaron.burgess@nextgenpolicy.org>
Date: Tue, Oct 31, 2017 at 4:16 PM
Subject: Dinner with Tom Steyer in Bonn during COP23
To: Hailey@katebrownfororegon.com
Cc: Alex Fujinaka <alex.fujinaka@fahrllc.com>, Dan Lashof
<dan.lashof@nextgenpolicy.org>

Hi Hailey,

Aaron Burgess here from Tom Steyer's NextGen America. I am reaching out to invite Gov. Brown to a dinner with Tom Steyer in Bonn. We are inviting Gov. Inslee, Gov. McAuliffe, and Gov. Jerry Brown as well. The dinner would be in downtown Bonn on Saturday Nov. 11th at 8:00pm. Do you know Gov. Brown's schedule and if she would be able to attend. Please feel free to give me a call if you have any questions, looking forward to hearing from you and hopefully meeting you in Bonn.

Aaron

--



Aaron Burgess

Advocacy Manager | [720.273.9993](tel:720.273.9993)

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--

Hailey Sasse | Finance Director | Kate Brown Committee

Office: [503-239-8631](tel:503-239-8631) | Cell: [608-852-4660](tel:608-852-4660) | Hailey@KateBrownforOregon.com

PO Box 8069, Portland, OR 97207

FOOTNOTES 110, 112

From: Ricketts, Sam (GOV)☐
To: [Aimee Barnes \(Aimee.Barnes@gov.ca.gov\)](mailto:Aimee.Barnes@gov.ca.gov), [Davis, Chris \(GOV\)](mailto:Davis.Chris@GOV),
dan.carol@wdc.ca.gov, ['Kleysteuber, Alexa@EPA'](mailto:'Kleysteuber,Alexa@EPA')
[\(Alexa.Kleysteuber@calepa.ca.gov\)](mailto:(Alexa.Kleysteuber@calepa.ca.gov))
Date: Jul 1, 2017 at 11:40 AM
Subject: FW: Follow Up to Today's Call
AttachmentList: 1

FYI - my follow-up correspondence with Next Gen and WASI. Attached is a concept note NG put together for a potential event in RI.

From: Ricketts, Sam (GOV)
Sent: Saturday, July 01, 2017 11:38 AM
To: 'franz.hochstrasser@nextgenamerica.org'; 'Elan.Strait@wwfus.org';
'aaron.burgess@nextgenamerica.org'; 'dan.lashof@nextgenamerica.org';
'david.weiskopf@nextgenamerica.org'
Subject: RE: Follow Up to Today's Call

Thanks gents. Switching this over into my work email.

I'm in full concurrence with the below bullets and subsequent dialogue. I have circled up with the rest of the USCA co-chairs teams about our conversation and the march towards RI. We'll talk more Monday about what everyone is comfortable with and the art of the possible. I think all of us here are also continuing to talk with other governors who are part of these coalitions (like RI), or are interested to announce joining them (like CO), and who will be at the NGA. We should continue to use that meeting as a forcing event for recruitment (and cross-recruitment), as we also look at how we might be able to display governors/state climate leadership and commitment to Paris in some type of event in Providence.

Lets circle up by mid to late week and compare notes.

From: Sam Ricketts [<mailto:sam.t.ricketts@gmail.com>]
Sent: Friday, June 30, 2017 10:03 PM
To: Ricketts, Sam (GOV)
Subject: Fwd: Re: Follow Up to Today's Call

----- Forwarded message -----

From: "Franz Hochstrasser" <franz.hochstrasser@nextgenamerica.org>
Date: Jun 30, 2017 6:51 PM
Subject: Re: Follow Up to Today's Call
To: "Strait, Elan" <Elan.Strait@wwfus.org>
Cc: "Sam Ricketts" <sam.t.ricketts@gmail.com>, "Aaron Burgess"

<aaron.burgess@nextgenamerica.org>, "Dan Lashof"
<dan.lashof@nextgenamerica.org>, "David Weiskopf"
<david.weiskopf@nextgenamerica.org>

Definitely makes sense to me - by no means would we discourage reference to either, and as you say encouragement to Govs that are stepping up to also cite WASI is all germane to me.

Thanks,
Franz

On Fri, Jun 30, 2017 at 3:47 PM, Strait, Elan <Elan.Strait@wwfus.org> wrote:
Hey Franz! Thanks so much for the readout. I think we should endeavor to represent both brands at any event, recognizing that if it is a governor-only event it should be primarily a USCA event. In that case though, I would still hope that the governors can point to We Are Still In as a multi-sectoral coalition that they have also joined.

Does that make sense?

From: Franz Hochstrasser <franz.hochstrasser@nextgenamerica.org>
Date: Friday, June 30, 2017 at 6:44 PM
To: "Strait, Elan" <Elan.Strait@wwfus.org>, Sam Ricketts <sam.t.ricketts@gmail.com>
Cc: Aaron Burgess <aaron.burgess@nextgenamerica.org>, Dan Lashof <dan.lashof@nextgenamerica.org>, David Weiskopf <david.weiskopf@nextgenamerica.org>
Subject: Follow Up to Today's Call

Hi Sam/Elan and team,

Thanks for taking the time for today's call, it was very productive from our standpoint. We've captured a summary and next steps from the discussion here - please let us know if you have other items or questions or if we've missed anything here.

- WASI and USCA will work together to recruit new members for both organizations
- Events that are with governors only should be USCA
- Events with broader coalitions should be WASI
- For the NGA side-event, first preference is to recruit a bipartisan group of governors to join the USCA and do a joint press conference during NGA, giving Govs a platform to explain briefly what their state is doing to meet their share of the US NDC and goals of the Paris Agreement. Recruitment priorities are PA, CO, MD, LA, MT, NV, NC.
- For a potential second event, WASI will look at looping in the leaders of business

that are part of WASI to do a joint press conference with governors and potentially some mayors. Recruitment priorities are CEO of CVS, possibly Musk. Lineup could be Gov. Riamando, CEO of CVS as new joiner, Elon Musk, Mayor of Providence, University.

- All groups are going to continue recruitment efforts and we will touch base again next week to see where we are at.

(As a side-note we had a productive conversation with Bullock's staff this afternoon and are hopeful that they will be able to join. Should have more info next week)

Thanks!

Franz

--

Franz Hochstrasser
NextGen Climate America
[831-588-2191](tel:831-588-2191)

--

Franz Hochstrasser
Policy Intern
NextGen Climate America
[831-588-2191](tel:831-588-2191)

FOOTNOTE 111

From: Davis, Chris (GOV) ☐☐☐☐☐
To: [Dan Carol](#), [Ricketts, Sam \(GOV\)](#), [Aimee Barnes](#)
Date: Jun 30, 2017 at 5:38 PM
Subject: RE: NGAEntryId
AttachmentList: 4

That's a really good question.....we need to be careful bringing these NGOs in too close.....

CHRIS DAVIS

Senior Advisor – Energy and Carbon Markets| Office of Governor Jay Inslee
Desk: 360-902-0490| Cell: 360-972-5693
www.governor.wa.gov | chris.davis@gov.wa.gov



From: Dan Carol [<mailto:dan.carol@wdc.ca.gov>]
Sent: Friday, June 30, 2017 2:02 PM
To: Ricketts, Sam (GOV) <Sam.Ricketts@gov.wa.gov>; Aimee Barnes <Aimee.Barnes@GOV.CA.GOV>
Cc: Kleysteuber, Alexa@EPA <Alexa.Kleysteuber@calepa.ca.gov>; Davis, Chris (GOV) <chris.davis@gov.wa.gov>
Subject: Re: NGA

RI + NC if they come in for Rhode Island

Plus Mass + Vt + Hogan (MD)'s last chance would be a nice bipartisan outcome for the Alliance

What does Next Gen bring to the table...and do they drive away Rs in the future?

Thx Sam

Sent using OWA for iPhone

From: Ricketts, Sam (GOV) <Sam.Ricketts@gov.wa.gov>
Sent: Friday, June 30, 2017 4:31:35 PM
To: Aimee Barnes
Cc: Kleysteuber, Alexa@EPA; Davis, Chris (GOV); Dan Carol
Subject: Re: NGA

Ok - a readout:

Call was me, Next Gen (Lashof, Aaron Burgess, Franz H) and Elan. They're interested in a bipartisan governors event at NGA in RI highlighting state climate leadership and commitment to Paris. Next Gen is "alliance agnostic" as to whether Alliance, WASI, etc.

I said that if climate event is focused on governors it should be under Alliance frame (in RI and otherwise), and the good reasons for letting the Alliance be the primary assembly for govs commitment to Paris. This was accepted. But if it was to be broader event with governors and mayors and biz and univs etc, I said we could welcome them to it. Told them there was continued uncertainty about whether we'd have a public event related to alliance at the NGA (a bit of a fib), but that I'd circle up with are team. And besides we are planning to assemble staff.

All agreed that:

- 1) we should use the NGA gathering as a forcing event to recruit governors for the Alliance (or continue to, as it were), and WASI will continue to recruit Govs too;
- 2) the Alliance and WASI can be well-served to encourage members governors to sign both agreements (difference in members is that USCA had VT and MA and DE and MN; WASI has NC). (I don't see harm here, but don't see the need to emphasize either);
- 3) we should work toward an Alliance press event - or, at least, a press release - during NGA weekend announcing new members / event could possibly have a WASI angle if they want to organize non-state participants to do a panel (possibly with Raimondo and RI or New England-specific) to follow

Told them I'd circle up with the co-chairs and back with them next week.

I do think we are missing an opp to highlight the alliance at NGA. But don't know how we move NY off of where they are. I think we should try to tee up new signers so we can announce them, and reference our senior staff gathering (eg "meat on the bones") just before or during NGA weekend...

On Jun 30, 2017, at 2:16 PM, Ricketts, Sam (GOV) <Sam.Ricketts@gov.wa.gov> wrote:

Hadn't realized my Next Gen call was also a WASI call... Thanks for the flag.

Agree that we'd prefer a Govs event to feature a the GOVS climate alliance. Feel a little weird about telling them to stand down, given the two efforts have been and can be cooperative and not competitive, and also that we aren't doing something publicly ourselves at this event.

But I do agree. This is our lane. Their expectations prob aren't realistic (4 GOP gov..?) And I don't think this will come together well in this compressed time frame.

Im interested to hear if they've got biz leaders lined up. That could make this hard to stand in the way of. But I feel doubtful about that.

I'll try to let them down easy. And report back.

Also can one of you send me the invites for or USCA calls? I had thought there was one just now but called in to a lonely line.. Thanks

On Jun 30, 2017, at 1:48 PM, Aimee Barnes
<Aimee.Barnes@GOV.CA.GOV> wrote:

-Elan
+Sam

Sam any information you can share following this call would be great. Assume we don't want to get "We Are Still In" out ahead of the Alliance at the NGA meeting but let us know your thinking.

Thanks!

From: Strait, Elan [<mailto:Elan.Strait@wwfus.org>]
Sent: Friday, June 30, 2017 10:11 AM
To: Aimee Barnes; 'Kleysteuber, Alexa@EPA'; Chris Davis
Subject: Re: NGA

We're trying to get Baker (MA) and Hickenlooper to sign on, before bringing others along. RI is interested in doing an event if we can get a few governors. I'm talking to your friend and mine, Sam Ricketts, along with Nextgen at 3pm about NGA.

From: Aimee Barnes <Aimee.Barnes@GOV.CA.GOV>
Date: Thursday, June 29, 2017 at 9:54 PM
To: "Strait, Elan" <Elan.Strait@wwfus.org>, "'Kleysteuber, Alexa@EPA'" <Alexa.Kleysteuber@calepa.ca.gov>, Chris Davis <chris.davis@gov.wa.gov>
Subject: RE: NGA

Thanks Elan. Any more details you can share on how this is coming together?

From: Strait, Elan [<mailto:Elan.Strait@wwfus.org>]
Sent: Tuesday, June 27, 2017 2:02 PM
To: Aimee Barnes; 'Kleysteuber, Alexa@EPA'; Chris Davis
Subject: RE: NGA

I talked to nextgen yesterday about trying to do a side event, in which we tried to get 3 or 4 Rs and 3 or 4 Ds to join WASI and the alliance. Would be pretty noteworthy and a helpful forcing event.

Elan Strait
Deputy Director, Policy and Strategy
World Wildlife Fund
202-495-4268

From: Aimee Barnes [<mailto:Aimee.Barnes@GOV.CA.GOV>]
Sent: Tuesday, June 27, 2017 4:58 PM
To: Strait, Elan <Elan.Strait@wwfus.org>; 'Kleysteuber, Alexa@EPA' <Alexa.Kleysteuber@calepa.ca.gov>; Chris Davis <chris.davis@gov.wa.gov>
Subject: RE: NGA

At present we don't have plans to attend but that could change.

From: Strait, Elan [<mailto:Elan.Strait@wwfus.org>]
Sent: Monday, June 26, 2017 11:21 AM
To: Aimee Barnes; 'Kleysteuber, Alexa@EPA'; Chris Davis
Subject: NGA

Hey guys – I texted with Aimee really briefly about this last week but wondering what you guys are thinking about in terms of the NGA meeting – particularly in light of the announcement from the mayors conference this weekend.

Elan Strait
Deputy Director, Policy and Strategy
World Wildlife Fund
202-495-4268

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**Real U.S. Leadership on Climate Change - the United States Climate Alliance
National Governors Association (NGA) Side-Event**

Location: Providence, Rhode Island, TBD on margins of NGA Summer Meeting

Date: Friday, July 14 or Saturday, July 15, 2017

Context: Following the Trump Administration's June 1, 2017 announcement of their intent to pull the U.S. out of the Paris Agreement, multiple efforts have galvanized demonstrating continued commitment to the Agreement and ambitious climate action. The leading efforts are:

- [United States Climate Alliance](#): United States Climate Alliance (USCA) is a bipartisan group of states committed to upholding the objectives of the Paris Agreement on climate change within their borders, by achieving the U.S. goal of reducing carbon dioxide emissions 26–28% from 2005 levels by 2025 and meeting or exceeding the targets of the federal Clean Power Plan. The Alliance also forms a forum for its members to further develop and strengthen their existing Climate Action Plans through sharing of information and best practices. The 13 members of the Alliance as of June 29, 2017, made up 30.6% of the U.S. population and 35.9% of U.S. GDP as of 2016, and accounted for 18.2% of U.S. carbon dioxide emissions in 2014.
- [WeAreStillIn](#): We Are Still In (WASI) is the broadest cross-sectional platform of the US real economy in pursuit of climate action and clean energy. Over 2,000 strong and growing, the platform will work to coordinate climate action across sectors, rally allies and resources to existing in-sector efforts, and provide assurance to the international community that leaders from across America's state houses, city halls, board rooms, and college campuses stand by the Paris Agreement and are committed to meeting its goals. 9 Governors are currently committed to WASI.
- [The Under2 Coalition](#) is a diverse group of governments around the world who set ambitious targets to combat climate change. Central to the Under2 MOU (Memorandum of Understanding) is an agreement from all signatories to reduce their greenhouse gas emissions 80 to 95 percent below 1990 levels, or limit to 2 annual metric tons of CO₂-equivalent per capita, by 2050. A total of 176 jurisdictions spanning 36 countries and six continents have signed or endorsed the Under2 MOU. Collectively, the Under2 Coalition represents 1.2 billion people and \$28.8 trillion in GDP – equivalent to 16 percent of the global population and 39 percent of the global economy.

Purpose: Membership in these groups is somewhat overlapping but also not completely aligned, yet there is ample opportunity to recruit additional Governors to join one or more of the existing initiatives and capitalize on the Governor's convening at the NGA. The purpose of the side-event at NGA is to provide a forcing event to compel action from Governors to join USCA one or more of the initiatives.

Messaging: We intend to frame the NGA side-event broadly around States evincing the mantle of US climate leadership, with a focus on having them join the USCA. With this topline message, Governors can step forward and speak positively to the topline message from the unique perspective of their State. Each Governor can highlight whichever platforms they're joining as appropriate. The threshold for Governors interested in speaking at the event would be that they need to have signed on to the USCA - with priority given to new joiners.

Potential Message Frame:

- The US has a long tradition of leading the way on important public health, economic, national security and global issues -- we have an obligation to take action to address climate change.

- In lieu of federal leadership Governors are stepping up to take the mantle of US climate leadership and making best efforts to meet the level of ambition set out in the US target - namely cutting emissions by 26-28% below 2005 levels by 2025.
- States have a broad base of support from other non-state actors [businesses and industry, cities, Universities, Investors and others].
- Today State X is joining [US Climate Alliance] to do our part in keeping America's promise to take ambitious action on climate change and support the international regime put in place by the Paris Agreement on climate change.
- States have the tools and wherewithal to deliver on their commitments - and we will.

Ideal Run of Show:

- Gov Riamando (RI) kicks off as host
- US Climate Alliance Gov [Jerry Brown/Inslee/Cuomo]
- Gov Wolf (PA) joining USCA/WASI
- Gov Hogan (MD) joining USCA/WASI
- Gov Hickenlooper (CO) joining USCA/WASI/Under2
- Gov Bullock (MT) joining USCA
- [Gov Baker (MA) joining WASI]
- [Gov Ige (HI) joining Under2]
- [Gov Scott (VT) joining WASI]
- VA/DE/LA others?

Current Membership by State with Target States

Party	State	US Climate Alliance	Under 2	WeAreStillIn
D	CA	Yes	Yes	Yes
D	CT	Yes	Yes	Yes
D	NY	Yes	Yes	Yes
D	OR	Yes	Yes	Yes
D	RI	Yes	Yes	Yes
D	WA	Yes	Yes	Yes
R	MA	Yes	Yes	
D	MN	Yes	Yes	
R	VT	Yes	Yes	
R	NH		Yes	
D	HI	Yes		Yes
D	VA	Yes		Yes
D	NC			Yes

D	DE	Yes		
D	PR	Yes		
D	DC			Yes
D	PA			
R	MD			
R	NV			
D	CO			
R	OH			
D	LA			
D	MT			



Sam Ricketts <sam.t.ricketts@gmail.com>

Follow Up to Today's Call

Sam Ricketts <sam.t.ricketts@gmail.com>
To: "sam.ricketts" <sam.ricketts@gov.wa.gov>

Fri, Jun 30, 2017 at 10:02 PM

----- Forwarded message -----

From: "Franz Hochstrasser" <franz.hochstrasser@nextgenamerica.org>
Date: Jun 30, 2017 6:46 PM
Subject: Re: Follow Up to Today's Call
To: "Elan Strait" <elan.strait@wwfus.org>, "Sam Ricketts" <sam.t.ricketts@gmail.com>
Cc: "Aaron Burgess" <aaron.burgess@nextgenamerica.org>, "Dan Lashof" <dan.lashof@nextgenamerica.org>, "David Weiskopf" <david.weiskopf@nextgenamerica.org>

In addition to these next steps, we've put together a draft concept note for the NGA Govs side event (attached). Please let us know if you have thoughts/objections/concerns - we'd like to share this with a few other collaborators as well as plans begin to come together.

Thanks!
Franz

On Fri, Jun 30, 2017 at 3:44 PM, Franz Hochstrasser <franz.hochstrasser@nextgenamerica.org> wrote:

Hi Sam/Elan and team,

Thanks for taking the time for today's call, it was very productive from our standpoint. We've captured a summary and next steps from the discussion here - please let us know if you have other items or questions or if we've missed anything here.

- WASI and USCA will work together to recruit new members for both organizations
- Events that are with governors only should be USCA
- Events with broader coalitions should be WASI
- For the NGA side-event, first preference is to recruit a bipartisan group of governors to join the USCA and do a joint press conference during NGA, giving Govs a platform to explain briefly what their state is doing to meet their share of the US NDC and goals of the Paris Agreement. Recruitment priorities are PA, CO, MD, LA, MT, NV, NC.
- For a potential second event, WASI will look at looping in the leaders of business that are part of WASI to do a joint press conference with governors and potentially some mayors. Recruitment priorities are CEO of CVS, possibly Musk. Lineup could be Gov. Riamando, CEO of CVS as new joiner, Elon Musk, Mayor of Providence, University.
- All groups are going to continue recruitment efforts and we will touch base again next week to see where we are at.

(As a side-note we had a productive conversation with Bullock's staff this afternoon and are hopeful that they will be able to join. Should have more info next week)

Thanks!
Franz

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Franz Hochstrasser
NextGen Climate America
831-588-2191

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Franz Hochstrasser
Policy Intern
NextGen Climate America
831-588-2191

NGASideEventforGovRecruitment-ConceptNote.docx

8/16/2017

Gmail - Follow Up to Today's Call

 10K

FOOTNOTE 113b



Sam Ricketts <sam.t.ricketts@gmail.com>

Invitation: Call with Sam Ricketts (Gov Inslee's team) @ Fri Jun 30, 2017 3pm - 4pm (Sam Ricketts)

franz.hochstrasser@nextgenamerica.org <franz.hochstrasser@nextgenamerica.org> Fri, Jun 30, 2017 at 1:18 PM

Reply-To: franz.hochstrasser@nextgenamerica.org

To: sam.t.ricketts@gmail.com, elan.strait@wwfus.org, Dan Lashof <dan.lashof@nextgenamerica.org>, Aaron Burgess <aaron.burgess@nextgenamerica.org>, David Weiskopf <david.weiskopf@nextgenamerica.org>

Call with Sam Ricketts (Gov Inslee's team)

[more details »](#)

Hi there,

Franz Hochstrasser is inviting you to a scheduled Zoom meeting.

Join from PC, Mac, Linux, iOS or Android: <https://nextgenclimate.zoom.us/j/464993123>

Or iPhone one-tap (US Toll): +16465588656,,464993123# or +14086380968,,464993123#

Or Telephone:

Dial: +1 646 558 8656 (US Toll) or +1 408 638 0968 (US Toll)

Meeting ID: 464 993 123

International numbers available: <https://nextgenclimate.zoom.us/join?m=5KOs4BY-UqB2YutcPFHYU-Yg1Qr1xKHM>

When Fri Jun 30, 2017 3pm – 4pm Eastern Time

Where <https://nextgenclimate.zoom.us/j/464993123> (map)

Calendar Sam Ricketts

- Who
- franz.hochstrasser@nextgenamerica.org - organizer
 - elan.strait@wwfus.org
 - Sam Ricketts
 - Dan Lashof
 - Aaron Burgess
 - David Weiskopf

Going? [Yes](#) - [Maybe](#) - [No](#) [more options »](#)

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3K



Sam Ricketts <sam.t.ricketts@gmail.com>

Connecting on US Climate Alliance and NGA

Franz Hochstrasser <franz.hochstrasser@nextgenamerica.org>
To: Sam Ricketts <sam.t.ricketts@gmail.com>

Fri, Jun 30, 2017 at 1:18 PM

Also - Elan Strait who is working a lot with the WeAreStillIn group is going to join too. Looking forward to talking to you soon!

On Fri, Jun 30, 2017 at 9:51 AM, Franz Hochstrasser <franz.hochstrasser@nextgenamerica.org> wrote:
Yep - 12 noon Pacific (3p ET) works well. I'll add you to our invite.
Thanks!

On Fri, Jun 30, 2017 at 9:44 AM, Sam Ricketts <sam.t.ricketts@gmail.com> wrote:
sorry - now tied up. 3p ok?

On Jun 30, 2017 1:42 AM, "Franz Hochstrasser" <franz.hochstrasser@nextgenamerica.org> wrote:
Awesome- Let's do 2pm ET- I'll send a dial-in tomorrow morning. Talk to you soon!

Sent from my iPhone

On Jun 29, 2017, at 8:10 PM, Sam Ricketts <sam.t.ricketts@gmail.com> wrote:

hey great to hear from you. how about talking tmrw? 2 or 3p et?

On Jun 29, 2017 7:54 PM, "Franz Hochstrasser" <franz.hochstrasser@nextgenamerica.org> wrote:
Hi Sam,

Hope all is well!

I am glad to see the US Climate Alliance launch and have been tracking progress from over here at NextGen for the last month. We've been working with a cohort of enviros on trying to put together a side event for Governors at NGA on real US climate leadership coming from states and wanted to connect with you on it, if possible. Do you have a few minutes in the next couple days to jump on the phone with my colleague and I to chat?

Thanks!
Franz

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Franz Hochstrasser
NextGen Climate America
831-588-2191

--
Franz Hochstrasser
Policy Intern
NextGen Climate America
831-588-2191

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Franz Hochstrasser
Policy Intern
NextGen Climate America

8/16/2017

Gmail - Connecting on US Climate Alliance and NGA

831-588-2191

FOOTNOTE 114

From: [Aaron Burgessxchange-Organizatio](#)
To: [Ricketts, Sam \(GOV\)](#)
CC: [Strait Elan](#), franz.hochstrasser@nextgenamerica.org,
dan.lashof@nextgenamerica.org, david.weiskopf@nextgenamerica.org
Date: Jul 6, 2017 at 1:24 PM
Subject: Re: Follow Up to Today's Call

Will do. We have spoken with both of their offices in the past, so I will reach out again today.

On Thu, Jul 6, 2017 at 10:23 AM, Ricketts, Sam (GOV) <Sam.Ricketts@gov.wa.gov> wrote:

If you could push NC and CO to join Alliance and to do an event in Providence that could only help. Thanks

From: Aaron Burgess [mailto:aaron.burgess@nextgenamerica.org]
Sent: Thursday, July 06, 2017 1:22 PM
To: Ricketts, Sam (GOV)
Cc: Strait, Elan; franz.hochstrasser@nextgenamerica.org; dan.lashof@nextgenamerica.org; david.weiskopf@nextgenamerica.org

Subject: Re: Follow Up to Today's Call

Thanks Sam, this is great. Is there anything we can do that would be helpful on this front?

On Thu, Jul 6, 2017 at 10:12 AM, Ricketts, Sam (GOV) <Sam.Ricketts@gov.wa.gov> wrote:

Thanks Aaron. Couple updates from our end: RI remains very interested in doing an event. We're trying to shape one with them - CA doing most of work - primarily based around new Alliance member additions (NC first candidate - just talked with them and will again a little later today; also CO; potentially MD or MT). Im planning to catch Mass today (they have some new DC staff) to gauge level of interest from them also. Per our past discussion this event could certainly include recognition of WASI too. And if theres a biz tie (e.g. CVS joining WASI, all the better). Trying to see if theres a way we might involve Elon Musk also, since he'll be in RI... but that might be too heavy to lift.

Inslee wont be there. Too bad, but not an impediment.

Alliance members' staff are also convening for a planning meeting Fri afternoon/Sat morning, in Providence.

In short: nothing pulled together yet but hoping something can materialize over next 24 hrs..

From: Aaron Burgess [mailto:aaron.burgess@nextgenamerica.org]
Sent: Thursday, July 06, 2017 12:58 PM
To: Strait, Elan
Cc: Ricketts, Sam (GOV); franz.hochstrasser@nextgenamerica.org;
dan.lashof@nextgenamerica.org; david.weiskopf@nextgenamerica.org

Subject: Re: Follow Up to Today's Call

Hi Everyone,

Just wanted to follow back up as the NGA is getting closer and closer. Dan and I spoke with Peter Rothstein and NECEC this morning and he proposed since the timeline is so short, to reach out to CONEG to see if they would be willing to co-host a side event with Climate Alliance. 5 of the 7 (i think) CONEG Govs are in the Climate Alliance and if they are interested in having an event at NGA about climate, we can at least get the logistics going so other governors know there is an event they can join. Then we can focus efforts on recruiting 4 governors to sign up - 2 dem, 2 gop, 2 eastern, 2 western (Hogan, Wolf) and (Hickenlooper or Bullock, Sandoval)

I will reach back out to Bullock's office and Raimondo's office today to check in. And I will be sure to keep you all in the loop. Anything I missed?

Sam - Any news from your end? Has Gov. Inslee decided if he will attend NGA next week? Would it be possible for him to at least send a message to the Climate Alliance Governors and let them know there is going to be a Climate side event at NGA?

Elan - Any news from you? Any luck on talking with the CEO of CVS and see if they are willing to join We Are Still In by next week?

Aaron

On Sat, Jul 1, 2017 at 10:21 AM, Strait, Elan <Elan.Strait@wwfus.org> wrote:

Agree – this is an excellent note. Very well done Franz and Aaron!

I have a tweak to the messaging, in the hope that we can build in the WASI message under the Alliance banner (see edited point below; and I've moved it below the Alliance point so that it's clear that it's primarily an Alliance event):

Potential Message Frame:

- The US has a long tradition of leading the way on important public health, economic, national security and global issues -- we have an obligation to take action to address climate change.
- In lieu of federal leadership Governors are stepping up to take the mantle of US climate leadership and making best efforts to meet the level of ambition set out in the US target - namely cutting emissions by 26-28% below 2005 levels by 2025.
- Today State X is joining [US Climate Alliance] to do our part in keeping America's promise to take ambitious action on climate change and support the international regime put in place by the Paris Agreement on climate change.
- States are eager to partner with other non-state actors in the We Are Still In campaign [businesses and industry, cities, Universities, Investors and others] to deliver on this commitment.
- States have the tools and wherewithal to deliver on their commitments - and we will.

From: "Ricketts, Sam (GOV)" <Sam.Ricketts@gov.wa.gov>

Date: Saturday, July 1, 2017 at 11:37 AM

To: "franz.hochstrasser@nextgenamerica.org" <franz.hochstrasser@nextgenamerica.org>, "Strait, Elan" <Elan.Strait@wwfus.org>, "aaron.burgess@nextgenamerica.org" <aaron.burgess@nextgenamerica.org>, "dan.lashof@nextgenamerica.org" <dan.lashof@nextgenamerica.org>, "david.weiskopf@nextgenamerica.org" <david.weiskopf@nextgenamerica.org>

Subject: RE: Follow Up to Today's Call

Thanks gents. Switching this over into my work email.

I'm in full concurrence with the below bullets and subsequent dialogue. I have circled up with the rest of the USCA co-chairs teams about our conversation and the march towards RI. We'll talk more Monday about what everyone is comfortable with and the art of the possible. I think all of us here are also continuing to talk with other governors who are part of these coalitions (like RI), or are interested to announce joining them (like CO), and who will be at the NGA. We should continue to use that meeting as a forcing event for recruitment (and cross-recruitment), as we also look at how we might be able to display governors/state climate leadership and commitment to Paris in some type of event in Providence.

Lets circle up by mid to late week and compare notes.

From: Sam Ricketts [mailto:sam.t.ricketts@gmail.com]
Sent: Friday, June 30, 2017 10:03 PM
To: Ricketts, Sam (GOV)
Subject: Fwd: Re: Follow Up to Today's Call

----- Forwarded message -----

From: "Franz Hochstrasser" <franz.hochstrasser@nextgenamerica.org>
Date: Jun 30, 2017 6:51 PM
Subject: Re: Follow Up to Today's Call
To: "Strait, Elan" <Elan.Strait@wwfus.org>
Cc: "Sam Ricketts" <sam.t.ricketts@gmail.com>, "Aaron Burgess" <aaron.burgess@nextgenamerica.org>, "Dan Lashof" <dan.lashof@nextgenamerica.org>, "David Weiskopf" <david.weiskopf@nextgenamerica.org>

Definitely makes sense to me - by no means would we discourage reference to either, and as you say encouragement to Govs that are stepping up to also cite WASI is all germane to me.

Thanks,

Franz

On Fri, Jun 30, 2017 at 3:47 PM, Strait, Elan <Elan.Strait@wwfus.org> wrote:

Hey Franz! Thanks so much for the readout. I think we should endeavor to represent both brands at any event, recognizing that if it is a governor-only event it should be primarily a

USCA event. In that case though, I would still hope that the governors can point to We Are Still In as a multi-sectoral coalition that they have also joined.

Does that make sense?

From: Franz Hochstrasser <franz.hochstrasser@nextgenamerica.org>

Date: Friday, June 30, 2017 at 6:44 PM

To: "Strait, Elan" <Elan.Strait@wwfus.org>, Sam Ricketts <sam.t.ricketts@gmail.com>

Cc: Aaron Burgess <aaron.burgess@nextgenamerica.org>, Dan Lashof <dan.lashof@nextgenamerica.org>, David Weiskopf <david.weiskopf@nextgenamerica.org>

Subject: Follow Up to Today's Call

Hi Sam/Elan and team,

Thanks for taking the time for today's call, it was very productive from our standpoint. We've captured a summary and next steps from the discussion here - please let us know if you have other items or questions or if we've missed anything here.

- WASI and USCA will work together to recruit new members for both organizations
- Events that are with governors only should be USCA
- Events with broader coalitions should be WASI
- For the NGA side-event, first preference is to recruit a bipartisan group of governors to join the USCA and do a joint press conference during NGA, giving Gobs a platform to explain briefly what their state is doing to meet their share of the US NDC and goals of the Paris Agreement. Recruitment priorities are PA, CO, MD, LA, MT, NV, NC.
- For a potential second event, WASI will look at looping in the leaders of business that are part of WASI to do a joint press conference with governors and potentially some mayors. Recruitment priorities are CEO of CVS, possibly Musk. Lineup could be Gov. Riamando, CEO of CVS as new joiner, Elon Musk, Mayor of Providence, University.
- All groups are going to continue recruitment efforts and we will touch base again next week to see where we are at.

(As a side-note we had a productive conversation with Bullock's staff this afternoon and are hopeful that they will be able to join. Should have more info next week)

Thanks!

Franz

--

Franz Hochstrasser

NextGen Climate America

[831-588-2191](tel:831-588-2191)

--

Franz Hochstrasser

Policy Intern

NextGen Climate America

[831-588-2191](tel:831-588-2191)

--

Aaron Burgess, MPP

Policy Analyst

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Email: aaron.burgess@nextgenamerica.org

Cell: [\(720\) 273-9993](tel:(720)273-9993)

Web: <https://nextgenamerica.org>

--

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FOOTNOTES 115-117

From: Davis, Chris (GOV)
To: [Schuler, Reed \(GOV\)](#), [Ricketts, Sam \(GOV\)](#) 膳代枲 匚 簞 匪 ㄣ 狹 割 院 携 捌 澎 淡 鐫 滅 柯 灭 探 摩 ㄣ ㄣ 叱
Date: Aug 29, 2017 at 3:57 AM
Subject: RE: Tom Steyer at Climate Week
Attachment(s): 4

We can certainly offer a meeting. But Let me check with Aisling. Gov and Tom know each other well, talk fairly frequently, mostly on the unofficial side. She'll have some perspective on whether it's particularly timely of if there are any outstanding issues.

Agree with your instincts on his involvement publicly with alliance happenings.

CHRIS DAVIS

Senior Advisor – Energy and Carbon Markets| Office of Governor Jay Inslee

Desk: 360-902-0490| Cell: 360-972-5693

www.governor.wa.gov | chris.davis@gov.wa.gov

From: Schuler, Reed (GOV)
Sent: Tuesday, August 29, 2017 12:22 AM
To: Ricketts, Sam (GOV) <Sam.Ricketts@gov.wa.gov>; Davis, Chris (GOV) <chris.davis@gov.wa.gov>
Subject: FW: Tom Steyer at Climate Week

Views? I know they've met in the past – would a meeting between the two of them make sense? We're only putting together one USCA event, and I don't think it makes sense to have Steyer involved (either for public perceptions or to keep our bipartisan coalition happy), though it could be nice to have his support.

Reed

From: Aaron Burgess [<mailto:aaron.burgess@nextgenpolicy.org>]
Sent: Monday, August 28, 2017 4:11 PM
To: Schuler, Reed (GOV) <reed.schuler@gov.wa.gov>; Ricketts, Sam (GOV) <Sam.Ricketts@gov.wa.gov>
Subject: Tom Steyer at Climate Week

Hi Reed and Sam,

Reed, it was a pleasure meeting you last week at the America's Pledge meeting in SF. We are working to put together a schedule for Tom Steyer at Climate Week next month and wanted to reach out to you guys to see what US Climate Alliance events you are planning for Climate Week and if there is a way for Tom or NextGen America to be involved. Happy to hop on the phone sometime soon and chat more.

Thanks,

Aaron

From: Schuler, Reed (GOV)
To: [Ricketts, Sam \(GOV\)](#)
CC: [Davis Chris \(GOV\)](#)
Date: Sep 14, 2017 at 6:52 PM
Subject: RE: Monday VIP dinner

FOOTNOTE 118

Highlighted below – lots of these are obvious.

The Fiji PM he's meeting with on Weds.

The Governors he'll see a ton of.

Helen Clarkson is head of Climate Group, which puts on Climate Week – should thank her and say opening ceremony is excellent.

Anne Finucane of BofA one of the most high-powered climate finance people – very well connected – worth saying hello.

Mehiels are the hosts. Lots of interesting articles about them...

I don't know whether the personal meeting with Steyer has landed.

Laurence Tubiana was key in Paris negotiations – ran things for the French President and Foreign Minister. Zany and confusing but good. Might chat with her about how the Climate Alliance can play a helpful role in maintaining Paris momentum, getting ready for 2019 summit.

From: Schuler, Reed (GOV)
Sent: Thursday, September 14, 2017 8:09 AM
To: Ricketts, Sam (GOV) <Sam.Ricketts@gov.wa.gov>
Cc: Davis, Chris (GOV) <chris.davis@gov.wa.gov>
Subject: Monday VIP dinner

Day-of contacts: Adam Beckerman at 224-402-9737 or Sarah Parrish at 347-255-9101

Attendees:

First Name

Last Name

Organization Name

Job Title

Ken

Alex

State of California

Director of Office of Planning and Research

Zoe

Ashcroft

Winston & Strawn London

Partner

Frank

Bainimarama

Fiji

Prime Minister of Fiji

Carter

Bales

NewWorld Capital Group, LLC

Chairman & Managing Partner

Chris

Ballard

Government of Ontario

Minister of the Environment and Climate Change

Gregory

Barker

INDIVIDUAL

Jens

Birgersson

Rockwool

CEO

jenny

Bofinger

Siemens AG

Director of Sustainability

Jerry

Brown

State of California

Governor

Rohit

Burman

The Estee Lauder Companies Inc

VP, Global Corporate Citizenship and Sustainability

Sharan

Burrow

International Trade Union Confederation (ITUC)

General Secretary

Helen

Clarkson

The Climate Group

CEO

David

Crane

Pegasus Capital Advisors, L.P.

Senior Operating Executive

Amy

Daidsen

The Climate Group

Executive Director, (US)

Ariane

de Vienne

AV Advisors

Mitchell

Draizin

Longview Capital Advisors Inc

Deborah

Fikes

World Evangelical Alliance

Representative to the United Nations and Executive Advisor

Anne

Finucane

Bank of America Merrill Lynch & Co Inc

Vice Chairman

Plus One

Finucane

Bank of America Merrill Lynch & Co Inc

Peter

Gish

INDIVIDUAL

Jeffrey

Gracer

Sive, Paget & Riesel P.C.

Principal

Anne

Gust Brown

State of California

First Lady of California

Per

Heggenes

IKEA Foundation

Chief Executive Officer

Pia

Heidenmark Cook

IKEA

Chief Sustainability Officer

George

Hornig

Applico Inc.

Joan

Hornig

INDIVIDUAL

Diane

Hoskins

Gensler

Co-CEO

Erika

Karp

Cornerstone Capital Group

CEO & Founder

Mehmood

Khan

PepsiCo Inc

Vice Chairman and Chief Scientific Officer of Global Research and Development

Uday

Khemka

SUN Group

Vice Chairman

Doug

Lawrence

5 Stone Green Capital

Managing Principal

Joan

MacNaughton

INDIVIDUAL

David

Ige

Government of Hawaii

Governor of Hawaii

Trudi

Inslee

Government of Washington State

First Lady of Washington

Jay

Inslee

Government of Washington State

Governor

Robin

Kaiser Gish

INDIVIDUAL

Yolanda

Kakabadse

WWF International

President

Ariane

Marder

Brookfield Properties

Charles

McElwee

ClimateWorks Foundation

Vice-President - Programs

Nancy

McFadden

State of California

Chief of Staff to Governor Jerry Brown

Elizabeth

McKeon

IKEA Foundation

Programme Director

Dennis

Mehiel

US Corrugated Inc

Chairman

Karen

Mehiel

Kampack Inc.

Chairman & Chief Executive Officer

Erika

Mehiel

INDIVIDUAL

Bill

Moomaw

Tufts University (The Fletcher School)

Professor Emeritus, Director, Center for International Environment and

Norm

Ornstein

American Enterprise Institute for Public Policy Research

Kyung-Ah

Park

Goldman Sachs Group Inc

Managing Director, Environmental Strategy Group

Charlotte

Pera

ClimateWorks Foundation

CEO

Robert

Perkowitz

ecoAmerica

President

Ralf

Pfitzner

Siemens AG

Andy

Pharoah

MARS Inc.

Global Head of Public Affairs

Brune

Poirson

Government of France

Secretary of State

Paul

Polizzotto

EcoMedia

President

Sam

Ricketts

Government of Washington State

Director of Federal and Inter-State Affairs for Governor Jay Inslee

Senior

Rep

United Nations

Charles

Roos

INDIVIDUAL

Jeff

Seabright

Unilever

Chief Sustainability Officer

Erin

Seglia Chase

Swarovski

Head of the Swarovski Foundation

Andrew

Shapiro

Broadscale Group

Founder and Chairman

Mahendra

Singhi

Dalmia Cement (Bharat) Ltd

Group CEO- Cement

Chandra

Singhi

Dalmia Cement (Bharat) Ltd

Thomas

Steyer

Fahr LLC

Founder

Solitaire

Townsend

Futerra

Cofounder

Laurence

Tubiana

European Climate Foundation

Director

Harry

Verhaar

Philips Lighting

Head of Global Public & Government Affairs

Mirella

Vitale

Rockwool

SVP Marketing, Communication & Public Affairs

Silda

Wall Spitzer

NewWorld Capital Group, LLC

Principal

Waughray

World Economic Forum - USA

Director, Environmental Initiatives

Brett

Wilson

INDIVIDUAL

Peter

Zahn

Moxie Foundation

President

FOOTNOTE 119

From: Schuler, Reed (GOV)
To: [Davis, Chris \(GOV\)](#), [Ricketts, Sam \(GOV\)](#)
Date: Sep 1, 2017 at 3:32 PM
Subject: FW: Thank You! America's Pledge Expert Dialogue Materials and Next Steps
Attachment(s): 2

FYI

From: Firger, Daniel [mailto:daniel@bloomberg.org]
Sent: Friday, September 1, 2017 10:54 AM
To: Firger, Daniel <daniel@bloomberg.org>
Subject: Thank You! America's Pledge Expert Dialogue Materials and Next Steps

Friends,

On behalf of Bloomberg Philanthropies and the Office of Governor Jerry Brown, I am writing to thank you for your participation in – and tremendous contributions to – last week's expert dialogue in San Francisco on the America's Pledge project. We were heartened by the collaborative and creative spirit of this gathering, and look forward to keeping in touch with many of you in the weeks and months ahead as our plans evolve.

As promised, attached please find a summary document containing high level notes from each session, along with a set of corresponding slides. Many thanks to the RMI/WRI teams for pulling these materials together, and for helping to manage and moderate the meeting itself.

Given the nature of this project and the fact that many of our deliverables for America's Pledge are still under development at this time, we ask that you treat these materials as confidential and do not distribute beyond your immediate organizational colleagues.

And although we have already spoken with many of you bilaterally as well as during last week's meeting, please note that we may be reaching out again soon to you and/or your colleagues in order to explore specific action items in greater depth. As we discussed in person, America's Pledge will be most successful to the extent it builds upon and leverages existing analytical efforts where feasible.

One final logistical note: If you are seeking reimbursement for your travel expenses and have not yet emailed your materials, please do so by sending the following items to Tyler Clevenger at tyler.clevenger@wri.org at your earliest convenience:

- Fill out and sign the previously-sent invoice template
- With the invoice, please include scans/screenshots/pictures of itemized receipts (boarding passes [not confirmation emails or credit card statements], train tickets, Uber/Lyft screenshots, hotel receipts)
- Email a scan or picture of a government-issued photo ID (can be license or passport)

For any specific questions related to reimbursement, please reach out to Tyler directly.

Thanks again!
Dan

Daniel M. Firger

Bloomberg Philanthropies

daniel@bloomberg.org

+1.212.205.0277

[@dfirgs](#)

FOOTNOTES 120-121

From: Samuel Adams
To: [Kleysteuber, Alexa@EPA](mailto:Kleysteuber.Alexa@EPA)
Cc: [Paul Bodnar](#); [Tyler Clevenger](#)
Subject: Backgrounder Fw: America's Pledge Expert Dialogue -- Draft Agenda & Logistical Notes
Date: Saturday, August 19, 2017 12:31:36 PM
Attachments: [Americas Pledge Expert Dialogue Agenda.docx](#)
[Americas Pledge Expert Dialogue - participants.docx](#)
[America's Pledge Expert Dialogue PreRead 8 19 17.pdf](#)

Hi Alexa.

Again, thank you for agreeing to take part in next week's America's Pledge Expert Dialogue gathering in San Francisco.

Attached is a draft backgrounder slide deck (along with the logistics email, a draft agenda and a list of attendees that we emailed you earlier this week).

The backgrounder slides outline some of the work we have contemplated for the America's Pledge project. They, along with the agenda, are intended to help guide two days of robust and productive discussion on our initial thinking.

Reminder, if you would like to attend the reception and dinner on night of Wednesday the 23rd and have not yet RSVP'd, please reply and copy Tyler Clevenger (Tyler.Clevenger@wri.org).

Best,

Sam and team

From: Samuel Adams
Sent: Thursday, August 17, 2017 5:05 PM
To: Alexa.Kleysteuber@calepa.ca.gov
Cc: [Paul Bodnar](#); [Tyler Clevenger](#)
Subject: America's Pledge Expert Dialogue -- Draft Agenda & Logistical Notes

Dear Alexa,

We are looking forward to seeing you in San Francisco next week for the America's Pledge Expert Dialogue. We are lucky to have such a distinguished group available for our discussions – thank you for your participation.

I want to provide you with some details about the meeting, including the attached draft agenda and list of currently confirmed participants.

I also want to highlight a few logistic details:

- The meeting is on Wednesday, August 23, and Thursday, August 24, at the Bloomberg LP offices, Pier 3, Embarcadero #101, San Francisco 94109.
- We plan to start promptly at 10:00am on Wednesday, with coffee and refreshments available starting at 9:30.

- Lunch will be provided on-site both days, and a light breakfast will be available on Thursday morning.
- The dress code for the Dialogue is business casual.
- WRI will be handling the travel reimbursement. We will need you to sign a participant agreement (we will have them at the meeting for your signatures) and you must provide your *actual* flight boarding passes, hotel check out and ground transportation receipts. As was noted in the invitation, participants will be reimbursed for economy air travel, ground transportation, and two-nights hotel accommodation in San Francisco. The Marriott Fisherman's Wharf and Hilton Financial District are recommended options.
- We will be having a reception and dinner at a nearby restaurant on Wednesday evening (details to follow). **Reply with your RSVP for the reception and dinner and copy Tyler Clevenger (Tyler.Clevenger@wri.org) by COB Monday, August 21st.**

We will email you additional background material for the meeting no later than next Monday.

Reply with any questions.

Thank you!

Sam – on behalf of the America's Pledge team

Sam Adams
Director, WRI United States
World Resources Institute
10 G Street, NE, Suite 800
Washington, DC 20002 USA
(D) +1 202-729-7934
(M) +1 503-421-8925
[Email](#) | [Bio](#) | [Twitter](#) | [LinkedIn](#)

FOOTNOTE 122

From: Schuler, Reed (GOV)
To: [Davis, Chris \(GOV\)](#)
Subject: Re: Timing of SF consultation
Date: Sunday, August 20, 2017 11:45:55 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)

We should discuss the value of such a meeting - and possibly an advisory group.

Note that this consultation is America's Pledge - not WASI - and so far every indication from California, and I think from the one briefing call that I've been on, that it is dysfunctional and has vague objectives at the moment.

On Aug 20, 2017, at 5:19 AM, Davis, Chris (GOV) <chris.davis@gov.wa.gov> wrote:

Good list of folks – Kind of group we'd spoken of trying to assemble to steer help for USCA. More evidence WASI is eating our lunch or maybe I'm just paranoid

CHRIS DAVIS

Senior Advisor – Energy and Carbon Markets | Office of Governor Jay Inslee
Desk: 360-902-0490 | Cell: 360-972-5693
www.governor.wa.gov | chris.davis@gov.wa.gov
<[image001.png](#)><[image002.png](#)><[image003.png](#)><[image004.png](#)>

From: Schuler, Reed (GOV)
Sent: Monday, August 7, 2017 12:55 PM
To: Davis, Chris (GOV) <chris.davis@gov.wa.gov>
Subject: FW: Timing of SF consultation

Here's the RSVP list for the SF consultation. Talk soon.

From: Tyler Clevenger [<mailto:Tyler.Clevenger@wri.org>]
Sent: Monday, August 7, 2017 12:14 PM
To: Samuel Adams <sam.adams@wri.org>; Schuler, Reed (GOV) <reed.schuler@gov.wa.gov>
Cc: Kevin Kennedy <KKennedy@wri.org>
Subject: RE: Timing of SF consultation

Hi Reed,

The invitation list is below.

Best,
Tyler

Name	Organization	Status	Response
Dan Firger	Bloomberg Philanthropies	Available	Will Attend
Kelly Shultz	Bloomberg Philanthropies	Available	Will Attend
Carl Pope	Bloomberg Philanthropies	Available	Will Attend
Aimee Barnes	Office of Gov. Brown (CA)	Only Wednesday	
Alexa Kleystauber	CalEPA	Only Thursday	
Edie Chang	California Air Resources Board		
Rajinder Sahota	California Air Resources Board		
Paul Bodnar	Rocky Mountain Institute	Available	Will Attend
Caroline Ott	Rocky Mountain Institute	Available	Will Attend
Koben Calhoun	Rocky Mountain Institute	Available	Will Attend
Sam Adams	World Resources Institute	Available	Will Attend

Kevin Kennedy	World Resources Institute	Available	Will Attend
Kristin Igusky	World Resources Institute	Available	Will Attend
Pankaj Bhatia	World Resources Institute	Available	Will Attend
Graham Richard	Advanced Energy Economy	Available	Will Attend
Bob Perciasepe	C2ES	Available	Will Attend
Jeff Nesbit	Climate Nexus	Available	Will Attend
John Coequyt	Sierra Club	Available	Will Attend
Trevor Houser	Rhodium Group	Available	Will Attend
Nils Moe	USDN	Available	Will Attend
Jon Crowe	Meister Consulting	Available	Will Attend
Pete Erickson	Stockholm Environment Institute	Available	Will Attend
Ann McCabe	The Climate Registry	Available	Will Attend
Scott Muller	GHG Management Institute	Available	Will Attend
Seth Schultz	C40	Available	Will Attend
Michael Doust	C40	Available	Will Attend
Ian van der Vlugt	CDP	Available	Will Attend
Elan Strait	World Wildlife Fund	Available	Will Attend
Todd Stern		Available	Awaiting Confirmation
Nat Keohane	Environmental Defense Fund	Partial Avail.	Tentative
Matt Petersen	Climate Mayors	Partial Avail.	Tentative
Mindy Lubber	CERES	No Response	
Rick Duke		No Response	
Jason Mark	Energy Foundation/Synapse	No Response	
Jake Schmidt	NRDC	No Response	
Niklas Hohne	New Climate Institute	No Response	
Jim Williams	E3	No Response	
Angel Hsu	Yale University	Unavailable	Call-In?
Ethan Zindler	Bloomberg New Energy Finance	Unavailable	Unavailable--Substitute
Bill Hare	Climate Analytics	Unavailable	Unavailable--Substitute?
JC Seghers	Climate Group/Compact of States and Regions	Unavailable	Unavailable--Substitute
Gina McCarthy		Unavailable	Unavailable
Amanda Eichel	Global Covenant of Mayors	Unavailable	Unavailable
Jonathan Pershing	Hewlett Foundation	Unavailable	Unavailable



COMMONWEALTH OF PENNSYLVANIA
OFFICE OF THE GOVERNOR
HARRISBURG

January 18, 2018

Via Electronic Transmission to (richardson@eelegal.org)
Craig E. Richardson, President
E&E Legal
1350 Beverly Road, Suite 115-445
McLean, VA 22101

Re: Right-to-Know Law Request - dated December 12, 2017
Internal No. C-2017-092

Dear Mr. Richardson:

On December 12, 2017, the Office of the Governor (Office) received your request for information pursuant to the Pennsylvania Right-To-Know Law, 65 P.S. §§ 67.101, et seq. (RTKL), wherein you requested:

**“1. Please produce a copy of the Governor’s schedule for July 11 - 13, 2017.
2. Please also provide copies of all email correspondence dated July 1, 2017 through October 1, 2017, inclusive, sent to or from a) Governor Wolf, b) Mike Brunelle, c) Betsy Phillips, d) Mark Smith and/or e) Mary Topper (all including also as cc: or bcc:), and which correspondence includes, anywhere in the email thread, whether in the To:, From:, cc:, bcc:, and/or Subject fields, and/or the body of the thread, a) Steyer, b) Lashof, c) NextGen (including also in, e.g., nextgenamerica.org), d) USCA, e) Fahr ((including also in, e.g., fahrllc.com), f) Suhr, and/or g) Sam Robinson in the Policy and Planning Office.”**

By letter dated December 19, 2017, this Office informed you that it would require an extension of time, until no later than January 18, 2018, to review your request.

After review, your request is hereby granted in part and denied in part. Your request is granted as to the attached records; however, the Office has not provided records, or has redacted portions of records that would reflect the internal, predecisional deliberations of agency personnel. 65 P.S. § 67.708(b)(10). In addition, the Office has redacted portions of records that would reveal personal identification information, including personal emails addresses and telephone numbers. 65 P.S. § 67.708(b)(6).

Please note that the Governor’s schedule may be found at www.governor.pa.gov/schedule/.

FOOTNOTE 124

July 12, 2017
Wednesday

All Day	RON Mt. Wolf
8:00 AM - 9:00 AM	Political meeting; POC Jeff Sheridan [REDACTED] -- Governor's Residence - Mt. Wolf
9:00 AM - 9:30 AM	Travel to the Capitol
10:00 AM - 10:30 AM	TWW/Brunelle/Nicastre/Abbott/Galbally - prep for press conference -- Governor's Office
10:30 AM - 11:00 AM	Press Conference - Opioids - Clarion University Certificate Program -- Reception Room
11:00 AM - 11:30 AM	TWW/Brunelle/Danowski/Galbally/Albright/Smyler - Legislative meeting -- Governor's Office
11:30 AM - 11:45 AM	Call time
12:00 PM - 1:00 PM	TWW/Smyler Lunch -- 229 State St., Harrisburg
1:00 PM - 2:00 PM	TWW/Brunelle - Row Officers Meeting -- Governor's Office
2:30 PM - 2:45 PM	Call time
2:45 PM - 4:00 PM	Office time
4:00 PM - 4:30 PM	TWW/Cross meeting w/Dick Jewell -- Governor's Office

From: Robinson, Samuel
Sent time: 07/06/2017 09:21:34 AM
To: Wolf, Thomas
Subject: Accepted: TWW/Brunelle/Galbally/Ghormoz/Robinson meeting ([REDACTED] -- [REDACTED] Tom Steyer meeting)

FOOTNOTE 126

From: [Aaron Burgesssplay Valueeveryone](#)
To: [Strait, Elan](#)
CC: [Ricketts Sam \(GOV\)](#), dan.lashof@nextgenamerica.org,
david.weiskopf@nextgenamerica.org
Date: Jul 12, 2017 at 1:35 PM
Subject: Re: Follow Up to Today's Callo c

Hey Everyone,

I think it would be great to hop on the phone to discuss this more. I am available to join anytime after 2:30pm PT today but am fairly open tomorrow morning.

In regards to Pennsylvania, Tom sat down the Governor Wolf this morning to make the ask, and Wolf is pretty adamant about not joining. It is his view that it will have a negative effect in his state as the bigger deal he makes about it, the more the leg. will come after him. Basically his climate plan is "the quieter the better." We are rethinking our PA strategy today, and will be on the phone with some environmental partners in the state this afternoon.

Bottom line: Wolf is not ready to join any event at NGA on this.

On Wed, Jul 12, 2017 at 10:03 AM, Strait, Elan <Elan.Strait@wwfus.org> wrote:

Hey Sam – a couple of things in response:

- I agree with Franz that some sort of joining of forces between Alliance and WASI could potentially be very powerful, particularly in light of the fact that such a cross-listing would put us at half of the US population. I think it would also help deconflict some of the confusion between the two efforts.
- On numbers, yes we are only counting city population in states that aren't members of the Alliance or WASI (e.g., Chicago), which is how we get at the population number. Companies and universities do not count for this purpose.
- **Are we able to hop on the phone today or tomorrow to talk this through?** I think like Franz suggests there is a pretty light touch way to do this, with a high impact. We'd be able to do some press around this and further amplify the Alliance and its role in mobilizing states.

From: "Ricketts, Sam (GOV)" <Sam.Ricketts@gov.wa.gov>
Date: Wednesday, July 12, 2017 at 10:22 AM
To: 'Franz Hochstrasser' <franz.hochstrasser@nextgenamerica.org>, Aaron Burgess <aaron.burgess@nextgenamerica.org>
Cc: "Strait, Elan" <Elan.Strait@wwfus.org>, "dan.lashof@nextgenamerica.org" <dan.lashof@nextgenamerica.org>, "david.weiskopf@nextgenamerica.org" <david.weiskopf@nextgenamerica.org>

Subject: RE: Follow Up to Today's Call

Thanks Franz. Tho Im hearing PA needs a little time before signing on with these groups. Are you hearing differently?

Probably a silly question, but just making sure this number isnt double-counting people in two jurisdictions? (e.g. the members of a city that is signed on to WASI inside a state that is also signed on... tho it gets harder to bifurcate companies and universities, etc.)

From: Franz Hochstrasser [mailto:franz.hochstrasser@nextgenamerica.org]
Sent: Tuesday, July 11, 2017 11:08 PM
To: Aaron Burgess
Cc: Ricketts, Sam (GOV); Strait, Elan; dan.lashof@nextgenamerica.org; david.weiskopf@nextgenamerica.org
Subject: Re: Follow Up to Today's Call

As a follow up, WASI is currently at 127 million people. If the Alliance states plus PA join WASI that puts us at 151 million totaling 48% of the US population, which is virtually half.

Sent from my iPhone

On Jul 6, 2017, at 10:24 AM, Aaron Burgess <aaron.burgess@nextgenamerica.org> wrote:

Will do. We have spoken with both of their offices in the past, so I will reach out again today.

On Thu, Jul 6, 2017 at 10:23 AM, Ricketts, Sam (GOV) <Sam.Ricketts@gov.wa.gov> wrote:

If you could push NC and CO to join Alliance and to do an event in Providence that could only help. Thanks

From: Aaron Burgess [mailto:aaron.burgess@nextgenamerica.org]

Sent: Thursday, July 06, 2017 1:22 PM
To: Ricketts, Sam (GOV)
Cc: Strait, Elan; franz.hochstrasser@nextgenamerica.org;
dan.lashof@nextgenamerica.org; david.weiskopf@nextgenamerica.org

Subject: Re: Follow Up to Today's Call

Thanks Sam, this is great. Is there anything we can do that would be helpful on this front?

On Thu, Jul 6, 2017 at 10:12 AM, Ricketts, Sam (GOV) <Sam.Ricketts@gov.wa.gov> wrote:

Thanks Aaron. Couple updates from our end: RI remains very interested in doing an event. We're trying to shape one with them - CA doing most of work - primarily based around new Alliance member additions (NC first candidate - just talked with them and will again a little later today; also CO; potentially MD or MT). Im planning to catch Mass today (they have some new DC staff) to gauge level of interest from them also. Per our past discussion this event could certainly include recognition of WASI too. And if theres a biz tie (e.g. CVS joining WASI, all the better). Trying to see if theres a way we might involve Elon Musk also, since he'll be in RI... but that might be too heavy to lift.

Inslee wont be there. Too bad, but not an impediment.

Alliance members' staff are also convening for a planning meeting Fri afternoon/Sat morning, in Providence.

In short: nothing pulled together yet but hoping something can materialize over next 24 hrs..

From: Aaron Burgess [mailto:aaron.burgess@nextgenamerica.org]
Sent: Thursday, July 06, 2017 12:58 PM
To: Strait, Elan
Cc: Ricketts, Sam (GOV); franz.hochstrasser@nextgenamerica.org;
dan.lashof@nextgenamerica.org; david.weiskopf@nextgenamerica.org

Subject: Re: Follow Up to Today's Call

Hi Everyone,

Just wanted to follow back up as the NGA is getting closer and closer. Dan and I spoke with Peter Rothstein and NECEC this morning and he proposed since the timeline is so short, to reach out to CONEG to see if they would be willing to co-host a side event with Climate Alliance. 5 of the 7 (i think) CONEG Govs are in the Climate Alliance and if they are interested in having an event at NGA about climate, we can at least get the logistics going so other governors know there is an event they can join. Then we can focus efforts on recruiting 4 governors to sign up - 2 dem, 2 gop, 2 eastern, 2 western (Hogan, Wolf) and (Hickenlooper or Bullock, Sandoval)

I will reach back out to Bullock's office and Raimondo's office today to check in. And I will be sure to keep you all in the loop. Anything I missed?

Sam - Any news from your end? Has Gov. Inslee decided if he will attend NGA next week? Would it be possible for him to at least send a message to the Climate Alliance Governors and let them know there is going to be a Climate side event at NGA?

Elan - Any news from you? Any luck on talking with the CEO of CVS and see if they are willing to join We Are Still In by next week?

Aaron

On Sat, Jul 1, 2017 at 10:21 AM, Strait, Elan <Elan.Strait@wwfus.org> wrote:

Agree – this is an excellent note. Very well done Franz and Aaron!

I have a tweak to the messaging, in the hope that we can build in the WASI message under the Alliance banner (see edited point below; and I've moved it below the Alliance point so that it's clear that it's primarily an Alliance event):

Potential Message Frame:

- The US has a long tradition of leading the way on important public health, economic, national security and global issues -- we have

an obligation to take action to address climate change.

- In lieu of federal leadership Governors are stepping up to take the mantle of US climate leadership and making best efforts to meet the level of ambition set out in the US target - namely cutting emissions by 26-28% below 2005 levels by 2025.
- Today State X is joining [US Climate Alliance] to do our part in keeping America's promise to take ambitious action on climate change and support the international regime put in place by the Paris Agreement on climate change.
- States are eager to partner with other non-state actors in the We Are Still In campaign [businesses and industry, cities, Universities, Investors and others] to deliver on this commitment.
- States have the tools and wherewithal to deliver on their commitments - and we will.

From: "Ricketts, Sam (GOV)" <Sam.Ricketts@gov.wa.gov>
Date: Saturday, July 1, 2017 at 11:37 AM
To: "franz.hochstrasser@nextgenamerica.org" <franz.hochstrasser@nextgenamerica.org>, "Strait, Elan" <Elan.Strait@wwfus.org>, "aaron.burgess@nextgenamerica.org" <aaron.burgess@nextgenamerica.org>, "dan.lashof@nextgenamerica.org" <dan.lashof@nextgenamerica.org>, "david.weiskopf@nextgenamerica.org" <david.weiskopf@nextgenamerica.org>
Subject: RE: Follow Up to Today's Call

Thanks gents. Switching this over into my work email.

I'm in full concurrence with the below bullets and subsequent dialogue. I have circled up with the rest of the USCA co-chairs teams about our conversation and the march towards RI. We'll talk more Monday about what everyone is comfortable with and the art of the possible. I think all of us here are also continuing to talk with other governors who are part of these coalitions (like RI), or are interested to announce joining them (like CO), and who will be at the NGA. We should continue to use that meeting as a forcing event for recruitment (and cross-recruitment), as we also look at how we might be able

to display governors/state climate leadership and commitment to Paris in some type of event in Providence.

Lets circle up by mid to late week and compare notes.

From: Sam Ricketts [mailto:sam.t.ricketts@gmail.com]
Sent: Friday, June 30, 2017 10:03 PM
To: Ricketts, Sam (GOV)
Subject: Fwd: Re: Follow Up to Today's Call

----- Forwarded message -----

From: "Franz Hochstrasser" <franz.hochstrasser@nextgenamerica.org>
Date: Jun 30, 2017 6:51 PM
Subject: Re: Follow Up to Today's Call
To: "Strait, Elan" <Elan.Strait@wwfus.org>
Cc: "Sam Ricketts" <sam.t.ricketts@gmail.com>, "Aaron Burgess" <aaron.burgess@nextgenamerica.org>, "Dan Lashof" <dan.lashof@nextgenamerica.org>, "David Weiskopf" <david.weiskopf@nextgenamerica.org>

Definitely makes sense to me - by no means would we discourage reference to either, and as you say encouragement to Govs that are stepping up to also cite WASI is all germane to me.

Thanks,

Franz

On Fri, Jun 30, 2017 at 3:47 PM, Strait, Elan <Elan.Strait@wwfus.org> wrote:

Hey Franz! Thanks so much for the readout. I think we should endeavor to represent both brands at any event, recognizing that if it is a governor-only event it should be primarily a USCA event. In that case though, I would still hope that the governors can point to We Are Still In as a multi-sectoral coalition that they have also joined.

Does that make sense?

From: Franz Hochstrasser <franz.hochstrasser@nextgenamerica.org>

Date: Friday, June 30, 2017 at 6:44 PM

To: "Strait, Elan" <Elan.Strait@wwfus.org>, Sam Ricketts <sam.t.ricketts@gmail.com>

Cc: Aaron Burgess <aaron.burgess@nextgenamerica.org>, Dan Lashof <dan.lashof@nextgenamerica.org>, David Weiskopf <david.weiskopf@nextgenamerica.org>

Subject: Follow Up to Today's Call

Hi Sam/Elan and team,

Thanks for taking the time for today's call, it was very productive from our standpoint. We've captured a summary and next steps from the discussion here - please let us know if you have other items or questions or if we've missed anything here.

- WASI and USCA will work together to recruit new members for both organizations
- Events that are with governors only should be USCA
- Events with broader coalitions should be WASI
- For the NGA side-event, first preference is to recruit a bipartisan group of governors to join the USCA and do a joint press conference during NGA, giving Govs a platform to explain briefly what their state is doing to meet their share of the US NDC and goals of the Paris Agreement. Recruitment priorities are PA, CO, MD, LA, MT, NV, NC.
- For a potential second event, WASI will look at looping in the leaders of business that are part of WASI to do a joint press conference with governors and potentially some mayors. Recruitment priorities are CEO of CVS, possibly Musk. Lineup could be Gov. Riamando, CEO of CVS as new joiner, Elon Musk, Mayor of Providence, University.
- All groups are going to continue recruitment efforts and we will touch base again next week to see where we are at.

(As a side-note we had a productive conversation with Bullock's staff this afternoon and are hopeful that they will be able to join. Should have more info next week)

Thanks!

Franz

--

Franz Hochstrasser

NextGen Climate America

[831-588-2191](tel:831-588-2191)

--

Franz Hochstrasser

Policy Intern

NextGen Climate America

[831-588-2191](tel:831-588-2191)

--

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FOOTNOTE 127

● Aimee Barnes 

September 12, 2017 at 3:44 PM

AB

RE: USCA questions re NYC attendance

[Details](#)

Cc: Davis Chris (GOV), reed.schuler@gov.wa.gov, Ricketts Sam (GOV)

Hi Jeremy,

Great to be in touch and glad to hear y'all are joining the Alliance!

On travel, check with Georgetown. If that doesn't work and Dan's ideas don't pan out I can suggest a few others.

On Monday in addition to the Alliance event you should be invited to the opening ceremonies. I can connect you with Amy Davidsen at the Climate Group to make sure you are included. I'll leave it to Alexander to share the latest run of show for the Monday Alliance event. Are you planning to make the joining announcement there or beforehand? It would be good to make sure we are taking full advantage of the opportunity to profile y'all coming onboard so let us know your plans and what we can do to help amplify.

Thanks!

Aimee

From: Dan Carol [<mailto:dan.carol@wdc.ca.gov>]
Sent: Tuesday, September 12, 2017 9:58 AM
To: Tarr, Jeremy M
Cc: Aimee Barnes; Davis, Chris (GOV); Alexander Cochran; reed.schuler@gov.wa.gov; Ricketts, Sam (GOV)
Subject: Re: USCA questions re NYC attendance

Woot woot

Can someone get Jeremy the run of show, latest schedule of events etc as he is coming Monday to rep Gov Cooper and wants to plug into Monday announcement etc

Ps
I get there late Monday night but Maybe Sam can orient you on various happenings

On travel doubtful but call me and I can catch you up on some ideas there

Sent using OWA for iPhone

From: Tarr, Jeremy M <jeremy.tarr@nc.gov>
Sent: Tuesday, September 12, 2017 12:51:44 PM
To: Dan Carol
Subject: USCA questions re NYC attendance

I was out sick yesterday but am back in the saddle now. Update on a couple of fronts:

- I plan to come to NYC for Climate Week. Are there any sources of funding that you are aware of to cover my trip?
- What time is the USCA Gov announcement/conference on Monday? I'm going to try to arrive Monday am in time for that.
- What events, other than the Monday announcement and Tuesday innovative-financing workshop, do you recommend I attend? You mentioned some events on Monday night. I'd like to join you in those if still possible.

Jeremy

Jeremy Tarr
Policy Advisor
Office of Governor Roy Cooper
20301 Mail Service Center
Raleigh, NC 27699-0301
919-814-2043 | Jeremy.Tarr@NC.Gov

FOOTNOTE 127b

From: [Williams - GovOffice, Laurie92Ln](#)
To: [Davis, Chris \(GOV\)](#)
Date: Sep 20, 2017 at 6:01 PM
Subject: Re: Congratulations to everyone for Great Day (and surviving the build-up)

Ah, got it. Later in the week is actually worse for me, since we have the NGA event and I'll be staffing my governor. But we will find a way to call in either way. Travel, though, is not likely to happen at this point. Travel support resources would be great! :)

Laurie Williams
Energy and Natural Resources Policy Advisor



COLORADO
Gov. John Hickenlooper

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On Wed, Sep 20, 2017 at 3:43 PM, Davis, Chris (GOV) <chris.davis@gov.wa.gov> wrote:

Unfortunately the east coast response to the NGA idea wasn't strong. People weren't going to the energy mtg so the option to piggy back wasn't there. So my note below still refers to DC but later in the week. Sounds like timing is less an issue for you than distance so you won't join either way? We need to raise some travel support resources!

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

From: "Williams - GovOffice, Laurie" <laurie.williams@state.co.us>
Date: 9/20/17 5:38 PM (GMT-05:00)
To: "Davis, Chris (GOV)" <chris.davis@gov.wa.gov>
Subject: Re: Congratulations to everyone for Great Day (and surviving the build-up)

I'd be pretty psyched if we could have the meeting in Denver during the NGA event on 10/5-6. We don't have the budget to fly to the east coast on a regular basis.

Laurie Williams
Energy and Natural Resources Policy Advisor



COLORADO
Gov. John Hickenlooper

P [303.866.2170](tel:303.866.2170) | C [808.387.9157](tel:808.387.9157)
136 State Capitol, Denver, CO 80203



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On Wed, Sep 20, 2017 at 3:36 PM, Davis, Chris (GOV) <chris.davis@gov.wa.gov> wrote:

Hey Laurie

Here's a note I sent to CA and OR and should have sent to you. Thoughts?

Hey friends, I'm polling to see if you're more inclined to be able to attend a USCA event if we did Oct 5 or 6? Im not psyched to fly to DC on Sunday for a Monday mtg and it's not practical to try to get there mid day for a half day mtg. And i have mtgs with Gov Tues and Wed. I'm reluctant to propose now since most folks seem good for 10.2, on the other hand they're all east coasters. Thoughts?

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

From: "Williams - GovOffice, Laurie" <laurie.williams@state.co.us>

Date: 9/20/17 5:18 PM (GMT-05:00)

To: Alexander Cochran <Alexander.Cochran@exec.ny.gov>

Cc: "Tarr, Jeremy M" <jeremy.tarr@nc.gov>, "Navarro, Angela (GOV)" <Angela.Navarro@governor.virginia.gov>, "Schuler, Reed (GOV)" <reed.schuler@gov.wa.gov>, "Theoharides, Kathleen (EEA)" <Kathleen.Theoharides@massmail.state.ma.us>, "Davis, Chris (GOV)" <chris.davis@gov.wa.gov>, James Allen <James.Allen@exec.ny.gov>, "Klee, Robert" <Robert.Klee@ct.gov>, Aimee Barnes <Aimee.Barnes@gov.ca.gov>, "Kleysteuber, Alexa@EPA" <Alexa.Kleysteuber@calepa.ca.gov>, Dan Desimone <Dan.DeSimone@ct.gov>, emily.kuiken@state.de.us, scott.glenn@doh.hawaii.gov, stephanie.zawistowski@state.mn.us, ruchi.sadhir@oregon.gov, jon.romano@governor.ri.gov, peter.walke@vermont.gov, coybt46@gmail.com, dan.carol@wdc.ca.gov, Katie Wheeler Mathews <katie.wheelermathews@wdc.ca.gov>, "Case Button:" <case.button@state.co.us>, "Enright-Kato, Keri" <Keri.Enright-Kato@ct.gov>, "Sotos, Mary" <Mary.Sotos@ct.gov>, laurel.a.johnston@hawaii.gov, merone.melekin@state.mn.us, matt.swenson@state.mn.us, "Thornton, J. David (MPCA)" <j.david.thornton@state.mn.us>, brittney.wilson@vermont.gov, "Ricketts, Sam (GOV)" <Sam.Ricketts@gov.wa.gov>, Michelle Marchello <Michelle.Marchello@exec.ny.gov>, Gareth Lacy <Gareth.Lacy@gov.ca.gov>, "Weiner, Sadie" <sadie.weiner@nc.gov>, Kate Dineen <Kate.Dineen@exec.ny.gov>

Subject: Re: Congratulations to everyone for Great Day (and surviving the build-up)

CO can attend via webcast.

Laurie Williams

Energy and Natural Resources Policy Advisor



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On Wed, Sep 20, 2017 at 3:14 PM, Alexander Cochran <Alexander.Cochran@exec.ny.gov> wrote:
Not confirmed yet. Waiting on Chris and others.

A

Sent from my BlackBerry 10 smartphone.

From: Tarr, Jeremy M
Sent: Wednesday, September 20, 2017 5:12 PM
To: Navarro, Angela (GOV)
Cc: Schuler, Reed (GOV); Theoharides, Kathleen (EEA); Alexander Cochran; Davis, Chris (GOV); James Allen; Williams - GovOffice, Laurie; Klee, Robert; Aimee Barnes; Kleysteuber, Alexa@EPA; Dan Desimone; emily.kuiken@state.de.us; scott.glenn@doh.hawaii.gov; stephanie.zawistowski@state.mn.us; ruchi.sadhir@oregon.gov; jon.romano@governor.ri.gov; peter.walke@vermont.gov; coybt46@gmail.com; dan.carol@wdc.ca.gov; Katie Wheeler Mathews; Case Button;; Enright-Kato, Keri; Sotos, Mary; laurel.a.johnston@hawaii.gov; merone.melekin@state.mn.us; matt.swenson@state.mn.us; Thornton, J. David (MPCA; brittney.wilson@vermont.gov; Ricketts, Sam (GOV); Michelle Marchello; Gareth Lacy; Weiner, Sadie; Kate Dineen
Subject: Re: Congratulations to everyone for Great Day (and surviving the build-up)

Ditto. Thank you all for welcoming NC the USCA. We appreciate all of your work thus far, including organizing the events this week. Look forward to our substantive work together.

Have we settled on Oct 2 in DC? Confirming this soon will help w travel on my end.

Jeremy

Sent from mobile phone.

On Sep 20, 2017, at 4:50 PM, Navarro, Angela (GOV) <Angela.Navarro@governor.virginia.gov> wrote:

I agree with everyone else that it was a great event, and I'm so glad that North Carolina has joined the fold. Thanks also to John and Dan for organizing a tremendously helpful finance discussion. Hopefully we can make Oct 2 in DC work – I'm available that day.

Angela L. Navarro

Deputy Secretary of Natural Resources

Office of Governor McAuliffe

[1111 E. Broad St., Richmond, VA 23219](#)

[\(804\) 786-0044](#)

angela.navarro@governor.virginia.gov

[<image001.png>](#) [<image002.png>](#) [<image003.jpg>](#)
[<image004.png>](#) [<image005.png>](#)

From: Schuler, Reed (GOV) [<mailto:reed.schuler@gov.wa.gov>]
Sent: Wednesday, September 20, 2017 4:45 PM
To: Theoharides, Kathleen (EEA)
Cc: Alexander Cochran; Davis, Chris (GOV); James Allen; Williams - GovOffice, Laurie; Klee, Robert; Aimee Barnes; Kleysteuber, Alexa@EPA; Dan Desimone; emily.kuiken@state.de.us; scott.glenn@doh.hawaii.gov; jeremy.tarr@nc.gov; stephanie.zawistowski@state.mn.us; ruchi.sadhir@oregon.gov; jon.romano@governor.ri.gov; peter.walke@vermont.gov; coybt46@gmail.com; dan.carol@wdc.ca.gov; Katie Wheeler Mathews; Case Button.; Enright-Kato, Keri; Sotos, Mary; laurel.a.johnston@hawaii.gov; merone.melekin@state.mn.us; matt.swenson@state.mn.us; Thornton, J. David (MPCA; brittney.wilson@vermont.gov; Navarro, Angela (GOV); Ricketts, Sam (GOV); Michelle Marchello; Gareth Lacy; sadie.weiner@nc.gov; Kate Dineen
Subject: Re: Congratulations to everyone for Great Day (and surviving the build-up)

Thanks so much to everyone for all the work and the patience. It came off well despite all the craziness in the lead up. Pumped about next steps and hope to see folks in DC soon.

On Sep 20, 2017, at 4:36 PM, Theoharides, Kathleen (EEA)
<Kathleen.Theoharides@MassMail.State.MA.US> wrote:

Alexander, Michelle, Kate, James and John -- congrats to you and all NYC staff for pulling off a great event and to Washington and California folks as super co-chairs. Jeremy congrats to North Carolina and great to meet you in person. It was a pleasure to be with you all!

Also to Dan carol a big thanks for pulling together an excellent session on finance
-- very substantive ;) and I'm looking forward to next steps.

October 2 works for me right now. Hope we can make that work for many.
The rest of the week is more challenging.

Best!

Katie

Sent from my iPhone

On Sep 20, 2017, at 4:29 PM, Alexander Cochran
<Alexander.Cochran@exec.ny.gov> wrote:

So it wasn't the prettiest landing I've ever been apart of. More landing a bi-plane in the face of Hurricane Maria, but the public facing result was awesome. The Kerry touch was perfect so thanks to Gov C for suggesting it and Reed for landing it.

Now that we have a few hours to celebrate, time to keep the Alliance MOJO going.

I'm proposing an Oct 2 mtg in DC. I can host or we can get a big room in the Hall of States Building depending on how many people (likely we will need a room). Originally I know Oct in colorado was suggested but some of us had conflicts and couldn't make it. In addition, Angela is heading to CO on 3rd and said she could make DC work on 2nd. I think MA, WA (chris), CA (dan/not sure about ammie) and NC said DC worked better for them so I hope the 2nd works.

Pls let michelle and I know if you can make it then and we will see if we have a quorum. I'm sure we could figure out a conf call or video conf for Scott or any other person in a conflict.

If we can get a good turn out we can try a different date.

A

Sent from my BlackBerry 10 smartphone.

From: Davis, Chris (GOV)

Sent: Wednesday, September 20, 2017 2:48 PM

To: Ben Rubin; James Allen

Cc: Aimee Sison; Williams - GovOffice, Laurie; Klee, Robert; Theoharides, Kathleen (EEA); Aimee Barnes; Kleysteuber, Alexa@EPA; Alexander Cochran; DeSimone, Dan;
emily.kuiken@state.de.us;
scott.glenn@doh.hawaii.gov; jeremy.tarr@nc.gov;
stephanie.zawistowski@state.mn.us;
ruchi.sadhir@oregon.gov;
jon.romano@governor.ri.gov;
peter.walke@vermont.gov; coybt46@gmail.com;
dan.carol@wdc.ca.gov; Katie Wheeler Mathews; Case Button.; Enright-Kato, Keri; Sotos, Mary;
laurel.a.johnston@hawaii.gov;
merone.melekin@state.mn.us;
matt.swenson@state.mn.us; Thornton, J. David (MPCA; brittney.wilson@vermont.gov;
angela.navarro@governor.virginia.gov; Ricketts, Sam (GOV); Schuler, Reed (GOV); John Larsen; Michelle Marchello; Gareth Lacy;
sadie.weiner@nc.gov; Kate Dineen

Subject: Re: Social for US Climate Alliance Announcement

That change happened when NC joined

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

From: Ben Rubin <brubin@climatenexus.org>

Date: 9/20/17 2:33 PM (GMT-05:00)

To: James Allen <James.Allen@exec.ny.gov>

Cc: Aimee Sison <asison@climatenexus.org>, "Williams - GovOffice, Laurie" <laurie.williams@state.co.us>, "Klee, Robert" <Robert.Klee@ct.gov>, "Theoharides, Kathleen (EEA)" <Kathleen.Theoharides@massmail.state.ma.us>, "Davis, Chris (GOV)" <chris.davis@gov.wa.gov>, Aimee Barnes <Aimee.Barnes@gov.ca.gov>, "Kleysteuber, Alexa@EPA" <Alexa.Kleysteuber@calepa.ca.gov>, Alexander Cochran <Alexander.Cochran@exec.ny.gov>, "DeSimone, Dan" <Dan.DeSimone@ct.gov>, emily.kuiken@state.de.us, scott.glenn@doh.hawaii.gov, jeremy.tarr@nc.gov, stephanie.zawistowski@state.mn.us, ruchi.sadhir@oregon.gov, jon.romano@governor.ri.gov, peter.walke@vermont.gov, coybt46@gmail.com, dan.carol@wdc.ca.gov, Katie Wheeler Mathews <katie.wheelermathews@wdc.ca.gov>, "Case Button:" <case.button@state.co.us>, "Enright-Kato, Keri" <Keri.Enright-Kato@ct.gov>, "Sotos, Mary" <Mary.Sotos@ct.gov>, laurel.a.johnston@hawaii.gov, merone.melekin@state.mn.us, matt.swenson@state.mn.us, "Thornton, J. David (MPCA)" <j.david.thornton@state.mn.us>, brittney.wilson@vermont.gov, angela.navarro@governor.virginia.gov, "Ricketts, Sam (GOV)" <Sam.Ricketts@gov.wa.gov>, "Schuler, Reed (GOV)" <reed.schuler@gov.wa.gov>, John Larsen <jwlarsen@rhg.com>, Michelle Marchello <Michelle.Marchello@exec.ny.gov>, Gareth Lacy <Gareth.Lacy@gov.ca.gov>, sadie.weiner@nc.gov, Kate Dineen <Kate.Dineen@exec.ny.gov>

Subject: Re: Social for US Climate Alliance Announcement

Hi all: thank you all for helping to make today a success.

On social media, there were multiple drafts of the report flying around so apologies that this pack is 1 percentage point off. I don't think there is a need to retract tweets already posted but a good flag for content moving forward.

On media, the Bloomberg article is out - <https://www.bloomberg.com/news/articles/2017-09-20/despite-trump-states-still-on-pace-to-reach-paris-climate-goals>

The final press release will be added to the website shortly and will share a roundup of clips in the next day or two.

Best,

Ben

Sent from my wireless phone

On Sep 20, 2017, at 1:40 PM, James Allen
<James.Allen@exec.ny.gov> wrote:

The report says on track for 24-29% reduction so not sure why draft tweets say 23-29%

From: Aimee Sison
[<mailto:asison@climatenexus.org>]
Sent: Wednesday, September 20, 2017 12:32 PM
To: Ben Rubin
<brubin@climatenexus.org>
Cc: Williams - GovOffice, Laurie
<laurie.williams@state.co.us>;
Klee, Robert
<Robert.Klee@ct.gov>;
Theoharides, Kathleen (EEA)
<Kathleen.Theoharides@massmail.state.ma.us>; Davis, Chris (GOV)
<chris.davis@gov.wa.gov>; Aimee Barnes
<Aimee.Barnes@gov.ca.gov>;
Kleysteuber, Alexa@EPA
<Alexa.Kleysteuber@calepa.ca.gov>; James Allen
<James.Allen@exec.ny.gov>;
Alexander Cochran
<Alexander.Cochran@exec.ny.gov>;
>; DeSimone, Dan
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emily.kuiken@state.de.us;
scott.glenn@doh.hawaii.gov;
jeremy.tarr@nc.gov;
stephanie.zawistowski@state.mn

[.us](#); ruchi.sadhir@oregon.gov;
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<katie.wheelermathews@wdc.ca.gov>; Case Button:
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Enright-Kato, Keri <Keri.Enright-Kato@ct.gov>; Sotos, Mary
<Mary.Sotos@ct.gov>;
laurel.a.johnston@hawaii.gov;
merone.melekin@state.mn.us;
matt.swenson@state.mn.us;
Thornton, J. David (MPCA
<j.david.thornton@state.mn.us>;
brittney.wilson@vermont.gov;
angela.navarro@governor.virginia.gov; Ricketts, Sam (GOV)
<Sam.Ricketts@gov.wa.gov>;
Schuler, Reed (GOV)
<reed.schuler@gov.wa.gov>; John
Larsen <jwlarsen@rhg.com>;
Michelle Marchello
<Michelle.Marchello@exec.ny.gov>; Gareth Lacy
<Gareth.Lacy@gov.ca.gov>;
sadie.weiner@nc.gov; Kate Dineen
<Kate.Dineen@exec.ny.gov>
Subject: Social for US Climate
Alliance Announcement

Hi all,

Governors Brown, Cuomo and Inslee's press conference announcing that the states in the **U.S. Climate Alliance are on track to meet their share of the U.S. commitment under the Paris Agreement** is now live. http://players.brightcove.net/2886492229001/default_default/index.html?videoId=5452960876001

Social media language included below. Any help amplifying is much appreciated!

Press conference

With federal inaction on climate change, states are taking the lead. News from US #Climate Alliance: http://players.brightcove.net/2886492229001/default_t_default/index.html?videoId=5452960876001 #CWNYC

States are committed to the #ParisAgreement! News from governors of the US #Climate Alliance: http://players.brightcove.net/2886492229001/default_t_default/index.html?videoId=5452960876001 #CWNYC

States are leading on climate action! Watch for an update from governors of the US #Climate Alliance http://players.brightcove.net/2886492229001/default_t_default/index.html?videoId=5452960876001 #CWNYC

Report announcement

New report: US #Climate Alliance states are on track to meet their share of the US #ParisAgreement pledge <https://www.usclimatealliance.org/reports> #CWNYC

States are leading on climate action! US #Climate Alliance states are on track to reduce emissions 23-29% by 2025 <https://www.usclimatealliance.org/reports>

Aimee Sison

Director, Digital | [Climate Nexus](#)

[171 Madison Ave, Suite 901 | New York,
NY 10016](#)

[646.559.5984](tel:646.559.5984) | asison@climatenexus.org

[Hot News](#) | [@ClimateNexus](#) | [@ClimateSignals](#) | [Facebook](#)

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From: Schuler, Reed (GOV)

Sent: Monday, September 11, 2017 11:47 PM

To: Smith, Jaime (GOV) <jaime.smith@gov.wa.gov>; Davis, Chris (GOV) <chris.davis@gov.wa.gov>

Subject: RE: Climate Week -- Materials for Review

Just glanced and did a little editing. It's very rough.

One key question is what we say about whether it is possible that through our efforts the U.S. can achieve its 2025 target. I lean toward saying "We're working hard to keep the door open – and we encourage others to join us."

Note NC is joining – we should highlight that addition in our communications next week (I think it's the only USCA state Trump won).

From: Smith, Jaime (GOV)

Sent: Monday, September 11, 2017 3:08 PM

To: Davis, Chris (GOV) <chris.davis@gov.wa.gov>; Schuler, Reed (GOV) <reed.schuler@gov.wa.gov>

Subject: RE: Climate Week -- Materials for Review

Have either of you looked through the materials yet? Am digging into them now...

From: Ben Rubin [<mailto:brubin@climatenexus.org>]

Sent: Monday, September 11, 2017 12:56 PM

To: Victoria Harmon <Victoria.Harmon@exec.ny.gov>; Davis, Chris (GOV) <chris.davis@gov.wa.gov>;

'Glenn, Scott J.' <scott.glenn@doh.hawaii.gov>; 'Aimee.Barnes@GOV.CA.GOV'

<Aimee.Barnes@GOV.CA.GOV>; 'Jamie Callahan' <Jamie.Callahan@GOV.CA.GOV>; Smith, Jaime (GOV)

<jaime.smith@gov.wa.gov>; Alexander Cochran <Alexander.Cochran@exec.ny.gov>; Michelle Marchello

<Michelle.Marchello@exec.ny.gov>; 'Kate.dineen@exec.ny.gov' <Kate.dineen@exec.ny.gov>; John O'Leary

<John.O'leary@exec.ny.gov>; 'Gareth.lacy@gov.ca.gov' <Gareth.lacy@gov.ca.gov>;

'Elizabeth.williamson@gov.ca.gov' <Elizabeth.williamson@gov.ca.gov>; Elizabeth Williamson

<Elizabeth.Norvell@GOV.CA.GOV>; Schuler, Reed (GOV) <reed.schuler@gov.wa.gov>; James Allen

<James.Allen@exec.ny.gov>; Maria Comella <Maria.Comella@exec.ny.gov>; McMillan, Cindy

<Cindy.McMillan@hawaii.gov>; Leong, Jodi C <Jodi.C.Leong@hawaii.gov>

Cc: Jeff Nesbit <jnesbit@climatenexus.org>; Robert Tanner <rtanner@climatenexus.org>; Allison Fajans-

Turner <afajans@climatenexus.org>; Bridgette Burkholder <BBurkholder@climatenexus.org>; Emma

Stieglitz <ESTieglitz@climatenexus.org>

Subject: Re: Climate Week -- Materials for Review

Hi all,

FOOTNOTE 129



From: Ben Rubin [<mailto:brubin@climatenexus.org>]
Sent: Monday, September 11, 2017 8:04 PM
To: Davis, Chris (GOV) <chris.davis@gov.wa.gov>
Cc: Schuler, Reed (GOV) <reed.schuler@gov.wa.gov>; Smith, Jaime (GOV) <jaime.smith@gov.wa.gov>
Subject: Re: Climate Week -- Materials for Review

Hi Chris,

Thanks so much for providing this detailed feedback on the op-ed — this is exactly the type of feedback we're looking for to beef up the material and make sure that it covers the breadth of USCA's work. The background and context you provide below will also be helpful messaging to weave into the press release and other outreach materials.

Please send me the draft of the report once that becomes available and will use that to embed additional stats throughout the comms package. Will work to incorporate these edits in the meantime. If you have additional suggestions tomorrow am or if you have any feedback Reed and Jamie, any additional edits are welcomed.

One additional question on North Carolina joining — would it be possible to offer that as an exclusive for an outlet like New York Times as part of their 9/18 story? Letting one major outlet break a piece of the news will help encourage reporter interest for NYT or WaPo, etc.

Thanks again,
Ben

FOOTNOTES 130-131

From: Ben Rubin <brubin@climatenexus.org<mailto:brubin@climatenexus.org>>

Date: Friday, September 15, 2017 at 12:19 PM

To: Alexander Cochran <Alexander.Cochran@exec.ny.gov<mailto:Alexander.Cochran@exec.ny.gov>>, "Davis, Chris (GOV)" <chris.davis@gov.wa.gov<mailto:chris.davis@gov.wa.gov>>, "Aimee.Barnes@GOV.CA.GOV" <Aimee.Barnes@GOV.CA.GOV>" <Aimee.Barnes@GOV.CA.GOV><mailto:Aimee.Barnes@GOV.CA.GOV>>, "laurie.williams@state.co.us" <laurie.williams@state.co.us><mailto:laurie.williams@state.co.us>>, "Dan.DeSimone@ct.gov" <Dan.DeSimone@ct.gov>" <Dan.DeSimone@ct.gov><mailto:Dan.DeSimone@ct.gov>>, "Emily.Kuiken@state.de.us" <Emily.Kuiken@state.de.us>" <Emily.Kuiken@state.de.us><mailto:Emily.Kuiken@state.de.us>>, "scott.glenn@doh.hawaii.gov" <scott.glenn@doh.hawaii.gov>" <scott.glenn@doh.hawaii.gov><mailto:scott.glenn@doh.hawaii.gov>>, "kathleen.theoharides@state.ma.us" <kathleen.theoharides@state.ma.us>" <kathleen.theoharides@state.ma.us><mailto:kathleen.theoharides@state.ma.us>>, "jeremy.tarr@nc.gov" <jeremy.tarr@nc.gov>" <jeremy.tarr@nc.gov><mailto:jeremy.tarr@nc.gov>>, "stephanie.zawistowski@state.mn.us" <stephanie.zawistowski@state.mn.us>" <stephanie.zawistowski@state.mn.us><mailto:stephanie.zawistowski@state.mn.us>>, "Ruchi.SADHIR@oregon.gov" <Ruchi.SADHIR@oregon.gov>" <Ruchi.SADHIR@oregon.gov><mailto:Ruchi.SADHIR@oregon.gov>>, "Jon.Romano@governor.ri.gov" <Jon.Romano@governor.ri.gov>" <Jon.Romano@governor.ri.gov><mailto:Jon.Romano@governor.ri.gov>>, "Peter.Walke@vermont.gov" <Peter.Walke@vermont.gov>" <Peter.Walke@vermont.gov><mailto:Peter.Walke@vermont.gov>>, "coybt46@gmail.com" <coybt46@gmail.com>" <coybt46@gmail.com><mailto:coybt46@gmail.com>>, "dan.carol@wdc.ca.gov" <dan.carol@wdc.ca.gov>" <dan.carol@wdc.ca.gov><mailto:dan.carol@wdc.ca.gov>>, "katie.wheelermathews@wdc.ca.gov" <katie.wheelermathews@wdc.ca.gov>" <katie.wheelermathews@wdc.ca.gov><mailto:katie.wheelermathews@wdc.ca.gov>>, "alexa.kleysteuber@calepa.ca.gov" <alexa.kleysteuber@calepa.ca.gov>" <alexa.kleysteuber@calepa.ca.gov><mailto:alexa.kleysteuber@calepa.ca.gov>>, "Case Button:" <case.button@state.co.us<mailto:case.button@state.co.us>>, "Klee, Robert" <Robert.Klee@ct.gov<mailto:Robert.Klee@ct.gov>>, "Enright-Kato, Keri" <Keri.Enright-Kato@ct.gov<mailto:Keri.Enright-Kato@ct.gov>>, "Sotos, Mary" <Mary.Sotos@ct.gov<mailto:Mary.Sotos@ct.gov>>, "Laurel.A.Johnston@hawaii.gov" <Laurel.A.Johnston@hawaii.gov>" <Laurel.A.Johnston@hawaii.gov><mailto:Laurel.A.Johnston@hawaii.gov>>, "merone.melekin@state.mn.us" <merone.melekin@state.mn.us>" <merone.melekin@state.mn.us><mailto:merone.melekin@state.mn.us>>, "matt.swenson@state.mn.us" <matt.swenson@state.mn.us>" <matt.swenson@state.mn.us><mailto:matt.swenson@state.mn.us>>, "Thornton, J. David (MPCA)" <j.david.thornton@state.mn.us<mailto:j.david.thornton@state.mn.us>>, James Allen <James.Allen@exec.ny.gov<mailto:James.Allen@exec.ny.gov>>, "Brittney.Wilson@vermont.gov" <Brittney.Wilson@vermont.gov>" <Brittney.Wilson@vermont.gov><mailto:Brittney.Wilson@vermont.gov>>, "angela.navarro@governor.virginia.gov" <angela.navarro@governor.virginia.gov>" <angela.navarro@governor.virginia.gov><mailto:angela.navarro@governor.virginia.gov>>, "Ricketts, Sam (GOV)" <Sam.Ricketts@gov.wa.gov<mailto:Sam.Ricketts@gov.wa.gov>>, "Schuler, Reed (GOV)" <reed.schuler@gov.wa.gov<mailto:reed.schuler@gov.wa.gov>>, John Larsen <jwlarsen@rhg.com<mailto:jwlarsen@rhg.com>>, Michelle Marchello <Michelle.Marchello@exec.ny.gov<mailto:Michelle.Marchello@exec.ny.gov>>, Gareth Lacy <Gareth.Lacy@gov.ca.gov<mailto:Gareth.Lacy@gov.ca.gov>>

Cc: Robert Tanner <rtanner@climatenexus.org<mailto:rtanner@climatenexus.org>>, Emma Stieglitz <ESTieglitz@climatenexus.org<mailto:ESTieglitz@climatenexus.org>>, Jeff Nesbit <jnesbit@climatenexus.org<mailto:jnesbit@climatenexus.org>>

Subject: USCA 9/18: finalizing comms materials

Hi all: This afternoon will be crucial timing to make sure we have everything teed up for a successful media rollout on Monday. Please see below for a list of where things stand –

If you have questions or would like to discuss anything further, happy to jump on a conference call today and available on cell throughout the day – [917-749-3694](tel:917-749-3694).

* Media Advisory & Op-Ed: We're looking for sign-off on these items ASAP. Delay will risk having fewer reporters attend or call-in into the Monday event and means the op-ed will likely land in a smaller publication than the NYT.

* Embargo Timing: NYT and Bloomberg have confirmed they will work on stories. North Carolina plans to issue their advisory Monday morning around 10 or 11 am. Gov. Cooper's comms staff said that they don't mind if the national story is broken before they announce it in their state press, giving us flexibility on our embargo timing for the national stories.

* 12:01 am ET: Nexus recommends that the embargo be lifted at 12:01 am ET; this enables the stories to go live online early enough to be in the morning news roundups, and to drive other press to the event. This will also enable the story to run in print on Monday.

* 2 pm ET: We can also arrange for the embargo to be lifted at 2 pm ET, right before the press conference, and urge the NYT to run the story in print on Tuesday, but our concern is that we will shorten our own news cycle.

* More Detail on the NC Release: [NC's comms team has asked that the mention of NC be downplayed in national press materials](#), so we will remove it from the sub headlines, but keep it in the opening paragraph of the press release. We have already told the NYT and Bloomberg of the update to ensure that their articles are accurate, but, at the request of Gov. Cooper's team, did not frame it as a major news item.

* Comms Package <https://urldefense.proofpoint.com/v2/url?u=https-3A_docs.google.com_document_d_1Wbaa2qYLRcFJCbYg-2DmHRPeDJykHxiWxEOJBjYlsexQ_edit-23bookmark-3Did.c1r13p9yur10&d=DwMGaQ&c=IDF7oMaPKXpkYyev9V-fVahWL0QWnGCCAfCDz1Bns_w&r=-L9k7E8rvCfzF4Nbow2mGhNLqeYneHfd8WPlav40AM&m=NhpvnxpD9PRMkDRaWVTEQ5czAoNiWr1WxkgomSo6jU&s=GTRtYAgqLFiwd99wvIaQ2x8njP9x4PuZdV31zrBBNNA&e=>: Please continue adding your edits to the press release (quotes, etc) so that we can finalize the document. Nexus is adding the interview availability tracker and talking points today.

* Social Media: We did not have a chance to discuss social media on the call yesterday but flagging that social media language is in the comms package. Hawaii: are you still planning to have a Facebook live link and someone there to film it?

* Attendees: Some international folks have caught wind of the event and Minister McKenna of Canada has requested to attend if that is ok with everyone. We'll continue to let you know if we hear from any additional foreign leaders requesting to join.

Thanks,
Ben & Emma

FOOTNOTE 132

From: [John O'Leary](#)
To: [Kate Dineen](#); [James Allen](#); [Alexander Cochran](#)
Subject: Request from other states
Date: Wednesday, September 20, 2017 7:38:11 AM

Hi guys -

We had our USCA finance kickoff meeting last night, which went well. There were two last minute requests for today from some of the other states there:

1. They were wondering if there can be some mention/welcome of Governor's reps in attendance for press purposes. I was with MA, VA, NC, and CA when that question was posed, but Alexander can confirm if other states will be there too. I assume this could be done before the Gov's begin to speak.

2. The guy from NC - Jeremy Tarr - asked me last night at 9:30 if we wouldn't make "too big a deal" of North Carolina joining tomorrow. I told him it would be one announcement of many but I'd see what I could do... it was weird but I guess he's just nervous.

Is there any way we can reframe our PR subhead to "Governor hosts other US Climate Alliance states and welcomes North Carolina"? And assuming we don't want to touch the Gov's remarks at this point.

From: [Aimee Barnes](#)
To: [Dan Carol](#)
CC: [Alexander Cochran](#), [Davis Chris \(GOV\)](#)
Date: Jul 12, 2017 at 6:02 AM
Subject: Re: America's Pledge on climate action and the Paris Agreement

Alexander,

I share your anger and frustration on the process and rollout here; it's totally justified. And, I apologize for not having given you the courtesy of a direct heads up. We were not actually included on the email you forwarded so as you can imagine have been exchanging some strongly worded emails of our own with the Bloomberg team. I say that not to absolve myself or to undercut my apology, but just wanted you to be aware of that.

As you noted we've been talking about this with Bloomberg for some time and have had concerns which you and I have discussed. I think your team also knew this announcement was a possibility--I know for example that Nancy flagged it for Maria on a call the other week. As is often the case we ended up having to make a quick call here about whether or not to jump and ultimately decided to make sure this train has all the wheels as it leaves the station and that we have some ability to ensure that it does NOT interfere with Alliance plans. For a number of reasons including the ones Dan mentions, I think we can actually make this work to our advantage for the Alliance on a number of fronts.

Everyone is looking to the Alliance for leadership first and foremost. I don't think this announcement does anything to undercut that. Everyone I have spoken with agrees that states, more than cities, businesses, etc. are the ones that have the mantle of leadership now in the face of national abdication. We should be confident and secure in that. That said, folks are not going to wait for us if we can't get our act together. We have to make the Alliance something meaningful or we will cede the ever-shrinking white space here. Others aren't waiting around for us to figure out what we want to be when we grow up. My intention with this Bloomberg initiative, as it was with We Are Still In and the half dozen other things we've been pulled into since the Paris announcement, is to make sure we are engaged to the extent appropriate to avoid ceding control and territory for the Alliance.

What does undercut us, more than Bloomberg or any other group can, is our inability as co chairs to agree on basics like support structure, work program, etc. I have been and still do really look forward to our time together in RI to hash or some of these important questions so we can build the Alliance up to its full potential. I hope we can have a reconciliatory drink(s) in Providence on me as part of that.

Aimee

Sent from my iPhone

On Jul 11, 2017, at 9:01 PM, Dan Carol <dan.carol@wdc.ca.gov> wrote:

I haven't been involved in this for 7 months.

My personal take is that the Alliance is boring if it tries to be primarily a communications vehicle rather than a creative vehicle for DOING MORE, not just adding up our carbon cuts.

I say this not to dissuade you from being justifiably irritated by this roll out. I come from a yelling family so appreciate you are pissed.

You don't want to hear tonite that we actually just split the Bloomberg brand in two and took a small step towards ending the last two decades of environmental NGO and funder ego shit that too often has gotten in the way of results.

But I want to hear lots more about the intergovernment Garcetti green bank come Friday. That sounds cool.

Nite brother.

Dan Carol
Senior Advisor on Infrastructure and Energy
Office of Governor Edmund G. Brown, Jr.
444 North Capitol Street NW
Hall of the States, Suite 134
Washington, DC 20001
(202) 624-5273
Email: dan.carol@wdc.ca.gov

From: Alexander Cochran <Alexander.Cochran@exec.ny.gov>
Sent: Tuesday, July 11, 2017 11:31 PM
To: Dan Carol; Aimee Barnes; Jamie Callahan
Cc: 'Davis, Chris (GOV)'; Sam Ricketts; Kate Dineen; James Allen
Subject: Re: America's Pledge on climate action and the Paris Agreement

This is not good. It's confusing. The hitting of targets and adding the numbers up between the 14 states is a key piece or comms strategy. I've been saying that for months. So I disagree with what you say. this is bad for two issues:

1) core issue is why do we have an Alliance with Brown going and getting married to Bloomberg with the pledge etc.

2) I do agree the process was totally screwed here.

We are super irritated. In addition, this is bad for our working relationship because everyone on this email has to go to battle with our own internal teams. When my folks, not on this email chain read this, it's going to read like: Cochran, kate, James and team aren't you talking with California daily? How did you not know? Why did u get us into a partnership with them when they are partnering with the former mayor of nyc on the same issue that we are working with them on?

We aren't fine. I'm used to getting totally fucked by schumer, but not by a gov's office I've been working with for 7 months on an issue and two days before we going into our "planning meeting".

Maybe nys should announce with quebec that we will be asking usa and Canada companies to cut their emissions, the Phil schlero idea I discussed with him yesterday and said, Phil I'll get back to you AFTER our Alliance mtg when we all 3 (plus 10) figure out the direction. Or maybe we should announce a national intergov green bank with mayor garcetti and the us conf of mayors where nys is going to led a mayor/state effort on green infrastructure with the us conf of mayors with garcetti as the mayor my dad put in as chair of the infrastructure task force?

This doesn't make sense and it can't be belittled. Yall basically undercut the Alliance and that can't be sugar coated. Look forward to hearing how great this is tomorrow.

ALEXANDER

Alexander Cochran, Special Counsel to the Governor
202.434.7100

From: Dan Carol

Sent: Tuesday, July 11, 2017 11:01 PM

To: Alexander Cochran; Aimee Barnes; Jamie Callahan

Cc: 'Davis, Chris (GOV)'; Sam Ricketts; Kate Dineen; James Allen

Subject: Re: America's Pledge on climate action and the Paris Agreement

This is good.

Solves the horrible but important calculation problem of how US sub-nationals and companies and citizens are actually doing.

WRI and others will do the math for us while we can focus on the work.

1-accelerated outcomes

2-real market linkages

3-making sure that leadership states bring along and support other states with emerging leaders, hopefully NC included.

Totally fair point on heads up issue -- happy to get chewed out offline.

On Friday, I think we're fine. Bloomberg & Co and the NGO world can explain the difference between this new thing and "we are still in" and the nerds can fight over how we "count" carbon cuts -- while we can focus on delivering on some serious outcomes for NYC Climate Week.

Welcome to multi-state madness my friend!

From: Alexander Cochran <Alexander.Cochran@exec.ny.gov>
Sent: Tuesday, July 11, 2017 10:44 PM
To: Dan Carol; Aimee Barnes; Jamie Callahan
Cc: 'Davis, Chris (GOV)'; Sam Ricketts; Kate Dineen; James Allen
Subject: Fw: America's Pledge on climate action and the Paris Agreement

What is this? It's doesn't look good. It reads like it undercuts what we are doing and working towards so we did we form the Alliance? We are all trying to work together and to not to get a heads up on this is a problem. Also the timing is bad right before nga? right before our first climate Alliance mtg doesn't send the right message and undercuts the Alliance, unless I am misreading this.

At the same time I am telling NC don't do we are still in event, join the Alliance.

This is the exact reason why we didn't want to go into the we still in group. Aimee u were concerned about the same issues, bloomberg trying being a super intergov spokesperson and losing control of the Climate info. Now if this is right, yall are going to announce something with bloomberg on the exact issues we all raised when we got into the We Still In ? Pls someone explain as our heads are spinning trying to look for a silver lining here and what our message is going to be Friday with this floating out there.

We need to get on the phone tomorrow and get an explanation on what's the deal with this Gov Brown/we still in announcement. And pls next time, pls give us the common courtesy of a heads up as opposed to reading a form email about it.

I'm good before 4pm.

A

ALEXANDER

Alexander Cochran, Special Counsel to the Governor
202.434.7100

From: John O'Leary <John.O'leary@exec.ny.gov>
Sent: Tuesday, July 11, 2017 10:21 PM
To: Alexander Cochran
Cc: James Allen; Kate Dineen
Subject: Fw: America's Pledge on climate action and the Paris Agreement

From: John O'Leary <John.O'leary@exec.ny.gov>
Sent: Tuesday, July 11, 2017 10:13 PM
To: Kate Dineen; James Allen
Subject: Fw: America's Pledge on climate action and the Paris Agreement

From: Firger, Daniel <daniel@bloomberg.org>
Sent: Tuesday, July 11, 2017 9:40 PM
To: Firger, Daniel
Subject: America's Pledge on climate action and the Paris Agreement

Friends,

Tomorrow morning at 9:30AM ET, Mike Bloomberg and California Governor Jerry Brown will announce a new partnership, "[America's Pledge](#)" on climate action, to respond to the Trump Administration's announced withdrawal from the Paris Agreement.

A new project website will go live tomorrow morning here:
www.americaspledgeonclimate.com.

Our America's Pledge effort will involve select signatories of the landmark "[We Are Still In](#)" declaration published last month in response to the White House's announcement on Paris, and will also include a wide range of leading academic researchers, technical experts, international lawyers, and others to develop and help communicate a new kind of report on U.S. subnational and non-state ("non-Party") climate action, in alignment with and consistent with the goals of the Paris Agreement. The

Rocky Mountain Institute and the World Resources Institute will jointly lead an inclusive analytical effort supporting America's Pledge, with the involvement of a broader set of stakeholders to be announced in the coming months.

America's Pledge will quantify the aggregate impact of subnational and non-state actor climate and energy commitments on projected future emissions, tracking against both a business-as-usual (BAU) trajectory of projected GHG emissions under likely Trump Administration policies, and the U.S. Nationally Determined Contribution of 26-28% reductions against a 2005 baseline by 2025. Of course, we also hope America's Pledge will help raise the bar for additional city/state/business climate action to drive down U.S. emissions in the coming years. This November at COP23, Bloomberg and Brown, along with other U.S. governors, mayors, and business leaders, will compile and showcase the climate commitments of U.S. subnational and non-state actors, and we'll work on a more detailed report for 2018 as well.

We anticipate collaborating with many of you in this open-source effort in the coming weeks and months, and look forward to discussing next steps as together we help shape what some are calling a new kind of "societally determined contribution" in alignment with the Paris Agreement.

For now, we'd love your help amplifying tomorrow's announcement. As of tomorrow morning at 9:30AM ET, please feel free to blog, tweet, pitch reporters on interesting follow up stories, etc.

In case helpful, I've attached a Q&A document that answers some likely questions about the project. Because we have gotten so many questions over the past month about the "We Are Still In" declaration and its relationship to this aggregation, quantification and communications exercise, we've tried to lay out some clear explanations here.

I've also included a social media toolkit – feel free to use as you see fit, but note that the links in the sample tweets go to www.americaspledgeonclimate.com, which won't go live until tomorrow morning.

Let me know if you have any questions.

Thanks,
Dan

Daniel Firger
Bloomberg Philanthropies
daniel@bloomberg.org
+1.212.205.0277 (desk)
[@dfirgs](#)

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From: [Brendan Shane](#)
To: [Austin Blackmon](#), [Mark Bekkering](#), [Jim Baxter](#), [David MacLeod](#), [Dan Zarrilli](#), [Lolita Jackson](#), [Christine Knapp](#), [Sarah Wu](#), [Tommy Wells](#), [Maribeth DeLorenzo](#), [Bill Updike](#), [Chris Wheat](#), [Jeffrey Hebert](#), [Charles Allen](#), [Siobhan P. Foley](#), [Cottingham, Lara - ARA](#), [Matt Petersen](#), [Lauren Faber](#), [Tyrone Jue](#), [Debbie Raphael](#), [Armstrong, Michael](#), [Jessica Finn-Coven](#), [Tracy Morgenstern](#), [Doug Smith](#), [Véronique Lamontagne](#)
CC: [Irma Carranza](#), [Josh Alpert](#), [Seth Schultz](#), [Brooke Russell](#), [Josh Harris](#), [Brendan Shane](#)
Date: Feb 10, 2017 at 5:52 PM
Subject: C40 North America Update: Crazy US Edition **FOOTNOTE 136**
Attachment(s): 2

Hello everyone,

I hope you all are well and wanted to bring you up to speed on a range of activities from C40 generally and the US context. **Sorry this is a long list all at once!** Please let me know if you have questions or suggestions.

Overall Updates

2017 C40 Satisfaction Survey

Thanks to those who have responded to the (brief!) satisfaction survey attached here. For others, please do respond if you can as soon as possible.

Deadline 2020 and Paris-Compliant Planning

Many of you have inquired about the next steps and in particular on tools to assess how local plans compare to a 1.5 degree standard. Following the release of Deadline 2020, C40 has developed a 1.5 degree program that will be led by Simon Hansen. The first element of this program is work with 5 Steering Committee cities this year to assess existing plans, identify emission reduction pathways, and deliver TA to develop a draft 1.5 plan.

Given strong interest in the US and Canada, Simon and the research and planning teams are exploring how to maximize engagement with current resources and what could be done with additional resources/partnerships. More news on this in the coming days.

Reinventing Cities

At the Mexico City Summit, Mayor Hidalgo highlighted Reinventing Paris, a program that redeveloped 22 public sites into highly sustainable uses through a design competition and community engagement. She also announced plans for a global Resilient Cities competition, where sites across multiple C40 cities are offered for redevelopment to incorporate zero carbon retrofits and community priorities.

Mayor Hidalgo will be reaching out soon to C40 mayors to gauge interest. Helene Chartier, who ran the Paris program, will be staffing this for C40 out of Paris.

Compact of Mayors/Global Covenant of Mayors

The merger of the Compact of Mayors and Global Covenant of Mayors continues and is likely to be announced in mid- to late-March at Brussels. In parallel with the merger, funding from the EU is starting to flow to expand TA to to move toward compliance. In addition, C40 continues to provide targeted TA for North American cities working on one or more element of compliance. If you are one of those 6 cities, you should be hearing from Max Jamieson or Malcolm Shield about the TA. If they haven't been in touch or if you have questions, please let me know.

Events coming up

[Climate Leadership Conference](#) in Chicago March 1-3. I will attend, so if you or colleagues will be attending, let me know.

[C40 Women4Climate Conference](#) in New York City March 15. Mayor Hidalgo will host this event along with a number of other C40 mayors. If you would like information or would like to extend invitations to leaders in your city, please let me know.

[Earth Day 2017](#) and [March for Science](#) on April 22 in Washington, DC and global. If your mayor will be leading local events or traveling to join DC or other national events, please let me know.

[People's Climate March](#) on April 29 in Washington, DC (and probably global). If your mayor will be leading local events or traveling to join DC or other national events, please let me know.

US-Specific Updates

There are LOTS of conversations underway among cities, city networks, NGOs, media and more about the climate outlook in the US under President Trump. There is also strong consensus around the need to act, the critical leadership role mayors can play, and the ability of cities and other "sub-nationals" to step forward as the federal government steps back. While C40 is global, the circumstances here seem to warrant a country-specific effort and the management wants to support US cities. Look for more details and requests for input soon on a US strategy. For now, here are some immediate updates.

US Coordination Call

With so much moving, I'd like to get on the phone next week or early the next to get you input and any intelligence on the US situation. I'm coordinating with Matt and Austin, so will be in touch when plans come together. In the meantime, please don't hesitate to reach out to me (and Josh Alpert as well) with ideas, comments, questions.

Josh Alpert

Now that the US is a "special project," our Director of Special Projects Josh Alpert is jumping in with both feet to help out. Very excited to have that assistance and you'll see him on emails and calls and documents on a US strategy.

US Conference of Mayors Activity

Thanks to everyone who joined the dinner, groups photos, or social media effort to keep climate on the radar during the USCM Winter meeting last month. This was short notice and not an official USCM effort, but it seemed to garner good media coverage and excitement among the mayors.

Coalitions and Networking

An informal *coalition of city networks and city-supporting NGOs* (participants pasted below) has met in person and by phone 3 times in the last month. Kevin Taylor from WWF reached out to C40 and the other groups active before and after Paris around cities and climate to assess post-election plans. The initial meeting was followed by two calls, one on city-specific research led by Sam Adams from WRI and a second on overall collaboration and communications. Attached below FYI are the summary notes from the first meeting. Notes from the research and collaboration meetings are coming soon, so I will pass those along.

On yesterday's call, this group also discussed developing a "War Room" strategy that builds on capacity of the partner organizations to coordinate efforts. We are happy to engage from C40 and will send more updates soon.

C40 was also invited to a DC meeting of a "*Kitchen Cabinet*" of national and global NGOs focused on (participants pasted below). This group was convened by the Union of Concerned Scientists, OxFam International, NRDC, and WRI to coordinate around short- and medium-term strategies in advance or/reaction to Trump administration and Congressional actions on international climate policy. I'll share more information from this group as I am able.

Rapid Response Messaging and City Resolutions

In anticipation of Trump pulling out of the Paris Agreement or similar actions, Josh and Brooke Russel from C40 Communications helped develop the attached rapid response approach. This is still draft, but want to share FYI. The intent here is to start a conversation around shared and effective messaging, so your feedback and comments are welcome.

Josh Harris from C40 Communications will be reaching out to your communications contacts to discuss this further.

The rapid response document also includes a "city resolution" that was drafted after inquiries from several cities. Sharing this FYI and interested in feedback.

Do any of you have city resolutions already in place in support of the Paris Agreement?

Do you think your city (or C40 cities in general) should consider this kind of engagement by mayors and councils?

Carbon Tax and Dividend?

This was a surprise to me this week and it's hard to know what may come of [this initiative](#) from conservative heavy-hitters and the Climate Leadership Council.

Carbon Tax and Dividend?

This was a surprise to me this week and it's hard to know what may come of [this initiative](#) from conservative heavy-hitters and the Climate Leadership Council.

FYI, here is the video of the [press conference](#) held by Baker, Shultz and company this week.

Hope this is helpful and have a great weekend. Cheers.

Brendan Shane, Regional Director for North America

Phone [+1-202-494-6839](tel:+1-202-494-6839)

Email bshane@c40.org

C40 CITIES
CLIMATE LEADERSHIP GROUP

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Former Mayor, Salt Lake City; Former President, National League of Cities

Katherine Gajewski

Former Sustainability Director, City of Philadelphia

Angie Fyfe

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Chris Coleman

Mayor, City of St. Paul, MN

Colin Wellencamp

Mississippi River Cities and Towns Initiative

Matt Petersen

Mayor's National Climate Action Agenda (City of Los Angeles)

Cooper Martin

National League of Cities

Carolyn Berndt

National League of Cities

Shelley Poticha

NRDC

Chris Davis

Pacific Coast Collaborative (State of Washington)

Jodie Van Horn
Sierra Club
Robin Reck
The Incite Agency/Covenant of Mayors
TBD
Under2MOU
Alden Meyer
Union of Concerned Scientists
Garrett Fitzgerald
Urban Sustainability Directors Network
Elizabeth Beardsley
US Green Building Council
Keya Chatterjee
USCAN
Sam Adams
WRI
Marty Spitzer
WWF
Kevin Taylor
WWF

“Kitchen Cabinet” Coordination on US-based Support for Paris Agreement

Name
Organization
Katherine Silverthorne
Aristotle Project
Robin Reck
Bloomberg/The Incite Agency/Global Covenant of Mayors

Laura Tierney
Business Council for Sustainable Energy
Lisa Jacobson
Business Council for Sustainable Energy
Pete Ogden
CAP
Ryan Martel
Ceres

Climate Action Coalition
Nigel Purvis
Climate Advisers
Jason Anderson
Climate Nexus
Stephanie Hanson Damassa
Climate Nexus
Ethan Spencer
Climate Reality
Hal Connolly
Climate Reality
Mark MacLeod
EDF
Jake Schmidt
NRDC
Heather Coleman
OxFam
Kalee Kreider
UN Foundation
Alden Meyer
Union of Concerned Scientists

Tina Johnson

USCAN

Sierra Club

We Mean Business

David Waskow

WRI

Lou Leonard

WWF

To:

can-talk@listi.jpberlin.de, can-comms@climateaction.network, "'JoÃƒoTalocchi'

via

100% RE Group", 100-re-group@googlegroups.com, "'JoÃƒoTalocchi' via Croissant Conspiracy", croissant-conspiracy@googlegroups.com

From: hkilani@climatenetwork.org <Hala Kilani>

Subject: [CAN-talk] Comms on the Powering Past Coal Announcement at COP23

Date: Thu, 16 Nov 2017 14:56:57 +0100

Dear all,

Many apologies for cross-posting.

Kindly find below talking points, suggested tweets and reactive messages on the Powering Past Coal Platform announced today. This is inspired from the various discussions and todayâ€™s CAN presser. Hope you will find it helpful to push deep and far.

- A day before the UN Climate negotiations drew to a close, the United Kingdom and Canada announced the Powering Past Coal Alliance committing to phasing out traditional coal by 2030 in the OECD and later in developing countries. Â Partnering with the UK and Canada in this are countries like Austria, Denmark, Belgium, the Netherlands, New Zealand, Portugal Costa Rica, Fiji, Finland, France, Italy, Marshall Islands, Mexico, Switzerland and Niue. Sub-national partners also joined the alliance including Vancouver, Alberta, Washington, British Columbia, Quebec and Ontario. While this is a necessary first step, more coal-rich countries need to join this alliance urgently to phase out the single most

FOOTNOTE 139

From: Info CBS–Climate0102
To: [Davis, Chris \(GOV\)X](#)
Date: Apr 5, 2017 at 10:53 AM
Subject: Climate Briefing Service High Trust NetworkID

Hello,

We are reaching out to inform you that you have been added to the Climate Briefing Service (CBS) High Trust Network. CBS provides useful briefings, narratives, updates, and other materials related to international climate politics to partners and experts all over the world.

You will now start receiving a monthly CBS newsletter as well as flash briefings and narratives via the High Trust Network list serve. You also have access to recently published CBS briefings and materials, which can be accessed on the CBS password-protected website: <http://cbs-climate.org/user>. Your username and password for accessing the site will be sent to you shortly from a protected source.

If you have any questions whatsoever, please do not hesitate to ask, and we would be more than happy to help.

Best wishes,
Climate Briefing Service Team

Unsubscribe by sending an email to info@cbs-climate.org with 'UNSUBSCRIBE' in the subject line.

From: CBMnxQTsO1F34FdV6smG33qQS3tZpF
To: Davis, Chris (GOV) 2B处 123 456 789
Date: Jul 26, 2017 at 10:57 AM
Subject: 2018-2020 INTERNATIONAL POLITICAL STRATEGY 2018-2020 INTERNATIONAL POLITICAL STRATEGY 2018-2020 INTERNATIONAL POLITICAL STRATEGY 2018-2020 INTERNATIONAL POLITICAL STRATEGY 2018-2020 INTERNATIONAL POLITICAL STRATEGY

How useful did you find this briefing?
[Not at all](#) | [Not Really](#) | [Neutral](#) | [Somewhat](#) | [Very Much](#)
– CBS BRIEFING –
2018-2020 INTERNATIONAL POLITICAL STRATEGY

ACKNOWLEDGEMENT AND DEPLOYMENT

This analysis has been authored by Liz Gallagher, outgoing Climate Briefing Service (CBS) Director. It could not have been written without the confidential input of many non-governmental experts and serving officials that engage on international climate politics. It has been strongly informed by the insights and expertise from the global team of CBS.

PURPOSE

Since Paris, the key thought leaders and practitioners have frequently gathered to work through what can be expected from this new post-Paris chapter. This proposition aims to articulate and codify some of these rich discussions into a simple, long-awaited political strategy. It focuses on the 'what' not the 'how'. Not all organisations and individuals will agree entirely with these priorities and outcomes, as such this proposition is one offering.

BOUNDARIES

There are many elements of climate action defined as 'international'. In order to draw a clear line, this proposition focuses on how to use the international drumbeat (ambition mechanism) that Paris defined to help deliver collective ambition.

Whilst the connections between other agendas like finance, transport and biodiversity are important, these are well established and as such will not be the focus of this proposition. The 'international' for our purposes will include:

- International talks in 2020 – culminating in UNFCCC, but will draw upon Agenda 2030 and the Conference for Biological Diversity (CBD)
- Major plurilateral meetings like G7 and G20
- Bilateral/regional meetings between leaders

THE CHALLENGE AND OPPORTUNITIES

Whilst 2020 is the culmination of this new chapter, the beginning will take place in 2018. Global emissions peaking by 2020 demands pushing on every door by everyone. The Paris Agreement is an effective lever to wedge open the door, it has political traction. But this new chapter is different to the last. **The politics of regime building we undertook ahead of Paris are fundamentally different to the politics of ambition we face now.** 2020 is multi-faceted – it is not just about targets, timetables or text. The regime is in place – this new chapter is about **connecting reality on the ground to the politics and strengthening the regime to reinforce collective ambition.** This new chapter will be defined by:

- Containment versus Ambition** – despite the strength and resilience of political support, the Paris Agreement is still vulnerable and demands our attention to defend and uphold it. However, demonstrating the logic of the Paris Agreement is key to its long-term defence. It is, therefore, essential to create a reinforcing cycle in which change on the ground builds confidence and results in new collective commitments.
- Deeper advocacy** – whilst keeping climate change on the radar of world leaders will be important for political momentum, many of the daily decisions will fall into the hands of unelected bureaucrats. Inertia and resistance from unelected technocrats will become a significant hurdle. Influencing these constituencies is challenging and requires a step change in how non-state actors interact with officials and leaders to help deliver accountability and action.
- Climate as mainstream versus climate as by-product** - in many countries and across many plurilateral venues climate is shaping, not chasing the geopolitical priorities. In some developed countries, like Germany, US, France and Poland, it is becoming a (sometimes divisive) political issue. This has benefits as it can elevate the debate, but it can reinforce the more abstract and intangible nature of the agenda. The politics of populism means we must relate climate to everyday lives, while keeping it at the top table, where it deserves attention.
- Known unknowns** – the Paris Agreement and the new chapter we face open up a Pandora's box of challenges. We are only managing a third of the climate challenge. We can no longer ignore some of the security and governance risks of climate impacts or the potential for crash mitigation approaches. The international governance systems are not fit for purpose to address these issues which are becoming more probable and intense. In addition, the reactions by different actors to these issues also has the potential to divide and create opposition within our community.
- No one in charge** – whilst the US federal government did not singlehandedly deliver the Paris Agreement, they did take responsibility for delivering much of the climate diplomacy choreography required to attain success. Whilst new leaders are emerging, there is no single leader helping to choreograph success in 2020, as such higher transaction costs will result from a more distributed leadership.
- Democratise the details** – the rules that govern the Paris Agreement will need to be in good part developed by 2018. To ensure honest, as opposed to creative accounting, these decisions must be democratised, taken out of the hands of bureaucrats and governments, leveraging the wealth of experience of non-state actors.
- Trump second term** – many within the climate leadership community have priced President Trump into what they expect for 2020. In addition, much of the roll backs that President Trump has induced will not take effect until 2025. As such, the psychological blow to global climate confidence of President Trump winning a second term is highly problematic and will require significant contingency planning by the global climate community.
- Fragmented and diverse actors** - importantly, one of the biggest changes is that after Paris, the climate community has reverted to business as usual and is more fragmented as a result. This proposal aims to provide a common thread to harness our collective activity, augment it and channel it to achieve political change.

WHAT'S AT STAKE?

2020 is make or break for the Paris Agreement – it is the real moment of truth when investors and business will judge the sincerity of countries' commitments made in 2015. 2020 will help to build resilience into the fragile but mutually reinforcing momentum between government signals and action by business and investors.

Paris proved that when the political conditions are right, international climate diplomacy can create a powerful ambition dynamic that raises the bar for everyone as countries step forward together. **Whilst 2020 is the end point of this new chapter, the beginning is 2018**, when a range of international events align to create a sense of urgency and confidence in delivery.

This new chapter is also a moment to get serious about the 'known unknowns' of climate change. By 2020 we can **no longer ignore the non-linear and disruptive nature of climate impacts and climate policy**. Without effective governance reforms, these issues can be misappropriated by populist and incumbent forces risking peace and stability.

If no active political alignment and momentum is channelled ahead of 2020:

International leaders won't feel pressure or have political cover to step forward together to make clear progress. Incumbent forces will work to unravel the universality of the Paris Agreement and it will stop being an effective lever for change domestically. The investments and resources currently deployed amongst non-state actors and civil society will not be channelled into political change and ambition. Progress made on the ground will not be captured and reinforce confidence amongst governments to continue to raise ambition.

FRAMING 2020

Underpinning a winning strategy is a new frame. This new frame upgrades the level of complexity in how we manage a global conversation on the challenge and the solutions. This needs to complement and build on the Paris narrative that climate action makes economic sense, but it must go one step further. It must focus on the social dimensions and benefits of climate action. Climate action must be seen as the by-product of the reforms citizens care about. And critically, the story must move beyond the benefits of action, towards the consequences of inaction, making climate impacts relevant to daily lives.

An important component of this new chapter should help create confidence in the disruptive potential of climate impacts and solutions. Moving from incremental towards transformational mind-sets will be vital to ensure ambitious decision-making. And finally, we should cement the multi-layered complexity of international climate action – no longer is this the domain of governments. All parts of society must lead – from individuals, cities, companies, investors and governments.

WHAT CAN BE GAINED BY 2020?

The richness and complexity of what needs to be achieved by 2020 has been captured, synthesised and focused into the key priorities that can guide our collective work. There are two main goals for 2020.

1. Group of developed and developing countries from the G20, progressive governments and non-state actors feel confident to step forward together to enhance ambition to keep on track to deliver Paris.

Not all countries will want to or be able to step forward on ambition. But by 2020, if additional political momentum is actioned, it will be possible to quantify emissions reductions by a critical mass of countries, but this will not and should not be the whole story of 2020.

If successful, 2020 should also mark a turning point in structural change in the global economy in key sectors – a factor that is difficult to quantify. For example, carbon risk pricing on new infrastructure. It is also important that countries take the next step in making Paris a reality by undertaking 2050 plans that cement a layer of confidence into the investment community and spur on national and sectoral transformation. Again, this is a challenge to quantify.

By 2020, we still will not have closed the gigatonne gap, but we must be able to demonstrate **quantifiable difference between promises in 2015 and the reality in 2020/2030, complemented by demonstrating structural change in the economy. This means 1.5°C must still be possible and 2°C more probable, though not necessarily secured**^[1].

Importantly, what counts as 'ambition' by 2020 is that it can both be quantifiable and qualitative but crucially it must be **new and additional to the promises made in 2015 and countries NDCs**.

Framing these new and additional promises as benefits can help to bring the reality of these promises to life and resonate beyond the climate community. For example: energy bill savings pledges; green spaces coalition; efficient public transport; energy independence; access to sustainable energy promises; saving our harvests pledges; save the Arctic etc.

QUANTIFIABLE: Not all actors signed up to Paris will do more than their Paris commitments. However, some countries and non-state actors can do more without significant real-economy effort – for example, they may have announced additional policies not captured in their 2015 NDCs. Whilst this may look simple on the surface, persuading these countries to rebase their NDCs to reflect the reality of what the atmosphere sees is not going to be easy. Governments like to give themselves a flexibility and not tighten the ratchet too much, as such **this approach requires significant diplomatic choreography**. Some (non-exhaustive) examples of these policies could include:

Coverage – Non-CO2 gases like HFCs phase down, methane emissions reductions, black carbon reduction measures
Sectoral targets such as deforestation, coal phase down deadlines, soil degradation reductions
Additional climate finance contributions by a range of actors, including but beyond developed countries
Honesty in accounting – ensuring that credible and robust accounting standards are clear and implemented

QUALITATIVE: many of the substantive decisions required to be compatible with the Paris Agreement may not be sufficiently mature or quantifiable by 2020. However, capturing these is vital as it reinforces confidence in the political and real-economy momentum by investors and business. Some (non-exhaustive) examples of these policies could include:

Internalising Paris – for example 2050 plans can help governments to comprehend how to reorient their economies towards sustainable development, carbon pricing; disclosure of climate risk; greening portfolios by MDBs
Long-term targets demonstrating structural reform – for example 100% RES by 2050.

2. Robust governance reforms address 'known unknowns' of climate action and impacts and spur on urgency agenda

At present, at the international level, we only manage around a third of the climate challenge. The discussions on mitigation of greenhouse gas emissions from the energy sector are mature, whilst taking action on other sectors like agriculture or addressing unmanageable climate impacts is far more complex and often marginalised. Endeavours are being channelled into addressing 'crash' mitigation governance, but frighteningly, our approach to addressing the impacts of climate change is undervalued and immature. This is in stark contrast to the gravity of such impacts, the rising probabilities of them taking place as emissions do not decline rapidly enough and as [climate sensitivity becomes more fragile](#).

If these issues are continuously side-lined and unmanaged by the international climate community, they can be **hijacked by our opposition** and we risk dividing the unity and momentum built up around ambition through our ignorance and polarised positions on controversial issues like negative emissions. Constructing the political conditions for mitigation success could be impossible when **radicalised and polarised voices** of allies are raised. Decarbonising could be compromised as the political bandwidth to deal with [multiple compound resource shocks](#), now becoming a likely reality in future, is reduced.

What's more, communicating the costs of inaction and the various 'known unknowns' can act as a **significant catalyst on ambition, refreshing the call for urgency**, ensuring our political and economic leaders understand the gravity of the challenge as opposed to the economic costs and opportunities. In particular, **unveiling where the burden of risks associated with climate impacts fall, can animate greater accountability** between citizens and their local and national governments, consumers and companies.

By 2020 we will need to have created the political demand to address and manage 'known unknowns', for example, knowing who to mobilise, what to ask for, when and where to do so and how. This issue must evolve and become more mature, as such a phased approach is more desirable.

The first phase is to identify the risks and increase the literacy amongst the international climate community on the risks and possible solutions, for example, risks could include: the tensions between food security, crash mitigation approaches and biodiversity; addressing how we identify, monitor and manage tipping points and compound resource risks; addressing some of the legal and governance uncertainties regarding supply chain risks; loss and damage etc.

Ultimately, addressing the global aspects of this challenge is a decision to reach consensus at the United Nations – including the UN Security Council, but also other plurilateral peace and security institutions. **Creating the demand for such reform** requires the following:

Ensuring sound analytical evidence base on these issues – identifying the risk probability and understanding who is being burdened with the risk can help to provide agency to new constituencies
Engaging climate impacted sectors to improve literacy and political agency to become stronger forces for ambition and actions
Ensuring well informed governance reform proposals manage disruptive change

WHAT DOES THIS MEAN IN PRACTICE?

Countries^[2]

The Paris Agreement demonstrated that when a handful of countries step forward together, others follow, creating a critical mass. Understanding which countries can trigger and multiply others matters. The selection criteria can include those where political influencing machinery exists; their ease/ability to do more; sectoral heavyweights; diplomatic must haves; hosting Presidencies; potential disruptive threat.

Priority countries are the 'usual' suspects with **France; Germany; India; China; Brazil; and the US**. However, in addition to these countries **UK; Argentina; Mexico; South Africa; Indonesia; Saudi; Japan; and Canada**, have qualities that can help lift collective ambition.

There are other coalitions of countries like the **High Ambition Coalition and the Climate Vulnerable Forum** that act as a surging force for ambition that require support to be fit for purpose to address the challenges of the new chapter.

These countries are particularly important to the first goal outlined in the political strategy. The governance reform to address some of the major risks associated with climate action and impacts will demand country support, a detailed agenda for action will crystallise as the political strategy matures.

Sequencing and Alignment

There are a number of opportunities and risks in this new chapter (see Figure 1). In particular, the Presidencies of both the G20 and G7 are held by Saudi Arabia and the US respectively. From 2018-2020 key elections will take place and could have implications for the national interest debate on climate change ahead of 2020. **What is evident is that 2018 is building up to be a critical year in kick starting the politics of 2020.** The California Summit for non-state actors; the IPCC 1.5 Assessment; the Climate Vulnerable Forum Summit and the Facilitative Dialogue in 2018 all help to provide moments to galvanise momentum.

These moments must be shared if 2020 is to deliver robust outcomes. As the international climate community becomes more diverse and fragmented, **coming together around key moments will help connect the reality on the ground to the politics** and keep up that reinforcing momentum that builds confidence amongst our leaders, investors and business.

The sequencing and choreography of how to achieve 2020 must begin now. The crucial dynamic is to create a vanguard of actors that are willing to do more, and invite governments to support them. **Setting up this conditionality helps to keep pressure on governments, but demonstrates momentum and intent by non-state actors and vulnerable countries.**

Figure 1.

The major milestones and evolution of the efforts could include:

KEEPING THE PROCESS ON TRACK – the Paris Agreement established a set of moments and processes that help keep up the drumbeat for ambition. It is crucial these are not degraded. As such, working to secure a creative and effective Facilitative Dialogue in 2018 and ensure a solid, honest foundation for the Paris rulebook will underpin the potential for success in 2020.

URGENCY AND ACCELERATION – it is likely, based on previous years, that early iterations of the IPCC 1.5 review could be unveiled earlier than the official dates. The 1.5 analysis will be challenging to the climate community – preparation will be crucial to ensuring a well-informed discussion that does not result in despair and fatalism. Complementing this analysis alongside evidence demonstrating the non-linear potential of the low carbon economy can help to build confidence in transformational, as opposed to incremental change. **This is the moment to create greater demand for ensuring that the international regime is fit to address the disruptive risks associated with climate change.**

HEROES AND STORYTELLING – the California and Climate Vulnerable Summits offer incredible opportunity for state and non-state actors to outline their intent to do more by 2020 and put the challenge back to national governments. The Summit framing could emphasise that **whilst non-state actors (NSAs) can and will to do more, they can only deliver the full ambition of the Paris Agreement with the aid of central government intent, policy and action.** The Summit can help to celebrate the success and strength of non-state actors, by looking at past successes and what the future may hold, bringing this to life in stories that have meaning to everyday lives. In addition, the summit can work to **increase their credibility to be an effective challenge function to national governments** to help accelerate the scale and speed of climate action in light of the urgent science.

TURNING NSA INTENT INTO POLITICS – the momentum will need to be captured and harnessed. In 2014, this was the responsibility of the UNSG, President Hollande and President Obama. Who precisely will lead such an endeavor is not clear, but harnessing this enthusiasm will be essential. This could take various approaches through leaders' level dialogues; real-economy groups working together to advance 'saving our harvest' etc. In addition, working within the formal structure to use the Facilitative Dialogue in 2018 as the place to celebrate action, take stock of progress and a space for **countries to outline their intent to do more by 2020.**

TACKLING THE WHOLE PROBLEM – in 2019 the UNSG will host a Climate Summit. This Summit will be an important milestone to ensure political momentum is maintained between 2018 and 2020. Crucially, the UNSG can deploy this summit to make the concrete links between the Agenda 2030 which will be subject to review in 2020; the Conference of Biological Diversity (CBD) hosted by China in 2020, and making new pledges on protecting biodiversity; and the UNFCCC in 2020. Big initiatives that work towards solving these interlinked crises can both boost confidence in the Paris Agreement, but importantly relate climate ambition back to everyday lives. **The Summit will also be an important moment for the UN system to outline how it will address some of the challenges arising from extreme climate action and impacts.** The Summit should send a strong signal that no longer will issues affecting fairness, equity, impacts and non-energy mitigation be ignored.

ACCOUNTABILITY AND ACTION – governments respond to the calls and the interpretation of 2020 is that it is closing the gap on the Paris long-term goals and managing the full spectrum of risks associated with climate change.

CONCLUSION

The international community is not yet sufficiently prepared to address this new chapter. Now President Trump has stated his intent to pull out of the Paris Agreement, the community can now begin to plan for the future.

Some elements of the political strategy have implications upon the current modus operandi of the international climate community, both state and non-state actors.

Celebrating diversity and aligning around key moments will aggregate the incredible diversity of the climate movement and attempt to channel it into political change.

New investments in compelling evidence is required to help create confidence in non-linear potential growth in decarbonisation as well as increase the creativity of strategic communications to relate climate change to everyday lives.

The international community will need to become increasingly literate on agendas that it has only part-embraced such as like agriculture and international crisis management – in order to address the entirety of the challenge at hand.

Finally, the diversity and complexity of our community and the sophistication of our opposition and incumbents will demand more advocacy and outreach capacity by all involved. Additional agency and activism is demanded by the challenge ahead.

[1] Initial analysis suggests this is still possible (this analysis is not publically available), but the probabilities of meeting these goals without crash mitigation techniques are still not sufficiently forecast.

[2] Extensive mapping (not publically available) has occurred to inform the judgements made regarding priority countries.

To view this briefing as PDF, click [here](#)

How useful did you find this briefing?

[Not at all](#) | [Not Really](#) | [Neutral](#) | [Somewhat](#) | [Very Much](#)

FOOTNOTES 142-143

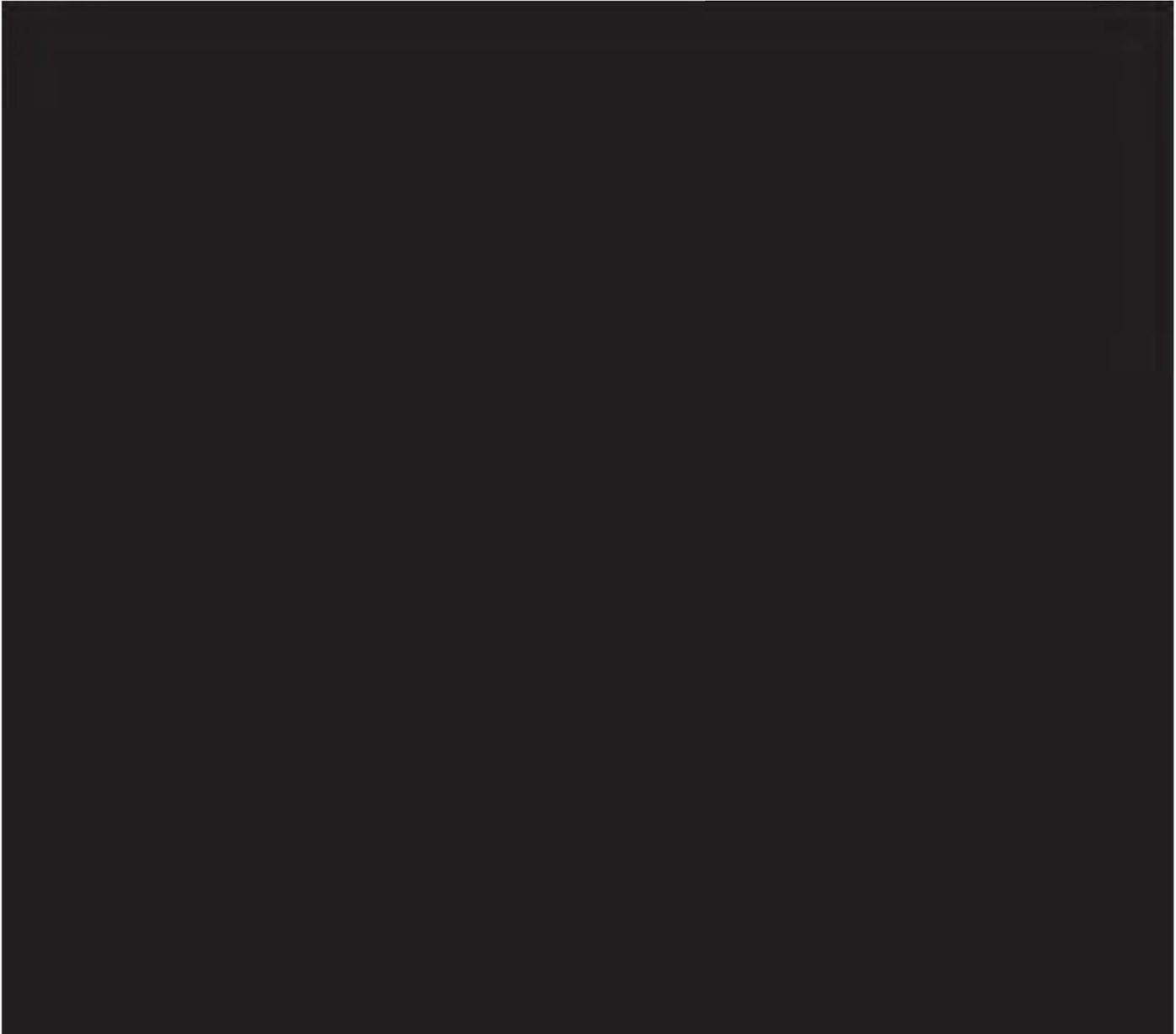
From: [Kleysteuber, Alexa@EPA](mailto:Kleysteuber.Alexa@EPA)
To: [Hickerson, Heather@EPA](mailto:Hickerson.Heather@EPA)
Subject: Fw: Meeting to coordinate analysis/aggregation of climate action pre 2018 Summit/COP etc
Date: Thursday, October 26, 2017 11:10:32 PM
Attachments: [image001.png](#)
[NSA Meeting Notes Sep 202017.docx](#)

None of these times really work for me do they...

For tomorrow am.

:)

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Notes from Non-state and Subnational Action meeting in NYC
Informal meeting to coordinate analysis/aggregation of climate action pre-2018 Summit/COP
September 20, 2017, UN Foundation, NYC

Attendees: Bloomberg Philanthropies (Dan Firger), CalEPA (Alexa Kleysteuber), CDP (Pedro Faria and Kate), ClFF (Constant Alarcon), **Covenant of Mayors (XX)**, CWF (Jason Anderson and Surabi Menon), Gov. Brown's office (Aimee Barnes), Mission 2020 (Andrew Higham), NCE (Helen Mountford), NCI (Niklas Hohne), Oxford University (Thomas Hale), TCG (JC Seghers), **UNF (XX)**, UNFCCC (James Grabert and Ian Ponce), WRI (Paula Caballero and Pankaj Bhatia), Yale (Angel Hsu)

Objective: Align our various strands of aggregation and analytical work that is either proposed or underway and which would be in service of the 2018 Global Climate Action Summit and the COP and Facilitative dialogue in 2018 to maximize impact of those moments.

Next Steps: Organize a working call on this topic on a monthly basis with two in-person meetings - in Bonn in November and then in Washington in Q1 2018

Purpose -- Share different work streams we are working on so we can be coordinated on reports being planned, meetings taking place, work in progress, gaps we identify, communication plans being developed for the near-term and longer-term.

Main highlights from discussion:

- Aggregation is not enough — where are tipping points and common narrative coherent story — need a common process
- If US analysis is done, can there be one report - it needs to have a broad narrative that include benefits to make it more useful. We should also have some focus on transformational examples, what others could do to inspire action.
- Any report to be produced needs to be started soon to be on time to deliver at the CA Summit in September
- Need to focus on implementation progress and not just new commitments. Tracking progress is important
- Need funders to collaborate and coordinate; best to have one integrated process
- Can this group be governed collectively through common work streams proposed and coordinated funding to support the work?
- Need to ensure communication is well integrated with any reports or methodologies presented
- How can we collectively maximize our impact and messaging at the two upcoming events and in the longer term?

Ongoing Work—Needs to be refined based on input from participants.

Bloomberg: Funder of many initiatives - Global Covenant of Mayors, America's Pledge, focused on US as a case study on how to do the work and communicate political and narrative element; interested in global piece as well.

Cal EPA: Engaged with America's Pledge, and how it could be replicated to rest of the world.

CDP: Are a natural lead for data streams — interested in collaboration in a coordinated way and a common measurement standard

ClFF: Have been supporting C-40 work

ClimateWorks: Supporting methodology guidance document on NSA through ICAT (WRI and NCI are leading this work with TCG, CDP and WMB), application of methodology in countries; supporting a separate global aggregation effort led by Yale, PBL and NCI

Covenant of Mayors: Looking at aggregate potential of 74 mayors released at COP –working with WRI plans to work on a report

Mission 2020 with UNFCCC discussed four work streams they are focused on -Methodology for metrics, methodology for aggregation, NAZCA, aggregation (ANDREW PLEASSE CORRECT)

NCE with WRI: New report coming out in September on economy and climate - looks at success for growth and economic and social indicators

Oxford through Groundswell: Coordination of data, information sharing, looking at gaps

TCG: Leading work through the Under 2 coalition and are engaged on 181 jurisdictions

UNF: Consumers of work

UNFCCC NAZCA: Working on NAZCA evolution to next phase, with CA EPA involved in aggregation and pooling of data to bring into facilitative dialogue

WRI: Work stream 1 - GHG protocol proposal - data reporting, aggregation principals, natl. and global aggregation, reporting and communication

Yale: Work stream 4 – global data base –preliminary version –working on it - early Nov to get something out there

Yale, PBL, NCI: Global Aggregation work ongoing

Missed inviting a few organizations - C40, ICLEI, Finance component (e.g. 2 degree investing)

From: Aimee Barnes [<mailto:Aimee.Barnes@GOV.CA.GOV>] **"It can't always be us staff"**

Sent: Friday, May 05, 2017 1:00 PM

To: Davis, Chris (GOV) <chris.davis@gov.wa.gov>; Ricketts, Sam (GOV) <Sam.Ricketts@gov.wa.gov>

Subject: Follow up email on Paris letter

Hi guys,

Thanks so much for all your leadership and hustle on getting the Paris letter out earlier this week. It definitely would not have happened without you both.

I have been thinking about the Governor's Climate Alliance thing, and talking with Rick and Hewlett. My sense (I think you guys have already been here for a while... what can I say, I'm slow) is that it doesn't work as configured in their proposal, but that **we do have a need for more capacity than we have at present--it can't always be us staff** running around trying to corral each other for sign on, and that we could also use some help both with horizon-scanning for potential challenges and thinking more strategically about how to broadcast our collective voices internationally.

I drafted an email which I am going to send around to the email chain from the Paris letter to this effect, to see if we can get a call set up next week to discuss whether and how we might all collaborate either through existing or new mechanisms on these issues. See below and let me know what you think. I'm sensitive to not wanting to be the 800 pound Californian gorilla, but I do think based on the Paris letter experience that we could use a little more help, and it doesn't make sense for any one of our states to necessarily be the main driver, although we all have to have a stake in it.

As always, I'd be grateful for your frank feedback and am glad to be working side by side on the good fight. :)

Happy Friday,
Aimee

Dear all