

**Governor's Council on Climate Change (GC3)
Leadership, Accountability, & Engagement Working Group
MEETING MINUTES**

Meeting Date: August 28, 2015

Meeting Time: 10a.m. —12p.m.

Meeting Location: CT Green Bank

Colonel Albert Pope Board Room

845 Brook Street, Building #2, Rocky Hill, 06067

ATTENDANCE

Working Group Members	Title	Organization	Present
Melody Currey	Commissioner	Department of Administrative Services	N
Bryan Garcia (co-chair)	President and Chief Executive Officer	CT Green Bank	Y
John Humpfhries	Director	CT Round Table for Climate & Jobs	Y
Scott Jackson (co-chair)	Under Secretary for Intergovernmental Policy	Office of Policy Management	Y
Nick Lundgren ((on behalf of Evonne Klein)	Deputy Commissioner	Department of Housing	Y
David Robinson	Executive Vice President and General Counsel	The Hartford	Y
Lynn Stoddard	Director	Institute for Sustainable Energy	Y
Don Strait	Director	Connecticut Fund for the Environment	Y
Nick Lundgren on behalf of Evonne Klein	Deputy Commissioner		Y
Katherine Wade	Commissioner	Department of Insurance	Y
Associated Staff	Title	Organization	Present
Keri Enright-Kato	Director	DEEP Office of Climate Change, Technology & Research	Y
Rebecca French	Director of Community Engagement	Connecticut Institute for Resilience and Climate Adaptation	Y
Jeff Howard	Environmental Analyst	DEEP Office of Climate Change, Technology & Research	Y
Shannon Laun	Energy & Environment Attorney	Connecticut Fund for the Environment	Y
Jessica LeClair	Program Manager	Connecticut Institute for Resilience and Climate Adaptation	Y
Matt Macunas	Legislative Liaison & Marketing Manager	Connecticut Green Bank	Y
Kim Osborne		DEEP	Y
Donna Tommelleo	Director of Communications	Department of Insurance	Y
Tom Zemetis	Fellow	DEEP	Y

AGENDA & NOTES**Welcome and Introductions**

Presented by Bryan Garcia, LAE Working Group Chair

- Introductory remarks and a request for working group members and the public to state their name and affiliation.
- Historical context of the name of the meeting space: Colonel Albert Pope Board Room, the namesake of the Green Bank conference room in which we are meeting, was an electric car

pioneer who manufactured the first 500 vehicles in Hartford, CT employing thousands of people in the late 1800's.

- First meeting of the Leadership, Accountability, and Engagement Working Group (LAE). Goal of LAE for 2015 is to help make it possible for GC3 to develop an Exploratory Report by December 31.
- Current meeting is focused on defining one of LAE's main elements: Leadership. This will help LAE and DEEP frame some of the work that will be conducted this fall.
- Review of administrative procedures — Signing in for this meeting, accessing LAE materials on www.ct.gov/deep/gc3, making oral comments today, submitting written comments, signing up for GC3 e-mail distribution list, intent to post audio recording on the web page. [NOTE: Written comments may be submitted to deep.climatechange@ct.gov through Sept. 30, 2015.]
- Public comments will be heard during the final portion of agenda.

Review working groups, charges, and deliverables

Presented by Bryan Garcia, LAE Working Group Chair

- GC3 Charge, as articulated by Gov. Malloy during GC3 meeting on July 10, 2015, is to “Get the job done!” LAE is an important part of that process.
- Review of the objectives of LAE as well as those of the Analysis, Data, and Metrics Working Group.
- LAE aims both to inform and to inspire others to act to reduce GHGs. This meeting begins a conversation on how to accomplish that.
- Review of some of the questions the working group will be addressing.

Comments and additional thoughts on working group questions from members:

- What would success look like?
 - Excellent question to further explore and develop an exercise to facilitate defining this.
 - Are we looking at the effectiveness of the proposed reduction measures?
 - This falls into the realm of the ADM working group. LAE working group is focused more on catalyzing voluntary actions.
 - Are we addressing accountability for each sector in reducing emissions or accountability of GC3 in general?
 - Both of these should be the focus.
 - What is the flow of LAE work products? And interaction with the ADM Working Groups?
 - Following presentation will address this question.
- LAE has three deliverables in 2015: (a) Updating GC3 on LAE inquiries and analyses. (b) Packaging analysis and findings for year-end report. (3) Preparing recommendations for GC3.

Schedule and structure of meetings through 2015

Presented by Scott Jackson, LAE Working Group Chair and Keri Enright-Kato, DEEP staff

- LAE's fall schedule is aggressive, reflecting the Governor's instruction to “Get the job done!”
- GC3 needs a cross-synthesis of the two working groups so working groups will report out to each other at full Council meetings.
- Three LAE meetings through 2015 — August 28, October 12-16, and December 7-11 — are designed to facilitate the working group's completion of its contribution to the Exploratory Report that is to be submitted to the Governor at the end of the calendar year.

- This schedule and its objectives are manageable. The debate about the science of climate change is complete which allows for this working group to move beyond this and focus on how to develop effective solutions to address the problem.
- We also are going to be launching a **webinar series** to help us develop a deeper understanding of some of the most promising climate- and sustainability-related programs across CT and the nation. Webinars are an opportunity for us to hear directly from people who are active on these fronts but who are not at our table. Members of LAE and anyone in CT will be able to tune in during webinars and ask questions, or review the webinar recordings afterward.
- Need to focus on outreach efforts to promote webinars to reach a variety of audiences. Relying on GC3 members, partner organizations, and stakeholders to promote participation in these webinars.

NOTE: The Office of Climate Change is actively soliciting ideas for webinar topics. Please send suggestions to: keri.enright-kato@ct.gov and jeff.l.howard@ct.gov.]

Brief overview of EPA Clean Power Plan

Presented by Keri Enright-Kato, DEEP staff

- EPA has just released the CPP, and DEEP is still digesting the final documents. The U.S. government is taking an historic step here — aiming for 32% reduction in emissions from the electric power sector nationwide by 2030 — and Connecticut supports it.
- EPA has devised a target for each state, based on a formula that looks at regional generation fuel mixes, and future energy consumption and emissions projections.
- States have considerable flexibility to decide how they will comply. Based on DEEP's initial review of the final documents, it seems that CT is well positioned to comply with the target.

Question of the Clean Power Plan:

- What is the target that CT must achieve in the CPP?
 - DEEP staff did not have specific numbers on hand. CT is well positioned to achieve the reductions required by the CPP.
 - [Follow up answer: EPA assigned CT target for 2030 -Rate based 786 lbs/MWh (7% reduction from 2012 rate) or Mass based 6,941,523 CO2 Emissions in short tons <http://www.epa.gov/airquality/cpptoolbox/connecticut.pdf>]
- How does the CPP target compare to Global Warming Solutions Acts (GWSA) required reductions?
 - CPP only focuses on the electric power sector, whereas the GWSA includes all sectors thus it's not directly comparable. For CT it's another tool to ensure emission reductions and helps to bring others states on board to address their emissions.
- How do methane emissions factor into the CPP, and how will they factor into CT's implementation?
 - DEEP still reading through the CPP and does not have a response for this question.
- How does the renewable energy requirement in the CPP affect operations/business here in CT?
 - There are incentives for early deployment of renewable energy technologies in the CPP, but DEEP still digesting the details of the plan to comment further.

- How does CPP compliance affect CT's progress toward its overall 2050 goal and how will the Analysis, Data, and Metrics Working Group take CPP into account in the modeling it is doing?
 - DEEP still digesting the CPP and does not have a specific answer to this question.
- What is the timeline for CT's compliance with CPP?
 - CT can submit final report or ask for extension September 2016.
 - If extension requested, EPA requires an update on plan process in 2017
 - EPA requires the final submission of state plan in 2018.
 - Compliance period begins in 2022.

GC3 outreach tools

Presented by Keri Enright-Kato, DEEP staff

- Four tools for GC3 members and their staff to use when speaking about the Council and CT's climate program:
 - (1) An executive summary of statewide greenhouse gas emissions from 1990-2012 is already available.
 - (2) A factsheet on GC3 is being developed and will be available soon.
 - (3) A brief set of talking points about GC3.
 - (4) Two PowerPoint slides incorporating the talking points.
- LAE members should feel free to use these materials, and the Office of Climate Change would be glad to coordinate with communications personnel in other agencies and organizations to craft additional materials as needed.

Review and discussion of CT models of leadership, accountability, and engagement

Presented Scott Jackson, LAE Working Group Chair; Jeff Howard, DEEP Staff; Keri Enright-Kato, DEEP Staff

- Review of five **municipal programs**: (a) [Stamford 2030](#); (b) [BGreen Bridgeport](#); (c) [U.S. Conference of Mayors Climate Protection Agreement](#), which 21 CT mayors have signed; (d) [CT Clean Energy Communities](#), in which 141 of the state's 169 towns and cities participate; and (e) the network of CT clean-energy task forces in at least 40 communities.
- Review of four **initiatives in the business community**: (a) EPA's [Green Power Partnership](#), in which 10 CT companies participate; (b) [Carbon Disclosure Project](#), in which 9 participate; (c) Energize CT's [Business Sustainability Challenge](#), with 23 participants; and (d) the 13 or more companies around the state that have sustainability programs.

Comments and additional thoughts on municipal and business models in CT:

- Two other programs that have members in CT: U.S. DOE's [Workplace Charging Challenge](#) [of which there are 5 participants in CT]. DOE's [Better Buildings Challenge](#).
- Potential for creatively engaging with business groups, e.g., by publicizing which companies participate in the various initiatives.
- Review of **initiatives in higher education**: 16 institutions responded to DEEP survey in spring of 2015. Of these, 11 have climate change initiatives, 9 are members of the American College and University Presidents' Climate Commitment (ACUPCC), 9 have conducted greenhouse gas emissions inventories, and 8 have set formal emissions reduction targets.

Comments and additional thoughts on higher education models in CT:

- ACUPCC is more rigorous than the U.S. Conference of Mayors program;
 - Eastern CT State University and Yale launched a statewide alliance for sharing best practices and collaborating on initiatives;
 - 12 institutions in CT are ACUPCC signatories, have committed to become carbon neutral, and collectively aim to reduce their CO₂e emissions about ½ million metric tons/year, so this is a very strong leadership model;
 - It would be useful to consider how these various networks overlap and interact.
- It is important that in looking at these and other initiatives, LAE attempt to identify **critical elements of successful programs**. For example, do they consistently exhibit commitment from leadership, cross-sector collaboration, formal engagement strategies, and attention to economic co-benefits? At the same time we should identify elements that, if missing, appear to undermine effectiveness. For example, do programs lacking a commitment to transparency tend to fail?
 - Taken together, the critical elements will serve as design criteria for leadership programs that go beyond formal commitments, that establish real momentum, that bring about significant reductions in emissions, and that last longer than a single cohort of top administrators.

Comments and additional thoughts:

- Measuring building efficiency can be difficult. In Stamford 2030, building owners are responsible for benchmarking and are sharing their data. Collectively there's a goal of reducing energy consumption to half of the national median for equivalent buildings by 2030. This is a thoughtful model.
- It would be useful to create another slide looking at groups that we don't know for which climate and energy is not their primary focus. How do we engage these groups?

Discussion on the definition of leadership

Facilitated by Bryan Garcia, LAE Working Group Chair

- GC3 has submitted a proposal to the [Yale Environmental Protection Clinic](#) for an interdisciplinary team of students to undertake a semester-long research project that will facilitate LAE's work. We should hear by September 15 whether this project will proceed. Identifying attributes of leadership would help guide the team and inform LAE's own internal discussions this fall.
- Interactive exercise was used to identify attributes of leadership from meeting attendees.

Ideas from around the room about the attributes of leadership:

- | | | |
|------------------|-------------------------------------|-----------------------------------|
| 1) accessibility | 13) trust | 24) building constituency |
| 2) resonance | 14) clarity of communication | 25) succession |
| 3) inspiring | 15) accountable | 26) listening |
| 4) persistence | 16) achieving success | 27) empathy |
| 5) authority | 17) balance | 28) building momentum |
| 6) challenging | 18) commitment | 29) momentum |
| 7) partnership | 19) innovation | 30) risk management |
| 8) inclusiveness | 20) anticipation and follow through | 31) Be the change/lead by example |
| 9) empowering | 21) mutual respect | 32) measure |
| 10) recognition | 22) risk | 33) realistic |
| 11) excellence | 23) having followers | 34) visionary |

35) diversity (coping with opposition)	39) transformational	43) teachability
36) education	40) course	44) actionability
37) tolerance of dissent	correction/adaptable	45) replicability/scalability
38) compassion	41) passion	
	42) patience	

- Co-chairs will categorize these to identify common themes and priorities. If we don't get a Yale team, we'll come up with another approach for the research.

Next Steps

Presented by Bryan Garcia and Scott Jackson

- Doodle poll will be sent out to identify future working group meeting dates for October and December
- Are the members open to holding the fall meetings in other locations around the state?

Discussion around the room:

- This would signal openness to wide engagement.
- Consider the [EnergizeCT Center](#) in North Haven.
- Aim for facilities that have electronic conferencing capability.
- Aiming to get the webinars up and running with at least 2 a month if not more.
- Any additional thoughts or ideas on the webinars
 - Desire to have webinars frequently, perhaps weekly, throughout the fall.
 - Interest in getting Bridgeport Mayor Finch to conduct one.
 - Agreement that lunch hour is a suitable time so that people can easily work the webinars into their schedules.

Public comments

Facilitated by Keri Enright-Kato, DEEP

As much as possible, please focus comments on the scope of today's LAE agenda.

- *Ray Albrecht, National Biodiesel Board:* Several of the other New England states are putting together very interesting programs to further the use of renewable energy for transportation fuels and thermal uses. DEEP could engage with its counterparts, especially in New Hampshire and Vermont.
- *Joel Gordes, Environmental Energy Solutions:* (a) A lot of GC3 discussion is aimed at meeting the goal of climate change mitigation, but I haven't heard much about climate change adaptation. Two people who could talk on that are: Dennis Mileti, who was Director of the Natural Hazards Center at University of Colorado/Boulder; and Don Watson, who wrote *Design for Flooding* and used to be Dean of Architecture at Yale. (b) LAE also needs to consider how to best frame climate change solutions for widespread acceptance. As environmentalists, we look at this from an environment point of view; but we have to deliver a message that is compelling in a VFW hall. Selling a windmill to a town is tough; but if you make the argument that it will generate money for the schools, this will resonate. (c) Tie climate solutions to government's primary obligation: assuring the safety and security of its people. For example, emphasize the security benefits of decentralized energy.

- *John Harrity, Machinist Union:* Today's description of the Analysis, Data, and Metrics Working Group said nothing about impacts on jobs. Changes in the energy sector always have an impact on jobs — whether positive or negative — and we should be aware of this.
- *Mike Papa, Artscape Organic Care:* Ecological landscaping has positive benefits for the climate, yet there is little understanding or recognition of this.
- *Chris Phelps, Environment America:* One characteristic of leadership is willingness to put forth the maximum effort rather than being content with the minimum. One of the tasks I believe we should look at is going beyond the baseline of what's necessary to achieve our mandated targets. What comes between 2020 and 2050? How deep will we go? How deep should we go? Should we go deep early?
- *Jim Murkette, Union Energy Alliance and Soundkeeper:* This is a great forum, but the state needs to better lead by example. The Lead by Example program could be more robust. State buildings present many unexploited opportunities. 500 state buildings have at least ½ acre off roof space that could be used for solar photovoltaic systems. Advocacy groups are always happy to help the state fulfill its goals.
- *Gary Bent [on-line participant]:* EPA has put out regulations for methane, but it will take a few years for these rules to go into effect. Methane is critical, if we are to reduce our greenhouse emissions as we say we are. I would recommend that natural gas in CT — both transmission and distribution — should be strictly regulated. A recent study estimated that Connecticut's methane emissions from natural gas are approximately 1 million metric tons of CO₂e/year.

Written comments may be submitted to deep.climatechange@ct.gov through Sept. 30, 2015.

NOTE: Slides are available on GC3 web page: www.ct.gov/deep/gc3