

The Transportation & Climate Initiative

of the Northeast and Mid-Atlantic States

Strategic Workplan for the Transportation and Climate Initiative (TCI): *An Agenda for Action*

October 2010

On June 15, 2010, the leaders of transportation, environment and energy agencies in 12 Mid-Atlantic and Northeast jurisdictions met and declared their intent to work together and the need to significantly reduce greenhouse gas emissions in the region from the transportation sector. Their commitment promises to transform how these states and the region plan, develop, manage, and operate transportation systems. The commitment is as bold as one made several years ago by many of the same visionary states when they agreed to a regional cap on greenhouse gas emissions from the electric utility sector. The Regional Greenhouse Gas Initiative or “RGGI” evolved into the nation’s first mandatory cap-and-trade program and now serves as a model for similar state and federal programs. The new commitment to form a “Transportation and Climate Initiative (TCI)” offers opportunities for the states to work together to set goals for emissions reductions from the transportation sector and to spur improvements in the region’s transportation system that will save energy and money, enhance travel choices and quality of life for citizens, and help achieve environmental objectives including fighting climate change and building the clean energy economy.

In signing the Declaration of Intent, agency heads in eleven Northeastern and Mid-Atlantic states (CT, DE, MA, MD, ME, NH, NJ, NY, RI, VT) and the District of Columbia committed to collaborate to improve the efficiency of the transportation system, reduce roadway congestion, upgrade public transport, address the challenges of vehicle miles traveled, reduce air pollution and energy use, and ensure that long-term development is sustainable and enhances quality of life in communities within their jurisdictions. A highly innovative aspect of the TCI is the commitment on the part of a large number of states to coordinate their efforts to comprehensively examine energy use in all segments of the transportation sector in the region. The TCI commitment goes beyond an examination of energy use to also include a collaborative effort among the states to develop a comprehensive agenda for cost effectively reducing energy use to deliver greenhouse gas emissions reductions as well as economic benefits within the region.

Both the mission and structure of TCI represent bold new directions. TCI’s inherent mission calls for a model of integrated strategic planning – one that addresses emerging energy, transportation, and climate needs simultaneously while continuing to provide core services to constituents. Structurally, the TCI recognizes the unique role that the states have to play in maintaining a sustainable transportation system in the face of a changing climate. TCI

provides a forum for states in the region to work together to determine how to best leverage state resources, authorities, and decision-making to foster such integrated strategic planning. In doing so, TCI serves as a laboratory for new and creative partnerships and policies, offering lessons for other regions and for emerging federal policy.

The Mission of the TCI is to reduce greenhouse gas emissions, minimize our transportation system's reliance on high-carbon fuels, promote sustainable growth, address the challenges of vehicle-miles traveled, and help build the clean energy economy. TCI states will work collaboratively to explore and develop policies and programs that can result in greater energy efficiency of regional transportation systems and yield reductions of regional greenhouse gas emissions in the transportation sector.

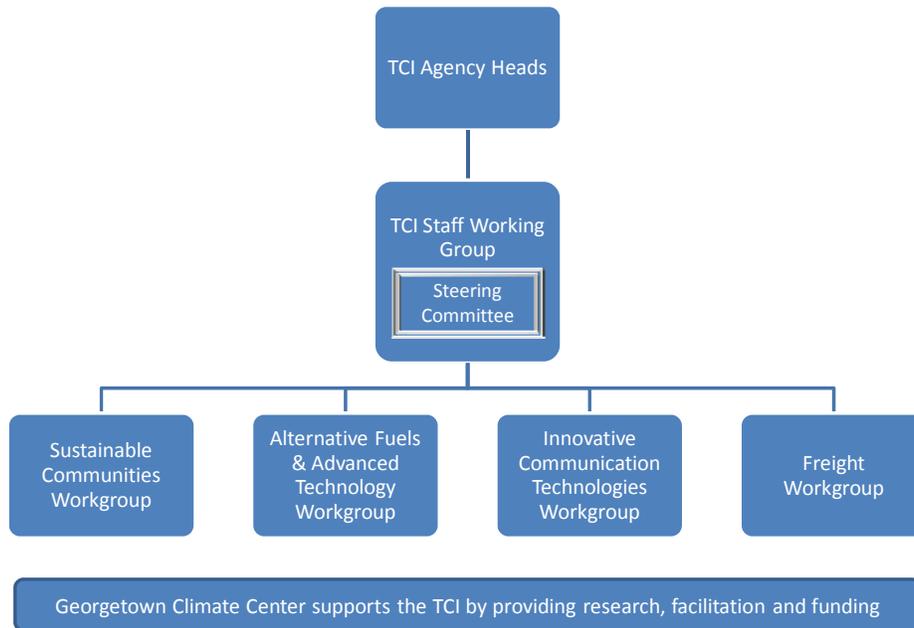
Climate change policy in the U.S. is emerging simultaneously at the federal, state, and local levels. TCI provides a forum for states in the region to be in the forefront of developing innovative solutions and strategies that address all aspects of transportation's contribution to greenhouse gas emissions. Through this unique agency partnership, TCI states will benefit from early leadership on transportation and climate policies through advancing regional markets for clean transportation technologies and enhancing capacity at the state and regional level, both of which will provide TCI states with an edge in competing for federal dollars and informing development of federal policies in ways that benefit the region.

TCI Strategic Plan

Over the next three years, the TCI states will work together to develop the most effective and efficient ways for states to meet their own energy, transportation and climate goals through state-based and regional strategies and, where appropriate, to assess the feasibility of setting regional goals that support and advance state efforts. TCI's efforts complement and support other initiatives already underway in the region, including the ten-state Regional Greenhouse Gas Initiative and the eleven-state development of a framework for a regional Low Carbon Fuel Standard (LCFS). Additionally, TCI's efforts also directly build upon Climate Action Plans and statutory statewide greenhouse gas emission reduction targets that exist in most of the states in the TCI region. The municipal sustainability initiatives within TCI states provide additional leveraging opportunities.

As part of its three-year effort, the TCI will focus on: (1) developing a common understanding of the region's transportation-related greenhouse gas emissions and energy use as well as the role the transportation sector plays in supporting other important state goals such as access to affordable housing, economic development, jobs creation, and improving public health; (2) assessing state climate action plan goals, legislative mandates and strategies for greenhouse gas emissions reductions; and (3) identifying and implementing regional strategies and policies that will cost effectively assist the states in achieving their emissions reduction goals and regional priorities while supporting other related important public policies.

TCI Organization Chart
 Transportation, Energy and Environmental Agencies in
 CT, DC, DE, MA, MD, ME, NH, NJ, NY, PA, RI, VT



As part of its three-year work plan, TCI will focus development of state-level strategies and policies in four areas:

- *Alternative Fuel and Advanced Technology Vehicles* - Development of policies and programs to support deployment of alternative, low-carbon fuels and vehicles in the region with a particular emphasis on Electric Vehicles (EVs);
- *Sustainable Communities* – Continued development of state-level policies that foster sustainable communities and smart growth at the state and local level with the purpose of reducing travel demand and promoting transit oriented development;
- *Freight Movement* - Development of long-term approaches to move freight effectively and efficiently through the region while promoting economic growth, enhancing communities, addressing greenhouse gas emissions and environmental justice considerations.
- *Information and Communications Technologies* - Promoting development and deployment of innovative communication technologies (ICT) that result in greater energy efficiency in the management of transportation systems.

For each of these four areas, the TCI states will work together to conduct analyses and assessments that will inform development of TCI policies and priorities. Key to these efforts will be the development of sound metrics to set baselines for emissions and energy use in

transportation systems and to assess cost effectiveness of potential policies. A second priority in implementing the TCI three-year work plan is for the states to work closely with other partners in the public and private sector that share common objectives, including local governments, Metropolitan Planning Organizations, federal agencies, regional organizations, utilities, nongovernmental organizations and relevant private sector parties.

Over the course of the next three years, TCI will achieve its mission through several means including:

- **Metrics Development** - Developing key sets of data, metrics to inform deliberations on establishment of regional goals and state policy priorities;
- **Best Practices** - Sharing and advancing best practices for state-level strategies and policies, including strategies and policies that affect other important public policies in the region;
- **Policies** – Collaborating with other states to developing model policies, programs and rules for implementation at the state level as well as approaches to evaluate their effectiveness;
- **Anchor Projects** - Implementing “anchor” projects which will provide practical opportunities for the states to demonstrate and pilot innovative strategies;
- **Training** - Training and education of state policymakers on essential issues related to integrating climate change and energy considerations into transportation decision-making;
- **Communication** - Communicating with stakeholders, partners in the private sector, and the public;
- **Federal Partnerships** - Collaborating with federal agencies, including the Environmental Protection Agency, and the Departments of Transportation, Energy and Housing and Urban Development; and
- **Federal Legislation** - Staying informed of developments at the federal level that may affect efforts to reduce greenhouse gas emissions within the region.

Through state in-kind and other resources, foundation support, and federal agency funding of specific projects and initiatives, TCI is committed to advancing important and innovative policies and goals at the state and regional level to integrate climate change as a fundamental consideration in planning and managing the region’s transportation system.

With its unique relationship to the states, the Georgetown Climate Center (GCC) is serving as the facilitator for the TCI. The nonpartisan GCC, which is based at Georgetown Law (and located in the Hall of States), informs development of state and federal climate policies in the United States – policies that reduce greenhouse gas emissions, help communities adapt to climate change, and bridge the gap between climate and transportation planning.

TCI Work Plan

The three-year workplan will enable the TCI to achieve its strategic goals. The workplan:

- Outlines the TCI governance structure;
- Identifies key areas to address staff needs to assess /learn,
- Includes four major topics for policy development and project implementation: alternative fuel and advanced technology vehicles, sustainable communities, information and communications technologies (ICT) and freight movement. In addition to these four areas anchor projects will be identified for implementation in the region;
- Identifies the need for connections to federal policy, local community action and other state public policy such as housing; and
- Identifies internal and external communication deliverables.
- Establishes a one-year budget and timeline.

Component 1: Establishing Governance of the Transportation Climate Initiative (TCI)

The Declaration of Intent signed by the Agency Heads on June 15 called for the formation of a Staff Working Group to initiate the work of the TCI. The Staff Working group immediately began its charge and, in beginning to develop a broader workplan, organized a Governance Structure to carry out the work of the TCI. While the structure of the TCI may develop over time, the initial TCI governance structure is organized as follows:

- a. *Executive Leadership*: This group is composed of the Agency Heads of each of the 35 transportation, energy and environmental agencies that signed the Declaration of Intent. The Executive Leadership will be apprised of all activities of the various TCI working groups through regular updates from the staff Chairs of the TCI. The Executive Leadership will meet periodically to discuss TCI direction and will be asked to provide overall direction and to approve decisions that involve Agency commitments or where the TCI seeks funding commitments. Per the Declaration of Intent, the Agency Heads will convene (via webinar) in the Fall of 2010 to review the three-year workplan. In the future, it is intended that the Agency Heads meet in person on a periodic basis. An annual spring meeting of the Agency Heads is suggested.
- b. *Staff Working Group*: The Declaration of Intent created a Staff Working Group. The group is composed of one or more representatives from each agency in each jurisdiction. The Staff Working Group will provide input on development of all projects, governance decisions and internal as well as external materials prior to Agency Head review. Within the Staff Working Group is a smaller subset of staff that serves as a Steering Committee. Any TCI member agency may participate on the Steering Committee. The Steering Committee holds weekly conference calls and will oversee the regular operations and policy deliberations of the TCI and determine when issues are ready for full Staff Working Group

- review. Ad-hoc subcommittees of the Steering Committee may be formed, as needed (e.g. workplan development);
- c. *Topical Workgroups:* The TCI is forming workgroups to develop workplans, projects and activities on topics of interest to the Agency Heads. These groups may consist of representatives from any or all of the 35 member agencies. Based on input from the Agency Heads at the initial TCI meeting and the subsequent meeting of the Staff Working Group, four topical subgroups have been formed: Alternative Fuel and Advanced Technology Vehicles; Sustainable Communities; Freight; Innovative Communication Technologies. The workgroups will oversee development and management of issue specific tasks, agendas and projects. These groups may change as the TCI develops to reflect the needs and interests of the Agency Heads. Each workgroup will be co-chaired by state representatives and facilitated by a GCC consultant.
 - d. *Communications:* A Strategic Communications Team will develop TCI branding that provides a clear identity while maintaining its relationship to the successful RGGI partnership. The initial work of this group has been to develop internal communications mechanisms, and to identify state agency media contacts. The group is now developing an extranet site that will be used to communicate the work of the TCI to the public and to share information and “best practices.”
 - e. *Funding:* This group will establish a TCI one- and three-year funding plan and seek funding to support:
 - TCI operations and development of the three year work plan
 - Anchor Projects: “quick starts” now through December 2010
 - Anchor Projects: demonstration projects beyond a “quick start” phase.

Component 2: Learning and Inquiry

The TCI will undertake efforts to provide the Agency Heads and their staffs with the critical information they need to make decisions regarding development of state and regional policies and initiatives. Within the states, significant investment has already been leveraged into the development of state climate action plans typically with the strong involvement of stakeholders, scientists, and state and local agencies representing energy, environment, housing, transportation, smart growth and economic development interests. As a result, TCI’s efforts moving forward will not only build upon the rich resource provided in state climate action plans but enhance them through development of implementation strategies and sharing of cross-state best practices:

- a. *Learning:* Design program learning phase (e.g., need for workshops, briefings, written materials)
 - Identify topics for learning (e.g., latest developments in communication technologies that can have direct application to increased public use of transit, developing metrics to assess

- emissions “baseline” from current land use patterns, technological innovations in electric vehicle batteries)
- Share state and regional experiences on topics of interest to the TCI.
 - Secure sponsors, partners, and/or funding to conduct workshops, briefings and prepare written materials to inform TCI dialogue and decision-making.
- b. *Metrics*: Measure the Impacts of Transportation Investments – TCI states will work together on development of metrics to support state based policies that target state investments towards maximizing GHG emissions reductions.
- c. *Climate Action Plans*: Assess the States’ Existing Climate Plans and relationship to regional efforts and strategies - The TCI will assess the existing state Climate Change Action Plans and analyze the GHG reduction approaches that states are currently taking in their plans. Assess implementation actions that states are undertaking and build on successful approaches. A process for considering regional projects alongside state and regional GHG reductions goals for the transportation sector will be developed to inform the Agency Heads as they evaluate and update their state targets and work together on assessing possible regional priorities.
- d. *Research Needs*: Identify Additional Areas of Interest and Research Needs – The TCI states will identify areas where additional analysis, assessment and data are needed to inform policies moving forward: Examples include:
- Assess the GHG emissions reductions provided by programs, policies and strategies to reduce mobile source emissions
 - Analyze the GHG emissions reductions targets or goals each state has set and discuss the role of transportation and other sectors in meeting that target or goal.
 - Drawing on the experience of the agency staff, the Georgetown Climate Center and project consultants, independent experts, and stakeholders, determine effective approaches for reducing GHG emissions in the transportation sector.
 - Analyze the possible reductions and the combinations of complementary measures to meeting states’ mid and long-term targets or goals for the agency heads’ consideration.
 - Assess approaches to establish transportation activities as eligible emission offsets, including activities that incorporate renewable energy into transportation projects, and a schedule for implementation of such measures, if feasible.

Component 3: Policy Development

TCI states will work together to develop state-level and regional policies that contribute to meeting TCI goals and objectives. These approaches will include policy development work in the following focal areas:

- a. *Alternative Fuel and Advanced Technology Vehicles*: Enhance the Northeast as a place for clean low carbon vehicles: Develop policy options to enhance the regional market for clean vehicles. Identify and address regulatory obstacles to deployment of clean vehicles and look to develop state-level policies that provide incentives for manufacturer and consumer purchase of clean vehicles.
- b. *Sustainable Communities*: Promote smart growth and sustainable communities: Build on existing state climate action plans to identify state-based smart growth policies and identify areas where TCI states can collaborate on development of policies that result in GHG reductions while promoting livable communities and enhancing local economies. As part of its efforts, TCI will develop baseline information, review “best practices” and promote policies that address the challenge of vehicle miles traveled.
- c. *Information and Communication Technologies*: Foster Deployment of Innovative Information and Communication Technologies: Powerful new information and communications technologies (ICT) like “smart” phones, global positioning systems (GPS), and wireless sensors can improve the operational efficiency of the transportation system in some novel ways and can, therefore, reduce energy use and greenhouse gas emissions. ICT applications can reduce travel congestion, enhance transit scheduling efficiency, improve the accuracy of transportation planning data, and offer consumers the ability to make travel decisions in real time. TCI will build on existing efforts and will explore ways of applying information and communication technologies to meet regional travel needs to use less energy and reduce cost.
- d. *Freight Movement*: Develop policies that result in more energy efficient means of moving freight: Efforts in TCI will explore development of new approaches for making the movement of goods more efficient. For example, some ideas that are under consideration are: 1) using empty capacity in existing trucks and rail cars via web-based inventory systems and 2) considering the feasibility of encouraging more waterborne goods movement along the east coast that could have a side benefit of revitalizing underused ports and harbors.

As part of development of state and regional policies within these four focal areas, TCI will research the economic and environmental impacts of potential policies and programs. TCI's policy efforts in the four focal areas, will explore a wide variety of options for state and regional policies including those that:

- **Leverage public investments:** Develop regional consensus on approaches to assess potential greenhouse gas emissions benefits related to public investments in transportation, housing, water infrastructure and land use policies;
- *Establish financial incentives:* Consider state level policies that affect consumer and market outcomes and that establish inherent market-based incentives for practices that result in reductions of greenhouse gas emissions as well as policies that provide confidence to the capital markets to place investments in transportation projects that reduce impacts on climate change;
- *Create regulatory "best practices:"* Develop networks and communications channels to share information and insights from policies implemented across the region; to "learn by doing" and share those results.
- *Deploy effective communications strategies:* Develop programs that not only increase awareness of travel alternatives, but encourage more sustainable travel choices using incentives and demonstrated cost savings.;
- *Develop Sustainable Funding Source for Infrastructure:* Ensure an adequate level of funding for transportation infrastructure. . Explore state and regional policies that would ensure adequate funding for transportation infrastructure while inherently promoting greenhouse gas emissions reductions.

Component 4: Anchor projects

Building on the agencies' current strengths, the Agency Heads commit to work together and in concert with the private sector, utilities and energy providers, and local, regional and federal agencies to conduct anchor projects that lay the groundwork for the market-transforming deployment of clean transportation technologies that reduce greenhouse gas emissions from the transportation system without curtailing mobility. Anchor projects are demonstration projects that will mirror the four focal areas of policy work underway within TCI: Alternative Fuel and Advanced Technology Vehicles; Sustainable Communities; Information and Communications Technologies; and Freight Movement. One example of an anchor project is TCI's proposed project to plan the development of a regional EV network. TCI efforts will include:

- a. Refine criteria for selecting anchor projects that was initially developed by the Staff Working Group at its June 2010 meeting.

- b. Develop scopes of work for anchor and demonstration projects that provide value added to TCI in-state work and/or that support development of regional solutions and markets
- c. Secure funding to implement projects
- d. Implement projects

Component 5: Federal Policies/Partnerships

In addition to its other efforts, TCI is actively creating partnerships with federal agencies and is attentive to legislation and federal policies that would support low carbon transportation systems. These efforts would include the following:

- a. *Influencing Federal Legislation to Produce Better Transportation and Climate Plans* – The Agency Heads have agreed to work together in assessing and supporting federal legislation that invests in the region’s transportation system and promotes clean and sustainable transportation alternatives which could further benefit the region.
- b. *Developing Federal Agency Partnerships* - The Agency Heads recognize the critical value of partnering with federal and local agencies and regional entities to achieve the goal of significantly reducing greenhouse gases in the transportation sector. Therefore, the Agency Heads commit to maintain and strengthen existing partnerships with federal agencies, primarily the Dept. of Transportation, Environmental Protection Agency, and Housing and Urban Development (via their Sustainable Communities Partnership), the Department of Energy, and other federal agencies. In addition, TCI will seek input from local governments and Metropolitan Planning Organizations (MPOs) and their counterparts in rural areas of the states, interstate transportation organizations, and with local transit agencies to help inform TCI efforts.

Component 6: Municipal Empowerment

The TCI states recognize that effective land use policies and practices begin with local governments, but note that states can either assist local efforts. Effective partnering with municipalities, and the regional organizations that support them, is a critical element of the TCI. As part of its early learning work, the TCI will assess the status of existing municipal sustainability and climate programs, work with partners to develop goals and objectives, and collaborate around a strategy for supporting and empowering municipal action.

The goal of the TCI is to engage leaders to develop a common vision of what municipalities can accomplish. To accomplish this goal, the TCI will assess and develop support and decision tools and mechanisms (e.g. coaching, funding, sample measurement parameters) and then connect successful communities and share progress.

Component 7: Communications (internal and external)

TCI is a unique initiative, focused on transformational change. Toward that end, the TCI will focus on branding and communications to unite partners in affecting change. The TCI will develop and implement a communications strategy that includes:

- a. Internal communications
 - Develop internal TCI communications tools (web portal, media contact list, strategic communications team, etc.)
 - Develop briefings for incoming state administrations
- b. External communications
 - Establish TCI website
 - Develop video describing TCI effort and featuring “best practices” and stories from across the region
 - Assess external communication needs on an ongoing basis
 - Develop protocols and a cohesive message to promote effective external communications
 - Plan for regular communication updates with partners
- c. Stakeholders - The TCI will consult widely with key stakeholders in the areas of environmental, smart growth, and land use and energy and related concerns, including the academic community, industry and government groups, utilities and energy providers, regional and local governments, industry and freight companies, public and private transit service providers, large employers, small businesses, and non-profit groups. Approaches for this work include developing internet-based portals for information sharing and report postings; individual and group outreach; attending relevant conferences and events; and holding webinars and workshops for input to policy development process.

Component 8: Budget

As TCI’s operating partner, the Georgetown Climate Center (GCC) has generously provided the initial financial support for development of the TCI through resources from GCC’s core philanthropic funders (Rockefeller Bros. Fund and Tremaine Foundation), with additional support from Rockefeller Foundation for the launch of TCI. This support funded all logistics for the June 15 Wilmington TCI Summit (travel, venue, lodging) as well as GCC staff time and contractor support for TCI’s work to date. Start up activities have also been supported by the States who have provided in-kind staff resources for the Staff Working Group, the Steering Committee and the four workgroups.

Moving forward, resources for TCI are sought from three primary sources: private foundations, in-kind services from state agencies and projected federal grants with associated public and private match. The activities outlined in the milestone section below show operations from now through June 2011 and assume ongoing operating support from GCC as well as continuing in-kind staff support from state agencies. TCI is seeking additional funds for the following activities:

- **Operating costs** – The TCI is partnering with GCC to seek additional funds from private foundations to continue to cover operating costs for the initiative. A first year budget estimate for TCI’s core operations as outlined in the timeline section below through June 2011 (events, GCC staff time, consultants, travel) is approximately \$350,000. Budgets for years 2 and 3 are under development.
- **Anchor projects and policy development** – TCI workgroups are currently developing scopes of work for specific projects designed to integrate environmental, energy and transportation considerations in four areas of state policy: Alternative Fuel and Advanced Technology Vehicles, Sustainable Communities, Freight Movement, and Information and Communication Technologies. For these projects and tasks, TCI and GCC are seeking support from a variety of sources, including federal agencies (e.g., a pending DOT TIGER grant application for EV support), foundations, private entities, and other collaborations.
- **In-kind support** for TCI governance, policy development and project oversight – Each state participating in TCI has committed to contributing in-kind support of staff within state energy, environmental and transportation agencies. TCI states are discussing approaches to deploy existing resources for projects to reduce greenhouse gas emissions and energy use in the transportation sector. Ongoing in-kind support from participating states is essential to achieve the milestones outlined in the timeline section below.
- **Overall TCI research agenda** – TCI needs collection of information and data analyses to support its policy deliberations. A research agenda will be finalized and funding will be sought to support these critical analyses and collection of information.

TCI will plan a three year budget for overall TCI operations beyond June 2011 and develop strategies for ensuring adequate funding of key TCI initiatives and deliberations.

Component 9: Timeline

The states have developed and begun implementation of a workplan based on Agency Heads direction provided at the June 2010 Summit. Pending further direction from Agency Heads on priorities for implementation, staff has identified the following milestones for completion by June of 2011:

- A functioning governance structure established;
- Key data identified and analyzed to facilitate informed decisions on priority areas of focus for TCI state and regional policy initiatives;

- Key policies identified for TCI states to consider incorporating climate change plans at the state level;
- Operating resources obtained from private sources;
- Workplans developed for each of the workgroups in four priority areas (Alternative Fuel and Advanced Technology Vehicles, Sustainable Communities, Freight Movement, and Information and Communication Technologies);
- Project-specific funds obtained from federal agencies and private sources;
- Partnerships established with federal agencies, Metropolitan Planning Organizations, and other entities;
- A strategic communications plan established and implemented both for internal and external purposes.

Tasks -- To reach these one year milestones, the following tasks will be completed:

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| Oct 2010 | <ul style="list-style-type: none"> • TCI workplan finalized • State priorities for workplan implementation established • Staff Working Group webinar held to plan workgroup tasks and assignments |
| Nov 2010 | <ul style="list-style-type: none"> • Workgroup and Staff Working Group meetings held to develop task-based workplans for each workgroup and workplan implementation commenced • Initial research priorities, data needs and sources of information identified (including TCI states) • Opportunities for public and private sector partnerships identified |
| Dec 2010 | <ul style="list-style-type: none"> • Task-based workplans developed for each workgroup • Alternative fuel and advanced technology vehicles workplan assessed in light of outcome of application for TIGER II Planning grant |
| March 2011 | <ul style="list-style-type: none"> • Funding identified • Learning sessions held for each workgroup • Policy development options identified • White papers prepared to support staff and Agency Heads discussions • Meeting held to review workgroup progress and funding status • Outreach meetings with potential public and private sector partners held. |
| June 2011 | <ul style="list-style-type: none"> • Annual Agency Head meeting held |

TCI offers a unique opportunity for participating jurisdictions to coordinate their efforts to comprehensively examine energy use in all segments of the transportation sector in the region. As a result of TCI's efforts, participating jurisdictions will generate an agenda to cost effectively reduce energy use to deliver greenhouse gas emissions reductions as well as economic

benefits. This workplan offers important and pragmatic strategies forward for the TCI to foster innovation and collaboration within its partner states to meet its stated goal of spurring improvements in the region's transportation system that will save energy and money, enhance travel choices and quality of life for citizens, and help achieve environmental objectives including fighting climate change and building the clean energy economy.