

# APPENDIX C

## Description of Alaska Advisory Group Process

*This document, excerpted from the contract between the State of Alaska, Department of Environmental Conservation and the Center for Climate Strategies, outlines the work plan for the Alaska Climate Change Strategy Advisory Group Process. Key principles and guidelines, developed from the Governor's Administrative Order #238 and established as part of the contract are defined. The role of citizen participants in this multi-stakeholder process, as well as the purpose and goals of the step-wise progression are described. The excerpt also includes an general agendas for each meeting, an outline of the final report content, overall timing (which was extended by several months at the request of the State) and milestones. Lastly, biographies of the project facilitation team are provided.*

### **Background**

Governor Palin created Administrative Order #238 in September, 2007 directing the creation of a Climate Change Strategy (Strategy) for Alaska. A warming climate is having serious and broad scale impacts in Alaska including flooding of villages; increased strength of fall coastal storms that erode the narrow beaches of coastal villages; thawing of permanent soils resulting in subsidence of land and the buildings built upon those land parcels; and a record number of forest fires threatening community and private buildings also resulting in severe air pollution health threats.

The Governor's Administrative Order charged that the Strategy address three purposes: building the state's knowledge on actual or foreseeable effects of climate change (Research); developing appropriate measure and policies to prepare communities (Adaptation); and providing guidance on Alaska's participation in efforts to slow the physical forces that scientists have concluded are causing a warming of the climate (Mitigation).

The Climate Change Sub-Cabinet (CCSC or Sub-Cabinet) created by the Order and charged with developing the Strategy needs expert assistance to develop the Strategy using broad stakeholder processes comprised of advisory and technical work groups. Because the impacts of a changing climate are affecting many aspects of life in Alaska ranging from how we build structures to when and where we harvest resources, the State's Strategy therefore needs to reflect a broad range of personal, business and industrial activities.

### **Primary Objectives**

The Sub-Cabinet decided that developing the Strategy for Alaska must build upon the knowledge, expertise, and concerns of a broad representation of Alaskans because climate change is not just an environmental issue, but one with far-reaching social, cultural and economic consequences of great importance to all Alaskans. The Sub-Cabinet thus requires that the draft recommendations on Adaptation and Mitigation issues must be a product of a deliberative process embracing Alaska concerns and Alaska solutions from Alaska constituencies. The Sub-Cabinet is responsible for making final recommendations that, in

aggregate, comprise the Alaska Climate Change Strategy for the Governor's consideration. The Sub-Cabinet may also choose to undertake statewide public review of the draft Strategy before making recommendations to the Governor. The Sub-Cabinet is the sole convening body of the Adaptation and Mitigation stakeholder processes and as such provides ultimate oversight of them. The Center for Climate Strategies (CCS) will apply a structured process to these deliberative, consensus-building efforts. Staff to the Sub-Cabinet will provide vital assistance throughout, particularly with respect to existing measures and issues, data and analytical assistance, and logistical support.

CCS is responsible for executing the process described in the following pages which will result in draft Strategy recommendations concerning Tasks 9, 10, 12, 13, 14, and 15 of the Governor's Administrative Order.

Overall, and as described more fully on the following pages, CCS is responsible for: providing subject matter technical expertise during advisory and technical work group meetings; providing professional facilitation including a lead Alaska-based facilitator; executing the stakeholder process described below for building consensus among Alaska stakeholders to develop draft recommendations responsive to the appropriate tasks in the Order; provide guidance and knowledge on policy options, costs or savings, benefits, and other metrics for the stakeholders to assess the merits of numerous adaptation and mitigation strategies as learned through the contractor's experience in other states and other nations and as tailored to Alaska's situation; materials and communications necessary to support a successful outcome of the deliberations of the advisory and technical work groups; and written documentation of the final draft recommendations from the Mitigation Advisory Work Group and all processes for the Adaptation Advisory Working Group until August 31, 2008. The State will be responsible for those same functions for the Adaptation Advisory Group and the Oil and Gas Technical Work Group of the Mitigation Advisory Group as of September 1, 2008.

## **Project Officers**

On behalf of the Sub-Cabinet and its Chair, Department of Environmental Conservation (DEC) Commissioner Hartig, Jackie Poston will represent the State as the project officer. Sub-Cabinet Chair Hartig may also direct actions relating to the work of the Advisory Group(s).

## **Stakeholder Advisory Groups and Technical Work Groups**

Two umbrella citizen stakeholder advisory groups are to be established by the Sub-Cabinet with their work products going forward to the Sub-Cabinet for consideration and incorporation in the Strategy.

The Climate Change Adaptation Advisory Group (AAG) comprised of 12 to 25 members as appointed by Sub-Cabinet will work with adaptation issues stemming from the associated topics listed in the Order (Tasks #5, 6, 7, 14 and 15). Four Technical Work Groups (TWG) will be established:

- Public Infrastructure
- Health & Culture

- Natural Systems
- Economic Activities

Members to each TWG will be appointed by the Sub-Cabinet or by DEC on behalf of the Sub-Cabinet.

The Climate Change Mitigation Advisory Group (MAG) comprised of 12 to 25 members as appointed by the Sub-Cabinet will work with mitigation issues stemming from topics listed in the Order (Tasks # 9, 10, 12, 13, 14 and 15). Five Technical Work Groups will be established with members appointed by the Sub-Cabinet. The Technical Work Groups will be designed to address specific sectors of analysis:

- Electrical Supply and Demand (ESD) which includes residential, commercial and industrial energy users;
- Transportation and Land Use (TLU);
- Forestry, Agriculture and Waste Management (FAW);
- Cross-Cutting issues (CC).
- Oil & Gas (OG) which includes the oil and gas exploration, production, pipeline and refining sector

The Technical Work Group process is fully integrated with each respective Advisory Group. TWGs are comprised of members of the Advisory Group members and/or their staff, as well as additional technical members as may be appointed by the CCSC. TWGs serve in an advisory role to each Advisory Group.

In making appointments, the Sub-Cabinet recognizes the balance necessary between private sector interests and public sector interests, from technical or subject matter expertise to policy and legal expertise. Potentially affected sectors in the Alaska economy, communities or resource users will also be given weight in making specific nominations for committee or workgroup membership. While much of the Administrative Order is designed for the future needs of government to plan and manage resources of the state, governmental decisions will affect private sector decisions. In order for the Strategy to succeed, it is not sufficient to only acquire successful governmental actions, but supporting actions by leaders in businesses, industries and private citizens will be required. All of these factors will be considered in making appointments to Advisory Groups and TWGs. Lead agency staff will seek CCS's advice during the nomination review phase as well as advice from other invited persons or entities under the direction or approval of the Sub-Cabinet or its chair.

All meetings of the Advisory and Technical Work Groups are to be public meetings conducted in accord with the Alaska Open Meetings Act. The CCSC may provide additional opportunity for broad public review of the Advisory Groups' recommendations after they are submitted to the CCSC.

## **Participant Guidelines**

Members of Advisory Groups and Technical Work Groups are expected to follow certain codes of conduct during the process, including:

- Participants will not debate the science of climate change, the goals established in the Administrative Order, or the timeline, but will instead provide leadership and vision for how Alaska will rise to the challenges and opportunities of addressing climate change.
- Participants are expected to support the process and its concept fully and, through the group process, in good faith collaborate toward the goals of the advisory and work groups.
- Participants are expected to act as equals during the process to ensure that all members have equal footing during deliberations and decisions.
- Participants must attend meetings and stay current with information provided to the group and the decisions of the group. Alternates are strongly discouraged and must be cleared with the facilitator and Chair. It is expected that alternates will not be routinely utilized. Any alternate who does participate should be current with information developed by the process and able to make decisions.
- Participants are asked not to reconsider decisions made in the stepwise process. Once the Advisory Group reaches a milestone by consensus or vote, it moves to the next step.
- Each participant should speak only about his/her position and refrain from characterizing the views of others when making Advisory Group decisions. Each member must be able to vote or otherwise take a position at the meetings.
- When speaking about the process with the media or in other public settings, each member must make clear they are representing only themselves.
- Participants are expected to provide objective, fact-based comments and alternatives during advisory and work group discussions, and must refrain from personal criticisms.

## **Climate Change Adaptation Advisory Group**

Development of comprehensive adaptation policy recommendations as part of the Alaska Climate Change Strategy supports state climate policy objectives. It will enable Alaska to fully consider state, regional and national policy opportunities as it formulates state at least until September 1, 2008 when the State will assume responsibility for this group. To provide broad perspective, involvement, and support in the development of concrete adaptation policy recommendations for the CCSC's consideration in preparing the Alaska Climate Change Strategy, the CCSC will establish a stakeholder-based Climate Change Adaptation Advisory Group (AAG) to conduct the tasks detailed below.

Alaska is among the initial states to conduct a comprehensive, stakeholder-based climate adaptation process. Other initial state processes have found it effective to establish subcommittee technical working groups (TWGs) to assist the larger stakeholder-based AAG.

The CCSC has already established and named co-chairs for two related but independent subcommittee efforts, the Immediate Action Work Group and the Research Needs Work Group. Four additional TWGs will be appointed and launched under the explicit auspices of the AAG under the oversight of the CCSC. The specific charge of each of these TWGs should be determined following initial exploratory efforts to identify and categorize the greatest climate vulnerabilities Alaska faces.

As indicated below, CCS will provide critical planning and initial facilitation, management, technical support, and analytical activities to the AAG and the TWGs in order to ensure the successful launch of the AAG process. Facilitator Brian Rogers will partner with CCS, and will commit to applying the key principles and guidelines described below. Information Insights' unique contribution to the CCS-led adaptation tasks is to bring local knowledge to the CCS team, including familiarity with Alaska stakeholders, groups and business sector representatives. The CCS team will work in partnership with and under the direction of the DEC as an impartial and expert party throughout the startup of the AAG in developing adaptation policy recommendations for the CCSC.

Specifically, CCS will assist the CCSC with the following advance technical and planning support tasks as appropriate until September 1, 2008:

- Development of a work plan for planning, startup, launch and management of the AAG process, for review and approval.
- Exploration of potential ways to capture and organize traditional knowledge regarding climate impacts already occurring in Alaska.
- Development of a vulnerable sector inventory and adaptation baseline of Alaska's vulnerability to climate impacts in a synthesis review draft format for consideration during the AAG and CCSC processes.
- Within the broad climate impacts identified in the Administrative Order, in consideration of the synthesis vulnerability inventory and baseline, and in consultation with the CCSC, identification of specific categories of climate impacts that the State faces and delineation of a subset of priority categories around which to structure the work of the AAG and its TWGs.
- Identification of an initial list or "catalog" of potential state-level policies and actions to reduce climate vulnerability for consideration by stakeholders within the priority categories of climate impacts identified.
- Identification and assessment of multi-state and national climate adaptation policy issues and options that could affect decisions of the AAG or CCSC.
- Identification of key studies and assessments related to climate change adaptation options in Alaska.
- With the assistance the State, help in the identification of technical experts in Alaska for potential membership in the sector-based subcommittees of the AAG (TWGs).

- Help in the identification of points of contact in state agencies and other institutions to support technical assessments related to the AAG process.
- Assist in the development of communications tools to support the CCSC and AAG processes, including a project website, document templates, and other tools.
- In order to launch and conduct the AAG process, CCS will assist the State with the following management, facilitation and technical support tasks as appropriate until September 1, 2008:
- Launch of the AAG process with the assistance of a well recognized Alaska based facilitator, for two meetings of the AAG and a series of interim meetings of four subcommittee TWGs to develop adaptation policy recommendations for the CCSC's consideration for potential inclusion in the *Alaska Climate Change Strategy*.
- Review and approval by the AAG of the vulnerable sector inventory and adaptation baseline for Alaska.

## **Climate Change Mitigation Advisory Group**

Development of mitigation policy recommendations as part of the *Alaska Climate Change Strategy* supports state and national climate policy objectives and will enable Alaska to fully consider state, regional and national climate change policy opportunities as it formulates comprehensive state mitigation efforts involving energy, transportation, economic development, environmental quality, and civic infrastructure. The process described in the following pages will be used to develop mitigation policy recommendations for consideration by the CCSC and will include regular opportunities for input from the public. To provide broad perspective, involvement, and support in the development of concrete mitigation policy recommendations for the CCSC's consideration in preparing the Alaska Climate Change Strategy, the CCSC will establish a stakeholder-based Climate Change Mitigation Advisory Group (MAG) to conduct the tasks detailed below.

Typically, successful state climate mitigation planning processes have established subcommittee technical working groups (TWGs) to assist the larger stakeholder-based MAG. Generally these TWGs include Energy Supply (ES); Residential, Commercial, and Industrial Energy Demand (RCI); Transportation and Land Use (TLU); Agriculture, Forestry, and Waste Management (AFW); and Cross-Cutting Issues (CC). Alaska's substantial size and diffuse population may give rise to an appropriate reconfiguration of this approach to TWGs, however. The Sub-Cabinet has already established and named co-chairs for an Alternative Energy and Energy Conservation Workgroup. The mission of the Alternative Energy and Energy Conservation Workgroup is quite consistent with, and can generally assume the role of an energy-related TWG contemplated under a stakeholder-based MAG. However, it would be advisable to expand its mandate and membership somewhat going forward.

Five TWGs will be formed to work under the MAG to identify, prioritize, and assess mitigation options most appropriate for Alaska. The TLU, AFW, and CC TWGs would operate as noted above. It is anticipated that emissions associated with airborne passenger and freight transport will reflect a greater focus in Alaska than other states, but will still be part of the TLU sector.

With respect to energy production, the predominance of oil and gas industry GHG emissions, particularly in comparison to the electricity sector, augurs for a distinct Oil & Gas TWG (OAG) to address oil and gas GHG emissions including exploration, production, pipelines and refining.

Due to other industry sectors being significant energy users, such as seafood processing and mining, the Alternative Energy and Energy Conservation Workgroup will be expanded to include these industrial based energy users along with residential and commercial energy users and will be called the Energy Supply and Demand (ESD) TWG. Members of TWGs will be appointed and the TWGs' efforts launched under the explicit auspices of the MAG. A local facilitator will be contracted to provide additional guidance, leadership and interface with members.

Also indicated below, CCS will provide critical planning, facilitation, management, technical support, and analytical activities to the MAG and the TWGs in order to ensure the successful results of the MAG process in 2008-09. Facilitator Brian Rogers will partner with CCS, and will commit to applying the key principles and guidelines described below. Information Insights' unique contribution to the CCS-led mitigation tasks is to bring local knowledge to the CCS team, including familiarity with Alaska stakeholders, groups and business sector representatives. The CCS team will work in partnership with and under the direction of the DEC as an impartial and expert party throughout the startup and management of the MAG in developing mitigation policy recommendations for the CCSC. On September 1, 2008, local facilitation will commence for the Oil and Gas TWG and will follow the same process as the rest of the MAG TWGs to ensure consistent results in the final report and aggregated results.

Specifically, CCS will assist the with the following advance technical and planning support tasks:

- Development of a work plan for planning, startup, launch and management of the MAG process, for review and approval.
- Development of cost share from private donors to fully fund the proposed work plan as needed beyond the available state cost share.
- Further refinement and update, based on additional DEC data and stakeholder input, of Alaska's comprehensive inventory and forecast of greenhouse gas emissions (GHGs) from 1990 to 2020 or later in a review draft format for consideration during the MAG and CCSC processes.
- Identification of existing state actions that reduce GHG emissions in Alaska, and assessment of the GHG reduction potential of key actions recently implemented and or formally planned by the state.
- Identification and assessment of multi-state and national climate policy issues and options that could affect decisions of the MAG or CCSC.
- Support in the identification of potential early actions by the state to address climate change policy needs.

- Identification of key studies and assessments related to climate change mitigation options in Alaska.
- In consultation with the State and other State designees, identification of 12-25 appropriate stakeholders (by sector) for potential involvement in the MAG process.
- Assistance in the identification of technical experts in Alaska for potential membership in potential sector-based subcommittees of the MAG (called Technical Work Groups or TWGs) during the MAG process.
- Assistance in the identification of points of contact in state agencies and other institutions to support technical assessments related to the MAG process.
- Assistance in the development of communications tools to support the CCSC and MAG processes, including a project website, document templates, and other tools.
- In order to launch and conduct the MAG process, CCS will assist the State with the following management, facilitation and technical support tasks:
  - Launch of the MAG process with the assistance of Information Insights, a well recognized Alaska based facilitator, for seven meetings of the MAG and a series of interim teleconference and in-person meetings of five subcommittee TWGs to develop mitigation policy recommendations for the CCSC's consideration for inclusion in the *Alaska Climate Change Strategy*.
  - Development of a comprehensive set of specific policy recommendations by the MAG to reduce GHG emissions and enhance energy and economic opportunity in Alaska by 2020 and beyond, including analyses of GHG reduction potential and cost or cost savings for each recommended measure (some measures may not require quantification, such as reporting or education).
  - Review and approval by the MAG of the draft inventory and forecast of Alaska GHG emissions from 1990 to 2020 or later.
  - Development and recommendation by the MAG to the CCSC of potential statewide GHG reduction goals and targets.
  - Preparation of a final report by CCS to the CCSC reflecting the GHG mitigation recommendations prepared by the MAG.
  - Assistance to and consultation with the CCSC as it develops its recommendations to the Governor.

## Consensus Building Process Principles

The Climate Change Adaptation Advisory Group (AAG), the Climate Change Mitigation Advisory Group (MAG) and each of the Technical Work Groups (TWG) supporting the advisory groups will use the following key principles and guidelines:

- **The process is fully transparent.** All materials considered by the AAG, MAG and TWGs are posted to the project website, and all meetings are open to the public. For TWG meetings, which will typically be conducted as teleconferences (although some in-person meetings will be possible), the State will arrange for physical locations with a telephone and a telephone monitor so that the public can listen. The evaluation of potential policy options is transparent with respect to data sources, methods, key assumptions, and uncertainties. In addition, policy design parameters and implementation methods for recommended actions are explicit and transparent, including goals, timing, coverage of parties, and implementation mechanisms. The transparency of technical analysis, policy design, and participant viewpoints is critical to the identification and resolution of potential conflicts.
- **The process is inclusive.** A diverse group of AAG, MAG and TWG members are chosen to represent a broad spectrum of interests and expertise in Alaska. The public will be afforded the opportunity to provide meaningful review of and comment upon pending AAG and MAG decisions.
- **The process is stepwise.** Each step of the sequential process builds incrementally on the former toward a final solution. Sufficient time, information, and interaction are provided between steps to ensure comfort with decisions and quality of results. Participants are responsible for staying current with information developed by and decisions taken during the process, as the schedule does not allow decisions to be reconsidered once they have been voted on.
- **The process will seek but not mandate consensus.** Votes will be taken at each of the major milestones in the process in order to advance to the next step. Decisions are requested on individual policy options. Alternatives that address barriers to consensus will be developed by the AAG or the MAG with the assistance of CCS and the State as needed. Voting is conducted by simple request for objection (by show of hands) at the point of decision, followed by resolution of conflicts through discussion and development of alternatives, as needed, in order to proceed. Final votes by the AAG or MAG include support at three levels: Unanimous Consent (no objections), Super Majority (five objections or less), and Majority (less than half object). Typically, the early stages of the process proceed with unanimous consent or super majority approval by the AAG or MAG. Final recommendations may include recommendations at all three support levels, though typically, most final recommendations also enjoy unanimous consent. The final report will document the level of support for individual adaptation policy options recommended by the AAG or MAG, including alternative views as needed.
- **The process is comprehensive.** The AAG will explore solutions in all sectors and across all potential implementation methods, including a variety of voluntary and mandatory implementation mechanisms. Recommendations may include state-level, multi-state actions

(regional and national), and/or international actions. Similarly, all forms of economic development are open for consideration as they relate to potential climate adaptation actions. Significant actions taken by the executive or legislative branches during the process will be included as possible and as necessary in the baseline assessment.

The MAG will explore solutions in all sectors and across all potential implementation methods, including a variety of voluntary and mandatory implementation mechanisms. Recommendations may include state-level, multi-state actions (regional and national), and/or international actions. Mitigation of all six GHGs will be considered. Units will be expressed in million metric tons carbon dioxide equivalent (MMtCO<sub>2</sub>e). Similarly, all forms of energy supply and use and economic development are open for consideration as they relate to GHG mitigation actions. Significant actions taken by the executive or legislative branches during the process will be included as possible and as necessary in a reference case forecast of emissions.

- **The process is guided by clear decision criteria** for the selection and design of recommended actions. For Adaptation recommendations these include consideration of (1) flexibility; (2) capital intensity; and (3) adaptive capacity. For Mitigation recommendations these include consideration of: (1) GHG reduction potential; (2) cost or cost savings per ton of GHG emissions removed; (3) potential co-benefits, including economic, energy and other improvements; and (4) potential feasibility issues (e.g., technical, economic, political, institutional, etc.).
- **The process is quantitative.** Results of MAG decisions will include explicit descriptions of policy design parameters and results of economic analysis. Recommendations can include both quantified and non-quantified actions, with emphasis on quantification of GHG reduction potential and cost or cost savings for as many recommendations as possible. Additional quantification needs related to co-benefits or feasibility issues will be evaluated on a case-by-case basis pending MAG input and available resources. To the extent possible, quantified metrics will be used for recommendations being considered by the AAG.
- **The process covers short-, medium-, and long-term periods of action.**

**Adaptation** - The period of analysis for the vulnerable sector inventory and adaptation baseline will be 1990-2030 with assessment of later periods being subject to available resources. Characterization of adaptation options will cover the present to 2030, with supplemental analysis also possible for longer periods if resources permit.

**Mitigation** - The period of analysis for emissions inventories and reference case projections will be 1990-2020 (*Note: this was subsequently extended to 2025 by mutual agreement*), with assessment of later periods being optional subject to available resources. Emission reduction options and related energy and economic analysis will cover the present to 2020, with supplemental analysis also possible for longer periods if resources permit.

- **The process is implementation-oriented.** The goal of the process is the ultimate adoption of specific policies by the State of Alaska based on planning recommendations delivered to the Sub-Cabinet by each of the Advisory Groups. Subsequent, more detailed analyses may be appropriate and necessary. Accordingly, recommendations of the AAG and MAG are

intended to guide and support immediate policy adoption, but do not necessarily comprise the level of detail required for final programmatic implementation, rulemaking, institutional design, and feasibility.

## **Developing Recommendations for Adapting to Climate Change - Adaptation**

### **Process Used by Adaptation Advisory Group**

The AAG process will closely resemble the format of several previous successful state climate mitigation planning processes conducted by CCS (details available at [www.climatestrategies.us](http://www.climatestrategies.us)). This consensus-building model combines techniques of alternative dispute resolution, community collaborative decision-making, and corporate strategic planning in a combined form of facilitation and technical analysis known as “evaluative facilitation.”

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

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

A public website for all information and proceedings of the process. The primary web presence for the CCSC and other climate information in Alaska is [www.climatechange.alaska.gov](http://www.climatechange.alaska.gov). CCS will establish [www.akclimatechange.us](http://www.akclimatechange.us) as a public website for ready posting of emerging materials from the Advisory Groups and Technical Work Group. The CCS website will be compatible in style to that of the State and will be “hot linked” to the State website in a manner that allows browsers to easily and transparently navigate between the two appearing to the casual user as though he/she remains on the State’s web site. The State will maintain website materials associated with the AAG on its own website.

Materials to be posted on the AAG and MAG websites, but not limited to:

- Standard meeting documents, including an agenda and notice, discussion Powerpoint, meeting summary, and reference document(s) for each of the AAG and TWG meetings;
- A draft final report, and PowerPoint presentation for review and approval of the Alaska vulnerable sector inventory and adaptation baseline;

- A broad assessment of categories of climate impacts that Alaska faces and identification of specific priority categories that merit the AAG’s principal attention in the course of this process.
- An initial “catalog” of state adaptation actions with brief descriptions for each option; suggested ranking criteria; draft rank of potential flexibility, capital intensity, and adaptive capacity for each action; along with indications of related actions recently adopted by Alaska.

## AAG Project Timing and Milestones

The work of the AAG should, to the greatest extent practicable, be advised by the conclusions reached by the Immediate Action Work Group (IAWG); the findings contained in the report of the Alaska Joint Climate Impact Assessment Commission; the preliminary analysis and vulnerability synthesis of adaptation issues prepared by the National Commission on Energy Policy, as well as the scientific expertise of the Research Needs Work Group (RNWG). Accordingly, every effort should be made to hold the first meeting of the AAG jointly with the IAWG and the RNWG. Its agenda should include the findings of the IAWG that are likely to pertain to longer-term as well as immediate climate policy responses. In addition, the AAG should dialogue with the RNWG to identify, to the extent possible, crucial questions for which the AAG requires RNWG insights in order to best frame the development of its policy recommendations. Such questions are likely to focus on the nature and extent of likely climate impacts in Alaska for which adaptation and response policies may be necessary and/or appropriate. For its second meeting, the AAG should thus be armed with the pertinent conclusions of the IAWG and initial answers from the RNWG, and should be able to commence its efforts with the benefit of these work groups’ insights into the comprehensive policy development process described in this work plan.

Five additional full-day AAG meetings will be held between July 2008 and May 2009, and a final report will be completed by the State by June 2009 in conjunction with the MAG final report. The schedule may be adjusted by DEC. Two or more TWG conference calls by each of the AAG’s TWGs will typically be held between each of the AAG meetings. In addition, at the request of the CCSC, CCS would be pleased to brief legislators or legislative committees on the progress of the AAG process. The following reflects a tentative draft calendar:

### Prospective AAG Calendar

Date	Action	Notes
May 2008	AAG Startup; 1st AAG meeting	Joint meeting with IAWG to learn of its findings and recommendations and RNWG to determine key questions AAG needs RNWG to address. Visibility opportunity for the CCSC and/or Gov. Palin.
July 2008	2rd AAG meeting	Following this meeting: Opportunity to brief CCSC on targeted TWG sectors, overall process, vulnerability inventory and baseline, and representative categories of policy options being considered by AAG.
September 2008	3rd AAG meeting	Following this meeting: Opportunity to brief CCSC on the universe of policy options being considered by AAG.

Date	Action	Notes
November 2008	4th AAG meeting	Following this meeting: Opportunity to brief CCSC on priority policy options selected by AAG.
February 2008	5th AAG meeting	Following this meeting: Opportunity to brief CCSC on policy designs developed by the AAG.
March 2009	6th AAG meeting	Following this meeting: Opportunity to brief CCSC (and/or Legislators) on initial adaptation policy option costs and effects.
April 2009	7th AAG meeting	Following this meeting: Opportunity to brief CCSC (and/or Legislators) on aggregate adaptation policy option costs and effects.
June 2009	Final AAG report	Following this: Opportunity to consult with CCSC in the development of its adaptation recommendations to Gov. Palin.
Between AAG Meetings	TWG conference calls and meetings	

## AAG Meeting Objectives and Agendas

The objectives and agendas for each of the AAG meetings and TWG meetings are listed below, with notes regarding decisions of the AAG.

### Meeting #1

#### Objectives:

- Introduction to the process, presentation of IAWG findings and conclusions, presentation from and discussion with the RNWG to identify crucial scientific questions of importance to the AAG effort, formation of TWGs, next steps.

#### Agenda:

- Introductions
- Purpose and goals of the AAG process
- Review of the components and ground rules of the AAG process
- Presentation of IAWG findings and conclusions, discussion of impact with respect to AAG process
- Presentation of analysis and recommendations from the National Commission on Energy Policy
- Presentation from and discussion with the RNWG to identify fundamental scientific questions crucial for framing the AAG effort.
- Formation of TWGs, next meeting agenda, time, location, date

- Public input and announcements

Interim TWG calls will cover: (1) discussion and further revision to IAWG and RNWG findings and impacts, and (2) introduction and modifications to the catalog of adaptation policy options.

## **Meeting #2:**

### **Objectives:**

- Introduction to the process, presentation of preliminary fact-finding (vulnerable sector inventory and adaptation baseline; catalog of state actions), formation of TWGs (no votes, but AAG members should be prepared to select one or more work groups for participation), next steps.

### **Agenda:**

- Introductions
- Purpose and goals of the AAG process
- Review of the components and ground rules of the process
- Review of the history and status of state climate risks and related adaptation actions
- Review of the draft Alaska vulnerable sector inventory and adaptation baseline
- Review of the draft catalog of existing state climate adaptation actions, including Alaska actions
- Formation of TWG's, next meeting agenda, time, location, date
- Public input and announcements

Interim TWG calls will cover: (1) suggested revisions to the draft vulnerable sector inventory and adaptation baseline, and (2) review and suggested modifications to the catalog of adaptation policy options.

# Developing Recommendations to Reduce the Causal Forces of Climate Change - Mitigation

## Process Used by Mitigation Advisory Group

The MAG process will adhere to the format of several previous successful state climate mitigation planning processes conducted by CCS (details available at [www.climatestrategies.us](http://www.climatestrategies.us)). This consensus-building model combines techniques of alternative dispute resolution, community collaborative decision-making, and corporate strategic planning in a combined form of facilitation and technical analysis known as “evaluative facilitation.”

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

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

- A public website for all information and proceedings of the process. The primary web presence for the CCSC and other climate information in Alaska is [www.climatechange.alaska.gov](http://www.climatechange.alaska.gov). CCS will establish [www.akclimatechange.us](http://www.akclimatechange.us) as a public website for ready posting of emerging materials from the Advisory Groups and Technical Work Group. The CCS website will be compatible in style to that of the State and will be “hot linked” to the State website in a manner that allows browsers to easily and transparently navigate between the two appearing to the casual user as though he/she remains on the State’s web site;
- Standard meeting documents, including an agenda and notice, discussion PowerPoint, meeting summary, and reference document(s) for each of the MAG and TWG meetings;
- A draft final report, PowerPoint presentation, and series of worksheets for review and approval of the Alaska GHG emissions inventory and forecast;
- An initial “catalog” of state GHG reduction actions with brief descriptions for each option, suggested ranking criteria, draft rank of potential GHG reductions and costs or cost savings of each action, along with indications of major related actions recently adopted in Alaska;
- An assessment of the emissions savings and other impacts of actions recently adopted in Alaska;

- A balloting form for identification of initial priorities for analysis for each of the sector-based TWGs;
- A policy option template for the drafting and analysis of individual mitigation policy recommendations;
- A principles and guidelines document for quantification of policy options in each of the TWGs;
- Analysis materials, including documentation of key data sources, assumptions, models, methods, and printouts of worksheets as needed; and
- A final MAG report format with summary chapters and technical appendices.

### MAG Project Timing and Milestones

The first meeting of the MAG will be held in May 2008 with five additional meetings by June 2009 and a final report to be completed by June 2009. The schedule may be adjusted by DEC. Two or more TWG conference calls by each of the five TWGs will typically be held between each of the MAG meetings according to the following tentative draft calendar:

### Prospective MAG Calendar

Date	Action	Notes
May 2008	MAG Startup; 1 <sup>st</sup> MAG meeting	At this meeting: Visibility opportunity for the CCSC and/or Gov. Palin.
July 2008	2 <sup>nd</sup> MAG meeting	Following this meeting: Opportunity to brief CCSC on the universe of policy options being considered by MAG.
September 2008	3 <sup>rd</sup> MAG meeting	Following this meeting: Opportunity to brief CCSC on priority policy options selected by MAG.
November 2008	4 <sup>th</sup> MAG meeting	Following this meeting: Opportunity to brief CCSC on policy designs developed by the MAG.
February 2009	5 <sup>th</sup> MAG meeting	Following this meeting: Opportunity to brief CCSC (and/or Legislators) on initial quantification of GHG reductions and costs/savings.
March 2009	6 <sup>th</sup> MAG meeting	Following this meeting: Opportunity to brief CCSC (and/or Legislators) on aggregate GHG reductions and costs/savings.
April/May 2009	7 <sup>th</sup> MAG meeting	Following this meeting: Opportunity to brief CCSC (and/or Legislators) on aggregate GHG reductions and costs/savings.
June 2009	Final MAG report	Following this: Opportunity to consult with CCSC in the development of its recommendations to Gov. Palin.
Between MAG Meetings	TWG conference calls and meetings	

## **MAG Meeting Objectives and Agendas**

The objectives and agendas for each of the MAG meetings and TWG meetings are listed below, with notes regarding decisions of the MAG.

### **Meeting #1:**

#### **Objectives:**

Introduction to the process, presentation of preliminary fact-finding (inventory and forecast of emissions, Catalog of state actions), formation of TWGs (no votes, but MAG members should be prepared to select one or more work groups for participation), next steps.

#### **Agenda:**

- Introductions
- Purpose and goals of the MAG process
- Review of the components and ground rules of the process
- Review of the history and status of state climate mitigation and related energy and commerce actions
- Review of the draft Alaska emissions inventory & forecast
- Review of the draft catalog of existing state climate mitigation actions, including Alaska actions
- Formation of TWG's, next meeting agenda, time, location, date
- Public input and announcements

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

### **Meeting #2:**

#### **Objectives:**

Addition of potential actions to the draft catalog of state actions (by vote); identification of potential revisions to the draft emissions inventory and forecast (by vote if/as needed)

#### **Agenda:**

- Review and recommended updates to the draft emissions inventory and forecast
- Review and approval of additional actions to the catalog of possible Alaska actions

- Discussion of the process for identifying initial policy option priorities for TWG analysis
- Next meeting agenda, time, location, date
- Public input and announcements

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

### **Meeting #3:**

At the request of DEC, this meeting met the objectives below for only one of the five Technical Working Groups. Meeting #4 targets these objectives for the remaining TWGs.

### **Objectives:**

Review and approval of available TWG-identified initial priority policies for further analysis (by vote); review and approval of revisions to the emissions inventory and forecast (by vote if/as needed)

### **Agenda:**

- Agreement on inventory forecast revisions, with modifications as needed
- Review and approval of TWG lists of initial policy priorities for analysis, with modifications as needed
- Discussion of process for developing straw policy design proposals for analysis of priority policy options
- Briefing on quantification methods for draft policy options
- Next meeting agenda, time, location, date
- Public input and announcements

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

### **Meeting #4:**

### **Objectives:**

Review and approval of initial priorities for analysis of TWG identified policy options (by vote); review and approve any straw proposals prepared from previously approved policy options; review and approval of revisions to the emissions inventory and forecast (by vote if/as needed)

**Agenda:**

- Agreement on inventory forecast revisions, with modifications as needed
- Review and approval of TWG lists of initial policy priorities for analysis, with modifications as needed
- Discussion of process for developing straw policy design proposals for analysis of priority policy options
- Briefing on quantification methods for draft policy options
- Next meeting agenda, time, location, date
- Public input and announcements

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

**Meeting #5:****Objectives:**

Review and approval of TWG suggested straw proposals for policy design (goals, timing, coverage of parties) (by vote); review and approval of any additions to the list of priority policy options for analysis, if/as needed (by vote); preparation for quantification phase of the process (briefing and discussion)

**Agenda:**

- Review and approval of straw proposals for policy design, with modifications as needed
- Discussion and approval of additional priority policy options for analysis, if/as needed
- Discussion of quantification principles and guidelines, key assumptions for TWG analysis of priority policy options
- Next meeting agenda, time, location, date
- Public input and announcements

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

## **Meeting #6:**

### **Objectives:**

Review and approval of consensus policy recommendations (by vote); identification of specific barriers to consensus, and potential alternatives for non-consensus policy options (discussion).

### **Agenda:**

- Review of the draft pending policy options list, with results of analysis and cumulative emissions reductions potential
- Identification of early consensus policy options
- Identification of barriers and alternatives for remaining options, with guidance for additional work on options to TWGs
- Review of final report progress and plans
- Next meeting agenda, time, location, date
- Public input and announcements

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

## **Meeting #7:**

### **Objectives:**

Review and approval of final policy option recommendations (by vote); review of final report procedures.

### **Agenda:**

- Review of the draft pending policy options list, with results of analysis and cumulative emissions reductions potential
- Review and final approval of draft pending policy options, with revisions as needed
- Summary of the process, review of next steps for completion and transmittal of the final report
- Public input and announcements

## **Final Report**

At the conclusion of the MAG process, CCS will provide a final report to the State for the CCSC that compiles and summarizes the final mitigation policy recommendations of the MAG and covers the following areas:

- Executive Summary
- History and Status of State Actions
- Inventory and Forecast of Alaska GHG Emissions
- Recommended Policy Actions by Sector:
  - Oil and Gas
  - Energy Supply and Demand
  - Transportation and Land Use
  - Agriculture, Forestry and Waste Management
  - Cross-Cutting Issues, including Emissions Reporting, Registries, Goals, and Education
- Other Technical Appendices

## **Participants' Roles and Responsibilities**

### **Alaska DEC and the Climate Change Sub-Cabinet**

As chair of the CCSC and on behalf of it, the DEC convenes the two Advisory Group processes; receives nonbinding recommendations from the Advisory Groups through a report from CCS; and transmits recommendations to the CCSC for its consideration prior to adopting final recommendations for the Strategy to the Governor. The DEC/Sub-Cabinet also appoints: (1) chairs of the AAG and MAG (each possibly a member of the CCSC); (2) members of the AAG and MAG, recognizing the importance of outside stakeholders to the effective functioning of these processes; and (3) members of the respective TWGs of the AAG and MAG, recognizing that state, federal and local agencies have a wealth of knowledge and data that may contribute to TWG deliberations. DEC and other State agency representatives may recommend nonbinding policy options for the consideration of the AAG and MAG in the normal course of its policy development process. Finally, the DEC appoints a facilitation and technical support team (CCS and Information Insights) to conduct and manage the processes. DEC, jointly with other state agencies as appropriate, staffs and provides logistical support for meetings, public notice, meeting summaries, and technical review and input to TWG meetings.

The Adaptation Advisory Group will consider a full range of potential adaptation and mitigation options and recommended statewide goals, and approve a final Alaska vulnerable sector inventory and adaptation baseline. CCS and Information Insights facilitate all AAG activities, including its votes, in an open group format until September 1, 2008. CCS and Information

Insights will work with the State to ensure timely and orderly completion of tasks, good faith participation and resolution of issues by AAG members. In coordination with CCS and Information Insights, the DEC or other designated State representative enforces ground rules and opens and closes AAG meetings.

The Mitigation Advisory Group will consider a full range of potential mitigation options and recommended statewide goals, and approve a reference case Alaska GHG emissions inventory and forecast. The final report of the MAG will include the affects of implementing its policy recommendations upon Alaska's reference case GHG emissions forecast. CCS and Information Insights facilitate all MAG activities, including its votes, in an open group format. CCS and Information Insights will work with the State to ensure timely and orderly completion of tasks, good faith participation and resolution of issues by MAG members. In coordination with CCS, the DEC or other designated State representative enforces ground rules and open and close MAG meetings.

### **Center for Climate Strategies, its team and sub-contractors**

CCS designs and conducts the Advisory Group processes, and provides facilitation and technical support as an impartial and expert party. CCS manages and facilitates meetings and votes during meetings, schedules Advisory meetings in coordination with the DEC, develops meeting agendas, and produces documents for Advisory and TWG consideration, including technical analysis.

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

### **CCS project team members**

Note: By mutual agreement CCS and DEC may alter the team configuration based on need during the process.

#### **Initial Adaptation Team**

**Project Management Team:** Ken Colburn, Brian Rogers, Tom Peterson, Gloria Flora

**Facilitation Team:** Ken Colburn, Brian Rogers, Gloria Flora

**Technical Work Group Facilitators and Consultants:** To be determined pending sector/impact orientation of Adaptation TWGs

#### **Mitigation**

**Project Management Team:** Ken Colburn, Brian Rogers, Tom Peterson, Gloria Flora

**Facilitation Team:** Ken Colburn, Brian Rogers, Gloria Flora

**Inventory and Forecast Team:** Randy Strait, Steven Roe, Dan Wei, Maureen Mullen, Holly Lindquist

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

- **Cross Cutting Issues:** Nancy Tosta, Amy Wheelless
- **Energy Supply and Demand:** Christopher James, Jeremy Fisher, Dick LaFever
- **Forestry, Agriculture, and Waste Management:** Steve Roe, Brad Strode, Rachel Anderson
- **Oil and Gas:** Alison Bailie (until September 1, 2008), Dick LaFever
- **Transportation and Land Use:** Jeff Ang-Olson, Frank Gallivan

### **Biographies of Project Facilitation Team**

#### **Brian Rogers, Principal Consultant and Chief Financial Officer, Information Insights, Inc.; Acting Chancellor, University of Alaska - Fairbanks**

Mr. Rogers has over 30 years of public policy experience in Alaska, working with a wide variety of Alaska constituencies. His work with Information Insights in the past 12 years has included significant public stakeholder facilitation on the major issues facing Alaska. He facilitated policy summits on early learning, fisheries, subsistence and the Alaska permanent fund for the current and past two governors; led strategic planning efforts for the Denali Commission, state agencies, local governments, tribes, non-profit organizations and Alaska Native corporations; mediated environmental conflicts at the Pogo Mine between miners and environmentalists; facilitated successful negotiated rulemaking processes involving motorized oil transport and cruise ship wastewater discharge; and facilitated dozens of stakeholder processes for state and federal agencies, including DEC's water quality permit process mapping, the air permit regulations work group, and solid waste program changes, EPA's tribal voice on contaminants, and USDA Rural Development's sustainable rural utilities work group. Rogers is currently facilitating the Tongass Futures Roundtable, a stakeholder process designed to resolve long-standing issues of logging, preservation and community use in the Tongass National Forest. Rogers led Information Insights research teams on economic impact analyses for the Alaska Department of Revenue, the Department of Transportation and Public Facilities, the Alaska Oil and Gas Association, the North Slope Borough, and a consortium of Fairbanks-area Alaska Native organizations. Rogers is a former state legislator, serving in the Alaska House of Representatives from 1978 - 1982. He served as budget director and vice president for finance at the University of Alaska system, and later served as a member of the UA Board of Regents, including three years as chair. He has served on dozens of civic and professional boards and commissions, chairing the State of Alaska Long-Range Financial Planning Commission and the Alaska Statehood Commission, and serving on the Governor's Task Force on Jobs and the Economy. He holds a Master's degree in Public Administration from Harvard's Kennedy School of Government.

**Kenneth A. Colburn, Senior Consultant, CCS. Project Director and Facilitator.**

Mr. Colburn served as Executive Director of the Northeast States for Coordinated Air Use Management (NESCAUM) from 2002-2005. Before joining NESCAUM in 2002, Mr. Colburn led the Air Resources Division of the New Hampshire Department of Environmental Services (NHDES), helping to make that state a leader in reducing air pollution with the nation's first "4-pollutant" bill for power plants and the first greenhouse gas emissions reduction registry law. Prior to joining NHDES in 1995, Mr. Colburn was vice president of the Business & Industry Association of New Hampshire (BIA), representing the state's business community on environmental, energy, and telecommunications matters in legislative and regulatory forums. Mr. Colburn represented the states at annual Conferences of the Parties (COPs) to the United Nations Framework Convention on Climate Change (UNFCCC) for a decade, including in Kyoto, served on the US delegation to G8 Environmental Ministers meetings, and was a commissioner on the Ozone Transport Commission. Colburn has testified before Congress on air quality and climate issues several times, and is frequently called upon to speak on these topics domestically and internationally. Mr. Colburn holds a BS in Mathematics from M.I.T. and MBA and MEd degrees from the University of New Hampshire.

**Gloria Flora, Executive Director, Sustainable Obtainable Solutions; Climate Change Consultant, CCS.**

Ms. Flora established and directs Sustainable Obtainable Solutions, an organization dedicated to the sustainability of public lands and of the plants, animals and communities that depend on them. With her 30 years of experience, she consults on sustainable plans and practices for forests, energy and climate change, especially pertaining to public lands. Gloria also speaks and writes on ecosystem management; people's relationships to landscapes - cultural, historical, social, and psychological; biomimicry (innovations from nature); and on leadership in changing times. Gloria's prior position was Forest Supervisor of the largest national forest in the continental U.S. In her 23-year career with the U.S. Forest Service, she became nationally known for her cutting-edge work in ecosystem management and the integration of the human dimension into environmental policy. She has extensive experience leading interdisciplinary collaborative groups in the development of forest plans and major projects from concept to environmental study through implementation and monitoring. For her courageous stewardship of public lands, she's received many awards from conservation, educational, policy and civic organizations including the Natural Resources Council of America. Her work has been featured in *Sunset Magazine*, *Vanity Fair*, *Audubon*, NPR, NOW with Bill Moyers and in numerous newspapers, documentaries and books. She also appears in Leonardo DiCaprio's film on the environment, *The 11<sup>th</sup> Hour*. Gloria holds a BS in Landscape Architecture from Penn State University.