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Climate General: Climate - Organization

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April 1, 1998

John --

I understand Katie talked to you about climate change personnel. I did a note to Ginny last night and planned to follow up with her today. After I do that, I'll give you a memo if it's appropriate.

The reason we're looking for potential slots, by the way, is that Counsel's office has been in a holding pattern for the last two weeks on the question of whether Shelley and one other guy (Strobe's former speech writer, who left State in the fall and is now working on a Senate campaign) could be hired by agencies and then agency rep'd over here right away. If that were possible and we could get agencies to take them, we wouldn't need any slots. CEQ counsel had said this was ok, but given atmosphere we're in, I wanted to make sure White House Counsel blessed such an arrangement. If they bless it, next chore would be to get DOE in Shelley's case and probably State in the other guy's case to hire them. But White House Counsel has been stuck on this -- and a call to Cheryl didn't resolve their concerns.

So -- if there were two available FTEs in the EOP, that would obviously solve the problem in the easiest way. Anyway, I'll explore with Ginny and let you know if we need you. Sorry to bother you with this.

Todd

Developing countries - Rafe Pomerance, David Hales & Jeff Frankel

Emissions trading - Jon Gruber, David Doniger & Jonathon Pershing

CDM - Jon Gruber, David Gardiner & Dan Reifsnyder

Sinks - Mark Mazur, David Gardiner & Jonathon Pershing

Compliance/Enforcement - Sue Biniaz & Lois Schiffer

IFIs - Bill Schuerch & Jeffrey Hunker

THE WHITE HOUSE
WASHINGTON

March 9, 1998

MEMORANDUM FOR TODD STERN

ASSISTANT TO THE PRESIDENT
FOR SPECIAL PROJECTS

FROM:

VIRGINIA M. APUZZO 
ASSISTANT TO THE PRESIDENT
FOR MANAGEMENT AND ADMINISTRATION

RE:

Arrangements for Your New Office

The following represents our understanding of the arrangements for your new office which we discussed on February 26.

- Facility Issues
You will retain your workspace in the West Wing. Additionally, you are going to continue to require one full townhouse for the task force's staff.
- Funding Issues
We confirmed that the expenses of the task force will be paid from CEQ's Management Fund. You also agreed to work with Shelley Fidler to ensure that White House Counsel has been involved at an appropriate level.

We will be coordinating with White House Counsel on the issue of how your expenses and the expenses of your one staff member will be paid. We will be asking them to determine which expenses can properly be paid from White House Office funds and which ones should be paid from task force funds.

- Personnel Issues
It was agreed that you and an assistant would remain as White House Office employees and that your new title will be "Assistant to the President for Special Projects." We will be establishing a new office for you in the accounting system that will be called "Office of Special Projects." You and your assistant will also appear as the Office of Special Projects in the next EOP Telephone Directory.

As you begin to bring on Agency Representatives to the task force, please work with Kelli McClure of my staff to ensure that all the requirements are completed before the representative begins their assignment.

This summarizes our understanding of the issues we discussed at your meeting. If your understanding is different, please contact me as soon as possible.

Thank you.

2/17/98 98 FEB 14 PM 12:24
THE WHITE HOUSE

✓ Deputy Chief of Staff

MR. PRESIDENT:

If you approve,
Eric & I would
like to move forward
with this plan
Today

OK - But we need
very aggressive cooperation
efforts of private sector -
wherever new technology
solutions are much more
than procurement on fed govt
side - we need to take the lead
in modeling ~~government~~ for
reduction of windows
lighting - would like to

discuss with Eric & Tom - TSC

2/17/98

THE WHITE HOUSE

WASHINGTON

February 12, 1998

copied
Bowles
Podesta
Mathews
- Sperling
McGinty
Stern
Steinkamp
Klain
VP

MEMORANDUM FOR ERSKINE BOWLES AND JOHN PODESTA

CC: SYLVIA MATHEWS

FROM: TODD STERN *TJS*

SUBJECT: Organization of Climate Change Effort

At your request, this memo outlines an internal organization for our climate change effort premised on the notion that I would be the overall CEO, or coordinator, with others in the core group acting in effect as a Board of Directors or Steering Committee. The Steering Committee would include me, Katie, Gene, Jim and John. Ron Klain should be part of it as well, if he is interested. A flow chart is attached.

There are five principal areas of activity: diplomatic, domestic policy/implementation, outreach, communications and congressional. Under this model, I would be the point person for all of these, responsible for making sure that we were moving forward appropriately on all fronts. As a practical matter, this would involve me chairing a weekly Steering Committee meeting as well as chairing regular working group meetings in the functional areas. Of course there are some areas, such as electricity restructuring or our budget package where NEC or CEQ would continue to have the lead. But I would be responsible for knowing what was up on such issues and how they were contributing to our overall climate change effort.

The teams of people in each functional area would be drawn from relevant White House offices as well as some agencies. Consistent with their other obligations, I would have the authority to task people on these teams with specific assignments.

What follows is a brief discussion of how each functional area would be handled. If the go-ahead for this overall structure is approved, the working group in each area would develop a more detailed strategy, setting forth goals, plans for achieving those goals, and timelines.

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NSC and State (Stu Eizenstat and Wendy Sherman, with Melinda Kimble at Assistant Secretary level) will have the lead in working the substantial diplomatic issues on the agenda -- e.g., negotiating rules for emissions trading and the new "Clean Development Mechanism", making progress on developing country participation, etc. I am currently doing a weekly meeting with Wendy and Stu others at State, David Sandalow, Bill Antholis, and selected additional agency people to discuss strategy and tactics, discuss relevant issues like upcoming congressional

hearings, etc. David is in turn chairing working level interagency meetings to pursue matters discussed at the senior meeting.

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The principal elements of our domestic policy implementation are the \$6 billion program; electricity restructuring; federal procurement and usage; standards; and the sector by sector effort. The first two of these should continue to be run through the NEC process. For federal procurement, we need to enlist a person to head up a vigorous interagency effort. In addition, there are a variety of other initiatives that need to be monitored and kept on track, such as the Million Solar Roofs initiative.

The sector by sector effort will be the most labor intensive. Ideally, we would have an inside-outside team managing this, with a high-level outside person, such as John Deutch or a major ex-CEO, helping engage top level management in the relevant sectors, and Dirk Forrister heading an inside team to do the hands on, day-to-day management of the process. Dirk would need a deputy and an assistant (new agency reps to the Task Force), as well as the active participation of an interagency team of experts with knowledge of the relevant sectors. Finally, I would propose bringing on Amory Lovins as a consultant to be actively engaged in developing cost-effective, energy-saving ideas for industry sectors and the federal government. Getting the benefit of his thinking without having him too high profile would be the best way to go.

I would chair a weekly meeting of the domestic policy team to review where we are on each of the key issues of our domestic policy. This team would include: Dirk Forrister, our federal procurement person, Peter Orszag, Linda Lance, T.J. Glauthier, Rosina Bierbaum, Bill Antholis, Jon Gruber, Peter Bass (or other representative from State), and other relevant agency people, such as David Gardiner or David Doniger from EPA, and Dan Reicher from DOE.

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Our principal outreach objectives are to maintain a positive, working dialogue with key stakeholders, secure public support and validation, neutralize antagonistic, or potentially antagonistic constituencies, engage State and local leaders.

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Communications/Press

Our public affairs objectives include defining this issue for the public (e.g., protecting environment for children and grandchildren vs. \$2000 for a family of four, etc.); positioning the President in the vigorous center; building support for reasonable action, etc.

We need to bring on a senior person to head up the communications/press team. Others on that team will include Jake Siewert, Elliot Diringer, David Sandalow, Eli Attie, Beverly Barnes, Jeff Smith, Bob Boorstin, Jonathan Prince, John Haber, Beth Viola, Bill Antholis, Natalie Wymer and possibly a few other agency people.

Congressional

Our immediate congressional objectives are to prevent or defend against hostile actions, such as a resolution against signing, build our base of genuine supporters and build a larger base of those willing to remain neutral. Down the road a bit, we will need to focus attention on passage of the President's \$6 billion plan, dealing with potential appropriations riders, etc.

I would chair a weekly working group meeting on legislative strategy. We need to bring on an additional legislative person to work this issue, either in our own leg. shop or from an agency. I have lined up a good agency candidate and am discussing this with Larry Stein. The legislative team will also include Lucia Wyman, Barbara Larkin or Meg Donovan, Julie Norton, John Angell, Kay Casstevens, Mara Rudman (NSC), Dirk Forrister, Bill Antholis. State will keep a climate change data base on all Members.

Steering Committee

I would chair a weekly Steering Committee meeting to report on what is happening on all fronts and to discuss major issues that need resolution at the Steering Committee level. The core group, as noted, would be Gene, Katie, Jim, John Podesta and Ron Klain, if he wishes. As we did during the fall when we were working on the President's policy, we might well want to include others such as Stu Eizenstat, Larry Summers, Janet Yellen.

Summary

There are obviously a number of White House offices with equities in this issue -- CEQ, NEC, NSC, OVP, OSTP. The premise of the organizational model set forth in this memo would not be to limit their activity -- the Steering Committee and working group meetings would be designed to insure a full opportunity for active participation and, at the Steering Committee level, guidance. However, the premise of this model *would* be to insure that offices (and agencies) are acting in a coordinated manner rather than independently.

Climate Change Steering Committee

Stern
Sperling
McGinty
Steinberg
Podesta
[Klain]
Eizenstat
Summers
Yellen

White House Coordinator

Stern

Outreach

Team Leader: Forrister
CEQ: Viola
COS: Tramontano
IGA: Duval
OPL: Carter
Cab Aff: Balderston

Stern Deputy: Antholis

Congressional

Team Leaders: WH Leg
[TBD]

WHL: Wyman
[TBD]

State: Donovan
Norton

OVP: Casstevens
NSC: Rudman

Stern Deputy: Forrister
Antholis

Communications

Team Leader: [TBD]

Treas: Boorstin
State: Prince
Bass

Energy: Wymer
EPA: Ucelli
COS: Barnes
OVP: Attie
Ewing

NSC/CEQ: Sandalow
OSTP: Smith
NEC: Siewert
CEQ: Diringier
Viola

Stern Deputy: Antholis

Diplomatic

Lead Negotiator: Eizenstat

Team Leader: Sandalow

Treas: Gruber
Boorstin

State: Kimble
Pomerance
Reifsnieder
Pershing
Biniaz
Greenfield

EPA: Doniger
Gardiner

USAID: Hales
DOE: Mazur
Commerce: Hunker
OVP: Jordan
NEC: Orszag

Stern Deputy: Antholis

Domestic

Climate Driven Initiatives:
Industry by Industry: Forrister
Federal Procurement: TBD
Other Climate Issues: TBD

State: Greenfield
Treasury: Gruber
Energy: Mazur, Reicher
EPA: Doniger, Gardiner
NEC: Orszag
CEA: Aldy
NSC/CEQ: Sandalow
OSTP: Bierbaum
OMB: Glauthier

Stern Deputy: Forrister
Antholis

Climate as key component
Budget (\$6 Billion): Sperling
Electricity Restructuring:
Sperling,
w/ McGinty

*Industry by
Industry
ex-CEO*

TBD

*Technology
Consultant*

[Lovins]

February 21, 1998

John --

I read Ginny's memo to you on climate change issues this morning and wanted to go over a few things. I'm actually glad I got it now before we'd made any public announcement. As I thought I had made clear before, my agreement to do the climate change project and to give up my Staff Secretary title is contingent on working these issues out. A lot of people, by the way, think I'm nuts to give the Staff Secretary title up. I'm willing to do so, largely because I want to be fair to Phil, but only if we're clear on this package.

My Office. As I noted, Erskine agreed that I would keep my office at least until Mack leaves, and would then continue to keep my office or move into Mack's. That agreement is not subject to "revisiting" as far as I'm concerned, and if anyone disagrees with that, I need to know now. Ginny's memo seems to imply that there would be some doubling of offices for me. Of course there would not. The task force offices will be occupied by task force people, not me. I'll occupy my own West Wing office.

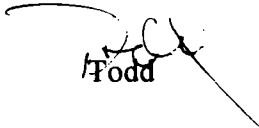
My White House slot. I would not do climate change if there were any thought, now or in the future, about taking away my White House slot.

My title. As I said in my memo to you, if the Senior Advisor title isn't deemed appropriate, we can call me something else, such as Assistant to the President for Special Projects. What I don't want however -- and what I don't regard as accurate -- is something that has climate change in the title. My view of this position is that I'm going to do climate change this year, but that that may be subject to reevaluation in the future if there is some other project that Erskine et al. thought it prudent to put me on. It may be that the next thing I do after climate change is out of the White House altogether, but I don't want to assume that. At any rate, I want a more generic title, not Assistant...for Climate Change.

Jackson Place. As I said in my memo, I think the NEOB vs. Jackson Place calculation might be a bit different if climate change weren't already established on Jackson Place. But it is. To say that the NEOB's lack of desirability is only a matter of perception is to say nothing. We could use the same logic to move half the Assistants to the President to the OEOB -- the greater desirability of the West Wing over the OEOB is also in most cases a matter of perception. The facts are that climate change has a presence on Jackson Place; that that location is viewed as more desirable than the NEOB, which is perceived as being largely used for OMB civil servants; that moving climate change out of Jackson Place would send the wrong signal; and that Jackson Place is a useful and desirable location for the scores of meetings with the business community that will be a major feature of our industry by industry initiative.

My support staff slot. I should retain this one slot just as you had Jennifer Dudley or Jessica Arons. Again, there is no incentive for me to give up the Staff Secretary position if the result is that I'm going to put myself in a *worse* position on this kind of thing. I'm staffing up this entire project with what I hope will be very good people on no new money or slots from the White House; there is no justification for taking away the one person I have working for me, which came at no increase to total Staff Secretary slots.

Conclusion. I don't want to be a pain, John, but the above items are the package I need to do the climate change project and I honestly think it's a modest package. All I'm really asking is that I don't lose the status quo. If that seems like too much, I am ready, willing and able to return to my Staff Secretary duties and any other assignments that you guys might need me for, or to explore other things such as the matter Joel talked to me about two weeks ago. And I think if I agreed to anything less than this you'd think I hadn't been a very good student of yours.


Todd

THE WHITE HOUSE
WASHINGTON

February 19, 1998

MEMORANDUM FOR JOHN PODESTA
DEPUTY CHIEF OF STAFF

FROM: VIRGINIA M. APUZZO
ASSISTANT TO THE PRESIDENT FOR
MANAGEMENT AND ADMINISTRATION

SUBJECT: Issues Related to Climate Change Management

Thanks for forwarding Todd's Climate Change memorandum to me for feedback. His memorandum raises several issues and questions that warrant further discussion among all of us.

Facilities

Todd talks about the need for his task force to retain their Jackson Place townhouse and states that Erskine agreed to allow him to keep his West Wing Office while in this new role. As difficult as it is to identify office space for staff, I would hope that we could revisit keeping an office in the West Wing in addition to entertaining the notion of the task force having continued use of a townhouse. In all instances, we need to ensure that staff only consider one workspace their office.

A larger issue that needs to be dealt with at some point is the perceived notion that the NEOB being a less desirable space. Although Todd says that moving the team to the NEOB while "saying this is a major Presidential issue" appears to him to be an inconsistency, other major initiatives have been and continue to be housed in the NEOB. Currently, the Race Initiative offices are the best example of a major initiative housed in the NEOB.

Computer Support

Todd mentions needing his task force's computer system to be linked into the "White House system." Although technically making this link should not be a problem, he should understand that non-EOP entities (including many other task forces on the Complex) must pay a higher rate for IT services. Non-EOP agencies are asked to pay for both direct services and any infrastructure costs associated with adding them to the EOP's system.

He also discusses a desired update to the townhouse's computer systems. If Todd and other staff members are on the WHO's personnel rolls, their hardware can continue to be provided by the

WHO. For non-WHO task force members, the hardware costs will have to be paid by the task force.

Additionally, it is important for Todd to coordinate the task force's needs with our IT staff as early as possible to ensure that we have proper time to prepare for the upgrades.

Staffing

We need to discuss where Todd will appear on the personnel rolls. By keeping him as a WHO employee, the WHO will carry a slot and pay his salary. A related issue is whether or not the WHO will continue to provide a staff support position. As with Todd's slot, if the WHO picks up his staff support slot, the employee counts against the WHO's slots and personnel funds.

Finally, to clarify, our understanding is that all other personnel identified in Todd's memorandum are agency representatives that represent their agency's interests on the task force. Of course, Counsel must continue to review and approve the personnel paperwork for each person brought to the complex as an agency representative.

Todd's Title

Finally, Todd proposes that he be given the title of "Assistant to the President and Senior Advisor" or "Assistant to the President for Special Projects." Currently, none of the people who have the "Senior Advisor" title also have the "Assistant to the President" title. Senior Advisor titles are currently held by Rahm Emanuel, Ira Magaziner and John Hilley. They are:

Rahm Emanuel	Senior Advisor to the President for Policy and Strategy and Executive Assistant to the Chief of Staff for Policy
John Hilley	Senior Advisor to the President and Director of Legislative Affairs
Ira Magaziner	Senior Advisor to the President

When classifying senior staff, we treat people with the Senior Advisor titles as equivalent to Assistants to the President.

Several staff members during this administration have held the Special Projects title he proposes in different forms. This title has been held as follows:

Rahm Emanuel	Assistant to the President and Director of Special Projects (former title)
Ann Walker	Special Assistant to the President and Director of Special Projects (current title)

Because we are working to ensure that titles clearly reflect each person's areas of responsibility, we propose that his title be "Assistant to the President for Climate Change" or "Assistant to the President and Chair of the Climate Change Task Force."

Conclusion

Please let me know if you have questions and/or if your understanding of any of these issues is different from that identified above.

We look forward to working with you and Todd on these issues.

Thank you.

cc: Todd Stern

THE WHITE HOUSE

WASHINGTON

February 12, 1998

MEMORANDUM FOR JOHN PODESTA

CC: ERSKINE BOWLES
SYLVIA MATHEWS

FROM: TODD STERN 

SUBJECT: Climate Change Management

This memo sets forth my proposal for Jackson Place and covers a few other items relevant to nailing down the organization of the climate change project.

Jackson Place

The Jackson Place building is laid out on three floors, plus a basement. It has two work stations plus a conference room on the first floor, one large office on the second floor, and six work stations on the third floor. The basement is in good shape and could accommodate additional work stations.

We will have the following personnel needs for the building:

- **Industry by industry effort (3).** Three people -- Dirk Forrister, a Deputy, and an assistant. If anything, this may prove to be too thin. This needs to be a major effort.
- **Policy/writer (1).** This is the Nicholas Lapham slot. Among other things, Nicholas did the first cut on all our writing -- talking points, Qs and As, draft op-eds, fact sheets. He is a huge loss, but I am working on finding a replacement.
- **Legislative (1).** We need one person to work full time on the congressional side.
- **Policy/technology (1).** I want to recruit one policy person who is very strong on technology, can generate ideas, can separate wheat from chaff with respect to Amory Lovins-type ideas, and can help support Dirk on the industry by industry effort concerning ideas that we might recommend to companies or vice versa.
- **Communications/press (1).** I am looking for a senior outside person who could give us 15-20 hours a week in the Leslie Dach mode. That person would not need full-time office space, but would need a place to work out of part-time and would also be paired with a more junior, full-time press and surrogates person. I have good potential people lined up for both of these slots.

- **Consultants.** We plan to use a few part-time people -- the senior communications person described above, Amory Lovins, assuming he is interested, and an ex-CEO (or John Deutch) to help on the industry by industry front. So we will need a place where people can meet and do some work.
- **Assistants (2).** Right now there are two junior-level assistants. We will probably keep them both, though one might end up working on the industry by industry effort.
- **Steve Seidel (1).** Steve has been on the Task Force since March and provides a lot of substantive assistance to David Sandalow and Katie. They would both like him to stay and I am in favor of that.
- **Receptionist (1).**
- **Press/surrogates (1).** I am talking about Martha Wofford coming over from AID. She would have a special focus on working with our outside communications person and, beyond that, may play a somewhat all-purpose role.

We will also need to update the computer systems in the building and get them hooked up to the White House system. I believe that I can work this out with CEQ and OMB.

Last point: I feel very strongly that it would be a big mistake to take the Jackson Place facility away and ship the team to the NEOB. It may be largely a matter of perception, but perception matters in this case just as it does with offices in the West Wing or the OEOB. If we were starting from scratch, I think there would be less of a problem. But to take away the building and move the Task Force to the NEOB when we're saying that this is a major Presidential issue doesn't work in my view. We'd be sending the wrong message to the outside world.

My Office

I discussed with Erskine on Monday morning, and he agreed, that I would keep my office. Should Mack's office open in the next few months, I might be shifted over there, allowing Phil to move into my office.

My assistant

Right now, my assistant, Jonathan Adashek, is on the Correspondence Department's budget line. I'm not sure which budget line I will be shifted to -- the Chief of Staff, I imagine -- but wherever I'm shifted, I guess he should be shifted as well. I will obviously need an assistant, all the more since I will no longer have Carol and the other Staff Secretary assistants to call upon.

My title

Since I will be giving up the Staff Secretary title, I'll need a new one. If it works for me to be Assistant to the President and Senior Advisor, I'd prefer that. If that's a problem, then the only other thing that comes to my mind is Assistant to the President for Special Projects. But I'd be open to other suggestions.

2/17/98 98 FEB 14 PM 3:48
THE WHITE HOUSE

Deputy Chief of Staff

MR. PRESIDENT:

If you approve,
Erskine & I would
like to move forward
with this plan
Thur/Thurs

Sylvia
Katie
Todd
Gene

OK - But we need
very aggressive cooperation
effort of private sector -
where we have many technology
solutions and much more
than government on full govt
side - we need to take the lead
in modeling ~~for~~ ^{for}
reduction of ~~ambiguity~~ ^{ambiguity}
lighting - would limit

Discussed with Todd & Gene



CHIEF OF STAFF TO THE PRESIDENT

Send to (1) Katie McInty
(2) Todd Stern
(3) Sylvia McKen
(4) Gene Sperlin

THE WHITE HOUSE
WASHINGTON

February 12, 1998

FOR PRESIDENT WAS 1000
2/17/98

copied
Bowles
Podesta
Mathews
Spesling
McGinty
Stern
Steinberg
Klain
VP

MEMORANDUM FOR ERSKINE BOWLES AND JOHN PODESTA

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Steering Committee

I would chair a weekly Steering Committee meeting to report on what is happening on all fronts and to discuss major issues that need resolution at the Steering Committee level. The core group, as noted, would be Gene, Katie, Jim, John Podesta and Ron Klain, if he wishes. As we did during the fall when we were working on the President's policy, we might well want to include others such as Stu Eizenstat, Larry Summers, Janet Yellen.

Summary

There are obviously a number of White House offices with equities in this issue -- CEQ, NEC, NSC, OVP, OSTP. The premise of the organizational model set forth in this memo would not be to limit their activity -- the Steering Committee and working group meetings would be designed to insure a full opportunity for active participation and, at the Steering Committee level, guidance. However, the premise of this model *would* be to insure that offices (and agencies) are acting in a coordinated manner rather than independently.

Climate Change Steering Committee

Stern
Sperling
McGinty
Steinberg
Podesta
[Klain]
Eizenstat
Summers
Yellen

White House Coordinator

Stern

Outreach

Team Leader: Forrister
CEQ: Viola
COS: Tramontano
IGA: Duval
OPL: Carter
Cab Aff: Balderston
Stern Deputy: Antholis

Congressional

Team Leaders: WH Leg
[TBD]
WHL: Wyman
[TBD]
State: Donovan
Norton
OVP: Casstevens
NSC: Rudman
Stern Deputy: Forrister
Antholis

Communications

Team Leader: [TBD]
Treas: Boorstin
State: Prince
Bass
Energy: Wyner
EPA: Ucelli
COS: Barnes
OVP: Attie
Ewing
NSC/CEQ: Sandalow
OSTP: Smith
NEC: Siewert
CEQ: Diringier
Viola
Stern Deputy: Antholis

Diplomatic

Lead Negotiator: Eizenstat
Team Leader: Sandalow
Treas: Gruber
Boorstin
State: Kimble
Pomerance
Reifsnieder
Pershing
Biniaz
Greenfield
EPA: Doniger
Gardiner
USAID: Hales
DOE: Mazur
Commerce: Hunker
OVP: Jordan
NEC: Orszag
Stern Deputy: Antholis

Domestic

Climate Driven Initiatives:
Industry by Industry: Forrister
Federal Procurement: TBD
Other Climate Issues: TBD
State: Greenfield
Treasury: Gruber
Energy: Mazur, Reicher
EPA: Doniger, Gardiner
NEC: Orszag
CEA: Aldy
NSC/CEQ: Sandalow
OSTP: Bierbaum
OMB: Glauthier
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Antholis
Climate as key component
Budget (\$6 Billion): Sperling
Electricity Restructuring:
Sperling,
w/ McGinty

*Industry by
Industry
ex-CEO*

TBD

*Technology
Consultant*

[Lovins]

THE WHITE HOUSE

WASHINGTON

February 12, 1998

MEMORANDUM FOR ERSKINE BOWLES AND JOHN PODESTA

CC: SYLVIA MATHEWS

FROM: TODD STERN 

SUBJECT: Organization of Climate Change Effort

At your request, this memo outlines an internal organization for our climate change effort premised on the notion that I would be the overall CEO, or coordinator, with others in the core group acting in effect as a Board of Directors or Steering Committee. The Steering Committee would include me, Katie, Gene, Jim and John. Ron Klain should be part of it as well, if he is interested. A flow chart is attached.

There are five principal areas of activity: diplomatic, domestic policy/implementation, outreach, communications and congressional. Under this model, I would be the point person for all of these, responsible for making sure that we were moving forward appropriately on all fronts. As a practical matter, this would involve me chairing a weekly Steering Committee meeting as well as chairing regular working group meetings in the functional areas. Of course there are some areas, such as electricity restructuring or our budget package where NEC or CEQ would continue to have the lead. But I would be responsible for knowing what was up on such issues and how they were contributing to our overall climate change effort.

The teams of people in each functional area would be drawn from relevant White House offices as well as some agencies. Consistent with their other obligations, I would have the authority to task people on these teams with specific assignments.

What follows is a brief discussion of how each functional area would be handled. If the go-ahead for this overall structure is approved, the working group in each area would develop a more detailed strategy, setting forth goals, plans for achieving those goals, and timelines.

Diplomatic

NSC and State (Stu Eizenstat and Wendy Sherman, with Melinda Kimble at Assistant Secretary level) will have the lead in working the substantial diplomatic issues on the agenda -- e.g., negotiating rules for emissions trading and the new "Clean Development Mechanism", making progress on developing country participation, etc. I am currently doing a weekly meeting with Wendy and Stu others at State, David Sandalow, Bill Antholis, and selected additional agency people to discuss strategy and tactics, discuss relevant issues like upcoming congressional

hearings, etc. David is in turn chairing working level interagency meetings to pursue matters discussed at the senior meeting.

Domestic Policy

The principal elements of our domestic policy implementation are the \$6 billion program; electricity restructuring; federal procurement and usage; standards; and the sector by sector effort. The first two of these should continue to be run through the NEC process. For federal procurement, we need to enlist a person to head up a vigorous interagency effort. In addition, there are a variety of other initiatives that need to be monitored and kept on track, such as the Million Solar Roofs initiative.

The sector by sector effort will be the most labor intensive. Ideally, we would have an inside-outside team managing this, with a high-level outside person, such as John Deutch or a major ex-CEO, helping engage top level management in the relevant sectors, and Dirk Forrister heading an inside team to do the hands on, day-to-day management of the process. Dirk would need a deputy and an assistant (new agency reps to the Task Force), as well as the active participation of an interagency team of experts with knowledge of the relevant sectors. Finally, I would propose bringing on Amory Lovins as a consultant to be actively engaged in developing cost-effective, energy-saving ideas for industry sectors and the federal government. Getting the benefit of his thinking without having him too high profile would be the best way to go.

I would chair a weekly meeting of the domestic policy team to review where we are on each of the key issues of our domestic policy. This team would include: Dirk Forrister, our federal procurement person, Peter Orszag, Linda Lance, T.J. Glauthier, Rosina Bierbaum, Bill Antholis, Jon Gruber, Peter Bass (or other representative from State), and other relevant agency people, such as David Gardiner or David Doniger from EPA, and Dan Reicher from DOE.

Outreach (business, enviros, labor, agriculture, State and local, academics)

Our principal outreach objectives are to maintain a positive, working dialogue with key stakeholders, secure public support and validation, neutralize antagonistic, or potentially antagonistic constituencies, engage State and local leaders.

Regarding business, there will be a lot of overlap between our industry by industry effort and general outreach, so Dirk should head up this aspect of outreach, as well as ag. Regarding enviros, labor and State/local, those areas would be headed up by CEQ, Karen Tramontano and Fred Duval, respectively. We also need a further active effort to develop academic validators, such as scientists, economists and foreign policy experts. All of the components of the outreach effort would operate under my supervision.

Communications/Press

Our public affairs objectives include defining this issue for the public (e.g., protecting environment for children and grandchildren vs. \$2000 for a family of four, etc.); positioning the President in the vigorous center; building support for reasonable action, etc.

We need to bring on a senior person to head up the communications/press team. Others on that team will include Jake Siewert, Elliot Diringer, David Sandalow, Eli Attie, Beverly Barnes, Jeff Smith, Bob Boorstin, Jonathan Prince, John Haber, Beth Viola, Bill Antholis, Natalie Wymer and possibly a few other agency people.

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White House Coordinator

Stern

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Cab Aff: Balderston

Stern Deputy: Antholis

Congressional

Team Leaders: WH Leg
[TBD]

WHL: Wyman
[TBD]

State: Donovan
Norton

OVP: Casstevens
NSC: Rudman

Stern Deputy: Forrister
Antholis

Communications

Team Leader: [TBD]

Treas: Boorstin
State: Prince
Bass

Energy: Wymer
EPA: Ucelli
COS: Barnes
OVP: Attie
Ewing

NSC/CEQ: Sandalow
OSTP: Smith
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Diplomatic

Lead Negotiator: Eizenstat

Team Leader: Sandalow

Treas: Gruber
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State: Kimble
Pomerance
Reifsnieder
Pershing
Biniaz
Greenfield

EPA: Doniger
Gardiner

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DOE: Mazur
Commerce: Hunker
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Domestic

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Climate as key component
Budget (\$6 Billion): Sperling
Electricity Restructuring:
Sperling,
w/ McGinty

*Industry by
Industry
ex-CEO*

TBD

*Technology
Consultant*

[Lovins]

Don

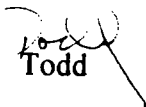
THE WHITE HOUSE
WASHINGTON

January 16, 1998

Katie and Gene:

To get the climate change organizational ball moving, Erskine and John asked me to draft a memo premised on my being the all-purpose climate change coordinator, operating under a "board of directors" or steering committee. The result is attached, together with a flow-chart. John and Erskine have read the memo and both think it makes sense, pending your reaction. I'm prepared to get going on this stuff, if you guys are ok with it.

Katie -- I know you're going out of town. If you guys want to do a conference call, I'm available most anytime this weekend. One thing that I do think imperative is that this organizational business get squared away quickly, for obvious reasons.


Todd

THE WHITE HOUSE

WASHINGTON

January 16, 1998

MEMORANDUM FOR ERSKINE BOWLES AND JOHN PODESTA

FROM: TODD STERN 

SUBJECT: Organization of Climate Change Effort

At your request, this memo outlines an internal organization for our climate change effort premised on the notion that I would be the overall CEO, or coordinator, with others in the core group acting in effect as a Board of Directors or Steering Committee. The Steering Committee would include me, Katie, Gene, Jim and John. Ron Klain should be part of it as well, if he is interested. A flow chart is attached.

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The teams of people in each functional area would be drawn from relevant White House offices as well as some agencies. Consistent with their other obligations, I would have the authority to task people on these teams with specific assignments.

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Domestic Policy

The principal elements of our domestic policy implementation are the \$6 billion program; electricity restructuring; federal procurement and usage; standards; and the industry by industry effort. The first two of these should continue to be run through the NEC process. For federal procurement, we should enlist a person to head up a vigorous interagency effort. Katie has mentioned Linda Lance as a possibility.

The industry by industry effort will be the most labor intensive. Ideally, we would have an inside-outside team managing this, with a high-level outside person, such as John Deutch or a major ex-CEO, acting as a Special Government Employee to help engage top level management in the relevant sectors, and Dirk Forrister heading an inside team to do the hands on, day-to-day management of the process. Dirk would need a couple of assistants (new agency reps to the Task Force), as well as the active participation of an interagency team of experts with knowledge of the relevant sectors. Finally, Katie, Gene and I would propose bringing on Amory Lovins as a consultant to be actively engaged in developing cost-effective, energy-saving ideas for industry sectors. Where appropriate, he could participate in our working meetings with the different sectors. Since he comes with some baggage as far as business is concerned, getting the benefit of his thinking without having him too high profile would probably be the best way to go.

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Regarding business, there will be a lot of overlap between our industry by industry effort and general outreach, so Dirk should head up this aspect of outreach. Regarding enviros, labor and State/local, those areas would be headed up by CEQ, Karen Tramontano and Fred Duval, respectively. All of the components of the outreach effort would operate under my supervision.

I would chair a weekly working group meeting with the following team: Dirk, Bill Antholis, Beth Viola, Karen, Fred, Cheri Carter, Nicholas Lapham, and appropriate people from DOE, USDA, Commerce, DOT, HUD, EPA, Interior.

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Our public affairs objectives include defining this issue for the public (e.g., protecting environment for children and grandchildren vs. \$2000 for a family of four, etc.); positioning the President in the vigorous center; building support for reasonable action, etc.

I would chair a weekly working group meeting of the following team: Nicholas Lapham, Jake Siewert, Elliot Diringer, David Sandalow, Eli Attie, Beverly Barnes, Jeff Smith, Bob Boorstin, Jonathan Prince, John Haber, Beth Viola, Bill Antholis, Tom Janenda, Natalie Wymer, possibly a few other agency people.

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I would chair a weekly working group meeting on legislative affairs and strategy with following team: Lucia Wyman, White House leg. replacement for Dan Tate, Barbara Larkin or Meg Donovan, Julie Norton, Kay Casstevens, Mara Rudman (NSC), Bill Antholis, Nicholas Lapham, other relevant agency people.

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My Staff/Task Force

Bill Antholis and Nicholas Lapham are my two key deputies. Both are agency reps from State and will need to have their tenure continued. Unless we can get adequate space in the OEOB, it is imperative that we retain Jackson Place for them, for Dirk and his aides, and to have space available for people such as the former CEO or Lovins. We will also need real computers wired into ours for e-mail purposes. Until now, Jackson Place has been using second-rate, old DOE computers. And Nicholas, the main author of talking points, fact sheets, Qs and As, etc., has been sharing an OSTP cubicle with a poor computer and no e-mail, which is inefficient for him and me. All of these support issues have thus far fallen to CEQ, which administratively operates the Task Force. I think it would be fine for CEQ to retain that administrative role, but it would be important that the basic decisions about such matters as funding needs from agencies (via OMB), computers, e-mail hookups, etc. be mine, subject to Chief of Staff's approval, and that CEQ

concur in this arrangement. And all Task Force personnel would report to me.

Summary

There are obviously a number of White House offices with equities in this issue -- CEQ, NEC, NSC, OVP, OSTP. The premise of the organizational model set forth in this memo would not be to limit their activity -- the Steering Committee and working group meetings would be designed to insure a full opportunity for active participation and, at the Steering Committee level, guidance. However, the premise of this model *would* be to insure that offices (and agencies) are acting in a coordinated manner rather than independently.

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White House Coordinator

Stern

Outreach

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CEQ: Viola
COS: Tramontano
IGA: Duval
OPL: Carter
Cab Aff: Balderston
Others: TBD

Stern Staff: Antholis
~~Lapham~~

Congressional

Team Leaders: ~~TBD~~
WH Leg
~~w/ State~~
~~[TBD]~~

WHL: Wyman
[TBD]

State: Donovan
Norton

OVP: Casstevens
NSC: Rudman

Stern Staff: Forrister
Antholis
~~[TBD]~~

Communications

Team Leader: ~~TBD~~
~~Lapham~~

Treas: Boorstin
State: Prince
Bass

Energy: Wymer
COS: Barnes
OVP: Attie
NSC/CEQ: Sandalow
OSTP: Smith
NEC: Siewert
CEQ: Diringer
Viola

~~Research: Jananda~~
~~Cab Affairs: Balderston~~
~~Others: TBD~~

Stern Staff: Antholis

Haben
Ncell
Dach

Diplomatic

Lead Negotiator: ~~Eisenstat~~

Team Leader: Sandalow

Treas: Gruber
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EPA: Doniger
Gardiner

USAID: Hales
DOE: Mazur
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OVP: Jordan
NEC: Orszag

Stern Staff: Antholis
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Domestic

Climate Driven Initiatives:
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Climate as key component
Budget (\$6 Billion): Sperling
Electricity Restructuring:
Sperling,
w/ McGinty

Industry by
Industry
ex-CEO

TBD

Technology
Consultant

[Lovins]

February 4, 1998

Here's what I need:

1. Meeting in which Erskine and John lay on hands. With
Katie, Jim, Gene, Ron.

2. My office.

3. Jackson Place, with adequate funds for computers, etc.

4. Agreement on other elements of structure:

- Dirk/Lovins/[Deutch] for sector by sector;
- Maybe Julie Anderson for Hill
- Bill
- Communications person

5. Title -- Assistant to the President [for Special Projects/and Senior Advisor]; with a press release/Kamen.

February 10, 1998

MEMORANDUM FOR JOHN PODESTA

CC: ERSKINE BOWLES
 SYLVIA MATHEWS

FROM: TODD STERN

SUBJECT: Climate Change Management

This memo sets forth my proposal for Jackson Place and covers a couple other items relevant to nailing down the organization of the climate change project.

Jackson Place

The Jackson Place building is laid out on three floors, plus a basement. It has two work stations plus a conference room on the first floor, one large office on the second floor, and six work stations on the third floor. The basement is in good shape and could accomodate additional work stations.

We will have the following personnel needs for the building:

- **Industry by industry effort (3).** Three people -- Dirk Forrister, a Deputy, and an assistant. If anything, this may prove to be too thin. This needs to be a major effort.
- **Policy/writer (1).** This is the Nicholas Lapham slot. Among other things, Nicholas did the first cut on all our writing -- talking points, Qs and As, draft op-eds, fact sheets. He is a huge loss, but I am working on finding a replacement.
- **Legislative (1).** We need one person to work full time on the congressional side.
- **Policy/technology (1).** I want to recruit one policy person who is very strong on techology, can generate ideas, can separate wheat from chaff with respect to Amory Lovins-type ideas, and can help support Dirk on the industry by industry effort concerning ideas that we might recommend to companies or vice versa.
- **Communications/press (1).** I am looking for a senior outside person who could give us 15-20 hours a week in the Leslie Dach mode. That person would not need full-time office space, but would need a place to work out of part-time and would also be paired with a

more junior, full-time press and surrogates person. I have good potential people lined up for both of these slots.

- **Consultants.** We plan to use a few part-time people -- the senior communications person described above, Amory Lovins, assuming he is interested, and an ex-CEO (or John Deutch) to help on the industry by industry front. So we will need a place where people can meet and do some work.
- **Assistants (2).** Right now there are two junior-level assistants. We will probably keep them both, though one might end up working on the industry by industry effort.
- **Steve Seidel (1).** Steve has been on the Task Force since March and provides a lot of substantive assistance to David Sandalow and Katie. They would both like him to stay and I am in favor of that.
- **Receptionist (1).**
- **Press/surrogates.** We need one person to

My Staff/Task Force

Bill Antholis and Nicholas Lapham are my two key deputies. Both are agency reps from State and will need to have their tenure continued. Unless we can get adequate space in the OEOP, it is imperative that we retain Jackson Place for them, for Dirk and his aides, and to have space available for people such as the former CEO or Lovins. We will also need real computers wired into ours for e-mail purposes. Until now, Jackson Place has been using second-rate, old DOE computers. And Nicholas, the main author of talking points, fact sheets, Qs and As, etc., has been sharing an OSTP cubicle with a poor computer and no e-mail, which is inefficient for him and me. All of these support issues have thus far fallen to CEQ, which administratively operates the Task Force. I think it would be fine for CEQ to retain that administrative role, but it would be important that the basic decisions about such matters as funding needs from agencies (via OMB), computers, e-mail hookups, etc. be mine, subject to Chief of Staff's approval, and that CEQ concur in this arrangement. And all Task Force personnel would report to me.

February 10, 1998

L x w h

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The sector by sector effort will be the most labor intensive. Ideally, we would have an inside-outside team managing this, with a high-level outside person, such as John Deutch or a major ex-CEO, acting as a Special Government Employee to help engage top level management in the relevant sectors, and Dirk Forrister heading an inside team to do the hands on, day-to-day management of the process. Dirk would need a couple of assistants (new agency reps to the Task Force), as well as the active participation of an interagency team of experts with knowledge of the relevant sectors. Finally, I would propose bringing on Amory Lovins as a consultant to be actively engaged in developing cost-effective, energy-saving ideas for industry sectors. Since he comes with some baggage as far as business is concerned, getting the benefit of his thinking without having him too high profile would be the best way to go.

I would chair a weekly meeting of the domestic policy team to review where we are on each of the key issues of our domestic policy. This team would include: Dirk Forrister, our federal procurement person, Peter Orszag, Linda Lance, T.J. Glauthier, Rosina Bierbaum, Bill Antholis, Jon Gruber, Peter Bass (or other representative from State), and other relevant agency people, such as David Gardiner or David Doniger from EPA, and Elgie Holstein from DOE.

Outreach (business, enviros, labor, agriculture, State and local, academics)

Our principal outreach objectives are to maintain a positive, working dialogue with key stakeholders, secure public support and validation, neutralize antagonistic, or potentially antagonistic constituencies, engage State and local leaders.

Regarding business, there will be a lot of overlap between our industry by industry effort and general outreach, so Dirk should head up this aspect of outreach, as well as ag. Regarding enviros, labor and State/local, those areas would be headed up by CEQ, Karen Tramontano and Fred Duval, respectively. We also need a further active effort to develop academic validators, such as scientists, economists and foreign policy experts. All of the components of the outreach effort would operate under my supervision.

Communications/Press

Our public affairs objectives include defining this issue for the public (e.g., protecting environment for children and grandchildren vs. \$2000 for a family of four, etc.); positioning the President in the

vigorous center; building support for reasonable action; etc.

We need to bring on a senior person to head up the communications/press team. Others on that team will include Jake Siewert, Elliot Diringer, David Sandalow, Eli Attie, Beverly Barnes, Jeff Smith, Bob Boorstin, Jonathan Prince, John Haber, Beth Viola, Bill Antholis, Natalie Wymer and possibly a few other agency people.

Congressional

Our immediate congressional objectives are to prevent or defend against hostile actions, such as a resolution against signing, build our small base of genuine supporters, build a larger base of those willing to remain neutral. Down the road a bit, we will need to focus attention on passage of the President's \$6 billion plan, dealing with potential appropriations riders, etc.

The legislative team I would chair a weekly working group meeting on legislative strategy. We need to bring on an additional legislative person to work this issue, either in our own leg. shop or from an agency. I have lined up a good agency candidate and am discussing this with Larry Stein. The legislative team will also include Lucia Wyman, Barbara Larkin or Meg Donovan, Julie Norton, John Angell, Kay Casstevens, Mara Rudman (NSC), Dirk Forrister, Bill Antholis. State will keep a climate change data base on all Members.

Steering Committee

I would chair a weekly Steering Committee meeting to report on what is happening on all fronts and to discuss major issues that need resolution at the Steering Committee level. The core group, as noted, would be Gene, Katie, Jim, John Podesta and Ron Klain, if he wishes. As we did during the fall when we were working on the President's policy, we might well want to include others such as Stu Eizenstat, Larry Summers, Janet Yellen.

Summary

There are obviously a number of White House offices with equities in this issue -- CEQ, NEC, NSC, OVP, OSTP. The premise of the organizational model set forth in this memo would not be to limit their activity -- the Steering Committee and working group meetings would be designed to insure a full opportunity for active participation and, at the Steering Committee level, guidance. However, the premise of this model *would* be to insure that offices (and agencies) are acting in a coordinated manner rather than independently.

Ron Klain @ OVP
01/19/98 02:16:25 PM

Record Type: Record

To: Todd Stern/WHO/EOP

CC:

Subject: Re: Boxes and Boxes 

I certainly don't think you should saw this piece off and have no part in superintending it. But I think that the once-a-week model is not going to work, either. Say you learn at 4pm that the next day, GM has a big announcemnet about a new car. Someone needs to decide whether we are going to put one of our principals, or a senior WH aide, into that story. That person needs to reach out to GM, work with the press office here, and so on. And the person needs to be able to interact with the WH Communications apparatus (Rahm, Doug, Paul, Sid, Ann + McCurry, Amy, Barry, Joe) at a senior level to get everyone on board. And it is not just good news: say a new report is coming out attack our position -- and the workd comes to us at 5pm the night before: do we attack, or hope to ignore? In a virtual war room environment, big time communications choices probably have to be made 4 of 7 days in the week.

The point here is that if you have to do that, you are going to find yourself yanked out of your other duties, probably more than half the time. You don't want to do that. You want to plan the communicatons strategy, monitor implementation of that strategy, and then have a field general senior enough that he/she can make day-to-day tactical decisions -- and work those decisions internally with the WW Press, Communications, Counsellors, and the OVP Communications shop (where the VP is the selected weapon to be deployed) -- at a senior level.

I thought that the Fast Track campaign suffered for lack of a senior-level person to do this, and I'd hate to see climate come out the same way.

Think about it, and let's talk at your convenience.

Ron Klain @ OVP
01/19/98 01:07:35 PM

Record Type: Record

To: Todd Stern/WHO/EOP

cc:

Subject: Boxes and Boxes

I liked the climate change staffing memo. My only concern is whether Lapham is strong enough for the very important and central role you have identified for him. There is probably no job at the White House more important in 1998 than mounting a communications campaign for our position on climate change -- and, to be honest, we have been caught napping on the clean car and hottest-year-on-record announcements thus far. I do not have an alternate candidate at this point, but I wonder if we should seek to find a more senior-level type of person, who could really shepherd this part of the effort, allowing you to focus on general strategy, legislative strategy, political/constituency outreach, etc.

We intend to pour lots of VP time and energy into communicating on this issue in 1998, and so, having a top-level manager for it would be a big help.

Let me know what you think.

Todd Stern 01/19/98 01:45:42 PM

Record Type: Record

To: Ron Klain/OVP @ OVP

cc:

Subject: Re: Boxes and Boxes 

Let me think about this. My working hypothesis has been that if I chaired a weekly meeting with the sharp heads on our communications team -- like Boorstin, Prince, Jake, Eli, Elliot D., Jon Haber, (and I'm sure I could bring Leslie Dach into this on at least a semi-regular basis) -- in which key direction was decided and key decisions made, Nicholas (who is quite smart and able) could follow-up and implement. If the conception were that I was delegating this whole area to someone, who would hold the weekly meetings and just fill me in on what he/she were doing, then someone more senior would clearly be needed -- but that's not my conception.

Anyway, we can talk about this some more. tds

January 22, 1998

John --

I hesitate to bother you with this stuff today, but I thought I'd better fill you in. Deal with it when you can.

Katie has fairly major objections to my memo. She sent back three-pages of hand-written comments (see attached), the gist of which is: (1) policy side will continue to be headed by Katie, Gene and Jim and I should *not* chair a weekly working group meeting to track where we are and what we're doing on policy matters; (2) David Sandalow will run things on the diplomatic side; (3) the team leaders must be free to run their own areas and "phone home" when they see fit; (4) we need a more senior team leader on communications.

In essence, I think Katie would like me to be in charge of communications, outreach and congressional, provided that (1) I would not supervise or coordinate the policy or diplomatic side, and (2) lieutenants like Dirk (or by extension the people they informally report to, like Katie) would have pretty free rein.

I'm frankly not interested in that kind of role. The policy and diplomatic sides are key elements of what makes this interesting to me and I'm not eager to devote another year or more to doing outreach and communications. I'd rather do a combination of Staff Secretary work and new projects for you and Sylvia and Erskine.

The organizational options as I see them are either an arrangement of the kind I outline in my memo or an arrangement which would have lieutenants like Dirk and David feeding directly into a Steering Committee (Katie, Gene, Jim, me, etc.). You could still have John Deutch (or his moral equivalent) and Amory Lovins, working with Dirk, under Katie's (and Gene's) supervision. I could stay involved at the Steering Committee level, but just wouldn't have an operational role. I'm not arguing for this -- I think the best arrangement is the one outlined in my memo -- but it is an alternative.

I don't, by the way, begrudge Katie her views; climate change is a key environmental and vice presidential issue, and I can understand her not wanting to have a CEQ outsider play the role of overall C.O.O. It's just that I don't find the idea of a limited role appealing.

As you know, Katie is out of town because of an illness in her family. I believe she is expected back next week. Obviously, if you all decide that you prefer to follow the basic approach outlined in my memo, additional work will be required to get the necessary buy-in from Katie.


Todd

Add - The following are some initial thoughts on your organizational memo. All bears further discussion, but I thought this might be useful in my absence. ①

cc: Gene Sperling

Ron Klain

Jim Steinberg

CEQ Staff:

Dirk Forister

Shelley, Wesley, David Bandelow,
Elliot Dvinger, Beth Viola,
Linda Lauer

To minimize this

1. Overall, memo is thorough, thoughtful, and helpful.
2. I am concerned, however, that the structure will be quite inefficient and lethargic. Each piece of the org chart should have a considerable degree of independence. You should coordinate all of this. But, ~~the~~ the leader of each function must be able to move w/o you or the Steering Committee's approval. Presumably, we will have people doing this work who will know when they need to "phone home" for guidance.
3. I think the Steering Committee structure is good and I welcome the idea of you calling a meeting of the Steering Committee on a weekly basis.

4. I am not satisfied with the treatment of the policy process in the memo. Gene, Tim and ~~I~~ have and continue to chair this aspect of our overall process and I feel strongly that our work must continue in that manner. (2)

• First, there are many more elements of the policy machinery than are presented in the memo (e.g. M.I.I. on Solar Profs, PNGU, NEXTEA, Development of Econ. Anal). These processes are up & running. Senior staff from my office chair many of these efforts (we are now working to identify appropriate co-chairs from NBC or other ^{policy} offices where necessary & appropriate). ~~Gene, Tim & I~~ Gene, Tim & I will run these processes.

Chairing meetings as frequently as necessary to inform & guide the work. You, of course, would be invited to all of these meetings. And, if decisions had to be made, relevant cabinet members would also be invited to participate.

All of this could then be reported on in weekly ~~cabinet~~ Steering Committee meetings. ^{that you would chair} However, you would not chair policy meetings as suggested on page 2, paragraph 3.

• Second, and relatedly with regard to ^{international} policy dimensions, David Sahdalon is chairing and will continue to chair staff work. State Dep't does not chair that work as you suggest on page 1, final paragraph, though, of course, they are important participants. (3)

5. With regard to Congressional relations, while I understand & support your desire to build a strong team, State Dep't can not be the lead. The domestic side of this effort is too weighty and essential for that to prove fruitful. ~~and~~ I would urge that we consider having Dirk Fomister oversee this work as well as industry-by-industry. He has strong connections & credibility on the Hill. We should use that to our advantage. And, we should reduce the number of "go-to" people on climate -- we risk creating significant confusion by constituencies; both industry & the Hill are comfortable w/ Dirk; the Hill will continue to go to him anyway. So, we should just empower him in both regards.

6. On Federal Procurement, I continue to agree that we need a dedicated person. Linda Lance is no longer moving to DOE, however. Therefore I need to withdraw her name from consideration for this slot. (4)
7. I also believe we need a dedicated person to ~~to~~ orchestrate a "developing country campaign". Ideally, this person should be State Department, but, the job is different from ~~it~~ goes beyond what State would likely do in this regard. That is, I have in mind someone who identifies other parties (private sector, Academic institutions) ~~who~~ ^{who} can facilitate our dialogue with developing countries -- going beyond normal diplomatic channels & international negotiating sessions. In ^{short} ~~short~~ -- orchestrating a comprehensive campaign to build support in ^{3rd world}.
8. In terms of extended Steering Committee (i.e., including Stu, Larry, etc.), recall that we added Fred Hansen. He should continue to participate.
9. Communications: Without meaning any offense to Nicholas (he is terrific!!!), I believe we need a

~~Very~~ very senior person to lead this effort. Elliot would be ideal, but, I can not spare him full-time & this is more than a full-time slot! I would urge that Ron Klain be consulted closely here. Given the strength and depth of the VP's interests in this matter, I believe it would be ideal to have someone in this slot who is also closely tied in w/ the VP's scheduling, communications, political & strategic operations. ⑤

10. Administration of the Task Force -- Shelley can explain the details here, but legally only C&Q can make decisions wrt expenditure of task force funds. We would be happy to have much support in this regard. But, unless we find some other funding structure, only C&Q can make decisions.

Todd -- all of this bears further discussion. But I agree with you -- time is of the essence. So, I hope this helps in my absence. Finally, to update on my "czar"

Calls: John Dutch. } *
 Geo. Frampton } yes

Charlie Curtis
 Warren Christopher
 Bill Ruckelshaus

No.

Thanks!!
 Katie

Record Type: Record

To: John Podesta/WHO/EOP

cc:

Subject: update (attached)

FYI -- Katie hasn't reacted very positively to my memo. She sent back three pages of hand-written comments, the gist of which is: (1) policy side ~~should~~ continue to be headed by Katie, Gene and Jim and I should *not* chair a weekly working group meeting to track where we are and what we're doing on policy matters; (2) David S. ~~should~~ run things on the diplomatic side; (3) the team leaders ~~under me even on things like outreach and communications should have a lot of independence and shouldn't need my approval before acting (i.e., people like Dirk and David Sandalow should be free to run their own areas and just "phone home" when they see fit);~~ (4) we need a more senior team leader on communications. (If you want to see Katie's memo itself, I'll send it up.)

My general reaction is along lines of what I've said to you before -- I would be happy to coordinate this effort, and won't shed any tears if I don't -- the only thing I don't want is to get yinged and yanged about "I am in charge, but I'm not in charge" or "I'm in charge, but everybody has carte blanche to free lance, etc. Seems to me there's a fairly basic decision as to whether the layer I represent on the flow chart is needed or not. Theoretically, you could do it Katie's way and, in essence, have lieutenants like Dirk and David who ~~flow~~ directly into a Steering Committee (Katie, Gene, Jim, me, etc.). You could still have John Deutch (or his moral equivalent) and Amory Lovins, working with Dirk, under Katie's (and Gene's) supervision. I could stay involved at Steering Committee level, but just wouldn't have an operational role.

In essence, I think Katie might envision that I would still be "in charge" of communications (and outreach, with the policy side off limits, and the lieutenants like Dirk acting as autonomous agents, that's not a very appealing role for me. Certainly not something that would make sense spending all my time on. If that were the configuration, I would think I'd be better off doing a combination of Staff Secretary work and new projects for you and Erksine. I'm not arguing for this -- I do think the best arrangement is the one outlined in my memo. But, as I said from the beginning, I think buy-in from Katie and Gene is necessary, and right now we don't have it.

Anyhow, I'm not seeking your intervention at this moment -- I'd like to try to get Jim's, Gene's, Ron's views. But I didn't want you to think either that I was dropping the ball or that this was all worked out. tds

my reaction is that Katie's vision of my role, with the policy side & diplomatic sides fenced off

And from your doing outreach & communications is not really within my the appealing

key elements of policy & diplo. side which makes this risky. I don't think it makes much sense for me to devote another year or more to doing this & communications.

must not be too much interference by me

I'm frankly not into in what kind of role. Organized to think I'd rather do it

my heart.

beyond my purview

to diplomatic

action

In essence, I think

long answer

I'm frankly not into

in what kind of role.

Organized to think I'd rather do it

can understand her not wanting to have ^{me} as an overall coordinator

I don't begrudge her view, by the way. This is a major
env'l + major VP issue + I don't find it ~~at all~~ surprising
~~immoral that she'd want to object to ceding territory to me.~~
I'm just saying that a choice needs to be made + that
~~it doesn't matter~~ I'm not interested in the role Katie
~~expects~~ for me.
sds

I think

Fundamentally, Katie would like me to do
this but sees me as being under ^{her} + Gene
+ Jan -- helping to carry out important functions
like outreach + communications which ~~help support~~
but fundamentally subord. to her when the
search time comes for ~~key~~ white power members
or ^{even} important outside contacts.

In short I'll play it either way. I'll be the
coordinator along lines laid out in my memo ~~to~~ +
I'll ~~start~~ ~~and~~ forego an oper'l role + just pitch
in on S.C. But I don't want to be halfway in
w/ Katie resending my role to ~~pt~~ ~~debt~~
on usotny.

Antman

Cory

Comm

Dip

Pohay

Todd Loser

Pamer

Katie

Coordinate by Sutfance

- 1) Todd Loser
- 2) Todd Alert all you know
- 3) I you your secret

—
THE WHITE HOUSE
WASHINGTON

Mike Bernan's Office

2100 Penn

Suite 500

Notes on Structure -- Katie's Concerns (1/20/98)

- Each functional area should have a good deal of independence -- able to act without my approval or else structure will be inefficient and slow. Each area should be headed by someone who knows how to "phone home" if necessary, but isn't required to.
- Policy process should continue to be headed by Katie, Gene and Jim. I should not chair working level meetings as suggested in my memo.
- On diplomatic, Sandalow is chairing and will continue to chair staff work.
- On congressional, Dirk should oversee this as well as the industry-by-industry effort. State should not have lead. (My memo has WH Leg. as lead "w/State" -- intended to recognize the substantial role State has, strategically, in maintaining a data base, etc.)
- Believes we should have a special envoy -- preferably from State -- orchestrating a "developing country campaign".
- On communications, need a more senior person coordinating, and should be closely tied in with VP's scheduling, communications, political and strategic operations.

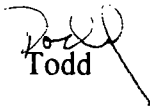
THE WHITE HOUSE
WASHINGTON

January 16, 1998

Katie and Gene:

To get the climate change organizational ball moving, Erskine and John asked me to draft a memo premised on my being the all-purpose climate change coordinator, operating under a "board of directors" or steering committee. The result is attached, together with a flow-chart. John and Erskine have read the memo and both think it makes sense, pending your reaction. I'm prepared to get going on this stuff, if you guys are ok with it.

Katie -- I know you're going out of town. If you guys want to do a conference call, I'm available most anytime this weekend. One thing that I do think imperative is that this organizational business get squared away quickly, for obvious reasons.


Todd

THE WHITE HOUSE

WASHINGTON

January 16, 1998

MEMORANDUM FOR ERSKINE BOWLES AND JOHN PODESTA

FROM: TODD STERN ~~705~~

SUBJECT: Organization of Climate Change Effort

At your request, this memo outlines an internal organization for our climate change effort premised on the notion that I would be the overall CEO, or coordinator, with others in the core group acting in effect as a Board of Directors or Steering Committee. The Steering Committee would include me, Katie, Gene, Jim and John. Ron Klain should be part of it as well, if he is interested. A flow chart is attached.

There are five principal areas of activity: diplomatic, domestic policy/implementation, outreach, communications and congressional. Under this model, I would be the point person for all of these, responsible for making sure that we were moving forward appropriately on all fronts. As a practical matter, this would involve me chairing a weekly Steering Committee meeting as well as chairing regular working group meetings in the functional areas. Of course there are some areas, such as electricity restructuring or our budget package where Gene, together with Katie, would continue to have the lead. But I would be responsible for knowing what was up on such issues and how they were contributing to our overall climate change effort.

The teams of people in each functional area would be drawn from relevant White House offices as well as some agencies. Consistent with their other obligations, I would have the authority to task people on these teams with specific assignments.

What follows is a brief discussion of how each functional area would be handled. If the go-ahead for this overall structure is approved, the working group in each area would develop a more detailed strategy, setting forth goals, plans for achieving those goals, and timelines.

Diplomatic

State (Stu Eizenstat and Wendy Sherman, with Melinda Kimble at Assistant Secretary level) will have the lead in working the substantial diplomatic issues on the agenda -- e.g., working out rules for emissions trading and the new "Clean Development Mechanism", making progress on developing country participation, etc. I would hold a weekly meeting with Wendy and Stu that would include others at State, David Sandalow, Bill Antholis, Nicholas Lapham, and a few additional agency people to review our progress and plans, discuss relevant issues like upcoming congressional hearings, etc. David would in turn chair working level interagency meetings where needed to pursue matters discussed at the senior level meeting.

Domestic Policy

The principal elements of our domestic policy implementation are the \$6 billion program; electricity restructuring; federal procurement and usage; standards; and the industry by industry effort. The first two of these should continue to be run through the NEC process. For federal procurement, we should enlist a person to head up a vigorous interagency effort. Katie has mentioned Linda Lance as a possibility.

The industry by industry effort will be the most labor intensive. Ideally, we would have an inside-outside team managing this, with a high-level outside person, such as John Deutch or a major ex-CEO, acting as a Special Government Employee to help engage top level management in the relevant sectors, and Dirk Forrister heading an inside team to do the hands on, day-to-day management of the process. Dirk would need a couple of assistants (new agency reps to the Task Force), as well as the active participation of an interagency team of experts with knowledge of the relevant sectors. Finally, Katie, Gene and I would propose bringing on Amory Lovins as a consultant to be actively engaged in developing cost-effective, energy-saving ideas for industry sectors. Where appropriate, he could participate in our working meetings with the different sectors. Since he comes with some baggage as far as business is concerned, getting the benefit of his thinking without having him too high profile would probably be the best way to go.

I would chair a weekly meeting of the domestic policy team to review where we are on each of the key issues of our domestic policy. This team would include: Dirk Forrister, our federal procurement person, Peter Orszag, David Sandalow, T.J. Glauthier, Rosina Bierbaum, Bill Antholis, Nicholas Lapham, Jon Gruber, Peter Bass (or other representative from State), and other relevant agency people, such as David Gardiner or David Doniger from EPA, and Elgie Holstein from DOE.

Outreach (business, enviros, labor, State and local)

Our principal outreach objectives are to maintain a positive, working dialogue with key stakeholders, secure public support, neutralize antagonistic, or potentially antagonistic constituencies, engage State and local leaders.

Regarding business, there will be a lot of overlap between our industry by industry effort and general outreach, so Dirk should head up this aspect of outreach. Regarding enviros, labor and State/local, those areas would be headed up by CEQ, Karen Tramontano and Fred Duval, respectively. All of the components of the outreach effort would operate under my supervision.

I would chair a weekly working group meeting with the following team: Dirk, Bill Antholis, Beth Viola, Karen, Fred, Cheri Carter, Nicholas Lapham, and appropriate people from DOE, USDA, Commerce, DOT, HUD, EPA, Interior.

Communications

Our public affairs objectives include defining this issue for the public (e.g., protecting environment for children and grandchildren vs. \$2000 for a family of four, etc.); positioning the President in the vigorous center; building support for reasonable action, etc.

I would chair a weekly working group meeting of the following team: Nicholas Lapham, Jake Siewert, Elliot Diringer, David Sandalow, Eli Attie, Beverly Barnes, Jeff Smith, Bob Boorstin, Jonathan Prince, John Haber, Beth Viola, Bill Antholis, Tom Janenda, Natalie Wymer, possibly a few other agency people.

Congressional

Our immediate congressional objectives are to prevent or defend against hostile actions, such as a resolution against signing, build our small base of genuine supporters, build a larger base of those willing to remain neutral. Down the road a bit, we will need to focus attention on passage of the President's \$6 billion plan, dealing with potential appropriations riders, etc. State will be the lead agency on congressional and will coordinate with White House leg. Principal advice on legislative strategy will come from State, which will also retain key elements of infrastructure, such as a climate change data base on all Members.

I would chair a weekly working group meeting on legislative affairs and strategy with following team: Lucia Wyman, White House leg. replacement for Dan Tate, Barbara Larkin or Meg Donovan, Julie Norton, Kay Casstevens, Mara Rudman (NSC), Bill Antholis, Nicholas Lapham, other relevant agency people.

Steering Committee

I would chair a weekly Steering Committee meeting to report on what is happening on all fronts and to discuss major issues that need resolution at the Steering Committee level. The core group, as noted, would be Gene, Katie and Jim. As we did during the fall when we were working on the President's policy, we might well want to include others such as Stu Eizenstat, Larry Summers, Janet Yellen.

My Staff/Task Force

Bill Antholis and Nicholas Lapham are my two key deputies. Both are agency reps from State and will need to have their tenure continued. Unless we can get adequate space in the OEOB, it is imperative that we retain Jackson Place for them, for Dirk and his aides, and to have space available for people such as the former CEO or Lovins. We will also need real computers wired into ours for e-mail purposes. Until now, Jackson Place has been using second-rate, old DOE computers. And Nicholas, the main author of talking points, fact sheets, Qs and As, etc., has been sharing an OSTP cubicle with a poor computer and no e-mail, which is inefficient for him and me. All of these support issues have thus far fallen to CEQ, which administratively operates the Task Force. I think it would be fine for CEQ to retain that administrative role, but it would be important that the basic decisions about such matters as funding needs from agencies (via OMB), computers, e-mail hookups, etc. be mine, subject to Chief of Staff's approval, and that CEQ

concur in this arrangement. And all Task Force personnel would report to me.

Summary

There are obviously a number of White House offices with equities in this issue -- CEQ, NEC, NSC, OVP, OSTP. The premise of the organizational model set forth in this memo would not be to limit their activity -- the Steering Committee and working group meetings would be designed to insure a full opportunity for active participation and, at the Steering Committee level, guidance. However, the premise of this model *would* be to insure that offices (and agencies) are acting in a coordinated manner rather than independently.

Climate Change Steering Committee

Stern
Sperling
McGinty
Steinberg
Podesta
[Klain]
Eisenstat
Summers
Yellen

White House Coordinator

Stern

Outreach

Team Leader: Forrister

CEQ: Viola
COS: Tramontano
IGA: Duval
OPL: Carter
Cab Aff: Balderston
Others: TBD

Stern Staff: Antholis
Lapham

Congressional

Leader: WH Leg
w/ State

WHL: Wyman
[TBD]
State: Donovan
Norton
OVP: Casstevens
NSC: Rudman

Stern Staff: Forrister
Antholis
Lapham

Communications

Team Leader: Lapham

Treas: Boorstin
State: Prince
Bass
Energy: Wymer
COS: Barnes
OVP: Attie
NSC/CEQ: Sandalow
OSTP: Smith
NEC: Siewert
CEQ: Diring
Viola
Research: Janenda
Cab Affairs: Balderston
Others: TBD

Stern Staff: Antholis

Diplomatic

Lead Negotiator: Eisenstat

Team Leader: Sandalow

Treas: Gruber
Boorstin
State: Kimble
Pomerance
Reifsnieder
Pershing
Biniaz
Greenfield
EPA: Doniger
Gardiner
USAID: Hales
DOE: Mazur
Reicher
OVP: Jordan
NEC: Orszag

Stern Staff: Antholis
Lapham

Domestic

Climate Driven Initiatives:
Industry by Industry: Forrister
Federal Procurement: TBD

State: Greenfield
Treasury: Gruber
Energy: Holstein, Mazur
EPA: Doniger, Gardiner
NEC: Orszag
CEA: Aldy
NSC/CEQ: Sandalow
OSTP: Bierbaum
OMB: Glauthier
Others: TBD

Stern Staff: Forrister
Antholis
Lapham

Climate as key component
Budget (\$6 Billion): Sperling
Electricity Restructuring:
Sperling,
w/ McGinty

***Industry by
Industry
ex-CEO***

TBD

***Technology
Consultant***

[Lovins]

Ron Klain @ OVP
01/19/98 02:16:25 PM

Record Type: Record

To: Todd Stern/WHO/EOP

cc:

Subject: Re: Boxes and Boxes 

I certainly don't think you should saw this piece off and have no part in superintending it. But I think that the once-a-week model is not going to work, either. Say you learn at 4pm that the next day, GM has a big announcemnet about a new car. Someone needs to decide whether we are going to put one of our principals, or a senior WH aide, into that story. That person needs to reach out to GM, work with the press office here, and so on. And the person needs to be able to interact with the WH Communications apparatus (Rahm, Doug, Paul, Sid, Ann + McCurry, Amy, Barry, Joe) at a senior level to get everyone on board. And it is not just good news: say a new report is coming out attack our position -- and the workd comes to us at 5pm the night before: do we attack, or hope to ignore? In a virtual war room environment, big time communications choices probably have to be made 4 of 7 days in the week.

The point here is that if you have to do that, you are going to find yourself yanked out of your other duties, probably more than half the time. You don't want to do that. You want to plan the communicatons strategy, monitor implementation of that strategy, and then have a field general senior enough that he/she can make day-to-day tactical decisions -- and work those decisions internally with the WW Press, Communications, Counsellors, and the OVP Communications shop (where the VP is the selected weapon to be deployed) -- at a senior level.

I thought that the Fast Track campaign suffered for lack of a senior-level person to do this, and I'd hate to see climate come out the same way.

Think about it, and let's talk at your convenience.

Climate Change Steering Committee

Stern
Sperling
McGinty
Steinberg
Podesta
[Klain]
Eisenstat
Summers
Yellen

White House Coordinator

Stern

Outreach

Team Leader: Forrister

CEQ: Viola
COS: Tramontano
IGA: Duval
OPL: Carter
Cab Aff: Balderston
Others: TBD

Stern Staff: Antholis
Lapham

Congressional

Leader: WH Leg
w/ State

WHL: Wyman
[TBD]
State: Donovan
Norton
OVP: Casstevens
NSC: Rudman

Stern Staff: Forrister
Antholis
Lapham

Communications

Team Leader: Lapham

Treas: Boorstin
State: Prince
Bass
Energy: Wymer
COS: Barnes
OVP: Attie
NSC/CEQ: Sandalow
OSTP: Smith
NEC: Siewert
CEQ: Diringier
Viola
Research: Janenda
Cab Affairs: Balderston
Others: TBD

Stern Staff: Antholis

Diplomatic

Lead Negotiator: Eisenstat

Team Leader: Sandalow

Treas: Gruber
Boorstin
State: Kimble
Pomerance
Reifsnieder
Pershing
Biniaz
Greenfield
EPA: Doniger
Gardiner
USAID: Hales
DOE: Mazur
Reicher
OVP: Jordan
NEC: Orszag

Stern Staff: Antholis
Lapham

Domestic

Climate Driven Initiatives:
Industry by Industry: Forrister
Federal Procurement: TBD

State: Greenfield
Treasury: Gruber
Energy: Holstein, Mazur
EPA: Doniger, Gardiner
NEC: Orszag
CEA: Aldy
NSC/CEQ: Sandalow
OSTP: Bierbaum
OMB: Glauthier
Others: TBD

Stern Staff: Forrister
Antholis
Lapham

Climate as key component
Budget (\$6 Billion): Sperling
Electricity Restructuring:
Sperling,
w/ McGinty

***Industry by
Industry
ex-CEO***

TBD

***Technology
Consultant***

[Lovins]

~~Each~~ v k
develop goals
by Feb. 1
+ timelines

THE WHITE HOUSE
WASHINGTON

January 15, 1998

~~John Deutch~~
- Anthony Lewis
- Ben Berner
S.C. Podesta
2/4/98
Danner
S. Bowers

MEMORANDUM FOR JOHN PODESTA

CC: ERSKINE BOWLES

FROM: TODD STERN ^{DO}

SUBJECT: Organization of Climate Change Effort

At your request, this memo outlines an internal organization for our climate change effort premised on the notion that I would be the overall CEO, or coordinator, with others in the core group acting in effect as a Board of Directors or Steering Committee. The Steering Committee would include me, Katie, Gene, Jim. A flow chart is attached.

There are five principal areas of activity: diplomatic, domestic policy/implementation, outreach, communications and congressional. Under this model, I would be the point person for all of these, responsible for making sure that we were moving forward appropriately on all fronts. As a practical matter, this would involve me chairing a weekly Steering Committee meeting as well as chairing regular working group meetings in the functional areas. Of course there are some areas, such as electricity restructuring or our budget package where Gene, together with Katie, would continue to have the lead. But I would be responsible for knowing what was up on such issues and how they were contributing to our overall climate change effort.

The teams of people in each functional area would be drawn from relevant White House offices as well as some agencies. Consistent with their other obligations, I would have the authority to task people on these teams with specific assignments.

Diplomatic

State (Stu Eizenstat and Wendy Sherman, with Melinda Kimble at Assistant Secretary level) will have the lead in working the substantial diplomatic issues on the agenda -- e.g., working out rules for emissions trading and the new "Clean Development Mechanism", making progress on developing country participation, etc. I would hold a weekly meeting with Wendy and Stu that would include others at State, David Sandalow, Bill Antholis, Nicholas Lapham, and a few additional agency people to review our progress and plans, discuss relevant issues like upcoming congressional hearings, etc. David would in turn chair working level interagency meetings where needed to pursue matters discussed at the senior level meeting.

Domestic Policy

The principal elements of our domestic policy implementation are the \$6 billion program;

electricity restructuring; federal procurement and usage; standards; and the industry by industry effort. The first two of these should continue to be run through the NEC process. For federal procurement, we should enlist a person to head up a vigorous interagency effort. Katie has mentioned Linda Lance, who is going to DOE, as a possibility. The industry by industry effort will be the most labor intensive. Ideally, we would have an inside-outside team managing this, with a former-CEO acting as a Special Government Employee to help engage top level management in the relevant sectors, and Dirk Forrister heading an inside team to do the hands on, day-to-day management of the process. I think Dirk would need a couple of assistants (new agency reps to the Task Force), as well as the active participation of an interagency team of experts with knowledge of the relevant sectors. Finally, I would propose trying to engage Amory Lovins as a consultant. He has a load of ideas, which the President is interested in, though he comes with some baggage as far as business is concerned. Getting the benefit of his thinking without having him too high profile would probably be the best way to go.

I would chair a weekly meeting of the domestic policy team to review where we are on each of the key issues of our domestic policy. This team would include: Dirk Forrister, our federal procurement person, Peter Orszag, David Sandalow, T.J. Glauthier, Rosina Bierbaum, Bill Antholis, Nicholas Lapham, Jon Gruber, Peter Bass (or other representative from State), and other relevant agency people, such as David Gardiner or David Doniger from EPA, and Elgie Holstein from DOE.

Outreach (business, enviros, labor, State and local)

Our principal outreach objectives are to maintain a positive, working dialogue with key stakeholders, secure public support, neutralize antagonistic, or potentially antagonistic constituencies, engage State and local leaders.

Regarding business, there will be a lot of overlap between our industry by industry effort and general outreach, so Dirk should head up this aspect of outreach. Regarding enviros, labor and State/local, those areas would be headed up by CEQ, Karen Tramontano and Fred Duval, respectively. All of the components of the outreach effort would operate under my supervision.

I would chair a weekly working group meeting with the following team: Dirk, Bill Antholis, Beth Viola, Karen, Fred, Cheri Carter, Nicholas Lapham, and appropriate people from DOE, USDA, Commerce, DOT, HUD, EPA, Interior.

Communications

Our public affairs objectives include defining this issue for the public (e.g., protecting environment for children and grandchildren vs. \$2000 for a family of four, etc.); positioning the President in the vigorous center; building support for reasonable action, etc.

I would chair a weekly working group meeting of the following team: Nicholas Lapham, Jake Siewert, Elliot Diringer, David Sandalow, Eli Attie, Jeff Smith, Bob Boorstin, Jonathan Prince, John Haber, Beth Viola, Bill Antholis, Tom Janenda, Natalie Wymer, possibly a few other agency people.

Congressional

Our immediate congressional objectives are to prevent or defend against hostile actions, such as a resolution against signing, build our small base of genuine supporters, build a larger base of those willing to remain neutral. Down the road a bit, we will need to focus attention on passage of the President's \$6 billion plan, dealing with potential appropriations riders, etc. State will be the lead agency on congressional and will coordinate with White House leg. Principal advice on legislative strategy will come from State, which will also retain key elements of infrastructure, such as a climate change data base on all Members.

I would chair a weekly working group meeting on legislative affairs and strategy with following team: Lucia Wyman, White House leg. replacement for Dan Tate, Barbara Larkin or Meg Donovan, Julie Norton, Kay Casstevens, Mara Rudman (NSC), Bill Antholis, Nicholas Lapham, other relevant agency people.

Steering Committee

I would chair a weekly Steering Committee meeting to report on what is happening on all fronts and to discuss major issues that need resolution at the Steering Committee level. The core group, as noted, would be Gene, Katie and Jim. As we did during the fall when we were working on the President's policy, we might well want to include others such as Stu Eizenstat, Larry Summers, Janet Yellen.

My Staff/Task Force

Bill Antholis and Nicholas Lapham are my two key deputies. Both are agency reps from State and will need to have their tenure continued. Unless we can get adequate space in the OEOP, it is imperative that we retain Jackson Place for them, for Dirk and his aides, and to have space available for people such as the former CEO or Lovins. We will also need real computers wired into ours for e-mail purposes. Until now, Jackson Place has been using second-rate, old DOE computers. And Nicholas, the main author of talking points, fact sheets, Qs and As, etc., has been sharing an OSTP cubicle with a poor computer and no e-mail, which is inefficient for him and me. All of these support issues have thus far fallen to CEQ, which administratively operates the Task Force. I think it would be fine for CEQ to retain that administrative role, but it would be important that the basic decisions about such matters as funding needs from agencies (via OMB), computers, e-mail hookups, etc. be mine, subject to Chief of Staff's approval, and that CEQ concur in this arrangement. And all Task Force personnel would report to me.

Summary

There are obviously a number of White House offices with equities in this issue -- CEQ, NEC, NSC, OVP, OSTP. The premise of the organizational model set forth in this memo would not be to limit their activity -- the Steering Committee and working group meetings would be designed to insure a full opportunity for active participation and, at the Steering Committee level, guidance. However, the premise of this model *would* be to insure that offices (and agencies) are acting in a coordinated manner rather than independently.

Climate Change Steering Committee

Stern
Sperling
McGinty
Steinberg
Eisenstat
Summers
Yellen

White House Coordinator

Stern

Outreach

Team Leader: Forrister

CEQ: Viola
COS: Tramontano
IGA: Duval
OPL: Carter
Cab Aff: Balderston
Others: TBD

Stern Staff: Antholis
Lapham

Congressional

Leader: WH Leg
w/ State

WHL: Wyman
[TBD]
State: Donovan
Norton
OVP: Casstevens
NSC: Rudman

Stern Staff: Forrister
Antholis
Lapham

Communications

Team Leader: Lapham

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Bass
Energy: Wymer
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NSC/CEQ: Sandalow
OSTP: Smith
NEC: Siewert
CEQ: Diringier
Viola
Research: Janenda
Cab Affairs: Balderston
Others: TBD

Stern Staff: Antholis

Domestic

Climate Driven Initiatives: *Leaders:*
Industry by Industry: Forrister
ex-CEO (outside)

Federal Procurement: TBD

State: Greenfield
Treasury: Gruber
Energy: Holstein, Mazur
EPA: Doniger, Gardiner
NEC: Orszag
CEA: Aldy
NSC/CEQ: Sandalow
OSTP: Bierbaum
OMB: Glautier
Consultant: [Lovins]
Others: TBD

Stern Staff: Forrister
Antholis
Lapham

Climate as key component
Budget (\$6 Billion): Sperling
Electricity Restructuring: Sperling,
w/ McGinty

Diplomatic

Lead Negotiator: Eisenstat

Team Leader: Sandalow

Treas: Gruber
Boorstin
State: Kimble
Pomerance
Reifsnieder
Pershing
Biniaz
Greenfield
EPA: Doniger
Gardiner

USAID: Hales
DOE: Mazur
Reicher
OVP: Jordan
NEC: Orszag

Stern Staff: Antholis
Lapham

98 JAN 12 PM 6:13

January 12, 1997

MEMORANDUM FOR TODD STERN

CC: KATIE MCGINTY

FROM: DIRK FORRISTER

SUBJECT: INDUSTRY BY INDUSTRY CONSULTATIONS

Here is a draft memo on ways we might approach the industry by industry consultations. As I worked on it, I thought through a number of alternatives -- and I made some choices that other brighter minds might prefer to do another way. I would be happy to talk these ideas through with you, and you may help me think it through to some different conclusions.

Introduction.

At his climate change address at the National Geographic Society auditorium on October 22, 1997, President Clinton challenged American industries to develop their own action plans, and he pledged to work with state and local governments to remove any barriers to greater energy efficiency. In urging companies to take early action, the President also committed to ensure that firms receive appropriate credit for their achievements.

There are a number of industrial sectors that have expressed interest in working with the Administration on climate change policy, although some are more advanced in their thinking than others.

- The Task Force convened interagency meetings last fall with three sectors that were prepared to make proposals to the Administration: steel, cement and airlines. Renewable and energy efficiency firms continue to want to play a key role.
- I had very productive individual meetings last fall with electric utilities, pulp and paper, natural gas and a couple of petroleum companies (BP, Sun). Although they are still trying to evaluate their posture towards the issue in the wake of the Kyoto agreement, there are progressive companies in each sector that we should engage soon to help influence the evaluations others are making.
- Since the Kyoto Conference, other key sectoral players have stepped forward: appliance manufacturers, chemicals and aluminum.

Besides these groups, there are other important industries that are likely to be interested in participating as this effort matures.

I. PROCESS**A. In General --**

1. Goals The consultations should maintain clear focus on enabling industries to

meet the President's challenge of developing voluntary action plans within nine months. *In fact, we could create a forum in the fall for firms to offer voluntary commitments to the President -- or the Vice President -- at a White House ceremony.*

Also, firms will be the most forthcoming if meetings are designed to --

- strategize on removing barriers;
- assure early credit;
- and inform federal policy development on --
 - the \$5 billion incentive package,
 - the emissions trading program design,
 - electric utility restructuring
 - and the ongoing international negotiations.

2. **CEO Vision** The consultations will be most successful if those active in the discussions have directions from their CEO's. (The alternative -- if they do not have CEO cover for what they are doing, they will be conservative.) Prior to meetings, a senior White House or Cabinet official [or the Industry Czar] should speak with at least two key CEO's about the talks in order to assure their engagement.
3. **Crosscutting** We may need to consider a cross-cutting effort to cut across all groups on some overall design questions. This could assure that each group benefits from lessons of the others, and it could help us achieve a coherent overarching policy structure. This particularly makes sense when thinking of the credit for early action and emissions trading discussions.

B. Operational Considerations

1. **Scoping Mtg.** We should convene a small "scoping group" to plan each consultation. It should contain a few select industry leaders combined with a few federal experts. It would review options for agenda, presenters and background materials -- although final decisions should be left to the federal team.
2. **Attendance** In these meetings, we should be inclusive of as many companies as possible -- although if it got above a dozen, we should develop a set of presenters, at-the-table participants and observers. Depending on our FACA requirements, the meetings would be more constructive if they were "off the record." (So long as we are not seeking consensus, we should not trigger FACA, from what I remember.) It might also be useful to have a follow up meeting to vet any ideas with others involved with the sector (academics, labor leaders and public interest groups).

On the federal side, we should assemble expert teams from relevant agencies (Energy, EPA, Commerce, Agriculture, Transportation, Defense, Interior, NASA, State, USTR, AID) and White House offices (NEC, CEO, OSTP, OMB, NSC).

3. **Homework** It would be best if we could provide each group with a "homework

assignment" to complete prior to the meetings. They could determine what the industry's baseline was in 1990 (or 1995 for those gases), what the scenarios are for 2008 to 2012 and what actions could bring the greatest improvements on those scenarios. It could also be beneficial to review the industries competitive situation in the international economy, its business trends (including energy and environment) and its research and development plans.

4. **Agenda** Advance agendas should be crafted for each meeting. These should maximize opportunity for outside input -- encouraging the federal team to listen, question and learn.
5. **Reports** Each session should have a note-taker who writes a summary available for use by all participants and their superiors.
6. **Follow Up** The federal team should ensure that good ideas are submitted for expedited consideration in the policy process.

II. SPECIFIC GROUPS

There are specific players in key industries that can provide important in-roads into most of the major emissions sectors. I would recommend that we begin consultations with the groups that have already expressed interest. As we build a track record of success, it will be easier to bring others on board.

A. In the near term, the following groups should be consulted:

1. **Cement** Two key manufacturers -- Holnam and Southland-- already advocate changes in federal cement specifications and state/local building and road construction code changes that could save 5 - 15% below 1990.
2. **Steel** The industry -- led by Bethlehem, USX, Inland, LTV, North Star-- already offered 10% cut by 2010 conditioned on flexibility to do it in any gas, source or sink, at home or abroad.
3. **Pulp and Paper** Georgia Pacific and Weyerhaeuser seem to be leading the industry toward a progressive stance, especially given their unique position as sink enhancers and biomass cogenerators.
4. **Electrics** The "Climate Challenge" has hundreds of electric utilities already participating in voluntary reduction programs. In addition, with utility restructuring on the horizon -- or actually in progress in some states -- most progressive utilities are interested in working out a deal that provides certainty for their investors and brandishes their "brand name" with a green image. There are some great companies to work with -- AEP, PacifiCorp, Niagara Mohawk, PSE&G, Tucson Electric, WEPCO, Duke, Texas Utilities, Arizona Public Service Co., Entergy, LA Dept. Of Water and Power, to name a few. We also need to engage the independent power producers -- like Enron, Trigen, AES and US Generating-- and the rural electric cooperatives.

5. Chemicals The "Kevin Fay" group, including Dupont, ICI Klee, Allied Signal and BP Chemicals, should be a natural. And in the non-CFC world, Dow and Air Products seem interested in working with us.
6. Natural Gas The American Gas Association, led by Brooklyn Union, PSF&G and Pacific Enterprises (So. Cal. Gas), offered a proposed action plan for the gas sector. The Interstate Natural Gas Association (the major pipeline group that includes Enron, Columbia, Pan Energy/Duke, Coastal) adopted a set of climate principles that corresponded closely with the President's own agenda. INGA also supported the President's announcement and has asked for a chance to come in to work with us on specific policies.
7. Refineries This sector has changed a great deal over the past several years. BP and Sun are important players, as are Arco, Chevron and Citgo. Most of this sector will oppose us instinctively, but we should be able to interest Arco, Amoco, Chevron and Citgo. I think Texaco, Mobil and Ultramar/Diamond Shamrock (now our largest domestic refiner) will be tougher -- and Exxon will be impossible, especially with its coal holdings.
8. Airlines Their major concern (referral of airplane specifications to the International Civil Aeronautics Organization) was taken care of in Kyoto, and we need to move forward on follow up. Also, this industry proposed some significant reductions that could be achieved with some air traffic control upgrades. A Mitre Corp. analysis concluded that a 10% reduction below 1990 was possible. It is currently under evaluation by expert agencies, and it would be worth consultations regarding follow-up action. We could build on support apparent from US Air, United, UPS and Boeing.
9. Appliances This is one of the few sectors where DOE retains significant regulatory authority under the Energy Policy Act -- and the American Home Appliance Association (GE, Whirlpool, Maytag, Electrolux/Frigidaire, Amana) have offered a proposal to improve capital stock turnover by consumers. We should follow up.
10. Renewables These groups -- solar, wind, geothermal, biomass (and to a lesser extent hydro) -- support the President's plan and want to be helpful. As part of the Sustainable Energy Coalition, they have offered several proposals for federal incentives. We should follow up.
11. Efficiency These groups -- including firms like Honeywell, Johnson Controls, 3M, Owens Corning, Johns Manville, American Standard/Trane, Allied Signal and the Polysyanurate Insulation Manufacturers -- are likely supporters. Some of these firms should be more open to offering support as our incentive program details get firmed up -- and in light of the new posture of some automobile manufacturers (who tend to be big customers of efficiency firms).
12. Telecomm On the opportunity side, information technologies tend to show up on among the solutions to climate change -- whether it be from advanced energy controls, telecommuting or manufacturing advances (remember,

Northern Telecom's action on CFCs). They use the CFC substitutes and like to cultivate "green" images -- so it may be possible to build on the commitments between EPA and AT&T, Motorola, Intel, IBM, Northern Telecom, Lockheed Martin and others.

B. In the next phase, it would be important to add the following:

1. Aluminum This industry has an R&D partnership with DOE and a voluntary reduction program with EPA on N₂O. Alcoa has already asked to be involved in consultations.
2. Glass This industry has an R&D partnership with DOE, and it has an interesting role on the products side with energy efficient windows and fiberglass insulation.
3. Foundries This industry recently entered one of the DOE R&D partnerships, but it is more difficult to penetrate. These firms tend to be small "mom and pop" outfits, and they are in greater number than some of the other energy intensive industries. The Foundrymen organizations to provide a good entry point, and they should not be left out.
4. Agriculture This sector has instinctively opposed us, even though their climate risks could be large (droughts, floods, etc.). They have some interesting opportunities with biofuels. They deserve special attention as we plan our outreach.
5. Automobiles Recent changes are encouraging -- and we should continue to take advantage of every opportunity to integrate climate into the PNGV work.

C. In the final phase, we should consider consulting with a few remaining industries:

1. Mining I've had positive talks with Kennecott, A.T. Massey and PacifiCorp (in addition to being a progressive utility, they are the #10th largest coal mining company in the US -- and they are poised to buy #1 Peabody, subject to US approvals). Although the total picture is dim for coal, there are opportunities for them to ease the degree of impact -- with methane capture, tree planting, international offsets, etc.
2. Railroads The impact on coal is a major concern for them -- but they have interests in advanced locomotives, mass transit and high speed rail.
3. Vendors There are a number of firms with expertise as energy and environmental technology vendors -- like Westinghouse, General Electric, Sargent & Lundy, Lockheed Martin, CH2M Hill, Babcock & Wilcox, etc. They could have great advice for us on a wide range of industrial operations -- including advanced gas turbines, nuclear power and clean coal technologies.

Attachments:

This meeting structure is informed by the historic profile of U.S. greenhouse gas emissions. The attached charts illustrate this profile, which shows the following:

- **Industrial plants** produced a third of US Greenhouse Gas Emissions in 1990.
Over 80% of this third of US emissions comes from 8 sectors: Aluminum, Steel, Chemicals, Pulp & Paper, Refining, Foundries, Glass and Cement.
- **Electric utility emissions** made up another third of US Greenhouse Gases in 1990
This sector's emissions break down roughly evenly between residential, commercial and industrial customers -- making the industrial sector's responsibility even greater than the third it emits directly. **Natural gas distributors and pipelines** and other emerging local energy competitors have stakes in and around this sector as well.
- **Transportation emissions** makes up the final third, which includes automobiles, trucks, buses, aircraft and railroads.
- **Agriculture** is another important sector, with interests in emissions and sinks.
- **Fuels producers** serve all of these sectors. Important players include coal, oil, gas, nuclear and renewable energy firms (solar, wind, geothermal, biomass, hydro).



*Copied
McGinty
Spelling
Tammello
Steinberg
Stern
CoS*

EXECUTIVE OFFICE OF THE PRESIDENT
COUNCIL ON ENVIRONMENTAL QUALITY
WASHINGTON, D.C. 20503

November 4, 1997

THE PRESIDENT HAS SEEN

11-22-97

*Take
We need to
do this
after the meeting*

MEMORANDUM FOR THE VICE PRESIDENT

FROM: KATHLEEN A. MCGINTY *RSK for*

SUBJECT: LUNCH WITH THE PRESIDENT

Follow Up On President's Climate Change Announcement

I want to follow up on the President's interest in appointing an individual to energize our efforts to prompt more aggressive action on climate change. His initial interest focused on finding someone to champion federal energy efficiency efforts from the White House. In fact, we need someone to champion that and more. We should take advantage of the momentum from the President's climate change announcement by launching an aggressive effort to attract industry involvement and support for our broader plan, including the federal component. By involving industry leaders early, we can make sure the final policy design benefits from real world experience and help assure the broadest possible support in the legislative process.

The "champion" should be someone who has high credibility with industry, and who can inspire corporate leaders to engage in a positive way. Given the close linkage between climate change and energy use, it would be best if this individual had a strong understanding of energy policy, markets and technologies. This expertise will be especially beneficial in helping to focus our federal energy improvement efforts on:

- making regular contact with industry CEO's to secure their commitments to early action plans where appropriate credit is assured;
- overseeing the industry-by-industry consultations, in cooperation with the array of federal agencies with expertise;
- overseeing public involvement in policy development of tax cut and research, development and deployment initiatives; and
- championing a prompt start to improvements in federal energy efficiency.

Possible candidates to champion the effort include:

- **Norm Augustine**, former CEO, Lockheed Martin
- **Roger Sant**, Chairman, AES Corp & Chairman, World Wildlife Fund (and former Assistant Secretary of Energy for Conservation and Renewable Energy)
- **Mickey Kantor**, former Secretary of Commerce and former U.S. Trade Representative
- **Phil Sharp**, former Member of Congress and former Chair, House Energy and Power Subcommittee
- **Mike Sullivan**, former Governor of Wyoming and former Chair, Center for Clean Air Policy
- **Marc DiMichele**, former CEO, Arizona Public Service Company
- **Richard A. Clarke**, former CEO, Pacific Gas and Electric

One individual may not be enough. Given the need to demonstrate the federal leadership in technology deployment, it may be advisable to appoint a second individual to jump start this effort through a multi-agency initiative. We are developing a second list of names for this assignment, which we will provide in the near future.

Clearly, the most critical success factor in building a strong base with industry is the selection of a point person to champion this effort on behalf of the President. As things stand now, we need a strong clear signal from the President to move this piece of his agenda. Therefore, it is important that you raise this with the President tomorrow. You should urge that he call a meeting with Gene Sperling, Todd Stern and myself instructing us to make this happen.

You may also want to highlight for the President the encouraging signs from some in industry -- particularly the favorable letter the President received from Sunoco Chairman & CEO Bob Campbell (attached). Senator Robert Byrd (D-WV) made a strong statement as well (attached).

Robert H Campbell
Chairman
Chief Executive Officer



Sun Company, Inc.
Ten Penn Center
1801 Market Street
Philadelphia PA 19103-1699
215 977 3871
215 977 3559 FAX

October 30, 1997

NOV - 4 1997

The Honorable William J. Clinton
President
The White House
Washington, D.C. 20500

Dear Mr. President:

I had the privilege of attending the recent White House Conference on Global Climate Change. This experience reinforced my view that there is sufficient scientific concern about man-made climate impacts to justify initiation of prudent mitigation measures now.

You obviously have labored long and hard over the decision of selecting the proper policy options to be advanced at Kyoto. I appreciate the level of personal attention you have devoted to this critical issue.

I would like to go on record in support of your October 22, 1997 proposal. In particular, I believe that you are right on target on the following fundamental points:

- You make technology-driven conservation the centerpiece of your plan, and this takes advantage of the innovative strength of U.S. industry;
- You reject the unrealistic CO₂ reduction targets and timetables proposed by many of our global competitors;
- You provide tax incentives for voluntary early action;
- You make protection of the U.S. economy a priority in any mitigation plan; and
- You insist that the entire world community share in the commitment to greenhouse gas reduction efforts.

October 30, 1997

Page 2

At Sun we are committed to doing our part to support your proposal. To date, we have focused on energy conservation in our refineries, where we have reduced energy consumption per barrel of crude oil processed by approximately 16% since 1990. This not only helps the environment, but also provides increased value to our shareholders. We will continue to search for opportunities to manufacture and market our products in a more energy-efficient and economical fashion.

By sharing my views with you, I want to suggest that there is more support for your proposal than may be apparent from recent media coverage. I believe that as the public comes to a greater understanding of the vast array of issues surrounding global climate change, they will also realize that your proposal is reasonable, workable and equitable.

I wish you and the U.S. negotiating team every success in Kyoto.

Sincerely,



Robert H. Campbell

P.S. Hang tough Mr. President -- I believe the American people will be with you.



News From _____

U.S. Senator
Robert C. Byrd
West Virginia

For immediate release:
Wednesday, October 22, 1997

Contact: Ann Adair Phone (202) 224-3904
(202) 224-3904

**Statement by U.S. Senator Robert C. Byrd
On The White House Global Warming Initiative**

I commend the President for his efforts to develop a proposal to address the growing problem of global warming with credibility and leadership, and to take into account the concerns which have been raised by the Senate on the architecture of any treaty which might be concluded. The President has indicated he will be forceful in attempting to bring the developing countries, particularly big Greenhouse Gas emitters, such as China, Mexico, India, South Korea and Indonesia, to the table to make binding commitments. The problem is global and can only be solved over a global basis. Also, the proposals unveiled by the President today indicate an attempt to arrive at policies and market mechanisms which will take full advantage of new technologies, innovations by affected businesses, and tax incentives to solve the problem without harming the American economy.

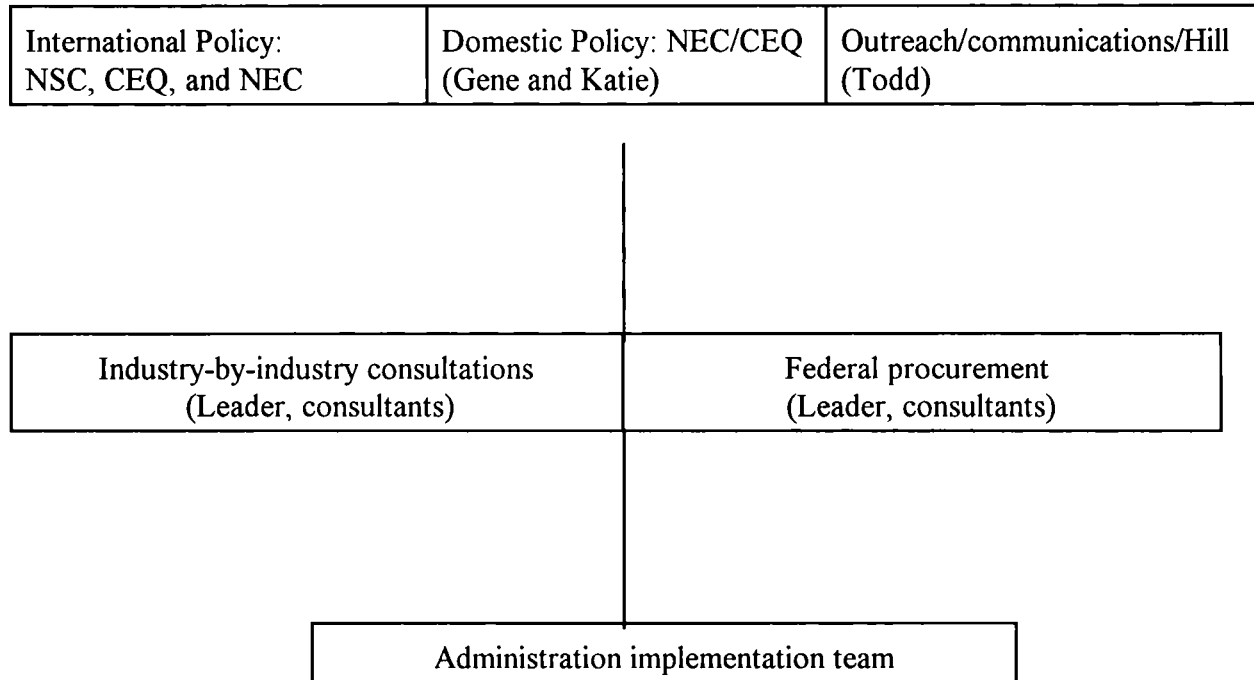
I do not know whether the achievement of 1990 emission levels by 2012 is too much, too soon, and the Administration must provide additional analysis in this regard. In addition, the Administration must be more specific as to how they will deal with the issue of the developing world, so as to ensure that global fairness, practicality, and an appropriate pace in attacking the problem, are observed, if any final treaty arrived at in Kyoto in December is to be approved by the Senate.

The developing world needs to be fully aware that the Senate is acutely interested in their commitments and performance, because global warming will directly impact their economies and environment as much as ours, and this problem cannot be solved without their acceptance of binding commitment up front to restrain their future emissions of greenhouse gases, and to clean up their energy mix and upgrade their technologies and infrastructures.

The President and the Vice President appear to be moving in a constructive direction, and I look forward to developing an effective long-term solution to this vital matter in the months to come.

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CLIMATE CHANGE IMPLEMENTATION
POTUS, VPOTUS, CoS



Personnel issues to be resolved

A. Possible names for “leaders”:

1. Charlie Curtis
2. Norm Augustine
3. George Frampton

B. Possible consultants:

1. Amory Lovins

C. Congressional liason

1. Todd has list of potential people

ACTION PLAN

<u>Issue</u>	<u>Action</u>
1. \$5 billion in tax cuts and Federal R&D	\$6 billion to be included in FY 1999 budget. Recent Big-3 announcements about low-emission vehicles at the Detroit Auto Show highlight the beneficial role of the Partnership for a New Generation of Vehicles (PNGV) program. Potential event on January 14, to unveil the Administration's proposed tax credit for fuel efficient vehicles, would build on these Big-3 announcements.
2. Electricity restructuring	Meeting scheduled for Monday, January 12, to discuss strategic aspects of restructuring proposal.
3. Administration implementation team	Meeting being planned for early next week to gather representatives from DOE, OMB, DoD, EPA, DOT, Commerce, OSTP, Treasury, Interior, and HUD. Team will help to implement Federal energy efficiency improvements, and identify and seek to rectify policy obstacles to energy efficiency in the private sector.
4. Economic analysis	CEA and Treasury meeting regularly to evaluate the prospects for a full-scale economic analysis, incorporating final changes made in Kyoto. Larry Summers and Janet Yellen to meet on this issue this week (provisionally scheduled for Thursday).
5. Developing countries, trading, JI	Work continues at State and NSC/CEQ.
6. Congressional liason	Ongoing briefings (by Todd and State) for Hill. Next briefing, for the House, scheduled for Thursday, January 8. Todd has ideas for bringing in outside Congressional liason on this issue.
7. Communications	Stu Eizenstat has submitted op-ed to <i>New York Times</i>. Larry Summers has op-ed drafted, waiting for appropriate moment to submit. VP's office is developing plan for VP events and media.

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| 8. Outreach | Ongoing outreach effort. Next meeting is with union representatives on Thursday, January 8. |
| 9. Standards | DOE has list of energy efficiency standards that could be improved under current authority. Need step is to resolve personnel issues and structure. |
| 10. Federal procurement and efficiency | OMB, DOE, and DoD have been working on ideas for improving Federal procurement polices and energy efficiency. Next step is to resolve personnel issues and structure. |
| 11. Industry-by-industry consultations | Next step is to resolve personnel issues and structure before moving forward. |