



## **Memorandum**

To: Arkansas Governor's Commission on Global Warming  
From: The Center for Climate Strategies  
Re: Work Plan for Launch of the Arkansas Governor's Commission on Global Warming Process  
Date: February 7, 2008

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This memorandum outlines the proposed work plan for the Arkansas Governor's Commission on Global Warming (Commission). Initially the purpose and goals of the process are described, including the proposed general outline of the final report and the overall timing and milestones. Also described are the design of the process, including key principles and guidelines. A set of general Commission meeting agendas follows, showing the progression of the process over time. Lastly, an outline of the budget and funding plan is presented, along with a description of the project team.

## **Purpose and Goals of the Arkansas Governor's Commission on Global Warming**

With the signing of Act 696 of the Arkansas 86<sup>th</sup> General Assembly (HB2460), Governor Mike Beebe established the Governor's Commission on Global Warming. Seventeen of the twenty-one members of the Commission are appointed by the Governor and two members each are appointed by the President Pro Tempore of the Arkansas State Senate and by the Speaker of the Arkansas House of Representatives. The Commission is charged with setting a "global warming pollution reduction goal" and a "comprehensive strategic plan for implementation of the global warming pollution reduction goal." The Act contains several study and evaluation requirements related to both action and inaction scenarios and requires a final report to be provided to the Governor by November 1, 2008 in order to provide findings to the Eighty-Seventh General Assembly. In addition, the Commission is charged with establishing and appointing an Advisory Body composed of the directors of the following state agencies: Agriculture Department, Department of Environmental Quality, Forestry Commission, Highway and Transportation Department, Natural Resources Commission, Public Service Commission, State Game and Fish Commission, Department of Economic Development, Department of Parks and Tourism, and Oil and Gas Commission.

The Center for Climate Strategies (CCS) will aid the Arkansas Governor's Commission on Global Warming in its examination and evaluation of the "...issues related to global warming on the state, its citizens, its natural resources, and its economy." By following a detailed work plan and policy development process, CCS will provide administrative, technical, facilitative, informational, and document development support toward the development of an Arkansas Climate Action Plan to Governor Beebe by November 1, 2008. The development of an Arkansas Climate Action Plan will address the directives of the Act with respect to establishing a global

warming (greenhouse gas (GHG)) reduction goal for Arkansas and a comprehensive strategic plan and final report for its implementation.

To support these needs, CCS will provide critical startup planning and technical support activities, followed by the launch and management of a Climate Action Plan process in 2008. CCS will work in partnership with and under the direction of the Commission and Governor's Office as an impartial and expert party throughout the startup and management of the Climate Action Plan process.

The following presents a proposed work plan for startup, management, and completion of an Arkansas Climate Action Plan process to support the mission of the Commission under Act 696 of the Arkansas 86<sup>th</sup> General Assembly. CCS will provide administrative, informational and educational, facilitative, and advanced technical support to serve the needs of the Commission.

As stated by Act 696, the purpose of the Commission process is to place Arkansas in a position to help stabilize the global climate, to allow Arkansas to lead the nation in attracting clean and renewable energy industries to the state, and to reduce consumer energy dependence on current carbon-generating technologies and expenditures. The primary duties outlined in Act 696 task the Commission to:

- (1) Conduct an in-depth examination of the potential causes and impacts of global warming on the state, its citizens, its natural resources, and its economy; and
- (2) Assess global warming mitigation strategies by :
  - a. Establishing a global warming pollutant reduction goal, and
  - b. Developing a comprehensive strategic plan for implementation of the global warming pollution reduction goal, to be presented in a final report to the 87<sup>th</sup> General Assembly for consideration.

The Commission process will follow the format of CCS policy development processes used successfully in a number current and completed state-level climate action planning initiatives. This consensus-building model supports informed and collaborative self-determination by a broadly representative group of designated stakeholders and technical experts. The supported process of the Commission will be transparent, inclusive, stepwise, fact-based, and consensus driven. The process will seek but not mandate consensus and will use formal voting to determine the level of support for individual policy options. (See **key principles and guidelines** section for additional detail.) CCS conducts all of its stakeholder processes in compliance with the "*Model Standards of Conduct for Mediators*," published in August 2005 by the American Arbitration Association, American Bar Association, and Association for Conflict Resolution.

As an impartial party, CCS does not take positions on climate policy issues or legislation. CCS supports the purpose and goals of the Executive Orders or other directives that establish its processes (such as Act 696 of the Arkansas 86<sup>th</sup> General Assembly), and does not dispute the findings of the Intergovernmental Panel on Climate Change or the National Academies of Science (NAS) on the science of climate change often-cited in Executive Orders establishing planning processes.

**The deliverables will be implemented by CCS in three integrated tasks:**

**I. Preliminary Evaluations.**

**II. GHG Inventory and Forecast Assessment.**

**III. Climate Action Plan Process.**

**Task I – Preliminary Evaluations** – will include an extensive review of the science and current state and federal actions that could affect decisions of the State of Arkansas and further baseline assessments to educate and inform the Commission as it designs and develops a global warming pollutant reduction goal. During this initial task, CCS will:

- (1) Review, summarize, and evaluate the scientific and technical literature available on both the causes of global warming and the potential impacts on Arkansas, its citizens, its natural resources, and its economy, including agriculture, travel, tourism, recreation, insurance, and economic growth and development. By assessing climate change impacts in Arkansas, CCS will help the Commission determine whether the development of a state climate adaptation strategy is necessary. This review will include, among other scientific literature, the Fourth Assessment of the Intergovernmental Panel on Climate Change and a summary of potential state impacts and vulnerabilities by a state climate science panel assembled for this purpose. CCS will also identify other key studies and assessments related to climate change mitigation options in Arkansas. This in-depth examination will serve to educate and advise Commission members on the technical and scientific aspects of climate change. CCS has demonstrated experience in successfully forming science advisory panels. For example, in Arizona, it assisted the state in forming a science panel to serve as a resource for the Arizona Climate Change Advisory Group; to conduct an assessment of the effects of climate change on water resources; and, to assist the state with public education programs. Members of the CCS team have extensive experience in developing scientific assessments, reviews and briefings, including court proceedings, legislative commissions and hearings, peer reviewed academic literature, and graduate school curricula.
- (2) Identify and assess multi-state and federal climate policy issues and options that could affect decisions of the State of Arkansas. CCS will review for the Commission its comprehensive compendium of state and federal actions, including over 300 actions taken and/or considered by U.S. states, regions and or the federal government to reduce GHG emissions in tandem with other economic benefits and cost savings.
- (3) Identify existing state actions in Arkansas that reduce GHG emissions, and assess the GHG reduction potential of key actions recently implemented and/or formally planned by the state.
- (4) Assist in the identification of potential early actions by the State to address climate change policy needs.
- (5) Evaluate the economic opportunities for the State of Arkansas from the carbon market now emerging as a result of existing international, national, and local efforts to address global warming.
- (6) Assist in the identification of technical experts in Arkansas for possible membership in Technical Work Groups (TWGs) during the climate action planning process.

- (7) Assist in the development of communications tools to support the climate action planning process, including a project website, document templates, and other tools.
- (8) Provide visible and written aids to assist the Commission in understanding the climate science, opportunity, and policy environment throughout the duration of the Commission's charge.

**Task II – GHG Inventory and Forecast Assessment** – will include the following task and subtasks by CCS:

- (1) Develop a draft inventory and forecast of Arkansas greenhouse gas (GHG) emissions from 1990 to 2025. This assessment will document a reference case for emissions that includes evaluation of existing and planned actions, as well as reference case forecasts at the sector and sub-sector level for all GHGs recognized by the United Nations Framework Convention on Climate Change (UNFCCC). The GHG inventory and forecast report will be reviewed by the Commission as the backdrop for its discussion regarding the establishment of a global warming pollutant (or GHG) reduction goal. CCS has produced numerous state of the art assessments of state level GHG emissions inventories and forecasts.

**Task III – Climate Action Plan Process** – will include the following management, facilitation, and technical support tasks related to the Climate Action Plan process; the final report reflecting the comprehensive strategic plan and strategies and the statewide global warming pollutant reduction goal developed by the Commission; and implementation support to the Commission in its work with the Governor and the 87<sup>th</sup> General Assembly. CCS has assisted several states in the development of consensus based comprehensive GHG reduction plans and statewide goals.

- (1) Facilitation of six or more structured climate action planning meetings of the Commission and a series of interim meetings of five TWGs to identify, prioritize, develop, and quantify final recommendations to be brought forward in the Commission's comprehensive Climate Action Plan.
- (2) Development of a comprehensive set of specific policy recommendations by the Commission in the form of a strategic implementation plan to reduce GHG emissions and enhance energy and economic opportunity in Arkansas by 2025 and beyond. This will include detailed analyses of GHG reduction potential and cost or cost savings (i.e., cost effectiveness) for each recommended policy option as appropriate (some measures may not require quantification, such as reporting or education) as well as the aggregate impacts of the implementation plan. Consistent with Act 696, the projected costs of delayed actions will also be considered, as will the potential benefits of recommended actions on individuals, households, local and state governments, businesses, educational institutions, agriculture operations, medical institutions, and other sectors the Commission may identify. CCS has conducted numerous state of the art cost-effectiveness evaluations and other economic assessments of GHG reduction strategies at the state, regional and national level through advisory group processes.
- (3) Facilitate and provide technical support to the Commission's process to establish a recommended statewide global warming pollutant (or GHG) reduction goal to be met by implementation of the comprehensive climate action plan developed by the Commission.

CCS has facilitated the establishment of statewide GHG reduction goals in several states as well as the western region.

- (4) Issuance by November 1, 2008 of recommendations in the form of a final report from the Commission to the Governor and for consideration by the 87<sup>th</sup> General Assembly. At the end of the detailed technical and planning process, CCS will prepare a comprehensive report addressing the most appropriate actions for Arkansas to pursue through legislation, rules, regulations, and voluntary actions to achieve its global warming pollutant (GHG) reduction goal. CCS will ensure – through its consensus-based policy development process model – that all recommendations reflect the highest levels of consensus building possible among the members of the Commission while also addressing the full set of charges to the Commission. The final report to the Governor and the 87<sup>th</sup> General Assembly that compiles and summarizes final Climate Action Plan recommendations of the Commission will include:
  - a. Executive Summary
  - b. Status and Summary of Climate Change Science and Potential Impacts of Climate Change on Arkansas
  - c. History and Status of State Actions Related to GHG Emissions
  - d. Inventory and Forecast of Arkansas GHG Emissions
  - e. Recommended Policy Actions by Sector:
    - i. Energy Supply
    - ii. Residential, Commercial, and Industrial
    - iii. Transportation and Land Use
    - iv. Agriculture, Forestry and Waste Management
    - v. Cross-Cutting Issues, including Emissions Reporting, Registries, Goals Public Education, and other issues
    - vi. Technical Appendices
- (5) Assistance to the Commission in dialogue with the Governor of Arkansas and in briefings and testimony before the 87<sup>th</sup> General Assembly through April 2009 (or the end of the legislative session) to ensure effective implementation of the legislative initiatives recommended in the comprehensive Climate Action Plan developed by the Commission.
- (6) In addition, CCS provides advanced economic analysis and modeling capabilities for potential policy recommendations, including cost-effectiveness evaluations of individual strategies to reduce GHG emissions as well as the cumulative impacts of a comprehensive GHG reduction plan to achieve global warming pollutant reduction goals set by the Commission. The expertise of the CCS team includes the ability to perform a comprehensive array of advanced economic analyses that are customized to the preferences and needs of the Commission and its TWGs. These include: development of Mitigation Abatement Cost (MAC) estimates and curves for individual and aggregate policy options (i.e., cost effectiveness); Differential Labor Impact Analysis; Valued Added Impacts; Income Impacts (including distributional effects on different income classes); Emissions Trading Design and Impacts including GHG Allowance (Permit) Prices; Energy Price Impact Analysis; Transportation System Modeling; Forestry and Agriculture System Modeling; and Macroeconomic Modeling through Dynamic Equilibrium Modeling or other methods. Economic modeling to be performed by CCS

for recommended policy options will be determined by the Commission, with assistance by CCS and TWGs, on a case-by-case basis based on facilitated discussions and available resources.

**Project Schedule.** Task I of the CCS work plan will begin in January 2008, focusing on the preparation of an in-depth review and evaluation of literature on climate change science (causes and impacts), existing state and federal policy actions, and analysis on how Arkansas can contribute to and benefit from concerted action to address climate change. The first full meeting of the Commission's climate action planning process will be held in February 7, 2008 with five additional meetings and a final report to be completed by November 1, 2008. Should the Commission desire to extend the length of the process, CCS can provide assistance as needed. Two or more TWG teleconference meetings for each of the five TWGs will be held between each of the Commission meetings. The Commission's climate action planning process is expected to proceed according to the following draft schedule:

Date	Action
January 2008	Task I: Preliminary Evaluation commences
January 2008	Task II: GHG Inventory and Forecast commences
February 7 and 28, 2008	Task III: 3 <sup>rd</sup> and 4 <sup>th</sup> Commission meetings
April 9, 2008	5 <sup>th</sup> Commission meeting
May 19, 2008	6 <sup>th</sup> Commission meeting
July 31, 2008	7 <sup>th</sup> Commission meeting
September 25, 2008	8 <sup>th</sup> Commission meeting
November 1, 2008	Final Report Due
Between Commission Meetings	TWG conference calls and meetings
December 2008 through April 2009	Support to the Commission in dialogue with and testimony for the 87 <sup>th</sup> General Assembly

## **Final Report**

The Commission final report is expected no later than November 1, 2008. It will compile and summarize the final recommendations of the Commission and cover the following areas:

1. Executive Summary
2. History and Status of State Actions

3. Inventory and Forecast of Arkansas GHG Emissions
4. Proposed Goals for Reducing Greenhouse Gas Emissions in Arkansas
5. Recommended Policy Actions by Sector:
  - a. Energy Supply
  - b. Residential, Commercial, and Industrial
  - c. Transportation and Land Use
  - d. Agriculture, Forestry, and Waste Management
  - e. Cross Cutting Issues (Emissions Reporting, Registries, and Education)
6. Technical Appendices

### **Design of the Process**

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The Commission's climate action planning process will echo the format of several successful state climate action processes conducted by CCS (available through [www.climatestrategies.us](http://www.climatestrategies.us)). This consensus building model combines techniques of alternative dispute resolution, community collaborative decision-making, and corporate strategic planning in a combined form of facilitation and technical analysis known as "evaluative facilitation." The process will conform directly to the purpose, duties, staffing, meeting, and reporting requirements as outlined in SECTIONS 5 through 10 of Act 696.

The process fully integrates group decisions and technical analysis through open, informed, and collaborative decision-making and self-determination by a broadly representative group of stakeholders (the Commission), with the support of TWGs that are comprised of Commission members and others. Activities of the Commission will be transparent, inclusive, stepwise, fact-based, and consensus driven (see key principles and guidelines of the process listed below). The process will *seek but not mandate consensus* on individual policy option recommendations and will use formal voting to identify potential objections and alternatives.

The climate action planning process relies on intensive use of information and interaction between facilitators, participants, and technical analysts. The CCS team provides close coordination and support for the activities of the Commission, its TWGs, including facilitation and technical support. To facilitate learning, collaboration, and task completion by the Commission and TWGs, CCS will provide a series of discussion and decision templates for each step in the structured planning process, including:

- A public website for all information and proceedings of the process at [www.arclimatechange.us](http://www.arclimatechange.us);
- Standard meeting documents, including: agenda and notice, discussion PowerPoint, meeting summary, and reference documents formatted for each of the Commission and TWG meetings;
- A draft final report, PowerPoint presentation, and series of worksheets for review and approval of the GHG emissions inventory and forecasts for the State;

- An initial master catalog of state and multi-state GHG reduction policy options with brief descriptions for each option, suggested ranking criteria, draft rank of potential for GHG reductions and costs or cost savings for each action;
- An assessment of the emissions savings and other impacts of actions recently adopted in Arkansas;
- A balloting form for identification of initial priorities for analysis for each of the sector-based TWGs;
- Templates for the development and analysis of individual policy option recommendations;
- A document describing the techniques and methods used for quantifying GHG reductions and costs or cost savings associated with each of the policy options being considered;
- Analysis materials, including documentation of key data sources, assumptions, models, methods, and printouts of worksheets as needed;
- A final report format with summary chapters and technical appendices; and
- Other documents will be developed by CCS as needed to support the Commission.

The Commission and TWG process will reflect the following **key principles and guidelines**:

The process is fully transparent. All materials considered by the Commission and TWGs are posted to the project website, and all meetings are open to the public. CCS will follow state meeting law requirements in the notice and conduct of meetings and votes, as needed. For TWG teleconference meetings (some in-person meetings are possible), the State will arrange for physical locations with a telephone and a telephone monitor so that the public can listen. The quantification of potential policy options is transparent with respect to data sources, methods, key assumptions, and uncertainties. In addition, policy design parameters and implementation methods for recommended actions are explicit and transparent, including goal levels, timing, coverage of parties, and implementation mechanisms. The transparency of technical analysis, policy design, and participant viewpoints is critical to the identification and resolution of potential conflicts.

The process is inclusive. A diverse group of Commission and TWG members are chosen by the State to represent a broad spectrum of interests and expertise in Arkansas. The public is afforded the opportunity to provide meaningful review of and comment upon pending Commission decisions.

The process is stepwise. Each step of the sequential process builds incrementally on the former toward a final solution. Sufficient time, information, and interaction are provided between steps to ensure comfort with decisions and quality of results. Participants are responsible for staying current with information developed by and decisions of the process, and decisions are not reconsidered once voted upon.

The process will seek but not mandate consensus. CCS will facilitate votes of the Commission at each of the major milestones in the process in order to advance to next steps, consistent with state procedural requirements. Voting is conducted by simple request for objection at the point of decision (by hand), followed by resolution of conflicts through discussion and development of alternatives, as needed, in order to proceed. Final votes by the Commission on specific individual

recommendations include support at three levels, including: Unanimous consent (no objection), Super-majority (typically five objections or fewer), and Majority (fewer than half object). Typically, the early stages of the process proceed with unanimous consent or super-majority. Final recommendations may include recommendations at all three levels, depending on the Arkansas-specific process developed for the Commission. The final report will document the level of Commission support for individual recommended options, including barriers to consensus and suggested alternatives for those recommendations with less than unanimous support.

The process is comprehensive. The Commission will explore solutions in all sectors and across all potential implementation methods. Recommendations may include state-level and multi-state actions (regional and national) as well as potential effects of international actions. Mitigation of all GHGs will be examined. Units will be expressed in million metric tons carbon dioxide equivalent (MMTCO<sub>2</sub>e). Significant actions taken by the executive or legislative branches during the process will be included as updates to the reference case forecast of emissions.

The process is guided by clear decision criteria for the selection and design of recommended actions. These include consideration of: (1) GHG reduction potential; (2) cost or cost savings per ton of GHG emissions removed (i.e., cost effectiveness); (3) potential co-benefits, including economic and energy policy improvements; and (4) potential feasibility issues (technical, economic, political, institutional). Consistent with Act 696, the projected costs of delayed actions will also be considered, as will the potential benefits of recommended actions on individuals, households, local and state governments, businesses, educational institutions, agriculture operations, medical institutions, and other sectors the Commission may identify.

The process is quantitative. Results of Commission decisions will include explicit descriptions of policy design parameters and results of economic analysis (referred to as cost-effectiveness analysis in the Act). Recommendations can include both quantified and non-quantified actions, depending on preferences of the Commission, with emphasis on quantification of GHG reduction potential and cost or cost savings for as many recommendations as possible. Additional quantification needs related to co-benefits, externalities, or feasibility issues will be evaluated on a case-by-case basis pending Commission input and available resources.

The process covers short-, medium-, and long-term periods of action. The period of analysis for emissions inventories and reference case projections will be 1990-2025, with assessment of later periods being optional and consistent with available resources. Emissions reduction options and related energy and economic analyses are expected to cover the period from the present to 2025, with supplemental analysis also possible for longer periods if resources permit.

The process is implementation oriented. The goal of the process is the ultimate adoption of specific policies by the State of Arkansas based on the recommendations of the Commission and subsequent, more detailed analyses as needed. Accordingly, recommendations of the Commission are intended to support policy adoption, but may not necessarily comprise the level of detail necessary for final programmatic implementation, e.g., rulemaking, institutional design, funding, etc. This predisposition toward implementation is consistent with Act 696 in its specific intent to help stabilize the climate, allow Arkansas to lead the nation in attracting clean and renewable energy industries to the State, and reduce consumer dependence on current, carbon-generating technologies and expenditures.

The TWG process is fully integrated with the Commission and facilitated by the CCS team under the coordination of the Commission. Under this approach, TWGs are comprised of members of the Commission and/or their staff, may have additional technical members appointed by the Governor, and serve in an advisory role to the Commission. The TWGs are structured around the following sectors: Transportation; Energy Supply; Residential, Commercial and Industrial; Agriculture, Forestry and Waste; and Cross-Cutting Issues. The TWGs will also consider global warming science and impacts issues as called for in Act 696.

### **Commission Meeting Objectives and Agendas**

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The objectives and agendas for each of the Commission and TWG meetings are listed below, with notes regarding each of decisions of the Commission. Note that the Commission has held two meetings; thus, the process outlined in this work plan will begin with the third meeting of the Commission.

#### **MEETING THREE**

- Objectives:
  - Introduction to the process, presentation of preliminary fact-finding (inventory and forecast of emissions, Catalog of state actions, review of climate science and impacts), formation of TWGs (no votes, but Commission members should be prepared to specify one or more TWGs in which they would like to participate), next steps.
- Agenda:
  - Welcome and Introductions
  - Review of Purpose & Goals
  - Open Government Briefing
  - Review of Inventory and Forecast of Arkansas GHG Emissions, Recent Actions
  - Review of State and National Climate Actions
  - Review of Climate Commission Process
  - Review of State Climate Action Catalogs
  - Next Steps for Commission and Technical Work Groups
  - Agenda, Time and Date for Next Meeting
  - Public Input and Announcements

Interim TWG calls will cover: 1) suggested revisions to the draft inventory and reference case projections, and 2) review and suggested modifications to the Catalog of policy options.

## MEETING FOUR

- Objectives:
  - Addition of potential actions to the draft Catalog of state actions (by vote); identification of potential revisions to the draft emissions inventory and forecast (by vote if/as needed)
- Agenda:
  - Review and recommended updates to the draft emissions inventory and forecast
  - Review and approval of additional actions to the Catalog of possible Arkansas actions
  - Discussion of the process for identifying initial policy option priorities for TWG analysis
  - Next meeting agenda, time, location, date
  - Public input and announcements

Interim TWG calls will cover: 1) suggested revisions to the emissions inventory and reference case projections, as needed; and 2) early ranking of options in the Catalog and balloting for initial “priority for analysis” options.

## MEETING FIVE

- Objectives:
  - Review and approval of initial priorities for analysis of TWG identified policy options (by vote); review and approval of revisions to the emissions inventory and forecast (by vote if/as needed)
- Agenda:
  - Agreement on inventory and forecast revisions, with modifications as needed
  - Review and approval of TWG-suggested lists of initial policy priorities for analysis, with modifications as needed
  - Discussion of process for developing straw policy design proposals for analysis of priority policy options
  - Briefing on quantification methods for draft policy options
  - Next meeting agenda, time, location, date
  - Public input and announcements

Interim TWG calls will cover: 1) development of straw proposals of design parameters for individual options, and 2) next steps for analysis of options.

## MEETING SIX

- Objectives:
  - Review and approval of TWG suggested straw proposals for policy design (goals, timing, coverage of parties) (by vote); review and approval of any additions to the list of priority policy options for analysis, if/as needed (by vote); preparation for quantification phase of the process (briefing and discussion)
- Agenda:
  - Review and approval of straw proposals for policy design, with modifications as needed
  - Discussion and approval of additional priority policy options for analysis, if/as needed
  - Discussion of quantification principles and guidelines, key assumptions for TWG analysis of priority policy options
  - Next meeting agenda, time, location, date
  - Public input and announcements

Interim TWG calls will cover: 1) review of proposed quantification procedures for individual options, including proposed data sources, methods, assumptions; 2) review of first round of quantification results, identification of needs for revision as needed; and 3) identification of potential early consensus options to recommend for Commission approval.

## MEETING SEVEN

- Objectives:
  - Review and approval of consensus policy recommendations (by vote); identification of specific barriers to consensus, and potential alternatives for non-consensus policy options (discussion).
- Agenda:
  - Review of the draft pending policy options list, with results of analysis and cumulative emissions reductions potential
  - Identification of early consensus policy options
  - Identification of barriers and alternatives for remaining options, with guidance for additional work on options to TWGs
  - Review of final report progress and plans
  - Next meeting agenda, time, location, date
  - Public input and announcements

Interim TWG calls will cover: 1) final revisions to alternative policy design and implementation mechanisms as needed, 2) final analysis of options and alternatives, and 3) final steps on formulation of cross cutting policy options and mechanisms.

## **MEETING EIGHT**

- Objectives:
  - Review and approval of final policy option recommendations (by vote); review of final report procedures.
- Agenda:
  - Review of the draft pending policy options list, with results of analysis and cumulative emissions reductions potential
  - Review and final approval of draft pending policy options, with revisions as needed
  - Summary of the process, review of next steps for completion and transmittal of the final report
  - Public input and announcements

## **FINAL REPORT**

- Draft report language by CCS to the Commission and public
- First round of review and inputs to CCS
- Updated draft report language to the Commission and public
- Final Commission call to discuss suggested changes to the final report
- Final report transmitted to the Commission by CCS

## **Participant Roles and Responsibilities**

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The Commission process involves a number of parties with specific roles and responsibilities, as follows:

### **Governor**

The Governor convenes the climate action plan process at the first meeting of the Commission at the State Capitol, with further meetings held at the call of the co-chairs of the Commission. The Commission must report its findings and recommendations to the Governor on or before November 1, 2008, in order to report its findings and recommendations to the 87<sup>th</sup> General Assembly.

### **Center for Climate Strategies**

The Governor and the Commission have asked CCS to partner in forming and conducting a participatory statewide climate action planning process to meet the goals of the Commission. CCS will work in partnership with the Commission to achieve the overall goals of the process. In this role, CCS will design the Commission process and provide facilitation and technical support

to the Commission and its TWGs through a team of project managers, facilitators, and technical analysts to support Commission needs.

CCS serves as an impartial and expert party and does not take positions on issues or direct the parties toward particular solutions. As such, CCS serves as a group mediator, but not as an arbitrator. CCS will manage and facilitate meetings and votes during meetings, schedule meetings in coordination with the Chair, develop meeting agendas, and produce documents for the Commission and TWG consideration, and perform and present technical analysis.

CCS abides by the Model Standards of Conduct for Mediators approved by the American Arbitration Association, the Litigation Section and the Dispute Resolution Section of the American Bar Association, and the Society of Professionals in Dispute Resolution. CCS also ensures that adequate funding exists to successfully complete the process through private sources, as needed.

### **The Commission**

Seventeen of the twenty-one members of the Commission are appointed by the Governor and two members each are appointed by the President Pro Tempore of the Arkansas State Senate and by the Speaker of the Arkansas House of Representatives. The Commission makes final recommendations for specific climate policy actions and approves a final Arkansas GHG emissions inventory and forecast. Commission members are appointed to respond to the goals and timelines of the process. CCS will facilitate Commission activities, provide supporting analysis of options under consideration, and deliberate and cast votes in an open-group format.

### **Technical Work Groups**

TWG members will be comprised of Commission members assigned to specific sector-based TWGs. In addition, two members of the Commission's Advisory Body will be assigned to each TWG to provide include non-Commission individuals with technical expertise and interest of importance to the process. The TWGs will provide guidance to Commission members on decisions related to milestones in the stepwise process. TWGs will also provide assistance to CCS in the identification, design, and quantification of policy recommendations. Sector based TWGs include:

- a. Energy Supply (heat and power);
- b. Residential, Commercial, Industrial (energy efficiency and conservation, and industrial process);
- c. Transportation and Land Use;
- d. Agriculture, Forestry and Waste Management; and
- e. Cross Cutting Issues (reporting, registries, public education, goals, etc.).

### **The TWGs will perform the following tasks in assistance to the Commission:**

- Review the catalog of existing, planned and potential state actions and suggest additional state-level actions for Commission consideration;
- Suggest a list of initial priorities for analysis of policy actions for Commission consideration through a balloting process;

- Develop and suggest initial “straw proposals” for the design of individual policy actions (with CCS assistance), including goals, timing and coverage of parties for Commission consideration;
- Assist with the identification and development of data and assumptions to assist CCS with analysis and quantification of individual policy actions for Commission consideration, as needed;
- Review proposals for the analysis and quantification of individual policy actions, including data sources, methods and key assumptions for Commission consideration;
- Respond to requests by the Commission for the development of alternative design scenarios or analyses to address potential barriers to consensus; and
- Review draft final text for policy actions and final report language with suggested changes, as needed, for consideration by the Commission.
- Assistance, as needed, with climate change science and impacts assessments and reviews as they relate to the charge of the Commission.

CCS will provide a facilitation and technical analysis team to assist the TWGs and coordinate Commission and TWG activities. CCS will also be responsible for drafting technical materials on behalf of the TWGs and Commission.

### **Government Agencies**

Ten state agencies will designate representatives to an advisory body established by the Commission. Selected agencies may also provide staff to support TWG meetings and related activities in support of the Commission and CCS team. This includes technical review and input to TWG meetings. The Commission may also appoint agency representatives as TWG members.

### **The Public**

The public is invited to attend Commission meetings and provide review and input to the Commission and TWG members. Other public input mechanisms may be developed as needed based on guidance from the Commission.

### **Participant Guidelines**

Commission and TWG members are expected to follow certain codes of conduct during the process, including:

- Participants are expected to support the process and its concept fully and, through the group process, in good faith directly collaborate toward the goals of the Commission and TWGs.
- Participants are expected to act as equals during the process to ensure that all members have equal footing during deliberations and decisions.
- Participants must attend meetings and stay current with information provided to the group and the decisions of the group.
- Participants are asked not to reconsider decisions already made in the stepwise process. Once the Commission reaches a milestone by vote, it moves to the next step.

- Participants represent only themselves when making Commission decisions and/or speaking about the process with the media or in other public settings.
- Participants should refrain from personal criticisms and provide objective, fact-based comments and alternatives during Commission and TWG discussions.

### **Project Budget**

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CCS and the Commission have agreed upon a projected budget for the project. The estimated CCS budget for completion of startup and completion of the Commission process covers the core facilitation process and quantification of approximately 50 policy recommendations. Changes in the number of meetings, number of policy options, or type of analysis may require additional budget support.

### **Project Funding**

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CCS works with a group of private foundation donors to provide cost share to its state partners to ensure a timely and successful launch and completion of the planning processes and other phases of the project. Key donors have pledged support for the Commission and the State of Arkansas will also provide financial support to the project.

### **Project Team**

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The CCS project team consists of the following members (CCS may alter the team configuration based on need during the process):

#### **Facilitation Team**

- Tom Peterson, Ken Colburn

#### **Project Management Team**

- Tom Peterson, Randy Strait, Ken Colburn, Tom Looby, Gloria Flora, Joan O'Callaghan

#### **Climate Change Science Lead Consultant**

- Bobby McKinstry, Bill Dougherty

#### **Inventory and Forecast Team**

- Randy Strait, Maureen Mullen, Bill Dougherty, Holly Lindquist, Steven Roe

#### **Technical Work Group Facilitators and Consultants**

##### **Energy Supply**

- Tom Peterson, Donna Boysen, Bill Dougherty, Michael Lazarus, Sivan Kartha

##### **Residential, Commercial, and Industrial**

- Tom Peterson, Donna Boysen, Michael Lazarus, David Von Hippel

**Agriculture, Forestry and Waste Management**

- Steve Roe, Gloria Flora, Katie Bickel, Jennifer Jenkins, Brad Strode, Peter Kuch, Joe Pryor

**Transportation and Land Use**

- Lewison Lem, Kathy Leotta, Bill Cowart, Will Schroeer

**Cross Cutting Issues**

- Tom Looby, Ken Colburn, Randy Strait, Katie Pasko

**Economic Modelers**

- Adam Rose, Dan Wei, Brandt Stevens