



Walker/Mallott Transition Team Conference

November 21-23, 2014

Team Reports

Walker/Mallott Transition Team Conference Reports

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January 21, 2015

Dear Governor Bill Walker and Lieutenant Governor Byron Mallott,

On behalf of the 254 Alaskans on your transition team, we would like to thank you for the opportunity to take part in the historic Transition Team Conference held on the University of Alaska Anchorage campus on November 21-23, 2014.

Today, we present summary reports submitted by the 17 working groups. This was a challenging assignment as the intense process allowed people with many different points of view to come to consensus on priorities on each subject. We believe the results are stepping stones for your Administration as you continue to reach out to Alaskans, and include an ever-widening circle of engaged citizens to work on issues, solutions, and opportunities.

Your commitment to inclusiveness resulted in a diverse gathering of Alaskans. You created the largest transition team ever assembled in our state. You encouraged us to honestly share our thoughts, ideas, and wisdom in an open and transparent manner – allowing the public and the media to observe the process.

A cross-section of 12-20 participants from across Alaska was identified to participate in each of these working groups. This transition report contains the results of the eight questions you posed:

1. What are the unresolved problems/challenges in our topic areas? Identify five priorities.
2. For each priority issue, whose viewpoints (stakeholder) need to be considered to move forward?
3. On each issue, what does success/resolution for the good of all Alaskans look like?
4. For agreed upon success elements, what actions would it take to get to success?
5. What actions do you feel most Alaskans would support?
6. On the success elements you consider that most Alaskans would not agree with, which ones do the majority of your group feel should be addressed?
7. For the success elements identified, what do you see as the barriers to Alaskans reaching consensus?
8. For each identified barrier, what actions would you propose to make progress against those barriers?

We note that some of the transition teams' summaries include raw data including individuals' opinion statements that were not necessarily adopted by the whole group but are included for background.

We are ever mindful of the looming fiscal challenges, and we did not shy away from the reality of declining oil prices. Through your leadership, the transition team demonstrated that, despite the challenges, there is energy and enthusiasm from a broad spectrum of citizens ready to work together to put Alaska first.

Sincerely,

A handwritten signature in blue ink, appearing to read "Ana Hoffman", with a long horizontal flourish extending to the right.

Ana Hoffman
Transition Team Co-Chair

A handwritten signature in blue ink, appearing to read "Rick Halford", with a large, stylized initial "R".

Rick Halford
Transition Team Co-Chair

Administration

Joey Merrick (Chair)
Charlotte Brower
Geron Bruce
Bill Corbus
Mila Cosgrove
Matt Ganley
Joe Geldhof
Celeste Hodge
Nancy Lord
Mike Notar
Dwayne Peeples
Yohyon Pharr
Doug Tansy
Mike Hodsdon
Joe Thomas
Sam Trivette

Arctic

Craig Fleener (Chair)
Matt Ganley
Mike LeVine
Molly McCammon
Vera Metcalf
Rebecca Noblin
Michelle Ridgway
Malcolm Roberts
(Terry) Scott Rupp
Mike Sfraga
Jimmy Stotts
Mead Treadwell
Nancy Lord
Charlotte Brower
Reggie Joule

Consumer Energy

Jack Hebert (Chair)
Michelle Anderson
Dan Britton
Elaine Brown (Samuelson)
Mike Craft
Katherine Eldemar
Sterling Gallagher
Harold Heinze
Meera Kohler
Luke Hopins
Tom Marsic
Merrick Pierce
Skip Ryman
Mark Schimschimer
Mark Smith

Corrections

Carmen Gutierrez (Chair)
Mike Addington
Chris Cooke
Fred Dyson
Ben Esch
Reggie Joule
Wilson Justin
LV Lewis
Margaret Pugh
Marty Spinde

Economic Development

Jim Dodson (Chair)
Ethan Berkowitz
Charles Bettisworth
Sheri Buretta
Matt Carle
Gerad Godfrey
Brian Holst
Betty Huntington
Vicki Otte
Alana Peterson
Bill Popp
Christina Salmon
Sarah Scanlan
Jeff Stephan
Colleen Stephens
Nadine Winters

Education

Mary Pete (Co-Chair)
Bob Williams (Co-Chair)
Alyse Galvin
Andrew Halcro
Abbe Hensley
Spike Jorgensen
Kurt Kuhne
Patricia McNeil
Tony Nakazawa
Evon Peter
Don Rearden
Elsa Sargento
Polly Schaffer
Arthur Yang

Fiscal Policy

Brian Rogers (Chair)
Ken Alper
David Gottstein
Clark Gruening
Erin Harrington
Gordon Harrison
Willie Hensley
John Hozey
Tara Jollie
Loren Leman
Rodney "Butch" Lincoln
Nathan McCowan
Tim Navarre
Steve Rieger
Verne Rupright
Bob Shefchik
Ken Vassar

Fisheries

Norm Van Vactor (Chair)
Ragnar Alstrom
Milo Adkison
Alan Austerman
Linda Behnken
Lindsey Bloom
Tim Bristol
Debra Hole Brown
Larry Engel
Brian Gabriel
Ricky Gease
Greg Indreland
Mark Jensen
Bruce Knowles
Albert Kookesh
Roland Maw
Jerry McCune
Bill MacKay
Russell Nelson
Kris Norosz
Mary Sattler
Murray Tate
Mike Wood
Carol Ann Woody

Health Care

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John Cullen
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Shirley Holloway
Becky Hultberg
Jeff Jessee
Bruce Lamoureux
Nancy Merriman
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Karen Perdue
Elizabeth Ripley
Andy Teuber
Lynn Van Vactor
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Infrastructure

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Maver Carey
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Diane Kaplan
Ralph Kibby
Dan Krusze
Jim Kubitz
Dennis McMillian
Ed Page
Cindy Roberts
Gail Schubert
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Intergovernmental Relations

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Nicole Borromeo
Karen Crane
Dave Gray
Paul Gronholdt
Bob Harcharek
Lindsay Hobson
Allanah Hurley
Kim Kiefer
Veronica Slajer
Kathy Mayo
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Natural Resources

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Vic Fischer
Doug Glenn
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Heidi Hammond
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Jason Metrokin
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Keving Durling
Blain Gilman
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Kara Moriarty
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Jos Paskvan
Jim Posey
Marty Rutherford
Dave Van Tuyl
Lisa Weissler
Steve Wendt
J.R. Wilcox
Rene Broker

Public Safety

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Loretta Bullard
Charlie Cole
Bill Comer
Jake Metcalfe
Walt Monegan
Ron Otte
Michelle Overstreet
Greg Razo
Jeff Tucker
Jim Valcarce
Patty Ware
Dean Williams

Rural Guard

Emil Notti (Chair)
Nelson Angapak
Simon Brown
Dennis Kline
Georgianna Lincoln
Mike Rauenhorst
Fred Thorsteinson
Thad Tikium
Jerry Ward

Subsistence

John "Sky" Starkey (Chair)
Rod Arno
David Benton
Wayne Heimer
Robert Nick
Walter Sampson
Ross Schaeffer
Angela Vermillion
Rosita Worl

Wildlife

Karen Linnell (Chair)
Aaron Bloomquist
Sue Entsminger
Mike Fleagle
Cindi Jacobson
Doug Larsen
Gary Olson
Charles Parker
Kate Troll
Pat Valkenburg

The Walker/Mallott Transition Conference Design

Alaska Gov. Bill Walker and Lt. Gov. Byron Mallott wanted a transition process that truly added value to their incoming Administration. They wanted Alaskans from all walks of life to identify Alaska's priority issues. Knowing that major challenges lie ahead and that there are divides on a number of key issues, they wanted to develop a strategy that would enable them to gain momentum on a non-partisan basis.

The charge to the transition conference was to discover what is important to Alaskans on key issue areas and what is considered possible in each area. Seventeen subject areas were identified and a cross-section of Alaskans was identified to participate in a two-day Transition Team Conference held on the University of Alaska Anchorage campus the weekend of November 22-23, 2014.

The afternoon prior to the kickoff of the conference, the 17 chairpersons were trained by professional coaches on a tightly defined and scheduled process designed to achieve real outcomes.

The theoretical foundation for the Conference process was derived from Professor Otto Shermer's "Theory U" model. The model is designed to generate consensus from widely divergent viewpoints. Depicted below, the process begins with openness and active listening to others, which leads to interest and suspension of pre-judgment of their ideas, which in turns leads to openness to new ideas which, when explored together, can lead to the generation of ideas/solutions never before imagined.

The evening prior to the teams going to work, a plenary session and dinner was held at the UAA Alaska Airlines Center during which the groups heard the charge from then Governor-elect Walker and then presentations from four economists on the fiscal outlook for Alaska. Despite the discouraging predictions, conference attendees arrived at the Saturday morning kick-off breakfast eager to address the tasks before them.

In seven 1.5 hour sessions, committee chairs guided their groups through a process which asked the following questions:

1. What are the unresolved problems/challenges in our topic area? To clarify: What's not working that needs to work? Identify five priorities.
2. For each priority issue, whose viewpoints (stakeholder) need to be considered to move forward?
3. On each issue, what does success/resolution for the good of all Alaskans look like?
4. For agreed upon success elements, what actions would it take to get to success?
5. Which actions do you feel most Alaskans would support?
6. On the success elements you consider that most Alaskans would not agree with, which ones do the majority of your group feel should be addressed?
7. For the success elements identified, what do you see as the barriers to Alaskans reaching consensus?
8. For each identified barrier, what actions would you propose to make progress against those barriers?

Lastly, groups were asked to identify areas and actions that they believe the new Administration could take now, and in the near future, in moving Alaska forward.

For the first time in recalled history, the transition team process was open to the public and the media. Public participation was limited to placing comments on “Parking Lot” flip charts in each team meeting room. Additionally, a comment box was also available in the commons where constituents could ask questions and leave comments. Reporters could attend any of the meetings spread over several buildings at the UAA Anchorage campus.

At the close of the two days, chairs presented a summary of their team’s work to all assembled, including the Governor, Lt. Governor, and Transition Co-Chairs. The draft summaries were finalized by the chairpersons and in some cases, the committees, and submitted for this document.

Administration

Priority Issues

There was remarkable agreement on the priorities by the Administration group. In our relatively small group there was a high degree of consensus on not only the priority items selected, but also the possible solutions and recommended actions.

- 1. Need more cooperation and coordination between departments**
- 2. Healthcare coverage and cost**
- 3. PERS/TRS- how do we deal with unfunded liability?**
- 4. Need more effective recruitment/retention/diversity within state workforce**
- 5. Reducing agency overhead**

Other Issues discussed:

- Don't sacrifice proactive programs for short-term gain (Training, Wellness, Etc.) they provide long term cost savings and risk mitigation
- Pooled asset management (Building Fund, Fleet Fund, Don't defer maintenance).
- Finding greater balance public employees versus private sector
- Procurement- standardize when possible
- Management expertise in functional areas in which working
- Eliminate unfunded local government fiscal mandates
- Open-minded communication within departments
- Intensive contract/HR training
- Rapid resolution of issues
- Appoint people who put Alaska first
- Subject matter experts at division director level - especially in Administration
- Computer system development management
- Effective training for new hires
- Upgrade finance computer systems - may already be happening

1. Cooperation and coordination between departments

Goals

- Increase cooperation, coordination between departments
- Define clear processes and definitions of responsibilities - departmental and inter-departmental
- Minimize duplicative work
- Minimize response times
- Allow for periodic and scheduled evaluations of processes and results – evaluate changes, continue where progress has been made, and redesign where measurable improvement is lacking.

Executive Summary of Comments

There is a close tie between the need for cooperation and coordination between departments and reducing agency overhead.

There are many state agencies, often with competing priorities and differing stakeholders. Despite this, within the organization as a whole, there are opportunities for streamlining business processes and for greater coordination of services. As an example there may be efficiencies to be gained in purchasing/procurement, IT and data processing, Building Maintenance, and Fleet Maintenance.

In order for this initiative to be successful, the governor must articulate the expectation that this is an administration priority and hold departments accountable for achieving results in this area. Without that support and expectation, this type of work will flounder because it will require agencies to give up authority and oversight in places and require that departments work across lines of responsibility. Work in this area will require change, and organizations are inherently change resistant. Someone from the governor's office should "own" this task.

Recommendations

- Establish evaluation teams for each department and interdepartmental review team
 - Governor establishes task force of department evaluation teams
 - Commissioner will establish individual teams
 - Teams will review definitions of responsibility and process internally
 - Compare with other department teams
 - Report back to respective commissioners
 - Commissioners meet; resolve duplicative responsibilities
 - Establish regular cabinet meetings with agendas
- Department teams evaluate response times
 - Recommend solutions to commissioners
 - Commissioners will, as necessary, modify and adopt recommendations
- Commissioner establish schedule to meet with team for reevaluation of all items
 - Set measurable goals that are analyzed semi-annually.

2. Healthcare coverage and cost

Goals

- Decrease percent of state residents without health insurance
- Hold increase in the cost of healthcare to the rate of inflation in Alaska
- Increase the number of healthcare providers in Alaska

Executive Summary of Comments

The State plays a dual role in the area of affordable health care – there is a leadership role to be played to assure that all Alaskans have access to affordable care, and there is an organizational role to assure that the programs in place for active and retired employees are effective and sustainable in the long run.

The State of Alaska should take an active role in the assuring that affordable health care is available to all Alaskans. In order to achieve this, the state must expand Medicaid and work to assure there are an adequate number of health care professionals working within the state. There are a variety of factors that will make this difficult including potential legislative resistance as well as resistance from existing providers. There is an opportunity to encourage the development of medical educational programs within the state to create professional health care opportunities for our citizens who are more likely to stay in state once they graduate.

The state can also assure that the health care plans it is directly responsible for (active and retired employees) provides good levels of coverage at affordable prices. The state should take an active role in encouraging congress to reconsider the monetary thresholds related to the excise tax for Cadillac health plans. The monetary thresholds do not take into account geographical differentials in the cost of providing care nor the impact of collective bargaining on health care premiums.

Wellness initiatives should be highlighted and incentives should be provided to encourage healthy lifestyle behaviors. Roughly 80% of health care costs are driven by chronic disease (diabetes, heart disease, etc.). Chronic disease is avoided, or significantly mitigated by individual decisions regarding healthy lifestyle choices. The more we focus on those alternatives, the more we work to slow the cost of providing health care. Likewise, disease management programs should be highlighted so that individuals who qualify for those plans are contacted and the state has the highest possibility of managing costs with high end users of their plans.

Please note: There are a variety of specific barriers and actions to overcome barriers listed in the initial report from this committee that might be of use to the individuals working on this issue. We understand the goal to hold health care cost increases to the rate of inflation is extremely aggressive and very difficult to achieve, so this goal should be revisited in the next few years based upon new information.”

Recommendations

- Expansion of Medicaid with federal funds
- Larger percent of population insured
- Cover dependents of public employee retiree to age 26
- Task DOA-retired/benefits, HSS, medical providers, insurance providers to develop a comprehensive program of medical costs containment statewide
 - Require providers to post costs for procedures
 - Incentivize wellness behavior for personal behaviors by reducing co-pays
- Increase incentives to attract a doctors in and other medical professionals
 - Take another look at healthcare liability for medical malpractice
- Work with Alaskans to develop consensus on improvements to Affordable Care Act.

3. PERS/TRS unfunded liability

Goals

- Pay down at the least overall cost
- Pay off as soon as practical; don't push burden onto grandchildren
- Don't shift cost of unfunded liability to local taxpayers

Executive Summary of Comments

The PERS/TRS unfunded liability is one of the most significant monetary issues facing both state and local governments. Steps must be taken to mitigate the size of the unfunded liability that will then allow organizations to focus on other economic priorities. This is an example of proactively dealing with a significant issue as soon as possible to reduce the impact at a later date.

Recommendations

- Pay at minimum an additional \$500 million on PERS/TRS annually
- Pay off by 2031
- Review the actuarial reports by 2016 and develop a plan to minimize or eliminate increased impact on municipalities

4. Need more effective recruitment, retention, and diversity within state workforce

Goals

- Workforce reflects the diversity of the community at all levels
- State has a strategic workforce plan
- An engaged workforce - employees are valued, trained and have a chance to grow professionally and are committed to the public they serve
- The state has a culture of effective performance management
- Wages and benefits packages are legally defensible and attractive to quality candidates and reward employees within the workforce

Executive Summary of Comments

The State should take a comprehensive and proactive look at its workforce and put programs and policies in place to assure that the workforce it retains is positioned to deliver the services required by our citizens. In all areas related to the workforce, it is essential that leadership of the organization “walk the talk.” Failure to do so will negatively impact any workforce initiative. Further, most of the initiatives described below can be accomplished with minimal financial investment, though all of them will require staff time.

It is critical that the State workforce mirror the community it serves. We need qualified, competent, and diverse staff at all levels within the organization. It is important to realize that experience in and of itself should not necessarily trump potential. State hiring managers need training that will assist them in selecting the right people to move the organization forward.

The State is at a critical juncture. Revenues are dropping which will require the downsizing of the state workforce. At the same time, 25% of the state workforce is eligible to retire in the next 5 years. This is a tremendous opportunity if it is dealt with proactively. The state should engage in comprehensive workforce planning so that as individuals leave the system, work is reexamined and new staff is hired where needed and hired with the right set of skills for the future. Of equal concern is the concept of knowledge transfer. Strategies should be put in place to capture relevant institutional knowledge as current state employees leave the system.

The Division of Personnel has tools and resources available to assist with this workforce planning and knowledge transfer processes.

With the overall reduction of the state workforce, it becomes even more critical that the workforce that remains is able to perform to a high standard. The transition team identified four keys to achieving this.

First, assure that managers and supervisors have the skills required for effective performance management. The state should require all managers and supervisor to attend mandatory management and supervisory training designed teach and reinforce these skills. Programs already exist within the state to achieve this.

Second, the state should conduct an employee engagement survey to identify what is working well and what could be working better within the state workforce. There are low cost alternatives to conducting such a survey and the information gathered will assist in creating more functional work environments. Best practices should be followed related to conducting and following through with the survey.

Third, the administration should revisit the recently implemented state space standards. The initiative itself, and the way it was rolled out, have created tension and conflict within the workforce. In some cases, the new standards are positive and fit well with the type of work being performed. In some cases however, there is concern that the standards don't adequately allow for the type of work performed by some employees, specifically those who deal with confidential/sensitive information on a daily basis.

Finally, employees should be held to a high standard of performance and paid fairly. The administration should look at the most recent bill regarding a new defined benefit option for Tier IV employees. There was a strong belief amongst members of the administration transition team that the bill as defined would be no more costly than the current defined contribution option and might result in better recruitment and retention efforts.

Recommendations

- Maintain merit principle in hiring, promoting, and evaluating qualified employees
- Reach out to community agencies, minority groups, tribal organizations, and universities to eliminate barriers to effectively recruit underrepresented groups
- Engage in systemic workforce planning effort to care for system vulnerabilities due to retirements, reductions in funding and changes in work
- Knowledge transfer strategies to capture institutional knowledge that will be lost due to retirements
- Rotate staff to broaden exposure to other functions/areas/constituencies
- Continuous, relevant, mandatory management/supervisory training

- Conduct employee engagement survey - follow through with results
- Review state employee office space standards - include employees in the discussion
- Conduct regular, market-based pay and benefit studies to stay competitive, and implement study if possible
- Reevaluate most recent bill regarding allowing a defined benefit option for tier IV employees

5. Reducing the agency overhead

Goals

- Protecting essential public services
- Consolidation of duplicate or overlapping services
- Significant reductions in administrative costs
- Leaner, more responsive government
- Reduce indirect agency overhead in favor of delivery of services to the public

Executive Summary of Comments

This priority has a close tie to the first priority which is increasing cooperation and coordination between departments.

Each department should define and prioritize the essential services it provides. Non-essential services or services outside the core business area should be identified and possibly eliminated.

Processes should be identified and looked at from start to finish --- searching for opportunities for process improvement and reduction of redundant processes. This is sometimes referred to as process reengineering and may require that individuals are trained on how to do this effectively.

There are places within the system where layers of management have been added to reward long term employees with an additional pay range, or in some cases, positions have been added to create a place for someone who is politically connected. Such positions should be reevaluated and eliminated where there is not a defined need.

In order for this initiative to be successful, the governor must articulate the expectation that this is an administration priority and hold departments accountable for achieving results in this area.

Without that support and expectation, this type of work will flounder because it will require agencies to give up authority and oversight in places and require that departments work across lines of responsibility. Work in this area will require change, and organizations are inherently change resistant. Someone from the governor's office should "own" this task.

Recommendations

- Define and prioritize the central services (Eliminate nonessential services)
- Look at services by identifying processes from beginning to end and identify opportunities for efficiencies - eliminate redundancy
- Search for and eliminate superfluous management/admin position (policy -political)
- Review of agencies to streamline management functions while still delivering the core government functions
- Governor's office sets "not to exceed" target for indirect overhead cost for each department

Arctic Policy and Climate Change

Alaska makes the United States an Arctic nation, and we can be a leader in the future of the region. Many of us live in the Arctic, and all of us depend on its resources. Sustainable, holistic management of the Arctic based on good science and community input and control is key to our future. Choices about the Arctic are made at local, state, national, and international levels, and those choices affect our economy, culture, communities, environment, and other aspects of everyday life in Alaska. Climate and other changes occurring in the Arctic create challenges for us moving forward, but the State has significant opportunities to craft good policy for the future. This committee encourages the new administration to increase participation in government processes, raise the profile of Arctic issues, commit to science, and undertake comprehensive planning.

The Arctic Policy and Climate Change committee confronted these and other issues affecting the Arctic region. We come from diverse backgrounds and brought very different perspectives and expertise to the conversation. Nonetheless, we found significant agreement and, through that agreement, developed five priority areas to facilitate good stewardship, responsible development, and preparedness. These recommendations come from our conversation and, we hope, reflect a starting point for an ongoing, inclusive dialogue about the future of the Arctic.

- 1) Increasing involvement and prominence in all areas of Arctic governance, with particular focus on the Arctic Council.** The U.S. will assume chairmanship of the Council from 2015 through 2017, which will continue to increase emphasis on Arctic issues and create opportunities for the State to demonstrate leadership and bring expertise to decisions that affect our residents.

- 2) Ensuring the sustainability of rural Alaska, particularly Alaska Native communities.** Sustaining rural Alaskan communities should be a priority for the new administration. The Arctic Policy committee agreed that significantly more emphasis must be placed on, and resources dedicated to, sustainability, adaptation, and resilience in order to equip communities with the tools necessary to ensure their long-term viability. Community sustainability can be furthered by prioritizing lower cost energy, healthy environments, language and cultural preservation, and improved relationships between the State of Alaska, Alaska Natives, and other rural Alaskan communities. The State can work with communities to develop economic opportunities that improve infrastructure, increase culturally and technologically relevant educational opportunities, safeguard resources, and enhance and maintain unique and important Alaska Native cultures.

- 3) Developing a better understanding of our changing climate, oceans, and environment.** Better science is key to understanding, planning for, and adapting to the ecological and climatological changes facing Alaskans. Especially in light of our 54,000 miles of coastline, diverse ecosystems, and reliance on natural resources, we must improve our understanding of the natural environment and the ways in which it is changing. The most effective way to meet this need is to develop and implement a solid, Alaska-based research and monitoring program with a particular focus on adaptation and good stewardship.

- 4) Improving intergovernmental collaboration, transparency, and participation.** In addition to improved relationships with our federal counterparts, we need better partnerships across all levels of government, including tribal, municipal, state, and interstate and international bodies. These partnerships should increase transparency, provide opportunities for local input and control, improve coordination, create research synergies, and coordinate research pertaining to the Arctic in such a way that resources are available in a single location and online.

- 5) Implementing planning and holistic management to meet infrastructure needs and adapt to the rapidly changing Arctic.** The committee identified the need for long-term, adaptive, ecosystem-based planning as one key to a sustainable future. Such a plan would build on existing science and tools and would help Alaska assume a more prominent leadership role in all aspects of Arctic policy and research. The committee emphasized the need for Alaska to have an Arctic policy lead in the Governor's office and a permanent governmental body that would guide research and make policy recommendations. Alaska can play an important role in forming and implementing Arctic Policy, and its active participation is critical to sustainability, sovereignty, the wise use and conservation of our marine environment and resources, understanding of our changing climate, protecting important areas, responding to disasters in the far north, and the recognition of the United States' place among other nations in the Arctic and Alaska's unique and singular capabilities in that regard.

1) Increasing involvement and prominence in all areas of Arctic governance, with particular focus on the Arctic Council.

As the only Arctic state in the U.S., the decisions, analyses, and discussions taking place in international arenas, particularly the Arctic Council, will affect Alaska. We have significant experience and expertise to contribute and, with the U.S. becoming Chair of the Arctic Council, should have new opportunities. By pursuing more active participation at the international level, Alaska can ensure that our priorities and expertise are considered.

Stakeholders

- Department of the Interior
- Governor's Office
- Indigenous people
- Alaskans generally
- State Department
- NOAA
- University
- Legislature

- Congressional delegation
- Industry
- NGOs
- Municipalities
- Communities
- Tribes
- Hunters
- Co-management entities

Success Elements Considered to be Agreeable by Most Alaskans

- Alaska Native liaison on Admiral Papp's team
- Effective Arctic dialogue led by Alaska
 - Representation on Admiral Papp's team
- Direct line of communication between State government and Arctic Council
- State participation in the Arctic council working groups
 - Appointment by Governor of Arctic specialists on his staff

Possible Actions to Achieve Agreed Success Elements

- Governor recommends representatives to Adm. Papp
- Governor initiates positive relationship with Arctic Council and federal government generally
- Governor appoints Arctic specialist
- New administration offers Alaska expertise and involvement in working groups of Arctic Council via the US Senior Arctic Official and Adm. Papp
- Identify and communicate to the federal government Alaska's priorities for the Arctic Council

Barriers to Further Success

- Past difficult relationship between State and feds
- Budgetary constraints
- Poorly defined points of communication

- Poorly understood processes and protocols of Arctic Council (by State personnel)

Actions to Address Barriers

- Begin outreach/relationship building starting with the Governor and leading to effective delegation of responsibilities
- Prioritize in the budget process
- Adopt spirit of collaboration and consistent point of contact and messaging
 - Including creating standing committee to host Arctic Council working group and other Arctic meetings in partnership with existing entities like Institute for the North and ICC
- Obtain briefings from knowledgeable sources

2) Ensuring the sustainability of rural Alaska, particularly Alaska Native communities.

Sustainable communities are central to Alaska’s future. Economic, cultural, and environmental change create significant hurdles for communities in the Arctic and all of Alaska. We need to ensure that our communities have resources and opportunities into the future. Both immediate and long-term needs should be addressed in a coordinated, inclusive manner. Language, culture, economy, and environment all play an important role in this process. These issues must be recognized at both the local and state levels, and there should be a mechanism to ensure sustained commitment to communities and effective communication between all levels of government.

Stakeholders

- Rural Alaskans
- Land owners
- Urban Alaskans
- Alaska Native corporations
- Tribes
- State-Federal government

- Industry
 - Oil and gas
 - Fisheries
- Language and culture experts
- Co-management entities

Success Elements Considered to be Agreeable by Most Alaskans

- Reduced energy costs and implementation of innovative programs to reduce consumption
- Development of Arctic people
 - Education - innovation - jobs

- Improve/adapt technology
- Improved food security, including local access
- Indigenous language continuity
- Empowerment of people to address local sustainability challenges
- Development/maintenance of infrastructure
- Reduced suicide/violence/barriers to success

Possible Actions to Achieve Agreed Success Elements

- State recognizes (has an open door to) tribal capabilities and partnerships
 - Explore avenues for revenue-sharing/impact aid
- Fund sensible rural energy and infrastructure innovation programs
- Use Alaska Native Science and Engineering Program (ANSEP) and University research to help solve local problems
 - Identify opportunities, economic and other, to improve quality of life
 - Provide incentives for communities to develop adaptation plans
 - Identify funding for adaptation and changes needed in federal regulations.
- Establish State rural priority for subsistence resources
- Support programs to transfer knowledge from elders to youth
 - Implement the new Native language bill
 - State partners with tribal organizations to expand and implement language immersion programs
 - Strengthen families
- Work with local governments to prioritize immediate Arctic infrastructure needs, including re-location and access
 - Assessment of infrastructure vulnerability to climate change
- Improve quality of life
- Start at top with Governor
- Commitment to govt - govt relationships with tribes

Barriers to Further Success

- Funding
- Lack of mechanism through which local issues and needs are communicated to decision-makers in the administration
- Lack of planning, coordinated priorities or process, and Coastal Zone Management coordinated permitting process
- Lack of infrastructure, cost-effective energy alternatives, and transportation to connect communities
- Problems with self-sufficiency plans and education (K-12), as well as issues with communities taking ownership of problems and solutions
- Urban/rural competition for resources and commercial/sport/subsistence competition
- Unclear delineation of responsibilities
- Potential lack of materials/trainers for all languages
- Lack of recognition of tribal authority

- Lack of coordination among cabinet departments and programs
 - Creates challenges with outreach to local people
- Lack of appreciation that resources mostly come from rural Alaska, past hostility to rural/tribes from State

Actions to Address Barriers

- Review megaprojects and establish new priorities for infrastructure and funding (AIDEA, AEA, other)
- Review mental health trust authority – make up and priorities
 - Review certificate of need system
 - Establish leadership from the State to meet rural needs
- Increase rural representation on Boards of Fish and Game
- Pass constitutional amendment establishing rural priority
- Increase oversight and regulation of sport hunting guides
- Outreach by Board of Regents and Association of School Boards to rural communities and educators action
- Implement Native language bill
- Recognize tribal authorities
- Coordinate infrastructure plan with strong local involvement
- Re-institute coordinated permitting process
- Evaluate local borough/State MOA's for permitting
- Develop statewide policy/approach on rural justice and law enforcement commission - to address suicide, violence, barriers
- Governor plays leadership role in education, State policy, and trouble recognition

3) Developing a better understanding of our changing climate, oceans, and environment.

Effective management, sustainability, and responsible development depend on understanding affected environments and how those environments are changing. The changes occurring due to warming and ocean acidification are not limited to only the Arctic—they will affect all Alaskans and all parts of Alaska. While increased attention to the Arctic has brought with it new research, the State can and should play an active role in identifying research and monitoring priorities, ensuring that decisions are based appropriately on science, and coordinating among the various scientific entities. Developing and using a better understanding our oceans and terrestrial ecosystems, including the effects of changing climate and ocean acidification, is key to sustainable choices for the future.

Stakeholders

- Universities
- Research organizations
- Regional non-profits
- NGOs
- Industry
- Tribes
- LTK experts

- Federal agencies
- Communicators
- Educators
- Investors
- US Coast Guard
- Legislators

Success Elements Considered to be Agreeable by Most Alaskans

- Coordination of Arctic science/LTK (Local and Traditional Knowledge) priorities by an entity like the State Committee for Research (SCoR) to help focus investments
- Science sufficiently informs solutions
- Research funding based on merit, objectivity, and Arctic priorities (rather than special-interest agendas)
- Centralized Arctic policy development that draws in all regions
- Expertise is coordinated, including through a sharing center
- Alaska leadership in addressing climate change and ocean acidification

Possible Actions to Achieve Agreed Success Elements

- Either reinvigorate and/or revamp purpose of SCoR or create a new entity—like a State Arctic Research Commission—charged with coordinating research and establishing priorities
 - Begin scoping with stakeholders to develop priorities
 - Identify baseline research and monitoring needs
 - Coordinate with USARC (Arctic Research Commission) and Arctic Council working groups

- Ensure support of decision-makers in identifying research needs and increasing stronger role of science in decision-making
- Centralize data and research results
 - Completed research is shared, including findings, recommendations, and implementing action
 - Create a coordination/sharing center works that functions as a clearing house for research
- Implement recommendations - act on research findings
 - Identify and protect important subsistence and ecological areas
 - Direct agencies to use science, recognize unknowns in decisions
- Ensure that LTK is incorporated and that experts are included in decision-making
- Establish priorities that include prevention, response, and adaptation
 - Priorities include baseline scientific needs, response, mitigation, adaptation, etc.
 - Establish spill response and prevention capacity

Barriers to Further Success

- SCoR may not be appropriate body, and it could become politicized
- Lack of commitment to use science/LTK
 - Lack of support from State and other scientists
 - Lack of will to change the way decisions are made
- Funding
 - Need to articulate and adhere to priorities set by Arctic communities during funding cycles
 - Initial funding need to set up entity and gather information
 - Overwhelming amount of data and number of entities
 - Could be politicized
- Difficulty in ensuring that State makes issue a priority and commits to leadership
 - Lack of education on fundamentals of climate change and ocean acidification
 - Enormous scale of problem
 - Outreach logistics
 - Issue is politicized, and there is the possibility of manipulation of emotions and data
 - Research/scientific capacity—need for State to prioritize having Alaskan scientists study these issues

Actions to Address Barriers

- Determine whether SCoR is appropriate and/or needs to be modified
- Receive specific commitment from the Governor to use science & LTK
- Pursue creative sources of funding/research investment and partnerships (including industry, private-public, NGO)
- Establish formal process to establish Arctic priorities for research, clearly articulate and follow those priorities

- Clarify/focus most pressing scientific questions to inform adaptation to “New Arctic” life
- Pursue/request state seat on SAON (Sustainable Arctic Observing Network)
 - Using existing Alaska Ocean Observing System data portal platform, join networks that exist and inform data inclusion
- Use public media/state communications systems (radio/internet/PSAs/TV/distant learning), to educate Alaskans on climate change and ocean acidification
 - Do not sensationalize science. Do not use politics of fear, but calm leadership, to spread understanding
 - Incentivize ocean/climate/acidification research

4) Improving intergovernmental collaboration, transparency, and participation.

Inclusion of Alaskans’ expertise, experience, and perspective in the decision-making process is critical to ensuring that good decisions are made about our lands, waters, and communities. For example, we need to provide opportunities for affected communities to have a seat at the table when state-wide decisions are made, and we need to ensure that the State’s voice is heard when the federal government makes decisions. Openness, transparency, and an inclusive process are key.

Stakeholders

- | |
|--|
| <ul style="list-style-type: none"> ● Tribes ● Cities ● Public ● Federal government ● Youth ● Elders ● Other Arctic involved nations |
|--|

Success Elements Considered to be Agreeable by Most Alaskans

- Special adviser to State government on Arctic issues
- Arctic policy and implementation plan adopted by the State and resources allocated to implement it
- Established public process for decisions related to the Arctic
- All Alaskans included in decisions
- Governor and cabinet informed on challenges and opportunities in the Arctic
- Urban/rural divide is eliminated

- Federal funding increases in Alaska
- Government becomes transparent
- Positive relationship with Arctic Council and federal government

Possible Actions to Further Agreed Success Elements

- Appoint special adviser
- Review and prioritization of existing State Arctic policy resources
 - Look back at climate change sub-cabinet working group recommendations
- State priority for federal government to ratify Law of the Sea treaty
- Specifically commit to complying with Alaska constitutional requirement that decisions be made in the public interest with public participation
 - Create mechanism for local control and input like Coastal Zone Management Program (CZMP) and consider having another entity fund a new AK CZMP
- Create a venue for dissemination of information and feedback from the public
- Administration seeks out/conducts regular briefings from/with a variety of experts on Arctic issues
- Create policy for govt. to govt. relations with tribes
- State presents unified request for federal funding

Barriers to Further Success

- Funding, politics
- Willingness to implement, potential problems in the legislature
- Lack of understanding of the relevant processes
- Lack of good information about importance of meetings, difficult timing (relative urgency, not during fishing/hunting seasons), and difficulty communicating
- Lack of appropriate mechanism, time, dedicated person, staff, and information clearinghouse
- Bad relationships, lawsuits
- Previous administration's closed-door leadership, prevention of face-to-face access to our government, accountability, and agency coordination
- Clarity of roles, exclusionary practices, lack of trust

Actions to Address Barriers

- Revisit funding priorities
- Demonstrate leadership from Governor, including acting on opportunities, supporting board/committee creation, and clarifying jurisdiction
- Use bully pulpit to encourage better engagement, implement new policies, and provide more information
- Provide access to data, create opportunities for the public to be involved, use existing infrastructure for education/outreach/understanding, ensure good scheduling, and make this an immediate priority
- Commit to necessary staff focused on this issue

- Create “Arctic Portal” clearinghouse that includes information from all sources, including Tribes, nonprofits, corporations, and others
- Direct staff on cross-cutting education, culturally relevant curriculum, cultural orientation, and areas unfairly served by law or regulatory priorities
- Maintain open door
- Ensure accountability and accessibility to agencies using existing assets—webinar, tele/video conference
- Review and incorporate effective models and maintain active engagement

5) Implementing planning and holistic management to meet infrastructure needs and adapt to the rapidly changing Arctic.

The Arctic is changing rapidly, and the State needs to plan for the region in a way that ensures the viability of communities, allows for responsible development, and protects our natural resources. This type of stewardship will be most effective if based on a holistic plan rooted in science, an understanding of community needs, and identification of disproportionately important areas. Once a comprehensive vision exists, we can take steps to implement it and base future decisions on the goals and priorities that are identified.

Stakeholders

- | |
|---|
| <ul style="list-style-type: none"> • Legislature • Alaska’s Arctic people • Governor • Executive Branch |
|---|

Success Elements Considered to be Agreeable by Most Alaskans

- Adoption of an adaptive, ecosystem-based management strategy
- An administration-led permanent group on Arctic policy issues
- A State Arctic vision and plan for outreach, education, and communications
- Funding for Arctic research and monitoring, including LTK
- Healthy communities/ecosystems
- Maximized benefit of regional projects for regional communities
- Establishment of clear priorities based on science and local input that include addressing immediate community needs like relocation/ stabilization
- Effective testing of spill response technology
- Emphasis on prevention over response
- Prioritized infrastructure plans (all levels)
- Adaptive management for hunting/fishing that more readily meets subsistence needs

- Planning based on acceptance of the realities of climate change and ocean acidification
- Recognized need for “immediate action working group”

Possible Actions to Further Agreed Success Elements

- Adopt an adaptive, ecosystem-based management strategy
- Identify opportunities to implement new strategies
- Appoint a State Arctic Policy Group/Board/Commission
- Develop Arctic vision and plan
- Review and reinvigorate climate change sub-cabinet working group
- Revisit existing plans and documents
- Develop a coordination mechanism for Arctic issues
- Incorporate climate change reality into planning
- Identify targets/messages within State and beyond
- Engage experts, including universities
- Support Arctic Federal Fishery Management Plan and International Arctic fisheries management priorities
- Develop best practices and standards for assessment and development of Arctic infrastructure
- Plan for community relocation in response to climate change
- Study research/monitoring needs in existing info including LTK

Barriers to Further Success

- Resistance of policymakers to make decisions based on science
 - Need for adequate personnel with appropriate expertise
- Funding
 - Support staff
 - Collaborative engagement between fed and state government
- EPA and other federal agency rules/permitting that do not require or allow for adequate testing or demonstration of technologies
- Lack of understanding about science-based choices
- Missing opportunities for diverse stakeholders to reach an agreement on priorities
- Lack of community and ecosystem-level understanding
- Lack of local voice in decision-making
- Politics
- Lack of institutional capacity and funding to act in a proactive manner
- Historical inaction on existing plans

Actions to Address Barriers

- Administrative mandate to make science-based decisions
- Define healthy ecosystems
- Identify important ecosystem and subsistence areas and commit to monitoring
- Funding and training

- Commit to objective science and research
 - Provide funding and adequate staff
- Inclusive approach modeled on transition meeting
- Seek federal funding
 - State agencies combine resources on priority issues
 - Administrative mandate to collaborate with federal agencies
- Identify strengths and weaknesses of communities, address economic profiling,
- Administrative commitment to engaging local communities
- Use science and modeling - State commits to working with local, tribal and federal governments
- Industry contributes funds to objective, transparent, testing
- Ensure that 470 Fund (response and prevention) is fully/adequately funded
- Administrative mandate requiring agencies to prioritize practical planning
- Revise and analyze past plans in build upon them
- Accept that greenhouse gas emissions are causing climate change and ocean acidification
- Review outcomes from previous working groups

Consumer Energy

Priority Issues

- 1) Lack of collaborative leadership
- 2) Energy efficiency and conservation
- 3) Affordable, stably-priced, reliable energy for all Alaskans
- 4) Lack of distribution infrastructure (*existing but inadequate; absence in majority of state*)
- 5) Sustainability

1. Lack of Collaborative Leadership

Goals

- Enhance collaborative leadership on energy development to engage government, local communities, industry, and utilities
- Consolidate efforts on consumer energy projects
- Ensure state agency leadership represents a balance of regions, stakeholders, and skills

Team Summary

The top priority for the Consumer Energy team is to improve collaboration on energy issues among the Governor's office, administration, Legislature, local communities, industry, and utilities. Currently, the state's efforts are divided between multiple projects led by different agencies and proponents, which do not provide comparable benefits across the state. Collaborative leadership at the Governor's level would consolidate these efforts and provide a clear path forward on energy solutions that meet the needs of all Alaskans. Furthermore, the complex relationships between demand, energy production, long-term jobs and stimulation of diversified economic development should be included in all planning efforts.

The team agreed on several strategies to address this. First, the Governor should set priorities and decide "go" or "no-go" on major projects. Second, a Cabinet-level position should be established to advise the Governor on consumer energy issues, such as "Senior Energy Advisor to the Governor." Third, the Board of Directors for state agencies that spearhead consumer energy projects should be reconfigured to represent Alaskans more broadly.

The Alaska Energy Authority (AEA) and Alaska Industrial Development and Export Authority (AIDEA) boards are made up of the same members. These boards should be separated and reconstituted to capture appropriate skill sets and fairly reflect the various stakeholders, needs and the diversity of the varied regions and lifestyles of Alaskans.

Recommendations

- Develop and implement action plan on consumer energy within four months
- Governor decides “go” or “no go” on major projects
- Establish a consumer energy Cabinet-level position, not embedded in an agency
- Dismiss existing AIDEA/AEA Board and reconstitute as two boards (with balanced representation of stakeholders and regions)

2. Energy Efficiency and Conservation

Goals

- Pursue energy efficiency and conservation at all levels as immediate, low-cost solutions to reducing cost and demand for energy
- Prioritize programs based on economic need
- Incentivize buy-in from individuals, businesses, municipalities, utilities and financing entities, both private and public.
- Educate consumers and operators

Executive Summary of Comments

The consumer energy team acknowledged the impact of energy costs in every budget. We identified energy efficiency and conservation as a top priority, offering immediate economic relief to those who need it most. There were many ideas related to financing and structuring energy efficiency and conservation programs to ensure they have the greatest impact.

Programs should be prioritized based on energy costs as a percentage of disposable income as well as environmental and health factors, such as in areas of high pollution.

A statewide building efficiency standard is essential to improve building performance and meet energy reduction targets. This State code should reflect these standards based on factors present in each region. This includes climate, economics, and environmental, social and cultural components. Any publically or privately financed project should be mandated to meet this new code.

Weatherization and energy efficiency programs that have proven returns should be continued and expanded.

This includes programs such as the Alaska Housing Finance Corporation's Home Energy Rebate Program, which saves the average participants 33% on energy annually in areas where it was utilized. Additional programs must be developed to serve regions of the state that have underutilized existing programs and have critical need. All energy efficient programs should seek to incorporate local economic development, such as manufacturing and workforce development. This should be a multi-year strategy to provide long term local economic activity related to implementation. Local involvement in these activities should be prioritized.

The Power Cost Equalization program should be optimized to ensure it is achieving the goal of reducing costs to the end-user while encouraging and rewarding energy efficiency and renewables.

To ensure energy efficiency and conservation efforts are successful education must be incorporated at every level -- from kindergarten through university and vocational schools to continuing education for homeowners and facility operators.

Recommendations

- Establish measurable targets for reducing energy use statewide
- Develop regionally appropriate statewide building codes with energy efficiency standards to guide weatherization and retrofit work as well as new construction.
- Prioritize needs based on energy costs as a percentage of disposable income
- Continue and expand effective weatherization/efficiency improvement programs
- Optimize Power Cost Equalization program to encourage energy efficiency and renewables, as mandated by statute
- Support education of consumers and operators/owners

3. Affordable, cost-stable, reliable energy for all Alaskans

Goals

- Implement policies and infrastructure within 4 years to reduce the cost of energy for all Alaskans

Executive Summary of Comments

This vision involves a great amount of planning and collaboration between many partners - including state and federal government, industry, utilities, Native corporations, and the environmental community.

To facilitate this ambitious goal, a cabinet-level position should be appointed to escalate this critical issue to the Governor's office and to serve as the point of contact for priorities, changes and development of resolutions.

Recommendations

- Conduct stakeholder roundtables to develop actions/plans
- Appoint cabinet-level position to identify changes and develop resolutions
- Reconstitute Alaska Royalty Oil and Gas Development Advisory Board to explore ways to create equitable energy distribution for all Alaskans.
- All recommendations in all categories as identified by the committee apply to Priority Action Item 3

4. Lack of distribution infrastructure

Goals

- Prioritize development of statewide transmission grid and evaluate options to deliver gas across the state
- Integrate transmission resources along the Railbelt
- Support an Alaska LNG project
- Ensure Interior Energy Project is completed and achieves established community goals
- Lower capital cost of energy projects through regional consolidation

Executive Summary of Comments

The lack of energy distribution infrastructure is a major obstacle to providing affordable energy throughout Alaska. To address this, the state must pursue a statewide electric transmission system as well as select a Liquefied Natural Gas project and begin developing a statewide plan to distribute gas across all regions.

We can reduce the cost of power through integrated distribution. Infrastructure that already exists should be improved to provide greater access to affordable energy, such as integrating all transmission resources along the Railbelt. For new energy projects, the state should focus on developing regional grids instead of stand-alone power plants, thus optimizing energy infrastructure construction and operating costs.

Additionally, the state should provide the resources necessary to bring affordable energy to the Interior, as visualized by the Interior Energy Project.

Recommendations

- Mandate integration of transmission resources in Railbelt by 2016
- Establish appropriate regulations providing support for stranded generation cost recovery; develop plan to fund necessary transmission capacity upgrades to optimize least-cost generation; encourage independent power purchase agreements with private sector producers
- Prioritize development of statewide transmission grid
- Evaluate options to deliver gas across the state

- Support an Alaska Liquefied Natural Gas project
- Provide resources necessary to complete the Interior Energy Project and achieve established community goals
- Lower capital cost of energy projects through regional consolidation
 - build regional grids instead of stand-alone power plants and fuel storage facilities
 - re-allocate limited state funds to projects that result in near-term cost benefits to consumers

5. Sustainability

Goals

- Assess prior studies for current applicability
- Reduce energy consumption to levels that are economically and environmentally sustainable
- Ensure local workforce participates in projects
- Pursue diversity in industry and support local value-added industry
- Seek holistic approach to accessing implementation of sustainable renewables

Executive Summary of Comments

The team agreed that Alaska's energy policy must factor in sustainability. This was defined as energy solutions that promote the long-term health of the economy, the resources, and the culture of Alaska. A sustainable energy policy would reduce consumption of fossil fuels through focusing on conservation and developing alternative energy sources. Additionally, adding value to Alaska's non-renewable resources also advances sustainability, for example, through building industry and jobs around fossil fuels and providing jobs and benefits to all Alaskans. Several barriers were identified for this policy goal. It would require a complete revamping of how state projects are currently developed. Proven and developing technologies that utilize renewable energy for long-term production should be encouraged and prioritized. Financial mechanisms used must reflect this sustainable approach. This includes encouraging private sector approaches to renewable energy production.

Recommendations

- Assess recommendations in prior studies (for example, *Alaska Energy Pathway, 1981 Stone and Webster Alaska Energy Options Report*)
- Ensure local workforce participates in energy projects
- Incentivize diversity in manufacturing and adding value to Alaska resources
- Focus on reducing energy use as low hanging fruit
- Utilize proven and developing technologies
- Encourage private sector funding and partnerships

Corrections

Governor Bill Walker requested his Corrections Transition Team Workgroup to identify the top five priority issues. Of the many ideas brought forward, the workgroup identified the top five issues based upon a vote of the workgroup.

The top five priority issues:

1. The Alaska Department of Corrections (ADOC) should employ best practices in the implementation of Senate Bill 64. This effort should include utilizing knowledgeable ADOC staff and ensuring needed staffing to adequately perform the required work.
2. The ADOC, in conjunction with other state and community stakeholders, should employ evidence or research-based practices to reduce recidivism without compromising public safety.
3. The ADOC, in conjunction with other criminal justice entities, should address the over-representation of incarcerated Alaska Native peoples.
4. The ADOC should improve the delivery of correctional services in rural Alaska. This includes ensuring adequate community jail bed space, treatment programs, and community probation supervision.
5. The ADOC should address rising medical and mental health care costs for its inmate population.

For each of the priority issues identified, the Governor tasked the workgroup to define successful resolution of the priority issues and to identify the needed action steps leading to successful resolution. The workgroup also identified the barriers to achieving success and the needed action steps required to overcome those barriers. Below are the workgroup's recommendations for achieving success.

I. The ADOC should employ best practices in the implementation of Senate Bill 64. This effort should include utilizing knowledgeable ADOC staff and ensuring needed staffing levels to adequately perform the required work.

Background: Passed unanimously by the House and Senate during the 2014 Legislative Session, the Omnibus Crime, Corrections and Recidivism Act recently became law. This bill expands the duties of the ADOC, the Department of Health and Social Services (DHSS), the Alaska Court System (ACS) and the Alaska Judicial Council (AJC) to improve the operation of Alaska's criminal justice system. SB64 requires the ADOC to do the following ¹:

1. In conjunction with the ACS, expand the Probationer Accountability with Certain Enforcement (PACE) program with the goal of making PACE the norm for probation ²;

¹ It also enacted new duties for DHSS, ACS, and the Alaska Judicial Council (AJC) that will not be discussed in this executive summary unless those duties also involved the ADOC.

² PACE is a mechanism for courts to impose prompt and certain measured sanctions for relatively minor probation violations, increasing accountability without destroying a probationer's progress in the community.

2. Work with the DHSS to administer the Recidivism Reduction Fund;
3. Require the ADOC to administer a validated risk-assessment tool on every inmate sentenced to 30 days or more; and
4. Permit the ADOC to use, in appropriate circumstances, Electronic Monitoring (EM) for first time driving under the influence offenders.

The purpose of SB64 is to reduce Alaska's high rate of recidivism (66% of offenders released from custody return within the first three years of release, the highest percentage of which return within the first six months) and to ensure that the ADOC is making the most efficient use of its costly hard-prison beds (\$158.00 per inmate per day).

The stakeholders required for implementing the ADOC components of SB64 are the ACS, DHSS, statewide probation officers, correctional officers, law enforcement agencies, the Alaska Department of Law, (DOL), the Public Defender, returning citizens and their families.

Success would result in:

- Reduced recidivism
 - Improve public safety in Alaska.
 - Improve former offender behavior.
- Slowing the rate of Alaska's prison population growth.
 - Improve ADOC staff morale, recruiting and staff retention.
 - Reduce the need to build a new costly prison.
- Alaskans viewing the ADOC as effective in fulfilling its mission.

Required actions steps to ensure the successful implementation of SB64:

- Identify appropriate ADOC staff in the implementation process.
 - Barriers to success: Poor staff morale, insufficient staff training regarding ADOC's Policy and Procedures (P & P) for implementation of SB64.
- Develop necessary P & Ps.

Action steps to overcome barriers:

- Train personnel on P & Ps pertinent to promote effective job performance.
- Improve ADOC management team's communication with the bargaining units representing ADOC employees involved in the effective implementation of SB64.

II. The ADOC, in conjunction with other state and community stakeholders, should employ evidence or researched-based practices to reduce recidivism³ without compromising public safety.

³ The Washington State Institute of Public Policy defines "evidence-based" practices as "a program or practice that has been tested in heterogeneous or intended populations with multiple randomized or statistically-controlled evaluations, or one large multiple-site randomized or statistically-controlled evaluation, where the weight of the evidence from a systematic review demonstrates sustained improvements in recidivism or other outcomes of interest. Further, 'evidence-based' means a program or practice that can be implemented with a set of procedures to allow successful replication and, when possible, has been determined to be cost-beneficial." "Research-based" is defined as "a program or practice that has been tested with a single randomized or statistically controlled evaluation demonstrating sustained desirable outcomes; or where the weight of the evidence from a systematic review supports sustained outcomes as identified in the term 'evidence-based'."

The problem: According to a 2007 Alaska Judicial Council (AJC) study, updated in 2011, two out of three inmates return to custody within the first three years of release.

Stakeholders necessary to effectively reduce recidivism statewide are DHSS, ACS, Alaska Department of Labor and Workforce Development (DOLWD), the Alaska Mental Health Trust Authority (AMHTA), the Department of Public Safety (DPS), the Alaska Housing Finance Corporation (AHFC), community based mental-health treatment providers, community-based reentry entities and ADOC staff.

Success would result in:

- State departments, corporations and community-based entities successfully collaborating to improve reentry outcomes. This will reduce prison population growth and delay the need for the construction of a new costly prison.
- The reduction of Alaska's prison population, which decrease inmate – staff ratios.
- The reduction of offender recidivism meaning less crime and less victimization.
- The increased likelihood that returning citizens will become productive members of their communities.

Required Action Steps for Success:

- Improve probation and correctional officer training so officers understand their role in and the importance of recidivism reduction.
- Improve correctional officer training to promote modeling of positive behavior to inmates.
- Increase the use of incentives to promote inmate participation in available reformative programming.
- Ensure that ADOC personnel are effective in their use of risk assessment tools.
- Emphasize the significance of successful reentry in correctional officer and probation officer training academies.
- Identify the factors driving Alaska's prison population growth.
 - Barrier to Success: Statewide inability to comprehensively collect and share criminal justice data.
- Increase both institutional and community based treatment programs for offenders, including substance abuse treatment, sex offender treatment, cognitive behavioral treatment and educational and vocational training programs.
 - Barrier to Success: insufficient funding.
- Improve the ADOC's data collection capacity.
 - Barrier to Success: insufficient funding.

Action Steps to Address these Barriers:

- Increase community-based infrastructure to provide public-safety minded alternatives to incarceration by increasing community reentry centers and supporting community reentry coalitions.
- Enlist available technical assistance to help the state reduce its recidivism rate and obtain needed federal grant funding.
- Encourage ADOC management to engage in a public awareness campaign to educate the public on the public safety effectiveness of these strategies.

- Seek free technical assistance from the Council of State Government’s Justice Center and the Pew Public Safety Project to engage in a Justice Reinvestment Initiative Strategy, which will provide federal funding opportunities to implement evidence-based programs that are proven to reduce recidivism and promote public safety.

III. The ADOC, in conjunction with other criminal justice entities, should address the over-representation of incarcerated Alaska Native peoples.

The Problem: Alaska Native people have consistently been over-represented in the ADOC. In 2013, Alaskan Natives constituted 37% of the ADOC’s inmate population, yet comprise only 18% of the state’s population.

The necessary stakeholders to overcoming this overrepresentation include the regional native corporations, their nonprofit social service entities, tribal courts, and the Department of Law (DOL) and Alaska Native community leaders in each community.

Success would Result in:

- Fewer Alaskan Natives incarcerated.
- Healthier rural communities.
- Increased numbers of Alaska Native returning citizens able to be supporting members of their communities.

Required Action Steps for Success:

- Expanded use of tribal courts and restorative justice approaches for appropriate offenders to make reparation by engaging in activities that meet the needs of their community.
 - Barrier to success: Department of Law.
- The agreement of Alaska Native leaders to participate with ADOC to development and implement culturally effective institutional programs for Alaskan Native people, including investigating programs developed in Canada that appear to be effective.
 - Barrier to Success: Failure to bring Alaskan Native Leaders and State policymakers to the table together.
- Expand the ADOC’s effective Institutional sex offender treatment program.
 - Barrier to success: lack of funding.

Action Steps to Address those Barriers

- Gubernatorial recommendation to the Alaska Criminal Justice Commission and the Alaska Judicial Council to study each component of Alaska’s criminal justice system to understand why this overrepresentation occurs. It must be recognized that ADOC is the caboose of the criminal justice train that incarcerates only those sentenced to serve.
- Task the DOL to consider new approaches by which Alaskan Native people are prosecuted and incarcerated.
 - For example, alternatives to incarceration should be explored including the use of GPS and alcohol and drug detection technology.
- Key criminal justice stakeholders should acknowledge that the adversarial system puts Alaska Native peoples at a disadvantage given the strong Native cultural norm to accept responsibility for individual conduct.
- Resolution of the tribal jurisdiction issue.

- The appointment of a trained ADOC grant writer to acquire federal funding.

IV. The ADOC should improve the delivery of correctional services in rural Alaska. This includes ensuring adequate community jail bed space, treatment programs, and community probation supervision.

Stakeholders necessary to improve the delivery of correctional services in rural Alaska are community members, local and tribal governments, the ACS, DOL, community probation officers, and telecommunications companies.

Success would result in:

- Expanded regional facilities.
- Probationers receiving services in their communities.
- Reentry programs that are effective, improved victim involvement, empowered tribal courts and alternatives to incarceration meeting cultural and rural needs.

Required Actions Steps for Success:

- Determine the extent to which current regional facilities are meeting the demand to house both pretrial and sentenced offenders, and determine the cost to expand if required.
 - Barriers to success: lack of funding and sentencing practices that result in the majority of prison inmates being non-violent offenders who occupy expensive prison beds.
- Expand community supervision and treatment into rural communities.
 - Barrier to success: lack of funding.
- Expand effective reentry programs by supporting community reentry coalitions and reentry centers modeled after the successful Partner's Reentry Center in Anchorage.
 - Barrier to success: lack of funding
- Interview former inmates to determine what reentry strategies were most effective.
- Empower tribal courts and ensure their collaboration with ADOC. Permit tribal courts to provide community supervision services to returning citizens on probation.
 - Barriers to Success: DOL recognition of tribal courts and ongoing jurisdictional issues.
- Identify evidence-based alternatives to incarceration that do not compromise public safety.
- Encourage work-release programs operated collaboratively between the ADOC, private employers and the DOLWD.
 - Barriers to Success: private employer hesitation to hire returning citizens, and the many federal, state and regulatory barriers to hiring people with criminal records.

Action Steps to Address these Barriers:

- Enlist needed free technical assistance to address the ADOC's growth in pretrial and nonviolent offenders.
- Enlist the Pew Public Safety Project's *Results First* cost-benefit analysis program to determine the cost effectiveness of institutional and community based treatment programs and Anchorage's first ever Partner's Reentry Center.
- Enlist DOL in the resolution of tribal court expansion controversies.
- Engage in a public relations campaign through local Rotary and Chamber of Commerce organizations to educate members on the benefits of hiring returning citizens.

- Task the Alaska Criminal Justice Commission to identify the state statutes and regulations that bar returning citizens from employment and to ensure that each barrier is grounded in sound public safety policy.

V. The ADOC should address rising medical and mental health care costs for its inmate population.

The Problem: As the inmate population continues to grow and age, ADOC medical health costs continue to rise. Additionally, the ADOC is the largest state mental health care provider.

Stakeholders necessary to success include the executive branch and its commitment to expand Medicaid, DHSS, AMHTA, private health care providers, the Alaska Native Tribal Health Consortium, and tribal health care providers.

Success would Result in:

- Decreased ADOC health care costs.
- Reasonably necessary inmate mental health issues provided in a cost-effective manner.
- Healthier inmates.

Action Steps Required for Success:

- Enable the Alaskan Native population health care costs to be covered by Indian Health Services.
 - Barrier to Success: Under the Indian Health Service (IHC), federal regulation 42 CFR, the IHC is the payor of last resort.
- Enact Medicaid expansion. This results in increased Medicaid coverage for inmates. Under the Patient Care and Affordable Care Act exception, when inmates who are eligible for Medicaid are admitted to hospitals or other qualifying facilities for at least 24 hours, they will qualify for 100% federal Medicaid matching funds.
 - Barriers to Success: Currently, federal law prohibits states from obtaining federal Medicaid matching funds for health care services. Lack of support of Medicaid expansion by some members of the state legislature.
- Expand ADOC institutional wellness fitness programs.
- Meet reasonably necessary inmate medical health treatment needs in a cost-efficient manner.

Action Steps to Address Barriers:

- The state enlists Congressional assistance to amend 42 CFR, terminating IHC as payor of last resort.
- The ADOC should submit a report providing policymakers with an estimate of cost savings for inmate healthcare should Medicaid expansion become state law.
- The State should consider amending the state medical furlough statute.
- The ADOC should adopt heart-healthy diets in all of its institutions, incentivize inmates to participate in the ADOC exercise programs, and expand the Hiland Mountain women's running program to other institutions.
- The ADOC should ensure competitive contracts with all community-based healthcare providers and use generic drugs in its formulary.

- The ADOC should ensure that inmates receive a mental health examination within 24-hours of admission to ensure that when inmates are transferred to a Community Residential Center, they will not be returned to prison because the examination had not occurred.

IV. ADOC Systemic Barriers:

- The entire ADOC operates on minimal staffing.
 - ADOC needs a grant writer.
 - ADOC needs a grants manager.
 - ADOC needs expanded IT resources for data collection and analysis.
 - ADOC's data collection/analysis/management needs ongoing improvement.
- ADOC IT needs additional staff to effectively communicate with other criminal justice agencies regarding its data.
- ADOC needs to develop improved P & Ps regarding inmate deaths.
- Statewide lack of infrastructure to access and share criminal justice agency data in systemic manner.

Transition Team Workgroup

Facilitator: Carmen Gutierrez: 2012 to present, Owner of Justice Improvement Solutions, June 2009 to December 2012, Deputy Commissioner, ADOC, and attorney in the criminal justice system for 25 years.

Members: Margaret Pugh, former Commissioner, ADOC (Knowles administration); Retired Superior Court Judge; Chris Cooke, Retired Superior Court Judge Ben Esch; former ADOC Director of Institutions, Mike Addington, (Murkowski administration) and construction business owner; Wilson Justin, Chustochina Tribal Leader; LV Wilson, Retired Sergeant, ADOC; and Marty Spinde, Retired Airport Police Officer.

Economic Development

Our team was asked to identify five issues that would benefit Alaska and Alaskans when addressing “Economic Development”. We view Economic Development with the understanding that a considerable amount of time, effort and money have been expended in the name of Economic Development, but without an overall pre-determined VISION, most of that effort has not led to accomplishing what we believe Economic Development should accomplish in Alaska, which is: *creating sustainable Alaskan jobs and creating individual wealth for Alaskans*. With these two goals in mind, we respectively offer the following five issues to the Walker/Mallott Team with a pledge to offer our collective and individual service to help accomplish those goals.

Priority Issues

1. Through a robust public process, a vision for Alaska’s economic future is established, with goals as metrics to achieve the vision and a detailed plan developed to accomplish the goals
2. Infrastructure – Communication, Energy and Transportation
3. Lack of recognition of the economic potential of rural Alaska – Innovation and Entrepreneurship in rural Alaska needs more support
4. Investment climate supporting Research and Development
5. Use Cluster-Based Economic Development: Economic policy supports private sector cluster initiatives that recognize regional strengths and local economies

Expanded Priority Issues

- 1. Through a robust public process, a vision for Alaska's economic future is established, with goals developed as metrics to achieve the vision and a detailed plan developed to accomplish the goals.**

Success Elements Considered to be Agreeable to Most Alaskans

- All regions of the state are engaged in the discussion
 - Must take into account local and regional stakeholder interests and needs within the bounds of the Vision
- The vision has defined and measurable goals
 - Goals must be date specific,
 - Goals must support accomplishing the Vision
- Both the public and government embracing support division as official policy of the state of Alaska
- A comprehensive plan is developed to accomplish the goals
 - Plan must support and accomplish the goals and vision
 - Must be date specific for achievement
 - Must be reviewed and updated frequently to account for changing conditions and outcomes
 - Must take into account local and regional and stakeholder interests and needs within the bounds of the vision

Possible Actions to Success on Agreed Success Elements

- Ask Governor to establish a collaborative public process
 - Recommend the administration start the process with Vision, Goals and Plan statement,
 - Create a public process to allow balanced input from across Alaska,
 - Use outcome as guide to start all development projects,
 - Measure project outcomes against established Vision, Goals and Plan metrics,
 - Timeline is 12 months to have Vision, Goals and Plan in place.

Defining Success

- Implementation of VISION, GOALS and PLAN on established timeline,
- State-Wide buy-in to VISION GOALS and PLAN,
- Measured performance: (examples)
 - # of Alaskan jobs
 - Regional per-capita income for Alaskans
 - Establish Alaska specific formula (example) ROI=grow AK economy by X
 - Graduation Rates

Barriers to Further Success

- Lack of commitment and buy-in from stakeholders (private and government),
- Lack of funding for process due to current state financial condition,
- Not focusing on Vision but on “scoring points” or “putting out fires,”
- Lack of State-Wide communication to reach out to all regions,
- Losing focus on why we need a Vision,
- Potential of “shelving” the Plan (no follow-through),
- Failure to realize we are not powerless even though we may be poor,
- Perception of process

Actions to Address Barriers

- Governor’s leadership needed to involve all stakeholders,
- Develop a budget to fund process, utilizing a public/private process for developing budget and funding process,
- Robust and transparent State-wide outreach involving: strong leadership; diverse community, regional and state-wide advocate groups; an outreach PLAN with defined measures and success matrices,
- Use all tools to achieve State-wide involvement
- Leadership with commitment to VISION and perseverance in its pursuit,
- Build off of efforts conducted in the past; including the recent Alaska Forward Initiative that involved federal, state and private sector resources.

2. Infrastructure: Communication, Energy and Transportation.

Success Elements Considered to be Agreeable to Most Alaskans

- Provide high-speed and affordable communication in every Alaska Community
- Reduce energy costs by 50% within 3 years through a combination of improving building stock and producing local affordable energy
- Rural housing
 - Energy efficient affordable, available housing across rural Alaska
 - Weathering energy efficient upgrades - fix existing stock
 - Alleviate shortage
- Build and/or upgrade commercial grade infrastructure including roads, ports and bridges with goal of improving land, air and sea transportation and access throughout Alaska.

Possible Actions to Success on Agreed Success Elements

- Communication
 - Tap into Federal grant streams,
 - Incentivize communication sector by providing tax incentives,
 - Encourage local business with tax incentives to invest in their region,
 - Continue to fund bailout of communication systems,
 - Provide State loan guarantee for private sector investment,
 - Streamline permitting process – eliminate permitting backlog
- Reduce energy costs by 50% within 3 years through a combination of improving building stock and producing local affordable energy and Rural Housing
 - Assess/expand existing weatherization programs to include nonresident structures
 - Determine/develop plans for increasing housing stock statewide
 - Review the mission of Regulatory Commission of Alaska to assure policies are in place to lead to community affordable energy
 - Maintain and fund existing Power Cost Equalization (PCE) program
 - Education campaign on \$ available for weatherization and energy program (some \$ need to be reauthorized)
 - Develop housing stock where impediment to growth to all communities
 - Develop Alaska energy PLAN focused on affordable energy to all Alaska's regions
- Build and/or upgrade commercial grade infrastructure including roads, ports and bridges with goal of improving land, air and sea transportation and access throughout Alaska
 - Create a sustainable maintenance PLAN for Alaska's existing transportation infrastructure,
 - Design and PLAN to build an Alaska transportation infrastructure that leads to the development of all Alaska resources and accommodates regional concerns and needs

Barriers to Further Success

- Lack of Rec. of Rural AK
- Nowhere to go for feasibility study
- Lack of vision
- Doing same thing for the last 40 years and it is not working

Actions to Address Barriers

- Money funding action
- Investment climate action
- Each village/community performs its own energy assessment and creates an energy action plan

3. Lack of recognition of the economic potential of rural Alaska – Innovation and Entrepreneurship in rural Alaska needs more support.

Stakeholders

- Rural residents
- Governments
 - Tribes
 - State and federal
- Boroughs/cities/municipalities
- School districts and other educational providers
- Local businesses (ANC's, private entrepreneurs)
- Individuals/entities interested in business development

Success Elements Considered to be Agreeable to Most Alaskans

- Initiatives to develop a common vision of potential solutions (could/should be several initiatives)
- Seek viable business enterprises focused on local and export,
 - Manufacturing
 - Retail
 - Tourism
 - Value added
 - Food Products
 - Art/Crafts
 - Clothing
 - Service
- Provide training including general business, marketing and production techniques

Success Elements Considered to be Not Agreeable to Most Alaskans

- Process to prioritize possible viable initiatives

Possible Actions to Success on Agreed Success Elements

- Identify communities that have expressed the desire and/or one or more concepts for economic development (e.g., AFN “Marketplace Program” - see format for “Marketplace”) Path to prosperity program in SE AK
- State needs a plan/process to respond to concepts that have been expressed/developed
- Bring back DCRA or refocus
- Create support for regional clusters to generate initiatives that are relevant to industry
- Develop a vision to focus on local development

- Engage community members; identify community priorities
- Training (general business, marketing, production, etc.)
 - Training identified first - then appropriate organizations engaged (unions, University of Alaska subdivisions, businesses/companies, other relevant expert services, distance education, etc.)
 - Apprenticeship programs and technical training through local educational institutes as well as to local expertise

4. Investment climate supporting Research and Development.

Stakeholders

- Gov. as leader
- Administration
- Legislature
- Industry
 - Energy
 - Mineral resources
 - Renewables (fishery, forestry, agriculture, etc.)
 - Tourism (local) AK Native art
 - ANC's and Tribes (marketplace) access to capital

Success Elements Considered to be Agreeable to Most Alaskans

- Communications
- High-tech
- Education
- Healthcare
- Transportation
- Professional services
- Creation of innovative products services industries and jobs
- Create Alaska Center of Innovation – Alaska Science and Technology Fund
 - Capital resources to make this happen
 - Reverse brain drain?

Success Elements Considered to be Not Agreeable to Most Alaskans

- Center of innovation projects - services industries jobs
- ASTF - Alaska Science and Technology Fund resurrect
 - Loans/grants
- Support small business incubator program
- Provide sources of funding, including grants, venture capital and low interest and/or micro loans for development, which are in line with the VISION, GOALS and PLAN

- Clusters plan development
 - Rural energy
 - Rural cargo, manufacturing arctic, military, shipping

Barriers to Further Success

- Lack of commitment (represent economic and communities) of buy-in from stakeholders
 - Private - Gov., Leg., Public, ANC's
- Funding for process
 - Current state of finances
- Time
 - Dealing with putting out fires
- Resistance to change
- Communication to get all representative, diverse involvement stakeholders, diversity involvement
- Risk of losing focus of why do we need a vision
- Not looking at models global and local of success
- Potential to shelving plan - no follow-through
- Perception of process - desire to include all Alaskans
- Realizing we are poor but not powerless - recognition of financial situation

Actions to Address Barriers

- Under governor's leadership - develop a process to involve stakeholders
- Developing a budget to fund process through public/private process
 - Ensure how and why this is different than the past - study
 - Be mindful of perception of process
- Target completion of vision implant by November 2015
- Strong leadership, advocate groups, transparency, outreach, more outreach
- Invite, ask, include; online, surveys, multi full involvement, use all tools
- Leadership with commitment to the vision-prosperity
- Investigate models
- Leadership in engagement of public and government
- Invitation to innovate, build on previous work i.e., Alaskans forward

5. Use Cluster-Based Economic Development: Economic policy supports private sector cluster initiatives that recognize regional strengths and local economies.

A cluster is a geographic concentration of interconnected businesses, suppliers, and associated institutions in a particular field. Clusters are considered to increase the productivity with which companies can compete, nationally and globally (Michael Porter, Harvard Business School). Clusters in Alaska include Tourism, Logistics, Fishing and Seafood Processing, Oil and Gas Extraction, Mining, and Military (amongst others: see Alaska Forward Situational Analysis, 2010, <http://alaskapartnership.org/alaska-forward/phase-i/>).

The State of Alaska is diverse as are the economic activities of its people. There are numerous drivers of our economy in Alaska, including the very important oil and gas sector. There are also many other economic sectors that exist in our state economy that support livelihoods for significant numbers of Alaskans. Some of these sectors, such as fishing and seafood processing, mining, tourism, logistics, forest products and the military have different levels of concentration in different regions of our state. Even the oil and gas sector, which generates revenue that is shared by all Alaskans, has a varied direct impact on local economies depending on which region of the state one chooses to examine.

The Economic Development Transition Team encourages the Governor to recognize the significant economic sectors (clusters) that exist within our state, especially those that bring in resources from outside of Alaska (traded clusters), as well as differences in the economies of distinct regions of Alaska. At both statewide and regional levels, the State should encourage and promote cluster development.

A cluster-based approach is cost-effective economic development that aligns well with collaborate governance. Cluster development, which focuses on those sectors that already exist within our economy builds on our strengths, know-how and previous private and public investments and leads to jobs and increased business opportunities. A Brookings report (*Brookings-Rockefeller Project on State and Metropolitan Innovation January 2011*) found: “No more than 2 percent of annual state job gains can be attributed to business relocations nationally, while more than 95 percent come from the expansion of existing businesses (42 percent) and the birth of new establishments (56 percent).”

Michael Porter of Harvard Business School points out that clusters increase productivity, innovation and the number of firms in a region. The National Governor’s Association asserts that clusters boost innovation, lead to higher wages and productivity, improve employment opportunities, stimulate regional entrepreneurship and aids diversification and improves regional sustainability.

A cluster-based approach to economic development recognizes the benefits of economic clusters and engages businesses and other stakeholders involved in key clusters to identify challenges and opportunities that, when addressed, will strengthen the cluster and accelerate the positive impacts that accrue to our regions.

The benefits of cluster-based economic development to the private sector:

- New businesses created
- Jobs created
- A structure/mechanism in place to identify opportunities and challenges to develop local/rural/regional projects and businesses. Examples might include: targeted tax incentives, infrastructure investments, workforce training, and adjusting regulations.
- Innovations brought more quickly and more frequently to markets,
- Improved competitiveness of firms and industries on national and world markets

The benefits of cluster-based economic development to communities:

- Engagement of local knowledge and experience to create successful economic development
- Active collaboration between diverse stakeholders. For example: amongst government, business, environmental groups, civil society organizations, and tribes.
- Thriving communities who work well together

In order for this approach to be successful:

- Leadership is needed from the Governor's Office to recognize and support regional strengths and understand the differences that exist in local economies in different parts of the state.
- Local/Regional economic development organizations need to be empowered and supported so that they can assist firms to collaborate on a local/regional level and assist in interactions with regional clusters in other parts of the state.
- Reinvigorate the Department of Commerce, Community and Economic Development so that it can respond better to regional strengths, opportunities and initiatives.
- Resources need to support priorities that are common to clusters throughout the state, including increasing bandwidth and revisiting the Alaska Science and Technology Fund or other efforts that support bringing innovation to Alaska firms.
- Support Technology Transfer in Alaska, including the work at the University of Alaska as well as utilizing technologies available from Federal Laboratories—bringing new technologies to Alaska companies.

- Support Incubators and similar programs/processes that reduce risk for small business start-up and business expansion.
- Increase Research and Development that is done in close collaboration with industry groups and is focused on application of research that results in commercialization opportunities.
- Develop our talent by increasing the capacity of Alaskans to innovate through a focus on building more skills in Science, Technology, Engineering and Mathematics (STEM), especially in the K-12 system.

A cluster-based approach focuses attention on the strengths that exist in our economy and reflect the different characteristics of individual regions. It does not preclude us from pursuing new opportunities, but encourages us to maximize the return on current capacity and investment. Active collaboration amongst industry partners and key stakeholders will provide new strategies for firms to pursue and will also assist local governments and state and federal agencies to better align their investments in ways for greater return on their investments. And, the data shows, building on current clusters are the most likely route to increased jobs, new firm creation and innovation.

Education

The Walker-Mallott Education transition team consisted of geographically and ethnically diverse Alaskans representing the perspectives of business, K-12, early learning, rural Alaska, university, technical and career training, and parents. We came together to provide guidance and perspective to the administration on priorities for public education. Through consensus discussion and voting, the priority issues and elements for success were determined. Possible achievable actions, and barriers to achieving priorities were listed by smaller work groups formed within and discussed by the entire transition team.

The transition team for education was co-chaired by Mary Pete and Bob Williams. Transition team members in alphabetical order are Alyse Galvin, Andrew Halcro, Abbe Hensley, Spike Jorgensen, Kurt Kuhne, Patricia McNeil, Tony Nakazawa, Evon Peter, Don Rearden, Elsa Sargento, Polly Schaeffer, and Arthur Yang.

Priority Issues

1. Lack of alignment across all departments and between stakeholders towards ensuring effective education and effective, meaningful professional development.
2. Lack of culturally-based curriculum in the school.
3. Data should be used to implement educational policy, in particular, models that are working.
4. Students need enough quality teachers supported by adequate and predictable funding
5. Disconnect between K-12 and postsecondary education.

Other Issues Considered

- Parental disconnect from child's education and school.
- Emphasis on assessment as opposed to learning.

1. Lack of alignment across all departments and between stakeholders towards ensuring effective education and effective meaningful professional development

Stakeholders

- Alaska Department of Education & Early Childhood Development (DEED)
- Policymakers
- Other state departments with an educational program or funding mechanism
- Teachers
- Principals
- University of Alaska system
- Superintendents
- Elders
- Students
- Parents

- Community members
- Alaska Early Childhood Coordinating Council
- Diverse community leaders

Success Elements Considered to be Agreeable to Most Alaskans

- Early childhood resources and programs are integrated to serve children and families so that children enter kindergarten ready to succeed (currently Department of Education (DEED) & Department of Health and Social Services (DHSS)).
- The efforts of DEED, the university, and schools are integrated so every teacher and support personnel are highly qualified and effective in their area of certification.
- The Alaska standards set by DEED are fully developed by the university, implemented by the schools and school districts with appropriate support and monitoring.
- DEED, the University and schools work cooperatively to support highly effective teachers with the best possible curriculum and teaching practices.
- Appropriate commissioners meeting regularly as a Children’s Cabinet.

Possible Actions to Success on Agreed Success Elements

- The Governor establishes an Office of Early Learning that integrates with DEED and DHSS early learning programs and resources, with leadership from Alaska Early Childhood Coordinating Council, to enhance the return on investment of a strong, effective early childhood education.
- The Governor establishes a Children’s Cabinet that uses data to make funding and programming decisions to improve coordination and the return on investment of a high quality public education system.
- Develop a system of accountability wherein these groups report back to the Governor what actions and what results (with trend lines) that have been achieved as they relate to goals that improve the public education system.
- Establish a program to develop enthusiasm and a support structure to develop Alaska-grown teachers that represent the diversity of Alaska. The program should be similar to how the Alaska Native Science and Engineering Program (ANSEP) has developed engineers.
- Incentivize programs that train local people for local teaching jobs.
- DEED, University and districts work cooperatively to build, implement and support a comprehensive, highly diverse, research proven curriculum that meets high standards and is effectively implemented in Alaska classrooms Pre-K through 14.
- Learn from the success of other high-achieving countries that have made remarkable progress in improving their public education systems.

Barriers to Further Success

- The status quo has inertia.
- Cost.
- Understanding of leaders - political and educational.
- Assumption that existence of best practices is matched with the political and structural will to implement best practices.

- We develop Alaska standards - never complete or support them at a level to build the child or make meaningful changes in the classroom.
- Ensuring that education in the classroom respects and values the cultural heritage of our students is often missing.

Actions to Address Barriers

- Provide information to the Governor and DEED leadership on the value and benefits of more integrated resources in programs.
- Ensure the new Office of Early Learning or a coordination of Alaska education programs reports to the Governor the actions taken and results achieved with trend lines.
- Integrate and ensure coherence among the work of DEED, the University, and districts. Integrate Alaska Cultural Standards and Family Engagement Plan endorsed by the State Board of Education into the current Alaska Standards and ensure the integrated plan is effectively implemented.
- Develop supports to ensure that principals are strong instructional leaders.
- Develop teacher and principal preparation programs and curricula that ensure Alaska children experience success.
- Excellent teachers must be valued and kept in the classroom. Poor teachers must be removed and replaced with effective teachers.
- The Governor is provided adequate rationale for organizing a Children’s Cabinet with specific tasks and responsibilities that increase student success. The Children’s Cabinet should report to the Governor on actions taken and achieved results.
- Determine real need for preparing and supporting teachers from Alaska Native and other cultures in communities, and ensure this information is appropriately incorporated into teacher preparation programs.

2. Lack of culturally-based curriculum in the school

Stakeholders

- DEED
- Students
- Parents
- Community members
- Educators
- Administrators in each district
- Elders / Culture Bearers

Success Elements Considered to be Agreeable to Most Alaskans

- Students are excited about learning.
- Community, parents, elders are involved.
- Higher graduation rates.
- Lower suicide rates.
- Maintaining cultural identity as well as excelling academically.

- Cultural values are validated across cultures.
- Alaska cultural standards will be implemented across the state.
- Existing culturally based curriculum will be taught.

Possible Actions to Success on Agreed Success Elements

- Encourage educators to take their students into the outdoors to learn.
- Create and implement place-based curriculum.
- Offer Alaska Native languages.
- Integrate the Alaska Cultural Standards with the Alaska Standards.
- Identify cultural resources currently available and share them (use curriculum already established).
- Support the creation of Alaskan teaching materials by Alaskans (history, math, science, literature).
- Involve local communities in curriculum development.
- Celebrate Alaska's diversity.

Barriers to Further Success

- Stakeholders have no voice.
- Paternalistic system of western education.
- Focus on standardized tests.
- Lack of understanding and respect of cultural knowledge and values including science, language.
- Historical trauma.
- Oppressive system.
- Resistance and fear of cultural inclusion.
- Cultural genocide.

Actions to Address Barriers

- Commissioner of Education will be an Alaska Native.
- Hiring more teachers, administrators, and support staff that reflect Alaska Native Culture as well as other cultures.
- Reduce the number of standardized tests and have the Alaska state test include a cultural component that values place.
- Integrate and implement the Alaska Cultural Standards into Alaska Standards.
- Embrace and celebrate diversity.
- Teach Alaska Native languages in rural Alaska that meet requirements for the Alaska Performance Scholarship.

3. Data should be used to implement educational policy, in particular models that are working

Stakeholders

- DEED
- School Boards
- Business community
- Community members
- Students
- Parents

Success Elements Considered to be Agreeable to Most Alaskans

- All agency sharing and data use will foster a comprehensive and locally responsive approach to address education and the Alaska community.
- Student input data as well as outcome data will be used to shape and improve appropriate educational programming and assessment.
- Data will be relevant, understandable and easily accessible to the public.

Possible Actions to Success on Agreed Success Elements

- Administrative directive to create an inter-agency task force to determine relevant data that serves beneficial outcomes for all agencies aimed at systemic reforms to affect educational success.
- Utilize data and success models to generate a set of educational reform options which will be applied in a multi-agency approach at the community level, driven by local schools, school districts, and community partners.
- DEED will provide the public with comprehensive education data in a format that is easy to understand and find.
- Build partnerships with families
 - Two-way communication (in ways the family can understand)
 - Shared decision-making
 - Encourage and help parents to support and monitor student progress at home
 - Families should be warmly welcomed in schools in observable ways. Parent-school interactions and the physical setup of classrooms/activities should be welcoming to parents.
 - Build partnerships that speak for every child.
 - Community and families are encouraged to share together and engage in bringing more opportunities for all children

Barriers to Further Success

- Protective/territorial departments are reluctant to share relevant data that is linked with education outcomes.
- Lack of action from policymakers, school board and community partners to collaborate on education reforms using community data to guide efforts.

- Current education data is presented in a manner that is hard to understand and is too complex.
- DEED website needs improvement and a conceptual redesign.

Actions to Address Barriers

- Directive of Governor for all agencies to create channels of communication to identify relevant data within their departments and to share that information with the public, school districts, and community partners to improve local education.
- DEED should be oriented to incentivize, support, and help facilitate community initiatives that incorporate relevant data to assist local school reform.
- DEED shall develop an annual report of local education outcomes contrasted with related community factors, based on shared comprehensive inter-agency data. The report shall be easily accessible and easy to understand.

4. Students need enough quality teachers supported by adequate and predictable funding

Stakeholders

- DEED
- Policymakers
- School Boards
- Community members
- Students
- Parents
- Legislators
- Governor

Success Elements Considered to be Agreeable to Most Alaskans

- It is visible that the public supports and values public education.
- Efficient allocation of educational resources.
- High rates of attracting and retaining quality teachers.
- Class size follows evidence based best practices.
- Districts know three years out (forward), their allocation, with flexibility where there are changes in actual student count.
- Students will consistently thrive in high quality, safe, engaged learning communities.
- Data will demonstrate an improvement in learning skills and a readiness for the next level of learning.

Possible Actions to Success on Agreed Success Elements

- Articulate and communicate a message that shows the value of a return on investment with a strong public education system.

- Bring the Teacher Retirement System (TRS) and wages to a competitive level that will attract and retain quality teachers.
- Share return on investment evidence and research with stakeholders and the public.
- Proposed 3 years of adequate and predictable cost of education increases to state funding for school districts so that inflation does not erode or limit quality.
 - Focused on best practices, class size, quality teachers, retention of effective teachers, and high quality professional development.
- Build a system of accountability wherein funds not used for teaching and learning within the fiscal year are returned to the state (beyond an allowable 10%).
- Teacher preparation, certification and professional development programs must result in highly effective teaching that meet Alaska standards and are observable in classrooms.

Barriers to Further Success

- Lack of prioritizing education due to a lack of understanding or appreciation for the return on investment of public education. The big picture of how quality education will save the state dollars in other areas:
 - Department of Corrections
 - Strong early learning programs save remedial funding in K-12
 - Strong Vocational Technical education develops a strong and desirable workforce that strengthens our economy with Alaska-based jobs
- Lack of capacity or understanding to effectively quantify the cost/benefits associated with high teacher turnover.
- Lack of political will to address multi-year budgeting for an education that includes cost of education increases w
- There is a mindset that every department has to spend every dollar in order to justify its budget, and this results in rushed and inefficient spending.
- Teacher preparation, professional development, hiring and retaining top quality teachers require an investment and commitment that is often lacking.
- Professional development and teacher preparation often do not connect to direct improvements in teaching effectiveness.
- Maintaining “best practices” of class size costs money.
- The timing of when budgets are made is inefficient, resulting in costs or transfers that result in inadequate or misplaced teaching coverage.
- Principals (instructional leaders) are not held accountable
 - To ensure quality teachers are supportive and retained.
 - To use good evaluation standards to improve or remove teachers when appropriate.

Actions to Address Barriers

- Governor should challenge the Children’s Cabinet to use resources to determine, through data, the return on investment laying out a vision for a high-quality education system.
- Grow conversations in communities that make connections between funding and quality (seeded by data).

- Develop a policy that recaptures funds that are currently used for inefficient end of year spending (with flexibility not to penalize future budgets).
- Dramatically increase the number of nationally board-certified teachers that will be highly skilled in effective teaching and partnering with parents and communities for student success.
- Dramatically increase the number of highly effective Alaska teachers and administrators that represent the diversity of Alaska (similar to the ANSEP model but for educators instead of engineers).
- State funding for professional development needs to be directly and meaningfully connected to teaching effectiveness.
- Change how we fund schools based on numbers of students (example: 3 year average or previous year instead of November count).
- Build a system of learning with accountability to ensure districts are evaluating their principals as they appropriately hire, retain and develop, evaluate and/or dismiss teachers.
- Implement cultural standards and a family engagement plan that welcomes and respects families and the cultural heritage of students.

5. Disconnect between K-12 and post secondary education

Stakeholders

- University of Alaska system
- State Board of Education
- School Boards
- Business community
- Students
- Parents
- Community members
- K-12 leadership
- School leadership

Success Elements Considered to be Agreeable to Most Alaskans

- Transition is seamless.
- Higher retention rates/higher graduation rates.
- Teachers will be better prepared to meet the diverse needs of students.
- Students would have the resources to move forward.
 - Comprehensive early childhood programs would be available for all children.
- Personal learning career plans (PLCP) would be consistently implemented throughout the state.

Possible Actions to Success on Agreed Success Elements

- The State Board of Education and the Board of Regents need to meet together to focus on improving the coordination between K-12 and the University so students and teachers are prepared to be successful
- Every student will have the resources to move forward if the school will help the students to develop a utilized Personal Learning Career Plan (PLCP)
- Alaska State Board ensures that all districts focus on teaching and learning while being informed by data and best practices and reports.
- Meaningful and understandable reports that convey student learning and success or challenges in transitions should be communicated to DEED and the public

Barriers to Further Success

- Possible resistance to expanding courses that receive dual credit in high school and the university.
- Lack of communication between University and K-12 that can lead to blaming up and blaming down. The lack of communication can result in students having bumpy or disastrous transitions between high school and college.
- Lack of useful data or the sharing of useful data about K-12 and University of Alaska transitions so we are limited to anecdotes or self-serving perceptions.
- K-12 not preparing enough students for success at the university level.
- Students from different cultural backgrounds often feel unwelcomed and unsupported.
- Schools and universities are often resistant to taking on and increasing their work to meet persistent challenges.

Actions to Address Barriers

- University should be more visible at the K-12 school.
- Create a commission/task force of representatives from K-12 and the university to improve transitions for students through improved instruction at the high school and university level.
- K-12 and university committee to create and ensure a quality data-sharing program.
- University and K-12 need to meet more often to clearly identify desired student skills and how progress is being made.
- Postsecondary education needs to improve support programs for students of different cultural backgrounds.
- University should do more outreach to diverse community leaders of different cultural backgrounds to build trust and capacity
- Training, discussion and collaboration between teachers/counselors and students about factors *and strategies for smooth high school to post-secondary transitions.*

Next Steps

- Represent work of group to the Walker–Mallott administration
- Education transition team checks in to monitor progress of implementing ideas brought forward

- A Governor's report or discussion on these ideas.
- University of Alaska (University of Alaska-Fairbanks, University of Alaska-Anchorage, University of Alaska-Southeast) provide evidence on the effectiveness of their teacher preparation programs.

Fiscal Policy

Summary

The Fiscal Policy Committee recognizes the fiscal challenges facing the Walker-Mallott Administration. Low oil prices, declining oil production, and dependence on oil revenues combine to create a significant deficit in the current fiscal year and for several years to come.

The committee's work followed the Transition Conference plenary presentations on Alaska's fiscal situation from Brad Keithley (independent budget consultant), Jonathan King (Northern Economics), Amanda Ryder (Legislative Finance Division), and Gregg Erickson (Erickson and Associates). It is clear that current spending levels are unsustainable, but that too-rapid spending reductions will have a deleterious impact on the state's economy, and on state services.

The Fiscal Policy Committee's issues and recommendations include short-term actions that can be taken in the first six months of the new administration, together with longer-term measures that will address the imbalance between Alaska's revenues and expenditures.

In the very near-term, the committee recommends suspension and a cost/benefit review of six mega-projects, including those designed to pay for themselves, with the goal of recapturing some existing appropriations and avoiding additional capital appropriations. At the same time, the committee recommends a modest (\$50 million) reduction to the current fiscal year (FY15) budget, together with a significant (\$500 million) reduction to the coming year (FY16) budget.

The administration should work with the legislature to identify expenditure targets for the next four years, with the goal of achieving a balanced revenue and expense budget by FY20. This will require development of new budget strategies that include criteria for capital spending, consideration of all state assets in making budget decisions, and review of all formula program spending.

The committee does not make any immediate recommendation on changes to oil and gas taxation, but does recommend the current tax regime be examined to ensure it is working as anticipated. The committee recommends the administration and legislature work to better communicate Alaska's fiscal situation to the general public, and to begin analyses of alternative revenue sources.

We recognize that the challenges Alaska's fiscal structure are long-standing and cannot be addressed overnight. Alaska's fiscal policy solutions will require sustained cooperative effort between the administration, the legislature, and the public.

Priority Issues and Recommendations for Alaska Fiscal Policy:

Transition Team Committees were asked to identify the top five priority issues in their topic areas by identifying the biggest challenges they believe the State of Alaska needs to work on. Out of many ideas that were brought forward, the top six were voted on and solidified by the fiscal policy committee:

1. Revisit mega projects and eliminate (suspend spending until a more rigorous cost-benefit review)
2. Alaska needs a capital budget strategy
3. Alaska needs a short term budget strategy to deal with imbalance of revenues and expenditures
4. Ensure the oil tax is performing as anticipated
5. Focus on alternative revenues, including assets, in budget solutions
6. Deal with costs, both short term and long term, particularly formula programs

Other Issues Considered

- We need a time horizon to plan around
- We need a strategy based on an objective outlook and a time horizon to plan around
- We need an objective “outlook” (oil prices, reserves, revenue, etc.)
- Alaska needs a sustainable budget using multi-year, long look approach to realistic revenue projections
- The administration should conduct proper due diligence on lowest-cost delivery of North Slope resources
- Alaska needs to change the fiscal policy conversation
- Address the “Alaska Disconnect” - consistency, tax, reverse incentives, globalization
- Advance the large gas pipeline as core priority
- Look at budget growth - framing, expectations, infrastructure, population, economy

For each of the priority issues committees were tasked with identifying what success or resolution of the priority issues would look like and what actions would lead to success or resolution. The committees also discussed what barriers to achieving the success elements would be and what actions might make progress to help resolve them. Below are the recommendations for achieving success or resolution for each of the six priority issues identified by the Fiscal Policy Committee:

Priority Issue #1 Revisit mega projects and eliminate

Success Elements Considered to be Agreeable to Most Alaskans

- Decisive action occurs early
- Saving significant money in first year, from mega projects and programs, reducing the deficit from both
 - a) eliminating ongoing appropriation needs and
 - b) freeing up prior unspent appropriations

Possible Actions to Success on Agreed Success Elements

- Suspend the following megaprojects for a more rigorous fiscal cost/benefit review, considering our fiscal climate
 - Knik Arm Crossing
 - Juneau access road
 - ASAP Bullet Line
 - Sustina Dam
 - Ambler access road
 - Alaska Aerospace Corporation
- Eliminate any General Fund subsidies to industry support programs that are supposed to be self-sustaining
- (Long-term) Moratorium on funding road or other excess projects for the access community or communities are not in support (e.g., Ambler Access affected communities, McCarthy)

Barriers to Further Success

- Nobody wants to lose their project
- Legislative opposition
- Local impact of megaproject
- Adequate information to make decision
- Constitutional and statutory limitations
- Maintenance backlog
- Funding position of state
- Lobbying efforts

Actions to Address Barriers

- Gather data quickly
- Make priority for December 2014 decision
- Public support for fiscal responsibility to counter special interest
- Compared needs on deferred maintenance list to mega-project fiscal needs
- Use revenue bond and public corporations to finance projects with revenue stream, either based on higher oil prices or new revenues
- Outreach with information to Alaskans
- Administration/legislative cooperative planning

- Gather data on projects appropriated with unspent balances
- Learn from past mistakes

Priority Issue #2. Alaska needs a capital budget strategy

Success Elements Considered to be Agreeable to Most Alaskans

- A program that produces a sustainable and prioritized list of projects evaluated on objective criteria

Possible Actions to Success on Agreed Success Elements

- Review status of all current year appropriations
 - Can the purpose still be accomplish with those resources?
 - Can funds be re-appropriated or saved?
 - Can the project be completed as funded or will it need more?
 - Is state money leveraged or matched?
- Stop partial funding of capital projects
- Conduct rigorous macro cost benefit analysis on capital projects
- (Long-term) Seek agreement between administration and Legislature of new objective program evaluation criteria
- Identify cost drivers (things that drive up costs on capital projects) and seek ways to change (with legislative action if necessary)
- (Long-term) Overall debt needs to be predetermined (i.e. % of general fund to maintain AAA rating, etc.)
- (Long-term) Make CAPSIS information available to public
- (Long-term) Conduct rigorous macro cost benefit analysis on capital projects

Barriers to Further Success

- Determining objective criteria
- Available funding
- Legislative District vs. Statewide needs
- Local buy-in (cost share – capital, operating costs)
- Local jealousies/parochial interests
- How to prioritize existing projects
- Special interest groups
- Operation/maintenance cost plan

Actions to Address Barriers

- Metrics need to be defined
 - Job created, cost, etc.
 - Revenues likely to be generated
- Revenue bond/public corporations should be used when possible
- Outreach on process and results
 - Established budget target within means

- Legislative change on the approach and process for capital budgets
- Clear articulation by administration of rationale for inclusion of capital budget
- Established culture of frugality and capital budget plan
- Conduct lifecycle cost analysis

Priority Issue #3. Alaska needs a short term budget strategy to deal with imbalance of revenue and expenditures

Success Elements Considered to be Agreeable to Most Alaskans

- A reduction of \$50 - \$100M (1.2%) from the current year (FY15) operating budget with increased public awareness of the crisis
- Selectively/strategically reduce capital expenses from FY15
- Define budget reduction
 - Target and timelines (step down schedule)
 - Charge the Legislature to create a task force
- Implement budget neutrality requirement
 - New/growing programs require offset
- Target Year-over-year FY16 budget decrease \$500M (to achieve a \$2.5B budget reserve withdrawal)

Possible Actions to Success on Agreed Success Elements

- By February 1, 2015, identify and order line items for sequestration in FY15 operating budget and capital budget
- Analyze and amend FY16 budget proposal to reduce expenditures by \$500 million year-over-year by February 14, 2015
- Meet with Legislative leaders to obtain commitment to expenditure cuts by December 31, 2014
- Develop a budget reduction schedule (broad stroke) with the Legislature by April 15, 2015
- Frame the fiscal challenge and initial solutions in the State of the State address
- Propose budget neutrality rules to the Legislature
- (Long-term) Continue the process laid out above
- (Long-term) Show a long-term plan that gets us through 10 years, using revenues and reserves, and show how next year's plan fits in with that plan

Barriers to Further Success

- Fiscal structure of budget
- "Pink slips at holiday time"
- Tight timelines
- Legislative solutions are needed
- Political gridlock
- Efficiency (5% across the board) vs. effectiveness
- Limited and political capital

- Unintended consequences
- Effect on state economy
- Financial border shifts to other entities
- Equity
- Effective communication
- Lack of impetus to change
- “Not my problem” “not my program, line item...”

Actions to Address Barriers

- Reorganize state budgeting to stimulate thinking
- Invest enough time on communications and outreach
- Create political covers, e.g. Task Forces
- Prioritize actions on span of control
- Set and maintain deadlines
- Reach out for Legislative support and commitment
- Consult with responsible parties (those doing the jobs now)
- Articulate a vision that demonstrates the fairness of the “social contract”
- Reduce spending through attrition
- Encourage entrepreneurial activity on local level
- Make local investments to relieve problems for state cuts

Priority Issue #4¹. Ensure the oil tax is performing as anticipated

Success Elements Considered to be Agreeable to Most Alaskans

- Maximize produced Alaska wellhead value over time discounting for inflation
 - Sufficient to induce investments in new production
 - Increase rig count
 - New field production increase
- Alaska jobs increased
 - Healthy balance with operations/maintenance vs. future production related jobs
 - New entrants to market
 - Facilitate lower energy costs for Alaska residents and businesses
- Economic multiplier impact

Possible Actions to Success on Agreed Success Elements

- Proper due diligence on lowest-cost of exporting North Slope gas

¹ There was a three-way tie for the fourth priority issue, so the Fiscal Policy Committee addressed each of the three items, yielding six top priorities. Priorities 4, 5 and 6 are equally supported by the committee

- Public awareness regarding legitimate state options
- Make or work with federal and state governments on regulations on in-state refineries and other value added companies
- Evaluate best short-term solutions to decrease energy costs for Alaskan
- (Long-term) Track performance of SB21 and modify as necessary to magnify North Slope production ensure minimum tax level
- (Long-term) Formally measure over time how to get multiplier impacts of North Slope development
- (Long-term) Be sensitive to industry needs to maintain/expand ops in Alaska in way that serves Alaska interests

Barriers to Further Success

- Tendency to not to do due diligence
- Special interest forgiving approach
- Lack of critical data (audited)
- Pressure to “do something”
 - Lack of patience
- Alaska jobs - boots on ground
 - Shipping labor to emerging developments
 - Judicial history
 - Workforce development and training
 - Industry inertia (no pressure to change)
 - Global employment culture in Oil and Gas
 - Lack of economic incentive to grow Alaskan based companies
- Realizing economic multiplier impact
- Lack of shared interest between owner, producer, contractor(s)

Actions to Address Barriers

- Education of the public and elective officers
- Governor encourages consensus processes
- Prioritize these audits over others
- Competitive expert auditor pay
- A dedicated Cabinet/administrative focus
- Use tax policy to encourage actions
- Encourage new entrants
- Recruit oil and gas retirees to service
- Develop institutional expertise on energy within state
- Develop a think tank (look at Norway)
- Consider novel contracting structures
- Examine the impact of leasing model (e.g. monopoly rights, lease terms, performance)

Priority Issue #5. Focus on alternative revenues, including assets, in budget solutions

Success Elements Considered to be Agreeable to Most Alaskans

- Reducing the deficit at a rate that avoids the point of panic (soft landing); there will be public acceptance of reductions at a level that avoids or minimizes recession
- Developing other revenue streams; including new industry with the tools other than tax abatement, which will require regulatory buy-in
- A public that understands how the Permanent Fund works, manifested at the level of the Legislature
- Tax rate on non-oil industry that will allow them to thrive while contributing
- Alaska Municipal League understanding and supporting policies
- Alaskans have skin in the game
 - At what level are Alaskans paying taxes?
- Old (unspent) capital budget dollars are on the table for appropriation
- Elected leadership and administrations (state and local) share the issues with public

Possible Actions to Success on Agreed Success Elements

- Task someone in the Governor's office or the Office of Management and Budget with leading public communication and education around additional revenue sources (taxes on non-petroleum, broad-based personal tax; use of permanent fund in ways other than current, such as earnings reserve, percent of market value [POMV], etc.)
- Assess potential re-appropriations
- (Long-term) Assess the tax structure in nonpetroleum industries
- (Long-term) Continue permit streamlining
- (Long-term) Examine possible broad-based personal taxes
 - Assess, discuss, possibly implement on residents and non-residents
- (Long-term) Deposit state earnings currently going to ACIF (Alaska Capital Income Fund) into the General Fund
- (Long-term) Consolidate administrative functions (leases) and more cost effective manners
- (Long-term) Look at ways to monetize non-cash and natural resource assets

Barriers to Further Success

- Public understanding of the complex subject of the fiscal issue (individual, municipalities, stakeholders)
 - Diversity of messages from different interests
 - Language barrier
 - Ends do not equal means
 - Bureaucratic status
 - Legacy of spending mentality
 - Financial side pays for social side
 - Political voice is not willing to speak candidly

- Short term mentality
- Elected leaders share issues with public
 - Different needs among different political bodies
 - Election cycles
 - Ability to track and retain talent
 - Conflicting needs across geographies
 - Understanding of revenue streams is siloed
- Unspent capital on table for re-appropriation rather than rolling into General Fund
 - Political interests/lobbyist
 - Needs of district
 - At agency level, lack of transparency about unspent funds
 - Compromise/(political) capital budgeting
 - Economic interests
 - Industries that feed off budget
 - Confident project management
- Tax structures on non-oil resources
 - Lowest hanging fruit (mining?) has strong constituency
 - Needs of local government taxation
 - More bang for buck on oil fiddling
 - Expectation of no/low taxes developed over 1-2 generations
- Alaskans with skin in the game broad-base tax)
 - Alaskans
 - Transient population
 - Entitlement mentality
 - Perception of Alaska as “get rich place”
 - Public understanding of situation
 - Unbalanced understanding of relative contribution of taxes already paid
 - Resistance of industry to pay for socio-economic impacts

Actions to Address Barriers

- Governor and Administration talk about the fiscal issues
- Regional roundtables
- Formal state interest publications
- Governor provides political cover/frame conversation, etc.
- Revenue sharing
- Cabinet coordination
- Put pressure on legislature
- Line-item vetoes
- Sunset for appropriations
- Encourage opening up CAPSIS (in legislative branch) to public
- Governor demands from agencies
- Get good people to lead
- Benefit/cost analysis for projects
- Tax rate analysis
- Better data

- Communicate with local government
- Education/public outreach
- “Department of Skin in Game”

Priority Issue #6. Deal with costs - short term and long term, particularly formula programs

Success Elements Considered to be Agreeable to Most Alaskans

- FY 15 budget control plan - a reduction from current FY 15 budget
- FY 16 - FY20 expense and revenue profile with multi-year progress on operating deficit
- FY 16 operating budget is constrained budget within profile
- Growth in formula programs is constrained
 - Comparison of project and actual formula performance
- Formulas encourage rational restructuring of efficient services, including revisions to formulas
- Short-term capital budgets focus on energy conservation and deferred maintenance projects that demonstrate operating savings, with demonstrated Return on Investment
- Budgets recognize opportunity cost of underperforming assets
 - Analysis of assets’ Return on Investment
- Public understanding of budget growth and last decade
 - Fiscal policy outreach program

Possible Actions to Success on Agreed Success Elements

- Fiscal policy conferences / workshops / forums around the state
- FY16 capital budget includes energy continuation projects for districts, state, municipalities, and university - that generate operating savings
- Analyze return on investment on state corporate assets and funds
- Establishing communicate FY16 budget priorities for FY16 and beyond. Use those priorities to established operating targets by department/function.
- Develop multi-year revenue and scenario - target budget actions to meet revenues
- (Long-term) Analyze opportunities to restructure delivery of state services, including
 - Education
 - Medicaid
 - Agency operations
 - Staffing
 - Outsourcing
- (Long-term) Establish a task force on formula programs and prepare legislation to revise formula program allocations
- (Long-term) FY17-20 Budgets developed to achieve FY20 Recurring revenue = FY20 recurring expense = sustainability operating budget
- (Long-term) Review and refine formula program results to ensure restraint/limit did occur (without using one time funding/reserve)

- (Long-term) Use vacancy and retirement management program to reduce/limit state personnel expenditures

Barriers to Further Success

- Fiscal structure of budget
- “Pink slips at holiday time”
- Tight timelines
- Legislative solutions needed
- Political gridlock
- Efficiency (5% across the board) vs. effectiveness
- Limited and political capital
- Unintended consequences
- Effect on state economy
- Financial border shifts to other entities
- Equity
- Effective communication
- Lack of impetus to change
- “Not my problem” “not my program, line item...”

Actions to Address Barriers

- Reorganize to stimulate thinking
- Investing enough time on communications and outreach
- Create political covers, e.g. Task Forces
- Prioritize actions on span of control
- Set and maintain deadlines
- Reach out for legislative support and commitment
- Consultation with responsible parties (those doing the jobs now)
- Articulate a vision that demonstrates fairness “social contract”
- Reduce through attrition
- Entrepreneurial activity on local level
- Make local investments to relieve problems for state cuts

Other Recommendations

- Stronger collaboration with Denali Commission and other partners
- Seek federal OCS revenue-sharing
- Reduced \$ spent fighting federal government
- Divest state lands interest for \$
- Consider which programs to protect the budget process (municipalities)
- Considered differential impact of budget reductions on different communities (especially rural)
- Empower public employees to make decisions, reducing outside contracts
- Get more areas of state to organize local government
- Rational needs basis in budget cutting
- Local hire incentives

Possible Next Steps

- Are we being too timid?
 - Reevaluate role of state services; downsizing budgets
- Overarching goal - maximize wealth from resources to take Alaska the rest of the way
- Possible continuing role of the committee to provide context and assist progress
- Working group on task necessary to focus on results now
- Need methodology/approach to ensure buying from state employees/departments
- Visibility in how fiscal recommendations fit in with other 16 groups
- Need process/team for follow through long term recommendations
- Positive steps on outreach and community consensus (e.g., Mallott oration skills)
- Use of social media
- Team participants individually take the role of info dissemination
- Pictures of all charts to members with interest

Fisheries

This document is intended to summarize for interested parties the priority issues and recommendations put forward by the Walker Mallott Fisheries Transition Committee. This is not a complete transcription of the entire committee process and does not document all aspects of the discussions that occurred within the Committee meetings.

For each of the priority issues identified we were also tasked with identifying what success or resolution of the priority issues would look like and what actions would lead to success or resolution. The committee also discussed what barriers to achieving the success elements would be, and what actions might be taken to help resolve the barriers.

Priority Issues and Recommendations for Alaska Fisheries:

Transition Team Committees were asked to identify the top five priority issues in their topic areas by identifying the biggest challenges they believe the State of Alaska needs to work on. Out of many ideas that were brought forward, the top five were voted on and solidified. The top five priority issues for the Fisheries Committee were:

- 1. Clear “Fish First” Policy for Alaska**
- 2. Prioritize and Improve Fishery Access for Alaskans: Develop policies, strategies, management to return fishery access opportunities to residents of Alaska’s fishing communities**
- 3. Adequate Funding for ADF&G and Fisheries Science**
- 4. Alaska fisheries should be managed based on Science over politics**
- 5. Alaska fisheries management should be locally based and adaptive**

Other issues considered that had commonalities to the major issues included:

- Define Subsistence/Personal Use
- Technology Utilization
- Increase and improve public understanding of dollar value of fisheries
- Recruitment and retention in fisheries management

Priority Issue #1: Fish First Policy for Alaska

Success Elements Considered Agreeable to Most Alaskans

- #1 - Instream flows necessary for fish propagation and fish habitat conservation should be automatically reserved for fish in waters lacking instream flow reservations
- #2 – There should be no significant loss of fish habitat knowingly permitted in the State of Alaska
- #3 – A Coastal Zone Management Program (CZMP) that incorporates viewpoints of all stakeholders should be reinstated
- #4 - All new road construction should not restrict fish passage

#5 - All existing roads should be upgraded so no restriction in fish passage occurs

Possible Actions to Achieve Success:

- Enact legislation creating automatic in stream flow reservations for fish. If someone wants to use water then the burden of proof is on the appropriator to both collect flow data AND show their water use will not harm fish or habitat (saves DNR and ADF&G money and conserves fish) (Pertains to Success Element #1)
- State of Alaska Sustainable Salmon policy should be reworked, enacted by Alaska Board of Fisheries, and codified into statute. (Pertains to Success Elements #1,2,3,4)
- Reinstate DNR's original mission statement to include habitat conservation (Pertains to Success Elements #1,2,3,4)
- Enact state legislation or utilize executive order to reinstate Coastal Zone Management Program or similar process that:
 - Creates local control
 - Defends against federal overreach
 - Makes Alaska eligible for federal funds (Pertains to Success Element #3)
- Enact fish passage requirements via: ADF&G fish habitat permit regulations or statute or DOT regulations. (#4)
- Existing roads and stream crossing (culverts) should be prioritized for fish passage assessment, those not meeting fish passage standards should be prioritized for upgrading to state of the art fish passage standards as road improvements are conducted (Pertains to success element #5)
- Leverage network of regional salmon habitat partnerships around the State of Alaska. (Pertains to success elements #1,2,3,4,5)

Barriers to Further Success

- Lack of scientific data due to lack of money
- Lack of education/information to general public regarding habitat conservation
- Lack of political support from the public and legislators to protect fisheries
- Lack of holistic/basin wide/whole watershed management
- Lack of unified action or influence on behalf of fisheries conservation relative to other industries in the state
- State, federal, and international management disconnect and lack of coordination
- No compendium of best practices in conservation based fisheries management
- Subversion of science to politics
- Sustainability rhetoric from state versus reality (i.e. effective implementation of sustainable practices)
- Myth that we can re-create fish, recreate nature, recreate habitat, or replace wild runs with hatchery production
- Fish and fishermen are viewed as barriers to development
- Irreplaceable optimism that fish can coexist with development at any scale. Failure to heed lessons of history.
- Economic value of fisheries is undervalued and not understood, monetary dollar value of clean water and habitat is not understood

Actions to Address Barriers

- Barrier: Lack of scientific data:
 - Prioritize baseline data collection and routine stock assessment
 - Look for partnership opportunities to conduct research that may allow fisheries to open based on adequate data analysis by managers
 - Provide a transparent process and documentation of how prioritization of research funding is decided
- Barrier: Lack of education and information to the general public on habitat conservation
 - Governor Walker to create “fish first” education team to better inform Alaska public – UNITE subsistence, sport, charter, commercial to accomplish this
 - Launch public campaign using effective modern media tools to explain why fish, fishermen and fish habitat matter
 - Emphasize community supported fisheries and local consumption of seafood
- Barrier: Lack of votes from public/legislators (see above – educate)
 - Annual seafood briefing to Legislature
 - Greater visibility of fishing industry and work in support of fish and fish habitat in Juneau
- Barrier: Lack of holistic/basin wide/watershed management
 - Educate
 - Mandate evaluation of cumulative impact in the development and permitting process
 - ADF&G needs stronger voice, ability to veto or improve projects that threaten fish
 - Restore powers and resources of the Habitat division to ADF&G
 - State/federal/international disconnect – Strong state presence at international and federal forums (Pacific Salmon Treaty, NPAFC, IPHC, ESA listing, trans boundary development issues)
- Barrier: No compendium
 - Compile a “bible” of best practices in conservation-based fisheries management to be used in permitting processes and fisheries management (e.g. roads, riparian management, hydro, hatcheries, seafloor habitat, and culverts!)
- Barrier: Subversion of science to politics, Sustainability rhetoric
 - Recommit to sustainability and precautionary management - walk the talk
 - Allow State scientists to present at State/national/international scientific forums, allow findings to be presented that might at times be contrary to existing state policy.
- Barrier: Myth that we can re-create fish
 - Educate! Every legislator should be familiar with Author David Montgomery’s book King of Fish
 - Explain why Hatcheries cannot replace wild and why
- Barrier: Fish and fishermen as barriers to development
 - Look for mitigation and coexistence opportunities, but make the hard choices. Say “no” to some projects that compromise fish production and clean water for fish
 - Educate the public on the seafood industry’s contribution to Alaska’s economy.

Success Element #2: Prioritize and Improve Fishery Access for Alaskans

Success Elements Considered to be Agreeable to Most Alaskans

- At least 10% increase in Alaska ownership of commercial fishing licenses, permits, quotas in next five years
 - At least 10% increase in ownership and meaningful participation in Alaska fisheries by coastal residents over next five years
- Policy that ties permits, licenses, and quotas to Alaska fishing communities. Coastal access to fisheries (can't be sold away)

Possible Actions to Success on Agreed Success Elements

- Establish state funds to recapture commercial fishing licenses/permits for Alaskans, with designated subset for “young” Alaskans
- Enact legislation that allows “recognized community entities” to retain/recapture commercial fishing licenses/permits for the use and benefit of community residents Address unincorporated communities
- Support/establish Fishery Trusts/permit banks that allow investment in recapturing/retaining commercial quotas/licenses for the use and benefit of coastal Alaskans
- Reduce obstacles to local small-scale processing and marketing
- Increase consumption of locally harvested seafood

Barriers to Further Success

- Contrary to free market economics
- Constitutional and legal issues
- Lack of opportunities
- Lack of financial capital
- Lack of business acumen
- Currently have Community Quota Entities, which are good in theory but implementation is difficult for federal fisheries (halibut stock fluctuation; costs); salmon may be easier
- Bureaucratic process is cumbersome
- Too expensive to purchase entire fishing business so permit/equipment is parsed out when retirement is desired
- Inability to collateralize permits
- Limited number of entities that can shoulder financial risk
- Funding sources
- Some rural communities don't have legal standing to be a CQE
- Lack of boats and equipment in order to put permits and licenses to work
- Need to prepare/recruit young people to want to go into this business
- Educate people about process and how they can become eligible and successful
- Fluctuations in value of permit/licenses
- Changing regulatory environment

Actions to Address Barriers

- Continued access to harvest the resources
- A stable regulatory environment
- Constitutional amendment and legislation
- A lot more entities to hold licenses and permits and quota shares
- Unorganized communities need to become legal entities or partner with existing legal entity
- Alaska Maritime Workforce Development Plan
 - Fund vocational education
 - Promote Career awareness, follow example of, or tie in with Alaska Native Science and Engineering Program at UAA
 - Teach basic fishing, boat repair, and business skills
- Educate Alaskans about how to acquire fishing permits, licenses, quota shares
- Consider possible changes to federal loan program for quota shares
 - (Provided IRS cannot seize quota shares)

Priority Issue #3: Adequate Funding for ADF&G and Fisheries Science

Success Elements Considered to be Agreeable to Most Alaskans

- ADF&G has funds required to:
 - Sustainably manage (harvest, habitat, etc.)
 - Manage based on science
 - Manage to the benefit of all users
 - Restore Habitat Division & resources back to ADF&G from DNR

Possible Actions to Success on Agreed Success Elements

- Eliminate “future, free” lifetime license, Alaska residency (*Action not likely supported by most Alaskans*)
- Commercial Fisheries Entry Commission (CFEC) generates \$1.5M additional dollars into ADF&G budget or research endowment
- New tax on sport and charter fish
 - Exported outside
- Fish landing tax and give to general fund (ADF&G as recipient)
- Work with DC delegation to amend Dingell-Johnson
 - Increased tax on retail recreation items
- Ask DC delegation to review Sustainable/Salmon/Fish fund and how the funds are distributed (22-0)
- Tax on sport fish derbies (*Action not likely supported by most Alaskans*)
- Silver/Sockeye salmon stamp (similar to king stamp)
- Be cognizant that some decrease in state expenditure may have outsized impact on federal money coming in
- Tax on Limited Entry permit sales
- Seek efficiency
 - More temps/interns
 - Retire/rehire
 - Contract for some services
 - Share the equipment and expertise between divisions

- o Use technology: such as video equipment for weir count. Drones?
 - Data Centric Database Systems
- o Virtual meetings
- o Increase cooperation among resource managers
 - State – federal
 - Inter – divisions
- o Online creel surveys versus mail (surveys)
- o Avoid bureaucratic overlap – top heavy areas?

Barriers to Further Success

- Trust
- Lack of transparency within funding mechanisms leads to lack of trust
- Public doesn't see need for tax
- No mechanisms or processes for local needs base
- Low profit margins and cyclical profits are difficult to tax
- Lack of understanding of dedicated vs undedicated funding sources: Agencies, public, legislators, users
- Lack of ability to adjust fees relative to inflation: Revenue indexing
- Long or blind feedback from funding source
- Percentage based cuts versus targeted
- We don't involve agency employees
- Program versus personnel cuts
- Personnel indexing
- Lack of administration personnel oversight
- High cost (disproportionate) of managing rural areas of state
- Lack of technology to improve efficiencies (Fish tickets, logbooks, etc.). No platform for sharing data between divisions or departments
- Bias to adopt homegrown technology
- Biased against contracting out services (website)
- Technological efficiencies not been considered or utilized
- No ability to track replication of data source/platforms not communicating. Reluctance to invite technology expertise on technological challenges

Actions to Address Barriers

- More transparency and education about funding mechanisms
- Better tracking of funds and taxes
- Provide ability to adjust fees relative to inflation and revenue indexing
- Shorter feedback loop between taxes/fees and their use – transparent
- Equitable taxation (Parity among stakeholders), one-time tax, amount based tax
- Alaska's fisheries resources generate 6 billion dollars in value per year to Alaska. We need to take that into account when we are seeking efficiencies and cost cutting.
- Actively engage agency employees and cost-cutting
- Address personnel costs
- Evaluate potential innovative outsourcing
 - o Technology expertise
 - o Technology platforms
 - o Scientific expertise (more biometricians for example)
 - o Overhaul/explore technology innovations (e.g. video cameras underwater at Weirs)

- o Digitize current paper reporting system
- Tele meetings/teleconferences by videos
- Include rural people/agencies in data collection
- Establish digital standards for data sharing between agencies and governments (State, Federal, and Tribal). Outsource!
- Administrative panel to review department and division personnel costs⁴. Science Over Politics

Priority Issue #4: Alaska Fisheries should be Managed based on Science over Politics

Success Elements Considered to be Agreeable to Most Alaskans

- Develop policies to ensure that the best available science is applied to management decisions
- Develop policies to require Board of Fisheries generated proposals adhere to public process like other proposals
 - o Enlarge, regionalize and professionalize the Board of Fish; Reopen conversation.
 - o Regional
 - o Explore possibilities
 - o Split shellfish from finfish
 - o Board selection process, board processes
 - o Review reoccurring problems
 - o Conflicts of interest issues
 - o Access and transparency to department “report” information
 - o Improve timely access to information
 - o Increase authority of advisory groups
 - o Ability of Alaska Board of Fisheries representative to speak, participate (re: conflict of interest related)
 - o Ask Governor to form a working group to consider Alaska Board of Fish reforms
 - o Consider forming a workgroup to review regional concerns
 - o Evaluation of Board of Fish process that results in changes and improvements
 - o Regionalization is good but need departmental support to these areas
 - o Recommend the Administration review and evaluate policies, procedures and practices of the Alaska Board of Fish, including the interaction between the Board and ADF&G, and provide a series of possible improvements to the overall process.
 - o Unanimous vote to adopt all points listed above as corresponding success elements for Priority Issue #4

Possible Actions to Success on Agreed Success Elements

- Adopt state legislation to require use of best available science, similar to or equal to Magnuson-Stevens Act National Standards
- The Governor or the Legislature should adopt policies requiring the Board of Fish generated proposals adhere to public process requirements like other proposals

Barriers to Further Success

- First action item above:
 - Administration and Legislature
 - Human factor
 - Money
- Second action item above:
 - People/resource come first
 - Area conflict
 - Resolution summit (all stakeholders)

Actions to Address Barriers

- A division within ADF&G that just does scientific, social and economic research in support of the BOF

Priority Issue #5: Locally Based Adaptive Fisheries Management

Success Elements Considered to be Agreeable to Most Alaskans

- Reenact Coastal Zone Management Program
- Have area managers based year round in the area they manage
- Real time management decisions based on science and run timing
- Well educated and informed legislators and administration

Possible Actions to Success on Agreed Success Elements

- Reenact Coastal Zone Management Program
 - Reenact a new coastal zone management program that incorporates the viewpoints of all stakeholders.
 - Introduce to Legislature in 2016 after input from relevant stakeholders and communities
- Have area managers based year round in the area they manage
 - Encourage an ANSEP style program for fisheries management
- Real Time management decisions based on science and inseason analysis
 - Encourage development and use of tools that improve the effectiveness of in-season decision-making
 - Encourage long-term development of capacity building at local levels during the season.
 - Encourage professional development program within ADF&G
- Well educated and informed legislators and administration
 - Encourage legislators and administrators to get out into communities to listen to the diversity of stakeholders

Barriers to Further Success

- Can Sitka model be replicated? Barriers:
 - Cooperation (State, business, individuals, subsistence definition)
 - Funding
 - Dual management
 - Enforcement
 - Scale and scope
 - Data

Actions to Address Barriers

- State expertise and data
- ID private, federal funding
- Create/support process to solicit and incorporate local ideas and knowledge with aim of creating a LAMP or other local management regime (State helps locals get to yes)
- Mediation

HEALTH & SOCIAL SERVICES

The Health and Social Services Transition Team was asked to address opportunities for improvement in the Alaska Department of Health & Social Services. To address these opportunities the team identified five Core Principles, five Priorities that should be addressed by this Administration, and five steps that could be implemented in the short-term. These are outlined on this first page, while more detail about the Top 5 Priorities begins on page 2.

5 Core Principles Needed for Success:

- A. Implement Medicaid Expansion without delay as a catalyst for Medicaid Reform (delivery and service)
- B. Maximize federal revenue and minimize unrestricted General Funds
- C. Our policy should recognize that the newly Medicaid Expansion population can move to self-sufficiency
- D. Interagency and Interdepartmental collaborations are necessary to leverage human and financial resources
- E. Transparency of Data is necessary

Top 5 Priorities

- 1. Medicaid Expansion and maximize federal revenue**
- 2. Administrative improvements (ie. Eligibility and Payment Systems)**
- 3. Behavioral Health Policy Improvement and Enforcement**
- 4. Health Care Cost and Affordability**
- 5. Safety Net Service Delivery (ie. Children at Risk, Community Access Hospitals, Disproportionate Share Hospitals, Long Term Care)**

Immediate Action Steps

1. Medicaid Expansion and Maximize Federal Revenue
 - a. Solid business plan for Medicaid Expansion
 - b. Reduce mortality and morbidity
 - c. Expand Coverage and Access
 - d. Reduce Expenditure of General Funds
 - e. Improve Utilization of Health Care Providers and Services
 - f. Reduce insurance costs for State, businesses and public with improved perception of Medicaid Expansion
2. Administrative Improvements
 - a. Publish a recurring snapshot of data to track Medicaid payment system, Medicaid Management Information System (MMIS). Establish metrics to track improvements.
 - b. Publish a recurring snapshot of data to track Medicaid eligibility and enrollment system, Eligibility Information System (EIS) conversion to Alaska's Resource for Integrated Eligibility Services (ARIES). Establish metrics to track improvements.

3. Hospital Presumptive Eligibility must be implemented quickly
4. Strong Leadership (transparent and inclusive)
5. Process for Public Communication (increasing community engagement)

TOP FIVE PRIORITIES FOR HEALTH & SOCIAL SERVICES

1. PRIORITY: Medicaid Expansion & Maximize Federal Revenue

- a. Reduce Mortality and Morbidity
 - i. Get Medicaid Expansion done
 - ii. Select indicators (short, medium, long term)
 - iii. Determine data collection mechanisms, starting with existing data sets
- b. Expand Coverage and Access
 - i. Take steps to acquire Centers for Medicare & Medicaid Services (CMS) approval for Medicaid Expansion in Alaska
 - ii. Develop a business plan for costs or offsets of savings in the FY 16 budget
 - iii. Get Legislature on board or find alternative
 - iv. Develop/finish eligibility system
 - v. Develop community/system education and outreach
 - vi. Hospital Presumptive Eligibility implementation
 - vii. Consider additional waiver services including Alzheimer's and other choice services
 - viii. Organize advocacy for Medicaid Expansion
 - ix. Educate public on Medicaid Expansion benefits
- c. Reduce Expenditure of State General Funds
 - i. Use Medicaid Expansion to accelerate delivery system reform
 - ii. Repeal statutory limitation on inmate access to Medicaid
 - iii. Education to state employees and retirees on eligibility for Medicaid
 - iv. Gradually reduce grants as Medicaid coverage increases
 - v. Drive coordination/collaboration among providers through grant/Medicaid redesign
 - vi. Maximize federal match through waivers
 - vii. Maximize Disproportionate Share Hospital (DSH) funding
 - viii. Improve Utilization
- d. Improve Utilization of Health Care Providers and Services
 - i. Increase access to preventive & behavioral health care
 - ii. Care management in emergency departments and for chronic conditions
 - iii. Community/Provider education/planning for patients
 - iv. Incentivize integrated medical systems
- e. Reduce insurance costs for State, businesses, & public with improved perception of Medicaid Expansion
 - i. Reduce uncompensated care via Medicaid Expansion

- ii. Improve Early Intervention and Preventive Care

2. PRIORITY: Administrative Improvements

- a. Effective proven leadership and management with functional, effective and efficient systems (i.e. Information Systems)
 - i. Assure appropriate leadership
 - ii. Establish process for stakeholder input and feedback
 - iii. Aggressive remedial action to correct inefficient systems and structures to address:
 - 1. What's broken?
 - 2. What interventions are necessary?
 - 3. What timelines?
 - iv. Enhance strengths, effective systems, etc.
 - v. Establish management performance metrics
- b. Determine what is working (data, results, etc.) & what is not working
- c. Audit and provide public status report on eligibility and payment systems implementation
- d. DHSS establish Chief Information Officer to monitor/oversee system development across divisions

3. PRIORITY: Behavioral Health Policy Improvement and Enforcement

- a. Defendants, inmates and returning citizens have adequate Behavioral Health support to prevent recidivism
 - i. Engage Stakeholders
 - ii. Develop a comprehensive plan based on national best practices
 - iii. Cost benefit analysis to prove cost savings of avoided prison population
 - iv. Administrative and legislative support for plan implementation
- b. Citizens have access to qualified, adequate Behavioral Health services
 - i. Implement a Psychiatry Residency Program
 - ii. Increase adequate recruitment for non-Psychiatric providers
 - iii. Continue to support student loan forgiveness educational programs
 - iv. Maximize Telemedicine use
- c. Ensure Behavioral Health parity in movement to increase health care access to all Alaskans
 - i. Ensure inclusion of Behavioral Health Services in the Essential Health Benefits package
 - ii. Include Behavioral Health in Medicaid Expansion
 - iii. Have Insurance Commissioner monitor private insurance plan compliance for Behavioral Health services
 - iv. Assist providers to maximize reimbursement for Behavioral Health services
- d. Use of Technology and Data is maximized and simplified
 - i. Fix both Medicaid Management Information System (MMIS) and Alaska's Automated Information Management System (AKAIMS)
 - ii. Coordination of Electronic Health Records between provider systems

- iii. Build on rural broadband capacity to maximize telehealth utilization
 - iv. Use of technology for initial and continuing provider education
- e. Behavioral Health Consumers and their families have access to support services for recovery
 - i. Engage stakeholders (Alaska Housing Finance Corporation, Department of Labor & Workforce Development, Non-profits/community providers and others)
 - ii. Coordinate and integrate support services for Behavioral Health consumers and families
- f. Enforcement agencies take a strong role in prevention of unhealthy behaviors
 - i. Have Governor and Legislature support Title IV Alcohol Beverage Control Statutory Revisions
 - ii. Convene cabinet level group to implement marijuana initiative with prevention and safety in mind
 - iii. Expand Therapeutic Courts as a cost effective alternative to recidivism
- g. Primary care providers trained to recognize and triage Behavioral Health issues
 - i. Educate Primary Care Providers in basic Behavioral Health diagnosis and treatment
 - ii. Support Family Practice Residency in a Behavioral Health curriculum
- h. Early Diagnosis and Treatment is achieved efficiently (0-12th grade)
 - i. Pediatricians, school nurses, school social workers, early childhood educators, school counselors, etc. are educated in the signs of Behavioral Health disorders (screening tools available) with an identified referral system
 - ii. Use of technology for access in rural Alaska.
 - iii. Incorporate trauma informed care into educational programs to address the effects of Adverse Childhood Experiences
- i. Services provided by tribal, federal, state, state-funded, & private providers are coordinated and integrated
 - i. State/Alaska Mental Health Trust to convene stakeholders
 - ii. Ensure clinicians have access to all relevant patient records
 - iii. Ensure clinicians have access to substance abuse history in electronic health records
 - iv. Focus on Health Insurance Portability and Accountability Act (HIPAA) privacy issues (ie. agreements between providers)
 - v. Care management in emergency departments
 - vi. Adopt State of Washington super-utilizer practices/policies
 - vii. Institute Regional Behavioral Health Authority (RBHA) planning and funding to ensure full continuum of care

4. PRIORITY: Health Care Cost and Affordability

- a. Establish and achieve transparent, benchmarked metrics related to cost and affordability
- b. Criteria: Identify metrics by stakeholder group, provider group or functional area. Metrics should be developed by subject matter experts through a transparent process. Stakeholder matrix may include: health care, Home and Community, Juvenile Justice, Office of Children's Services, Long Term Care (all DHSS programs)
 - i. Assemble stakeholders to facilitate cooperative effort to establish process to:
 - 1. Identify metrics
 - 2. Obtain public stakeholder input
 - 3. Determine benchmarks for each metric
 - 4. Establish baseline for existing performance data
 - 5. Establish system to track data consistency between each reporting system (ie. stakeholders)
 - 6. Established individual stakeholders/goals/objectives/work plan action
 - 7. Track data / publish results
 - 8. Assess / Redesign

5. PRIORITY: Safety Net Service Delivery

- a. Individuals with health care needs can access care
- b. Coordinated systems of care
 - i. Foster Care:
 - 1. Consistent, adequate staff (trauma informed care trained) to
 - a. Protect children
 - b. Respond to needs of foster parents
 - c. Provide resources to transition youth to success (job, college, housing, transit, etc.)
 - d. Coordinate with tribal groups to maintain culture for youth
 - e. Research and promote resiliency evidence based practices
 - 2. Provide family supports / education to prevent need for care (ie. Substance abuse treatment available to families)
 - 3. Address policy changes
 - 4. Collaborate with tribes to address / adjudicate child welfare issues at local level
 - 5. Empanel and convene a high level group to review the child welfare system in Alaska and make recommendations to support the delivery of culturally relevant prevention services and best practices
 - ii. Create DHSS interdisciplinary approach to systems design/funding
 - iii. Patient Centered Medical Home pilots with practice management using federal funding

- iv. Explore and plan for federal grants to develop pilot expanded services/models (applies to Long Term Care, Behavioral Health, Accountable Care Organization/Patient Centered Medical Home, etc.)
 - v. Provide data and encourage community based health care planning
 - c. Implement State Long Term Care, Alzheimer's Disease and Related Disorders (ADRD), and other recommendations
 - d. Improve telehealth network including human systems that use the software, hardware
 - e. Create systems of care (Long Term Care, Behavioral Health, Child Welfare, etc.)
 - f. Sustain and strengthen the tribal health system
 - g. Coordinate care delivery in communities with both tribal and non-tribal providers and eliminate barriers to unified system without duplication
 - h. Care is culturally appropriate
 - i. Train and recruit providers from communities
 - ii. Ensure appropriate language services
 - iii. Explore alternative culturally appropriate models
 - iv. Cultural training in medical school, etc.
 - v. Explore provider based and other provider types (ie. Dental Health Aides)
 - i. Care is delivered as close as possible to the patient/consumer
 - i. Maximize resources / assets in the communities to deliver care
 - ii. Telehealth systems should support providers in the community
 - iii. Explore alternative provider types
 - iv. Strengthen Long Term Care via exploring nurse delegation to enhance ability to serve greater population
 - v. Expand home and community based waivers to serve villages
 - j. Quality workforce is available to deliver services
 - i. Incentivize primary care provider practice in Alaska
 - ii. Explore community based residency program
 - iii. Consider expanding Dental Health Aide Therapists for all Alaskans
 - iv. Increase loan repayment options for primary care and other shortage areas

Infrastructure

This document is intended to summarize for interested parties the priority issues and recommendations put forward by the Walker/Mallott Infrastructure Transition Committee.

For each of the priority issues identified we were also tasked with identifying what success or resolution of the priority issues would look like and what actions would lead to success or resolution.

Priority Issues selected by the Team

1. **Alaska Industrial Development and Export Authority (AIDEA)/ Alaska Energy Authority (AEA) Audit and prioritize mega projects**
2. **Redesign capital budget process to support eco-development, sustainability**
3. **Workforce training - regional schools**
4. **Encourage private construction/ownership of oil and gas infrastructure in Arctic**
5. **Address statewide Housing shortage**
6. **Create statewide tech and information system infrastructure**

1. AIDEA/AEA Audit / Prioritize current and future Mega Projects

Goals and recommendations:

- Re-organized, effectively run, self-sustaining organizations operating with maximum benefit for Alaska.
- To the degree possible, list of prioritized, publically discussed projects would be followed.
- AEA would successfully partner with private industry, rail belt utilities.
- Board's to reevaluate their current policies and adopt necessary changes to assure they are fiscally responsible. Report directly to the Governor's Office.
- Establish a Governor appointed review team on fiscal responsibility and reform, including members of the public.
- De-politicize project decision making to the greatest degree possible. Re-evaluate the state's "Mega Projects" under standards of fiscal responsibility, justifiable measurements of need and impact on Alaskans; in part determined by standards set with input from the Governor appointed review team.

Executive Summary Priority Number 1:

The Team felt very strongly that the public and many locally elected officials have lost faith in the process of determining which projects are funded, statewide. With entrenched interests on the AIDEA and AEA Boards the perception is that a culture of political decisions exists instead of one based on accountability, sustainability, facts and public support. It was hoped that a better vetting of Board members or a third party audit of the performance of the two agencies might identify where there can be improvements to the process and a re-building of the public's trust. The idea of a Governor appointed Review Board to help analyze the "Mega Projects" currently on the table was supported unanimously and passionately. The group again felt that many of these decisions had been made for more political reasons than responsible ones, and that Alaska does not have the luxury to fund massive, complex projects that arguably are not in the best interests of the State as a whole.

2. Redesign Capital Budget process to Prioritize Economic-Development, Sustainability, Health and Safety

Goals and recommendations:

State investments would follow established criteria, especially support for economic development, job creation and revenue generation, as well as basic health, safety and quality of life. Governor/Admin and Legislature agree on a set of published criteria for prioritizing capital expenditures with public input.

- There should be a demonstrated long-term sustainability of the project before funding.
- Local contribution/investment should be a requirement for state investment (*cash, in-kind, land, etc.)
- Phased funding for projects should require a full fiscal analysis of the success/sustainability of the project before starting funding.
- Set a deadline for fiscal funding the previous year so projects can be fully vetted or reviewed before funding.
- Require that any potentially funded Capital projects have a written business plan demonstrating operational sustainability and financial feasibility.

- Require a 10 year operating and management plan for any project requesting State funding.
- Encourage private/public partnerships where feasible.

Executive Summary Priority Number 2:

The team felt strongly that the Governor should use his first State of the State Address to secure public support for future funding criteria using the State's unarguable dire financial situation. It is vitally important that the public has the Governor's back as we move into what is going to be a very complex and chaotic Legislative session. Business as usual cannot take us through this difficult time, and we need to be honest about the challenges and short term pain some decisions may inflict.

The Governor should make it very clear that he will use his veto powers when he deems necessary.

There was a desire to form a project criteria task force for the Capital budget that includes members of the public and elected municipal officers who do the same for their communities using a matrix that prioritizes without the politics. Projects are both justifiable and feasible, or they aren't. If they aren't, they should not be funded by either the Governor's Capital Budget or the Legislature. The team also feels these criteria should include current partially funded projects before committing more money.

3. Workforce training - regional schools

Goals and recommendations:

- Identified Stakeholders who need to be engaged: business, industry and organized labor, Alaska departments of Labor and Education, philanthropic organizations, the university system, school districts and Alaska Native Corporations.
- Look at best practices such as junior achievement like programs year-round: evaluate, adapt, adopt, and fund.
- Digital/e-learning skills in access including broadband.

- Workforce development industry report; Department of Labor to evaluate need statewide.
- Move workforce investment board back to Governor's office.
- Vigorously engage private partnerships to get broadband to as much of the state as possible.
- Regional funding cooperatives
 - Public-private partnerships
- Expand the classroom to the workplace
- Create common, transferable, accessible curriculum
- Create career awareness
- State to provide infrastructure where training is needed in rural Alaska
 - Housing/dorms, teachers and students/Daycare would need to be constructed and operated
 - Transportation network of roads or the ferry system may be needed

Executive Summary Priority Number 3:

A knowledgeable and qualified workforce that is employed statewide is the goal of this priority. There was recognition that there are industry led workplace development programs currently in place, but we realize no one is coordinating a review of additional areas that could be identified for new programs. There was a sense that it may be difficult to get buy in from industry as there are trust issues between UA and the State regarding studies in the past.

Also, there may be proprietary information that is difficult to get released unless the Governor takes the lead in encouraging participation.

The cost to develop and operate new training centers or new Regional Schools with the addition of possible housing and transportation elements was recognized as a real challenge during this fiscal downturn, but the team felt it was in the state's best long term interests to consider this a critical piece of the infrastructure plan, long term.

The Shipyard in Ketchikan was used as a prime example of the opportunity for jobs in Alaska for our youth if they have the training available to them.

A suggestion was made to evaluate the "Molly Hootch" action and have the Governor ask Alaska Native communities to review the possibility of regional school expansion. Again, it was noted that this may be extremely difficult in the next several years because of the current fiscal downturn, but should be analyzed for the not too distant future. The team hoped that the State of Alaska should play the leadership role in strengthening the partnership between private and public entities to ensure opportunities for our workforce now and into the future.

4. Allow private construction/ownership of infrastructure in Arctic

Goals and Recommendations:

Private partnerships between industry and Alaska Native Corporations could provide airports and docks to accommodate offshore development and northern waters traffic.

- This could promote regional employment.
- Related industry development to provide offshoot services and new small business opportunities.
- Provide economic stability and growth for neighboring communities as well.
- Revenue generation for the State via Outer Continental Shelf revenue sharing if passed by Congress.
- Arctic development issues are planned for and addressed in the short term.
- Infrastructure needs of the State and the Federal Government are met without a drain on their financial resources.

Executive Summary Priority Number 4:

The Governor and his Administration must continue to strongly encourage the delegation and key members of Congress to push revenue-sharing from OCS development.

There was a suggestion that the Governor's office take a leadership role in engaging private industry to form partnerships within the regions, and that doing so would spur planning for regional development and economic growth. It was acknowledged that in the past, trust issues between the State and ANC's and Industry have built walls that impede a simple partnership, and that past disappointments on both sides will need to be overcome before this idea can move forward.

Further, it was acknowledged that there is a legitimate difficulty in Industry identifying the primary regional voice to engage, and there are regions that may be in competition with each other for development. The basic hope was that the State would not interfere with an ANC's plans to develop infrastructure in the Arctic in partnership with outside funding sources, but actively encourage it. Because successful ARDOR's are the primary planning bodies in some regions, they should be encouraged as a tool to tie regions together.

5. Housing

Goals and Recommendations:

- Establish statewide master plan with all stakeholders to meet Alaska's housing needs and prioritize need situations
- Incorporate housing into economic development opportunities before funding
- Possible tax credit Incentives
- Matching grants from local governments if possible
- State infrastructure support: site prep, utilities and acquisition funding

Executive Summary Priority Number 5:

This discussion had several controversial elements that we agreed were difficult, but important to overcome. A tax credit for instance, if offered by the state would be an unfunded mandate that would have a negative financial impact on the municipalities that must provide needed services to the new development. Also, there was the fact that the most significant cost drivers for new housing development in Alaska are land availability and cost, site development cost, the cost of the actual bricks and mortar for construction, permitting and mitigation costs and transportation cost. These are (with the exception of permitting and state mitigation of a development area) elements that the State has no authority over.

A suggestion that AHFC is not filling all of its purpose and that a single agency dealing with housing may not be enough was made, but there was no suggestion as to how that might be fixed.

There was also discussion that housing is not considered in the state Capital budget process and should be part and parcel of any plan by industry, business or government for new facilities from the very start. If the state partners with private funders, additional housing for employees needs to be part of the project. It was thought that the State should evaluate the role and success of AHFC to encourage the production statewide, and that the SOA should also gather data to better identify the factors that make it difficult to develop housing.

6. Create statewide tech and information system infrastructure

Goals and Recommendations:

- Business is enhanced, rural development enabled, equity for rural Alaska, and Government efficiencies save dollars in the long run.
- Accessibility to all industry sectors' operating system.
- Expand emergency response statewide.
- Better technology for all government and increased capacity.

- Significantly upgraded Telemedicine, University, Local Government, Business and Safety opportunities are critical for the future.
- Inventory existing resources and make recommendations to Governor.
- Governor appointed task force to coordinate with private sector with a goal of minimizing cost/maximizing services.
- Investment in state of the art tech and communication network with the goal of completion in 5 years.
- Provide incentives for providers to improve the system.
- Appoint Director of Broad Band Adoption to serve under office of Governor and appoint a state Communication Information Officer (CIO) to administer a new Technological and Information Department.

Executive Summary Priority Number 6:

It was recognized that there are significant barriers for success in this endeavor, but again, the group felt very strongly that these barriers must be overcome for Alaska to reach its full potential. A lack of statewide technology infrastructure due to geography and competing interests was identified, and the cost of providing the technology by creating the necessary infrastructure is enormous. It was hoped that the state could partner with the providers to reach this goal, and the group felt it was critical that the Governor take the lead for success.

Final Team Comments:

- Trust in the process of state government has eroded after many years. Time to re-evaluate the standard of criteria of how capital projects get approved.
- We need to make the best of what we currently have, and improve where feasible
- The Governor will hit the ground running to address many complex issues. This Transition Team process gave at least 250 average Alaskans a personal understanding of just how difficult it will be.
- We want the state to have clear and definable goals for future projects that meet the needs of a majority of Alaskans.
- There are the competing realities of our economic position and the needs of our diverse and huge state. We must recognize that as we move forward.

- The State must choose its priorities carefully and keep the focus on making them successful.
- It is important to accept that every decision involves some risk. Accept that it sometimes takes time to make solid decisions that don't create unintended negative consequences.
- What structure may the state already have in place that could be used to solve a problem before creating a new one?
- In terms of new infrastructure, answer the question "is it simply not working, or not available" before funding a fix.

It was a real pleasure to work with such an interesting and passionate group of Alaskan's. We had different backgrounds and experience in both our professional and personal lives, and enjoyed some robust and far ranging discussions during the two days. At the end of the process, we agreed that all of Alaska is in this together, and we need to be patient and tough as we weather this storm, and we WILL weather this storm.

Respectfully,

Shirley Marquardt
Chair of Infrastructure, Walker/Mallott Transition Team 2014

Intergovernmental Relations

****NOTE:** This document is intended to summarize the priority issues and recommendations put forward by the Walker Mallott Transition Team Intergovernmental Committee; this is not a complete transcription of the entire committee process and does not document all aspects of discussion, ranges in agreement, or all the dynamics that occurred within the team meetings.

The Intergovernmental Relations working group agreed that it is imperative for the State of Alaska to formally recognize the Tribes in Alaska and ensure funding is shared across governments to support intended programs and provide rural governments dependable revenue sharing. We agreed that the state should reestablish Coastal Zone Management with amplified local control. We agreed that we can build trust and increase cooperation between governments if data is made interoperable between departments and accessible to the public. And we suggest a long term plan for the State of Alaska is created that also includes implementing intergovernmental decision-making, and that all departments are aligned with the Governor’s intergovernmental priorities.

PRIORITY ISSUES

1. Tribal – State relations need to be on a formal government-to-government basis
2. Funding between governments needs to flow, inclusive of revenue sharing/offshore leases/etc. so that money meant for Tribes and local governments goes to them
3. Reestablish, reinstate Coastal Zone Management
4. “State” administrative issues, based on a lack of trust for other governments, causes not knowing stakeholders, bad/lack of communication, no access to data and no long-term plan
5. Structural issues within the State cause silos to be created - such as the Department of Transportation, Division of Elections/voting problems etc.

PRIORITY SUCCESS ELEMENTS & ACTIONS

The following charts for each priority attempt to summarize a great deal of dialogue, refinement and critical thinking. The barriers that were identified by the committee have been absorbed and/or responded to in the success actions/steps as much as possible. Many of the priority areas and success elements are complimentary to and build upon each other. There may also be some crossover and where that happens it is to be interpreted as “and” not “or”; as an opportunity for collaboration. A final summary is included at the end of this document.

1. Tribal – State relations need to be on a formal government-to-government basis

Tribal Friendly Administration	Formal Tribal Recognition	Forever (Made Permanent)
Utilize critical timeline of new administration already willing to work with Tribes in paradigm changing ways <ul style="list-style-type: none"> • Administrative Action • Executive Order 	Expedite timeframe, begin to progressively advance State-Tribal relations <ul style="list-style-type: none"> • Executive Order • Legislative Action 	Implement long term strategy resulting in permanent, formal recognition of Tribes by the State <ul style="list-style-type: none"> • Executive Order • Legislative Action
Educate/Public Relations Campaign:	Educate/Public Relations	Educate/Public Relations

<ul style="list-style-type: none"> • Cabinet & administration(internal) • Legislature (intra-gov't) • Public (external) 	<p>Campaign:</p> <ul style="list-style-type: none"> • Cabinet & administration (internal) • Legislature (intra-gov't) • Public (external) 	<p>Campaign:</p> <ul style="list-style-type: none"> • Cabinet & administration (internal) • Legislature (intra-gov't) • Public (external)
<p>Short Term:</p> <ul style="list-style-type: none"> • Administrative Action: Use tools such as the Millennium Agreement to start off quickly on right foot; State of the State address to highlight priority, short and long-term strategy; the symbolic power of office to invite Tribes to functions & build relationships ; collaborate with other States making progress in this area (e.g. Arizona, New Mexico, Montana); pause current and ongoing lawsuits against Tribes and Alaska Native peoples to reassess positions and legal direction/interpretation; bring Tribes and State government together for an annual government to government dialogue • Issue Executive Order: 1)condemning use of waivers of sovereign immunity clauses against Tribes and other internal mechanisms that seek to find fault with Tribes; establish ongoing statewide educational webinar emphasizing vision, direction, and internal mechanisms that affirm respectful, gov't to gov't relations between State and Tribes and highlight opportunities – both financial and otherwise for why these are key strategic relationships for the State 	<p>Short Term:</p> <ul style="list-style-type: none"> • Amplify cohesion on this issue at the executive leadership level and internal education at all levels • Issue Executive Order to implement and utilize Millennium Agreement in the immediate term as a longer term permanent solution is crafted and implemented <p>Long Term:</p> <ul style="list-style-type: none"> • Legislative Action (law) to formally and permanently recognize the Tribes of Alaska and to facilitate and affirm respectful and on-going government to government relations between the State and the Tribes • Judicial Action- continue to support and emphasize the critical ongoing judicial work advancing stronger partnership, and recognition of sovereignty and jurisdiction between the courts of Alaska and the Tribes and their courts in Alaska. 	<p>Short Term:</p> <ul style="list-style-type: none"> • Hire and embed a commission/cabinet level position on “Alaska Native Affairs” • Utilize position to help craft and lead long term strategy and permanent solution <p>Long Term:</p> <ul style="list-style-type: none"> • Legislative action is taken that permanently and forever recognizes the Tribes of Alaska on a government to government basis • Not subject to changes in Administration or legislative leadership • Affirmed with appropriate budgetary support as needed and identified in long term strategy process • Commissioner/Cabinet level position is also made permanent and embedded legislatively, administratively, and judicially.

2. Funding between governments needs to flow, inclusive of revenue sharing/offshore leases/etc. so that money meant for Tribes and local governments goes to them.

Revenue Sharing	Survival of Rural Governments	Congressional Legislation
<ul style="list-style-type: none"> • No less than \$60 million for revenue sharing (this is a floor, not a ceiling) • Revenue sharing with a Permanent Fund Municipal Dividend program • The State needs to share revenues now that it already received for offshore leases with impacted communities 	<ul style="list-style-type: none"> • Limit % of state overhead in pass-thru grants to no more than 10% by the most permanent mechanism and/or regulation • Secure consistent funding • Provide capacity building for rural governments (as defined and measured by the rural governments, meant to increase local decision-making, ability to achieve aspirations, etc...) • State grant process to rural governments is simplified; bureaucratic mind-set removed. For example, the State needs to stop forcing Tribes to waive their sovereign immunity when entering into contracts, which they force even when it's pass through federal dollars 	<ul style="list-style-type: none"> • Needed for offshore revenue sharing that would benefit both the State and rural governments • The Alaska delegation and other appropriate congressional bodies need to be brought on board to ensure Alaska is included in offshore revenue sharing
<p>Educate/Public Relations Campaign:</p> <ul style="list-style-type: none"> • Cabinet & Administration (internal) • Legislature (intra-gov't) • Public (external) 	<p>Educate/Public Relations Campaign:</p> <ul style="list-style-type: none"> • Cabinet & Administration (internal) • Legislature (intra-gov't) • Public (external) 	<p>Educate/Public Relations Campaign:</p> <ul style="list-style-type: none"> • Cabinet & Administration (internal) • Legislature (intra-gov't) & Congress (inter-gov't) • Public (external)
<p>Actions:</p> <ul style="list-style-type: none"> • Fully develop and implement a permanent fund municipal dividend (pfmd) • Account for and distribute revenues already received by the State for offshore leases 	<p>Actions:</p> <ul style="list-style-type: none"> • Revisit, revise as needed and re-implement the recommendations of the 'urban-rural divide' study • Educate legislature on local community impacts and the real need for additional resources to manage them • Governor and his administration makes this a priority • Find someone with common sense and understanding of what it is like on the other side to manage the process • Amplify State interagency communication and cooperation 	<p>Actions:</p> <ul style="list-style-type: none"> • Evaluate programs in other states and share information • State push/persuade congressional delegation to include Alaska in legislation for offshore revenue sharing • Local governments support State in this effort in the form of resolutions to persuade congressional delegation to include Alaska in legislation for offshore revenue sharing

3. Reestablish, reinstate Coastal Zone Management

Re-establish	Governor's Support	Inform
<ul style="list-style-type: none"> Coastal Zone Management (CZM) must be re-established in Alaska 	<ul style="list-style-type: none"> In order for it to be successful, the Governor and his Administration need to fully supporting re-instating CZM 	<ul style="list-style-type: none"> Due to past issues, it is essential to educate stakeholders on the necessity of local control Grow trust in municipality management of coastlines
<p>Educate/Public Relations Campaign:</p> <ul style="list-style-type: none"> Cabinet & Administration (internal) Legislature (intra-gov't) Public (external) 	<p>Educate/Public Relations Campaign:</p> <ul style="list-style-type: none"> Cabinet & Administration (internal) Legislature (intra-gov't) Public (external) 	<p>Educate/Public Relations Campaign:</p> <ul style="list-style-type: none"> Cabinet & Administration (internal) Legislature (intra-gov't) Public (external)
<p>Actions:</p> <ul style="list-style-type: none"> Requires legislative enactment Federal Approval (EIS) State approval of muni C7 plans Use a transparent process 	<p>Actions:</p> <ul style="list-style-type: none"> Draft and introduce CZM legislation that minimizes obstruction and delay for CZM projects Work to streamline/consolidate federal, state, local permits 	<p>Actions:</p> <ul style="list-style-type: none"> Municipalities and stakeholders communicate with State legislators and public regarding the need and value of CZM Educate non-coastal communities regarding CZM reinforcing value and role of local government; especially emphasizing local voice on issues like this Engage with resource companies to address concerns and attempt to build consensus position; identify benefits

4. “State” administrative issues, based on a lack of trust for other governments, causes not knowing stakeholders, bad/lack of communication, no access to data and no long-term plan

Intergovernmental Affairs Office	Data Strategy	Building Trust and Long Term Plan
<ul style="list-style-type: none"> • Need an Office reporting to the Governor responsible for coordinating inter-governmental affairs, building solid and respectful working relations across governments and the State, and holding all departments to same standard as well as being accountable for working with Tribes, Feds and the local governments in Alaska, and communicating to key stakeholders* 	<ul style="list-style-type: none"> • Data needs to be made easier to access both in ability to acquire and ease in utilizing. It is a necessity to ensure that there is ‘interoperability’ with the data 	<ul style="list-style-type: none"> • A key component of moving forward, building trust, and creating strong intergovernmental partnerships is the creation of a long term plan that resonates with, includes, and creates the ability for Tribes and rural governments to be participant decision-makers in relevant components of the plan
<p>Educate/Public Relations Campaign:</p> <ul style="list-style-type: none"> • Cabinet & Administrative (internal) • Legislature (intra-gov’t) • Public (external) 	<p>Educate/Public Relations Campaign:</p> <ul style="list-style-type: none"> • Cabinet & Administrative (internal) • Legislature (intra-gov’t) • Public (external) 	<p>Educate/Public Relations Campaign:</p> <ul style="list-style-type: none"> • Cabinet & Administrative (internal) • Legislature (intra-gov’t) • Public (external)
<p>Actions:</p> <ul style="list-style-type: none"> • Create department interface • Open office and hire commissioner who will conduct time-sensitive strategic planning with direct inclusion of primary stakeholders • Implement strategic plan, with a focus to increase trust with a transparent and open process and communications • *Note: Priority #1 above also specified a need for a department/commission/cabinet level position and potential exists for both so long as both are recognized as critical and distinct components and named in title (ie. Department of Alaska Native & Intergovernmental Affairs) or 	<p>Action:</p> <ul style="list-style-type: none"> • Create strategy for data structure that spans departments (making it ‘interoperable’) • Create, make accessible, and disseminate data that is useable for analysis and planning • Create interoperable data team (<u>making data open source</u>); they will clarify scope through interdepartmental collaboration, • Conduct time sensitive mapping of current databases • Conduct time sensitive strategic planning, including hardware, software and governance to achieve interoperability, • Issue an RFP for developing interoperable data system 	<p>Action:</p> <ul style="list-style-type: none"> • Identify, neutralize or remove those within State departments who based on their position, attitude, abilities, and skills function to work against progress, keep people in or out, cause hardship and divisiveness amongst people, cause unnecessary and duplicative work for others, abuse their actual authority and may even perceive themselves to have more authority than they do, etc...- also known as ‘gatekeepers’, ‘bureaucratic trolls’, long term staff with turf issues, or staff who feel ‘tenured’

<p>they can be separate entities; it was recognized that both are needed and important</p> <ul style="list-style-type: none"> Alaska has a history of trying to coordinate within government, there was even a division of governmental coordination at one time. 	<ul style="list-style-type: none"> Implement Example: State of Alaska Extractive Industry Transparency Initiative (http://doi.gov//EITI/index.cfm) increase trust, reputation, analysis of natural resource revenue, transparency Keep eye on long term benefits and efficiencies of scale; articulate business case of long term savings and increase efficiency in government 	<p>and abuse their positions, undermine the ability for trust and transparency to advance the State</p> <ul style="list-style-type: none"> Provide appropriate training for remaining staff to ensure these issues are not endemic Encourage external partnerships and collaboration with philanthropy/private institutions, etc...
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5. Structural issues within the State cause silos to be created - such as the Department of Transportation, Division of Elections/voting problems etc.

<p>Cabinet level Intergovernmental Coordination</p>	<p>Increase State investment in local economies</p>	<p>State share jurisdiction with Tribes to address local issues</p>
<ul style="list-style-type: none"> • Structural issues within the State government and between governments must be removed to produce more efficient and effective governance • In order to maximize what intergovernmental partnerships and fluidity across the State, need to ensure there is accountability above and outside of departments as well as intergovernmental coordination within departments 	<ul style="list-style-type: none"> • It is essential to increase both the expertise and money invested by the State in local economies 	<ul style="list-style-type: none"> • In order to provide the protections and services Alaskans deserve and have equal right to no matter where they live, the State should be incentivized to collaborate and partner with Tribes to ensure this responsibility is met, especially in looming fiscally restrictive times
<p>Educate/Public Relations Campaign:</p> <ul style="list-style-type: none"> • Cabinet & Administrative (internal) • Legislature (intra-gov't) • Public (external) 	<p>Educate/Public Relations Campaign:</p> <ul style="list-style-type: none"> • Cabinet & Administrative (internal) • Legislature (intra-gov't) • Public (external) 	<p>Educate/Public Relations Campaign:</p> <ul style="list-style-type: none"> • Cabinet & Administrative (internal) • Legislature (intra-gov't) • Public (external)
<p>Actions:</p> <ul style="list-style-type: none"> • Actively work to 'dethrone' silo's especially those that operate as fiefdoms, not accountable for their actions, behaviors, or decisions to the people of Alaska, the other governments, or the leadership of the State • Do system review of the State's communications to ensure using new technologies as appropriate • Governor's office resume intergovernmental coordinator position (in the short term) then as member 	<p>Actions:</p> <ul style="list-style-type: none"> • Consolidation of governmental functions at local level (MOUs/MOAs) between relevant governments, establish working group to generate ideas for potential consolidation and/or collaboration between Tribes and municipalities • Develop template agreements for use by local governments • "insource" to local governments • To increase State investment in local 	<p>Actions:</p> <ul style="list-style-type: none"> • Establish working group to generate ideas for potential jurisdiction sharing between the State and Tribes; develop template agreements for use • Ensure the Department of Law understands this critical priority with leadership from the Governor's Office; utilize government to government relationship for partnerships and to address issues (such as working out tort liability etc). For instance, State and Municipalities agree to carry risk for state and municipal functions performed by Tribes (like Federal Tort Claims Act (FTCA)) and Tribes

<p>of Cabinet (for the long term, see Priority Issue #1; it is vitally important to have both Alaska Native and Intergovernmental, not only one and distinctly named in title if position is combined (i.e. Department of Alaska Native and Intergovernmental Affairs)</p> <ul style="list-style-type: none"> • Implement at no additional (net) cost, ensure the implications of the fiscal crisis are understood and illuminated internally at the State to ensure onboard and supportive of effort 	<p>economies establish project criteria – what will be supported, identify resources that will be provided – expertise and/or money, fund program(such as requiring community matching funds or limiting funding to only projects with a market rate of return)</p> <ul style="list-style-type: none"> • Create a project team consisting of long term staff –from various departments- with shared priorities, and educate staff on administrative priorities • Address turf battles from the outset, educating on the implications of the fiscal crisis 	<p>agree to quality standards they define regarding performance; meant to be a government to government collaborative process not the State forcing a ‘standard’</p> <ul style="list-style-type: none"> • Review and stop excessive litigation against Tribes/Native peoples, stop forceful, often mis-application of ‘waivers of sovereign immunity’ against Tribes (example of a city airport, not owned in any way by Tribe, forced to sign waiver of sovereign immunity for city airport to move up priority list of State DOT)
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FINAL SUMMARY

Intergovernmental Relations as a Pathway to Advancing Alaska

It is clear that visionary governance in the area of Intergovernmental Relations is absolutely essential for Alaska. This state needs the ability to see, understand, and utilize the various and unique roles each government has and can have in advancing Alaska. These relationships are keystone to our state’s welfare- economically, culturally, socially, and morally. It is absolutely necessary to view this as an imperative for good governance so that Alaska is a place where equity is a shared value that brings us all to the table without having to diminish who we are or what we offer our citizens.

Call to Action to the Administration

- Our priorities need to be advanced, use the Intergovernmental Relations committee as a resource, keep us in the loop on direction, and thank you for the inclusive transition process.

What We Learned:

- By creating an inclusive, transparent and diverse process and group of people, we were able to clearly identify our top five priorities, identify potential barriers and solutions, along with actionable steps in a simple, clear and direct manner
- Stepping outside of ‘adversarialism’- through engaged and participatory dialogue conducted in good-faith with one another, we were able to really listen to each other and create bridges. Removing our ‘hats’ of representing others, and speaking as Alaskans, frees us to focus on the heart of the matter and come up with creative and workable solutions, exemplified by our top five priorities

- Many Intergovernmental issues actually overlap with the other committee’s subject areas (e.g., health care, education, natural resources, arctic policy, wildlife, subsistence...); cross-pollination may be fruitful to bring forward unidentified opportunities especially in terms of collaboration, consolidation of effort through partnership, especially in providing for the same needs of the same citizen base, and diversifying funding streams for all of the governments involved.

Truths that Became Evident

- Inclusivity matters, our diversity is a strength –both in this committee and overall as a state, and we need to utilize this as a tool to move forward
- We need to stop using “rural” as a euphemism or code word for Alaska Native
- There is a strong consensus that Alaska is ready for the state and tribal issues to be worked out, the State-Tribal priority of this committee is ‘ripe and ready to go’
- In the same way the State has frozen its relationships with Tribal governments, it has also done the same with municipalities and local governments, and this needs to stop
- There is tremendous opportunity for municipalities and Tribes to work together on issues they have mutual interest in, including and beyond their relationships with the State – this does not make them the same, or their efforts duplicative or redundant- it makes them great potential partners.

What We Gained

- Deeper knowledge of Alaska, our new Governor and Lt. Governor, better relationships between one another, better understanding of the diverse interests involved, inspiration for what Alaska can be when we work together.

How We’d Like to Stay Involved

- Continued connection between the Intergovernmental Relations committee members, used as a resource by the administration and each other, reconnecting as a full transition team down the road.

Natural Resources

The Natural Resources transition team identified five priority issues that the incoming Administration should address for a successful approach to the management, development and conservation of natural resources in Alaska. Ensuring **public involvement** topped this list, followed by increasing **permitting efficiency and effectiveness** and facilitating **economic/resource development**. Also discussed were the needs to **balance multiple users** and appropriately **staff** state agencies. In evaluating these priorities, some of the more impactful recommendations should be given early consideration. These have been ranked from easiest to hardest to implement:

1. Reinforce the DNR mission statement that reads “The mission of the DNR is develop, conserve, and maximize the use of Alaska's natural resources consistent with the public interest.”
2. Establish effective communication between the Governor’s office, cabinet and state agency staff, building an atmosphere of teamwork with clear vision, mission and goals
3. Develop a statement that demonstrates commitment from the Administration to public involvement in its processes
4. Establish a healthy line of communication with all state employee unions
5. Hold and review special area management plans for re-evaluation of process
6. Engage in the Tongass planning process
7. Develop a formal training for conductors of public hearings
8. Explore universal water reservation for fish through a stakeholder workgroup
9. Launch a task force that explores a “mitigation bank”
10. Continue a process to achieve gas line
11. Implement digital records and data management
12. Implement loan forgiveness for students committed to state employment

Public Involvement

Ensuring that the public is included and respected in government decision-making, and that government decisions are informed by public input, should be crucial elements of state planning processes. To this end, the Team suggests a formal public statement by the incoming Administration along the lines of the following:

It is the policy of the Walker/Mallott Administration and the State of Alaska to welcome and respect the participation of citizens in the development of policies and actions of State government. The Alaska Constitution, in Article I, affirms the Rights of the People to participate in government, and also places on citizens a corresponding obligation to participate in good faith in our government. To honor these rights and responsibilities this Administration affirms an open and transparent process for public involvement in government decisions. We humbly ask that you, the public, assist with this by participating in the process to the maximum extent possible.

Meaningful public involvement can be facilitated through open government actions such as: factors influencing state decisions, consistent and geographically appropriate public notice to all stakeholders, notification of receipt of comments, formal responses to ranges of comments, the appropriate use of public hearings and technology to facilitate public engagement, and employee training in and sensitivity to culturally appropriate methods and timing of communications. The state could also consider involving the public in community forums, such as those Jay Hammond conducted. The Team discussed whether local residents and communities affected by a decision should have weighted consideration in their comments on activities that could have a disproportionate effect on local people or communities. The group did not reach consensus on this issue, with some advocating for an Alaska Coastal Management Program-type approach while others believed in equal input by all Alaskans. The establishment or strengthening of Local Advisory Committees (LACs) could be considered, as they relate to DNR’s local area plans. The Team did agree that the State should have a goal of assuring meaningful dialogue between state and local interests above and beyond strict hearing and comment processes.

Permitting Efficiency, Enforcement and Effectiveness

The state's permitting process should be trusted, fair, transparent and predictable. The state should work to add efficient and effective to this list, though both will need to be defined and scaled appropriately to encompass clarity of project stipulations, stakeholder engagement, and timeliness of permit acquisition. This is complementary to the discussion around public involvement, in that all user groups must be offered the opportunity to actively participate at the appropriate scale.

Opportunities for public involvement must occur early and throughout the planning and decision-making process, with increased public access to meetings and records. To increase efficiency, the Team recommends data management that is spatially specific, stakeholder engagement tracking, eliminating unnecessary permits, properly allocating agency resources for most impact, and leveraging technology. The state should explore the opportunity to grant 1) general permits for similar actions, and 2) field permits for minor actions. Additional actions would include prioritizing anadromous stream cataloguing in areas likely to see development and establishing post public process timelines for issuance of permits. The creation of a universal reservation of water for fish may provide sufficient protection of the minimum water levels required for fish survival and reduce the need for expensive in-stream flow reservations and adjudications. The Team recommends establishing a task force of stakeholders to explore the concept. A robust state enforcement program should be associated with permitting, at the same time.

Resource Related Economic Development

Alaska is fortunate to have rich natural resources that support its people and economy. Looking forward, oil and gas, commercial fishing, tourism, logging, mining and alternative energy technologies provide Alaskans with a continued opportunity to rely on our natural resources as the mainstay of our economy. However, challenges remain in the state's ability to access those resources, increase development where possible, and work with federal agencies to ensure future prosperity. To reverse declining oil production, there are four priorities for future development. The state should continue to advocate for opening of the Arctic National Wildlife Refuge 1002 Area with appropriate stipulations; exploration on the Offshore Continental Shelf (OCS) with revenue sharing for adjacent communities; and fewer hurdles in accessing the National Petroleum Reserve Alaska (NPR). Natural gas development, with access for Alaskans, benefits to rural Alaska and export to markets is also vital. For its part, the state should examine opportunities to increase state leasing.

Oil, gas and mineral development is critical to the current economic health of Alaska. Federal regulations such as the Clean Water Act (CWA) and Endangered Species Act (ESA) that are intended to protect the health of Alaskans and our environment are important, but the state could evaluate the assumption of federal regulatory programs, the possibility of a wetlands mitigation bank, and the use of science, traditional knowledge, and alternative management tools. Stronger relationships and communication with federal land managers will be a necessary component of this. The state can also work to help keep species off of the ESA list, quickly recover species that are on the list, and minimize the risk that the ESA could successfully be used as a roadblock to development.

Care should also be taken to ensure state and federal fisheries are sustainably managed to protect fishing jobs and the local and state-wide economies that benefit from those jobs. The state should also engage in the Management Policy planning process in the Tongass National Forest, where it can determine the likelihood of success in its participation. Further, the state should encourage private enterprise to pursue alternative energy projects in Alaska as a way of providing cheaper and cleaner energy sources to Alaskans and new businesses, and strengthening our economy through the development of technology and expertise needed to exploit such alternatives.

Balancing Multiple Users

A goal of “long-term, sustainable and resilient” framed this conversation. The Team defined long-term as addressing the needs of future generations; sustainable as balancing economic activity with subsistence, a healthy environment (the protection of water, flora and fauna), and community services; and resilient as promoting the ability of the system to bounce back. While sustainability is hard to define, difficult to come to consensus on, and challenging to operationalize, it is clearly important as a principle or value of governance. The team proposed that resource agencies should have a common mission or vision statement recognizing the principle of sustainability. Restoring DNR’s mission statement is an important first step toward inter-agency agreement. These terms, too, could be factored into best interest findings.

Subsistence is a priority and should be part of the “multiple use” balancing act. The state has an obligation to overcome any institutional barriers within the state to address this and, if necessary, address the conflict between ANILCA and the state constitution. To address subsistence challenges, short of constitutional amendment, the Team proposes three potential resource resolutions: 1) Articulate the importance of subsistence consideration in permitting and land-use planning and decision-making; 2) Administrative direction to state agencies about the importance of subsistence health to ensure that subsistence is addressed when decisions are made about land-use and commercial harvest of fish and game resources; and 3) an internal review of regulations and statutes to ensure that subsistence policy can be implemented. The state should have explicit goals of critical habitat area management and public land management, perhaps using creative co-management as a tool. Expanding and emphasizing early participation at the “scoping” level for public and private projects/plans will help. All of this will require competent staffing.

Staffing

The retention of highly qualified staff at state agencies requires clear communication, standardized and consistent staff training, pride in mission and effective recruitment. Further, the state must be willing to assess employee roles and public function, evaluating efficiency, compatibility and capacity; while increasing public confidence in directors and management. It was anticipated that there might be a general public reluctance to compensate staff for what they’re worth.

The basics in management will be important in this fiscal environment. There should be clear and consistent communication from top down and bottom up regarding the fiscal situation and how it relates to current and future benefits. Having a defined mission and vision for agencies will help staff understand that they are part of something bigger. Agency directors should identify low morale quickly, and consider creative non-monetary incentives for staff. Furthermore, the state should consider: open recruitment regardless of location; flexible staffing; contracting; assessing competitive compensation; cross-training for fewer people with more responsibilities; marketing state employment; and developing mechanisms to cut non-essential or underperforming staff.

Oil and Gas

Priority Issues

1. Field Operations Issues
2. Gasline/AK LNG Project/ASAP
3. Tax Policy
4. Government Efficiency
5. Offshore Development (OCS)
6. Value-Added Industry
7. Lower-Cost Energy
8. Unconventional Oil & Gas
9. Transparency

1. Field Operations Issues

Goals

- To safely increase production.
- Update statutes and regulations to reflect current and future development needs.
- Encourage facility sharing and state regulation.
- Allow more efficient information sharing (seismic and core data, production activities).
- Provide consistency in administration.
- Review the DR&R issue to be sure the risk is shared equitably among stakeholders.
- Increase speed of conducting routine transactions.
- Establish an open regulatory process that attracts and keeps investment by both new and existing producers.
- Allow competition to benefit Alaskans.
- Have established and comprehensive procedures and timelines for decisions (especially important for routine matters such as the transfer of assets).

Executive Summary of Comments

The team discussed many topics regarding field operations. Throughout the entire discussion, two themes emerged. First, the administration should have open discussions with the industry to determine how the state can work more efficiently with industry. Second, state agencies need to be more responsive to the industry's concerns, perhaps through the use of technical workshops.

An increase in production is necessary and should be done in the safest manner possible. Producers should be incentivized to actively explore and develop new opportunities in both new and legacy fields. The nature of facility access and sharing on the North Slope was thoroughly discussed as was identifying and working to remove barriers to the entry of new competitive entrants.

Providing competitive entrants with reasonable and timely access to existing field facilities will help encourage development of our oil and gas resources. There was contention within the group as to how best to provide such access. Some felt commercial negotiations among stakeholders alone were sufficient while the majority felt reliance upon such commercial negotiations was insufficient due to disparities in the relative market power among the stakeholders. All agreed State regulation of access to field facilities, if adopted, should be timely, on reasonable terms, and sensitive to an existing owner's investment in and legacy use of such facilities.

Information sharing could improve field operations in Alaska. This administration should support DGGs in development of Petroleum Information Management (PIM) and more efficiently keep track of seismic data, core data, and production activities.

The group agreed there should be greater clarity and consistency as to the State's requirements associated with routine industry-related matters. There was concern among many in the group that the State's requirements for many routine approvals necessary to operate (such as the transfer of assets among operators, tank approvals for standard drilling activities, acquiring rights-of-way, DR&R obligations, deductibility of transportation for royalty purposes) were ill-defined and inconsistently applied. The group agreed with the need for the administration to issue regulations which more efficiently, consistently, and timely resolve the approval process for such activities.

A clear and efficient regulatory process is essential to attract and maintain independent investment in the State. To move this process forward, the group felt a listening summit at which independent producers could discuss their concerns would be valuable.

The group felt there was a need to review the State's approach to DR&R issues in Alaska to make sure that the risk is equitably shared among stakeholders. The group discussed the State, prior owners, and new owners as potential stakeholders. The group also discussed the potential problem of regulatory overlap. Some commented that smaller oil companies are frustrated by the introduction of DR&R bonding requirements into the lease assignment process. The group agreed greater clarity and consistency would be helpful. The group also agreed that the risks associated with DR&R should be more broadly distributed.

The industry-supported 470 fund should be rescoped so that its financing more closely reflects its use. Currently, the 470 fund is funded by the oil industry, but its use is largely in support of commercial shipping and other industry groups. The group discussed whether to narrow the use of the fund to support only the oil industry or to keep the scope of use broad and to have other benefitting industries support the fund in amounts consistent with their use of the fund. The group favored expanding funding to include the other industry groups that were benefitting from the fund.

Dispute resolution is inefficient and decisions need to be more timely and based on a process that is transparent and more predictable to the industry.

Recommendations

- To safely increase production.
- Update statutes and regulations to more efficiently respond to the development needs for both new and legacy fields.
- Ensure competitive entrants have access to field facilities on reasonable terms.
- Allow more efficient information sharing (seismic and core data, production activities).
- Hold a “listening” summit for independent producers and potential competitive entrants to hear concerns associated with development of oil and gas resources.
- Comprehensively review the DR&R issue to be sure it is administered efficiently with no regulatory overlap and adopt regulations that permit the risks to be shared equitably among stakeholders.
- Increase clarity and efficiency of conducting routine transactions.
- Establish a transparent and consistent regulatory process that will help attract additional investment and competitive entrants to Alaska.
- Encourage and support the development of an open, transparent, and competitive market to optimize our resource development.
- Establish comprehensive procedures and timelines for decisions (especially important for routine matters).
- Complete the best-practices review

2. Gasline/AK LNG Project/ASAP

Goals

- To achieve a commitment to build through an appropriately disciplined process.
- The State of Alaska to conduct the due-diligence necessary to understand the revenue sharing between the state and industry.
- Encourage the government to maintain the momentum towards the construction of a large-diameter AK LNG pipeline.
- Encourage cooperation between the AK LNG project and the ASAP project on a technical and engineering basis so the State’s options to connect the ANS gas resource to Alaskans are efficiently progressed.
- That gas project fiscal terms provide adequate support for the industry to progress without the industry or the State accepting inappropriate risk or uncertainty.
- Ensure Alaska’s interests are met and protected.

Executive Summary of Comments

The oil and gas transition team agreed that the construction of a large-diameter LNG gas pipeline is a central goal for the new administration. Toward this end, the group agreed the new administration should: (1) maintain the momentum of the AK LNG project; (2) achieve a commitment to build the AK LNG project through an appropriately disciplined process; (3) immediately conduct the due-diligence necessary to understand and assess the AK LNG project; (4) move forward without inappropriate risk on either side; (5) ensure Alaska's needs are met and protected; and (6) encourage cooperation between the AK LNG and ASAP projects. As a professional courtesy from BP, the group was provided bound copies of the existing, public agreements and related documents associated with the AK LNG project.

The group agreed the new administration should preserve Alaska's interests while moving forward to construct a large-diameter LNG pipeline to tidewater. Some expressed a concern that there was no current commitment to build such a pipeline, while others pointed out there are several steps needed to be taken by all participants (including the State) before a commitment can be made. The group agreed that achieving a commitment to build is important to advancing the AK LNG project, while following an appropriately disciplined process. Many in the group felt the new administration should quickly assess the AK LNG project and how best to bring the largest net revenue to Alaska. Further, many suggested that in order to achieve a commitment to build, intermediate benchmarks need to be established and maintained. The group felt the new administration should request the AK LNG participants provide a checklist and identify a general project path. There was contention within the group as to the degree to which the new administration should be bound to the current process and statute (SB 138/Heads of Agreement) and the particular terms negotiated by the prior administration. Some felt the best path forward was for the new administration to commit to the current process. Others were concerned that the new administration should have the opportunity to review and evaluate the current process and the prior administration's terms before committing to the best path forward. There was a concern that neither the group nor the new administration had yet had the opportunity to review the confidential pre-feed agreement and should not recommend too specific an approach at this point. A majority felt the administration should be encouraged to evaluate the AK LNG project expeditiously and act to maintain the AK LNG project momentum.

The group felt the new administration's review and evaluation of the AK LNG project should consider the revenue sharing as between the State and the industry. To advance this goal, most felt a project team should be formed to gather the necessary information, perform an analysis of the project, and establish and maintain communications with the new administration and the industry. Finally, the group felt that clear and transparent communication should be consistently maintained as between the State, industry, stakeholders, and the public regarding the specifics of the project and the identified risks and rewards.

All felt the new administration should be encouraged to maintain momentum towards the construction of a large diameter AK LNG pipeline. Some felt the new administration should also maintain the momentum for the ASAP project to ensure leverage and a backup plan to the AK LNG project. All felt any change in the current plans for the AK LNG project should carefully consider the impact of that change on the current project schedule. The group felt the administration should promote trust and open communication among the project participants.

The administration should expeditiously meet with the industry and senior officials from each participating stakeholder group to discuss the project status and be informed about any and all agreements.

The group was concerned that the AK LNG project may not progress with the industry or the State may accept an inappropriate amount of risk or uncertainty. The new administration should have early and frequent communication and interaction with the industry and periodically report the status and agreements to the legislature and the public.

There seemed to be a consensus that Alaska's interests should continuously be met and protected throughout the entire process. An in depth analysis should be conducted regarding the obligation to optimize Alaska's resources pursuant to the State's constitution. The group discussed the opportunities within Alaska to optimize value from the AK LNG project through lower fuel costs and value-added opportunities.

Finally, the group felt that cooperation between the AK LNG project and the ASAP project on a technical and engineering basis is necessary

Recommendations

- Goal: Achieve a commitment to build through an appropriately disciplined process
 - Encourage the administration to request AK LNG to provide a short checklist to identify a project path to a commitment to build
- Goal: The State of Alaska does due-diligence necessary to understand the revenue sharing between the state and industry.
 - Provide clear communication of project revenue streams, project particulars, risks and rewards, to all stakeholders, including the public.
 - Retain / hire appropriate expertise to perform and communicate the analyses.
 - Engage with project teams and participants to gather necessary information.
- Goal: Encourage the government to maintain the momentum towards the construction of a large diameter pipeline AK LNG line.
 - The new administration is encouraged to expeditiously meet with the industry regarding each project's status and agreements.
 - Encourage the project participants to develop trust and communication with each other.
 - Carefully weigh and consider any change in direction with risk of project delay.
 - Engage with senior officials from each project participant.
- Goal: Encourage cooperation between the AK LNG project and the ASAP project on a technical and engineering basis so the State's options to connect the ANS gas resource to Alaskans are efficiently progressed.
 - Maintain appropriate two-way data sharing.
 - Look for opportunities for other cooperative studies / synergies.
- Goal: That gas project fiscal terms provide adequate support for the industry to progress without the industry or the state accepting inappropriate risk or uncertainty.
 - Encourage early and frequent interaction with the industry.
 - Provide periodic reports to the legislature and the public.
 - Understand risks through various workshops and maintain a risk register.

- Goal: Ensure Alaska's Interests are met and protected
 - The new administration should conduct a careful analysis of the obligation to optimize Alaska's resources pursuant to constitutional requirements.
 - Emphasize the importance of frequent and thorough communication concerning the project's compliance with the constitution.
 - Communicate the constitutional compliance to all participants including the public.
 - Provide frequent communication with the public

3. Tax Policy

Goals

- This administration should extend the existing series of tax credits and policies in Cook Inlet that are set to expire in 2016.
- To simplify and add greater certainty to ad valorem taxes.
- Tax policy should be stable for the industry and competitive to the degree necessary to attract capital.
- Tax policy should encourage investment in Alaska.
- Tax policy and economic impacts should be evaluated sufficiently so that the impact to Alaska of the various types of oil extraction, gas extraction, and even regionally, is fully and transparently considered.
- Encourage active participation by the municipalities in an open process regarding tax policies.
- Invest in better state resources to timely monitor/audit taxes.

Executive Summary of Comments

The oil and gas transition team determined that tax policies are an important issue in Alaska. After lengthy discussions, the team determined the seven primary goals the new administration should work to achieve as are indicated above.

The new administration should support resource development in the Cook Inlet and extend the tax credits and policies that are set to expire in 2016. After considering the benefits of the tax credits, the administration will recognize the production benefits of those policies and will conclude that Alaskans want this type of production to continue.

The determination of ad valorem taxes needs greater certainty. The administration should consider amending AS 43.56 in order to simplify the process and add greater certainty to all parties involved. If the administration decides to amend AS 43.56, all stakeholders should be allowed to provide input in an open and transparent process.

The group agreed the new administration should create a stable tax environment in Alaska that takes into account the varying types of production and promotes investment in Alaska. Toward this end, the group believed the vote on SB 21 should be respected and other sources of revenue should be explored to address the budget deficit prior to reopening the issues resolved by SB 21. In evaluating tax policy in the future, however, the new administration should take into consideration the nature of the underlying field (legacy or new) and its need for support as well as the challenges unique to the resource play (heavy oil).

As the group discussed in the government-efficiency topic, tax policy will benefit from the State encouraging active participation by the municipalities in an open process. The current process can only benefit from using existing statutory authority to create and utilize joint state / municipal assessments for tax purposes. Local governments affected should be afforded a seat at the table early and often in the policy process.

The funding for the 470 fund was discussed, and the group agreed the current funding mechanism needed to be expanded to reflect funding from all industries benefiting from access to the fund.

Finally, the team discussed the importance of determining tax obligations efficiently. Many felt the tax obligations due to Alaska were not being efficiently determined and that tax audits were not currently being completed in a consistent and timely manner. The group felt having a predictable and efficient tax system encourages additional investment in Alaska.

Recommendations

- The administration should extend the Cook Inlet's EIC's beyond 2016.
- Amend 43.56 to simplify and add greater certainty to the ad valorem tax policy while gathering input and working with all stakeholders in an open and transparent process.
- Look to other sources of revenue before revisiting the oil tax structure.
- Tax policies should encourage investment in Alaska.
- The new administration should measure the efficiencies of existing tax policy and should include field analysis and the kind of oil / gas resource.
- Utilize existing statutory authority to conduct joint state / municipal assessments.
- Invest in better, timely tax audits.
- Provide timely and certain audits for royalty payments and in-kind contracts.
- The scope of the 470 fund should be broadened to include new industry funding sources proportional to each industry's use of the fund.

4. Government Efficiency

Goals

- Provide regulatory reform and legislation that increases the efficiency for the day-to-day workings of industry with government (e.g. templates).
- Identify and eliminate areas of duplication and waste within the departments and streamline regulations.
- Create a physical co-location of agencies where practical (e.g. One-stop-shop, OPMP).
- Provide greater collaboration with local governments and include them earlier in the process for appropriate projects.
- Agencies should separate regulatory, proprietary, and adjudicatory functions.
- Ensure greater efficiencies for information filings.
- Taxation amounts should be finally determined on set timelines.

Executive Summary of Comments

The oil and gas transition team agreed the State government needs to operate more efficiently to encourage resource development. The team discussed many different topics and determined there are many areas within government that can be improved. The seven main goals set forth above were most discussed.

Many of the issues identified by the team contain a central theme of improving the procedural efficiency of the agencies interfacing with the industry. The team discussed regulatory reform to increase efficiency and optimize resource development by minimizing industry barriers to entry and operation. Better coordination among government agencies, creating templates for routine industry matters requiring State approval, and reforming practices and procedures were discussed by the group and determined to be helpful improvements.

The group agreed reducing areas of duplication and overlap would be helpful. The group decided that asking key stakeholders in industry and government to identify areas of government waste and inefficiency would be an important first step. The group discussed the benefits of using an outside contractor to review government inefficiency and offer additional recommendations for improvement.

The group agreed (where practical) that agencies required to coordinate should be physically co-located (e.g. One-stop-shop) to ensure better coordinated agency action. The group agreed that more efficient access to information accumulated by agencies will complement resource development, as long as confidentiality is preserved.

The group discussed and agreed on the benefits of identifying a lead agency for each specific project to create efficiency in coordinating each project. The lead agency should also create a single point of contact, create timeline goals where practical, and provide incentives for getting projects through each point of the process. If these steps are taken, the result will be an expedited process with greater coordination among agencies and with the industry.

The group agreed government action should be better coordinated with local governments. The State should ensure local governments and tribal councils are receiving reasonable notice and participating early in the process to ensure better coordination. The group agreed that better coordination between local and State government is necessary to protecting all stakeholders' interests affected by a project.

Government efficiency will also be achieved if the State can separate the regulatory, proprietary, and adjudicatory functions within the agencies. The group agreed these are separate and distinct functions that are often confused, resulting in a compromised process and less predictable and less reliable government action.

Information filings need to be streamlined in order to create efficiency within the government. And, to the degree possible, forms requiring similar information should be standardized to a greater degree to ensure more efficient processing of information across agencies.

The group also discussed the need to review and modify existing unitization policies to ensure they are properly applied to meet the challenges of smaller producers and non-conventional plays such as hydraulic fracturing plays and more technologically challenged plays such as heavy oil plays.

Lastly, the State should determine tax liabilities and in-kind royalty liabilities in a more timely and efficient fashion. When disputes arise, they should also be efficiently resolved in a timely fashion.

Recommendations

- Create templates for inter-agency and industry use to outline common practices and concepts.
- Where practical, identify a lead agency for a project to assist in coordinating the project with other agencies.
- Develop more efficient access by users and allow for greater information efficiencies and sharing of information as appropriate.
- Encourage the new administration to set in place a process to evaluate opportunities for greater efficiency in government for the oil and gas industry.
- Ensure local governments have an opportunity for reasonable notice and participation of the permitting process.
- Establish reasonable timeframes for decisions.
- Require separation between regulatory, proprietary, and adjudicatory functions within the agencies.
- Ensure appeals are made to impartial parties as decision-makers.
- Review the unitization policy for efficiency, consistency, and application to smaller producers and to non-conventional plays.

5. Offshore Development (OCS)

Goals

- To provide ongoing support for regulatory and access challenges (EPA/ESA/etc.).
- To encourage congressional delegation to get congressional approval of revenue sharing provisions for offshore development consistent with other coastal states in the lower 48.
- To encourage collaboration with government and local communities.
- To use the safest method to transport oil – TAPS

Executive Summary of Comments

The oil and gas transition team determined that offshore development of oil and gas resources is an important issue that should continue to be addressed to bring abundant Alaskan resources to market. The promotion of offshore development should be a collaborative process among federal, state, and local governments. After lengthy discussions, the team determined four primary goals that the new administration should work to achieve as indicated above.

The team agreed that the new administration should promote ongoing support regarding both regulatory and federal challenges to development. This includes reviewing Alaska's litigation positions and making efforts to determine successful paths for offshore development. Further, the team agreed that Alaska should investigate and promote methods that can affect federal decisions regarding lease sales and the approval of project permits.

Further, the team decided the best way to move forward in offshore development is to issue a proclamation to Alaska's congressional delegation requesting that it use its majority position to obtain congressional support that will enable Alaska to receive OCS revenue sharing comparable to other coastal states.

The group recognized the importance of community within Alaska and agreed that offshore development requires collaboration with local communities affected by the offshore development. The group agreed that the new administration should work closely with AML and the affected Municipalities throughout the permitting process, lease sales, and extensions.

For environmental, safety, and efficiency purposes, the group agreed that offshore production should be transported to market through TAPS. The group agreed that the new administration should promote TAPS as the safest method of transport. TAPS is currently running under full capacity and can support the additional barrels, which would reduce future transportation costs and may extend the economic life of the North Slope.

Recommendations

- The new administration should review State of Alaska litigation positions and current efforts to identify likely successful paths and alternative methods to impact federal decisions in order to hold OCS lease sales and approve OCS project permits.
- The new administration should issue a proclamation to Alaska's congressional delegation requesting they use their majority position to obtain congressional support for Alaska receiving OCS revenue sharing comparable to other coastal states.
- The new administration should request Alaska's legislative bodies to issue a similar resolution to above.
- The new administration should meet with Alaska's congressional delegation in person to emphasize the message with proclamations.
- The new administration should work with AML and the affected Municipalities to seek their continuing input and support for OCS development and permitting throughout the various processes.
- The new administration should work with AML and the affected Municipalities, the lease holders, and the congressional delegation to encourage OCS lease production to flow through TAPS.
- The new administration should work with AML and the affected Municipalities, the lease holders, and the congressional delegation to encourage the extension of the current offshore leases.

6. Value-Added Industry

Goals

- To support lower-cost energy in Alaska.
- To encourage successful starts of manufacturing facilities in Alaska resulting in sales of finished products, more jobs, increased taxes, and benefits to State and local governments (e.g. Agrium, Flint Hills).

Executive Summary of Comments

The oil and gas transition team agreed that value-added industry is an important issue for the new administration. Value-added industry can create jobs, lower energy costs, and increase tax revenue for the State. After extensive discussions, the team determined two primary goals the new administration should work to achieve as are indicated above.

The group discussed the important role for value-added industry. The State and the new administration need to support businesses that can operate manufacturing facilities resulting in sales of finished products. Adding value to our oil and gas resources in Alaska will optimize the value of those resources to Alaskans. The group discussed the benefits of processing a higher percentage of our oil and gas resources within Alaska. If value-added industry is created and supported in Alaska, it would increase the availability of jobs, lower energy costs for Alaskans, increase the State's tax revenue, and have significant benefits to both State and local governments.

The team agreed the new administration needs to investigate and encourage value-added industry in Alaska. In order to move forward with encouraging value-added industry throughout the State, the new administration should hold a summit with the value-added industry to better understand its challenges and how best to encourage additional value-added industry to locate in Alaska. Such companies as Flint Hills and Agrium should be encouraged to attend.

Recommendations

- The new administration should investigate and encourage opportunities to develop value-added industry in Alaska.
- The new administration should meet with the representatives of value-added industry to better understand their challenges and to encourage them to develop a greater value-added industrial base in Alaska.
- The new administration should meet with Agrium officials to discuss what steps can be taken to move forward and reopen the fertilizer plant in Nikiski.
- The new administration should maintain gas royalties as currently based.

7. Lower-Cost Energy

Goals

- To support lower-cost energy in Alaska.
- To expeditiously review the Interior Energy Project for appropriate source of supply.

Executive Summary of Comments

The oil and gas transition team determined that low-cost energy is an important issue to Alaskans. After lengthy discussions, the team determined two primary goals the new administration should work to achieve, as indicated above. The group was also careful to limit its recommendations to areas that would not directly overlap with the consumer energy team.

There was complete consensus that lower-cost energy is needed throughout the State. Most team members agreed that the new administration should immediately meet with the current stakeholders and then declare an energy emergency in Fairbanks due to the poor air quality resulting from continuing to use wood, coal, and fuel oil for space heating rather than natural gas.

The new administration should support lower-cost energy projects throughout the State in order to address the gas supply issues plaguing Alaska. This goal can be accomplished by supporting programs necessary to allow Alaskans to convert to lower-cost and cleaner-burning energy. The State also needs to facilitate private industry, including the continuation of the AHFC conservation grant program.

The new administration should immediately review the Interior Energy Project and determine the appropriate source of supply for the project. When reviewing the project, the new administration should specifically look at the continuing use of AIDEA/AEA as the project manager and whether the source of natural gas supply should be from the North Slope liquefaction plant, as currently conceived, from the Cook Inlet liquefaction plants, or from some other source.

Recommendations

- Provide support programs necessary to allow Alaskans to convert to lower-cost energy options.
- Support the rapid development of distribution infrastructure.
- Continue AHFC conservation grant program.
- Exeditiously reevaluate and identify source of supply for the Interior Energy Project.
- The new administration should evaluate the management of the Interior Energy Project.

8. Unconventional Oil & Gas

Goals

- To develop unconventional resources.
- Evaluate how to better collaborate and integrate the Alaskan universities for original research and training to support the industry for both conventional and unconventional resources.

Executive Summary of Comments

The oil and gas transition team agreed that production from unconventional oil and gas is an important issue for Alaska. The group discussed the tremendous value of energy from unconventional sources and the need to begin focusing additional resources on the development of these resources. After discussing the issues, the team determined the two primary goals the new administration should work to achieve are as indicated above.

The group agreed the new administration should meet with parties involved in the development of these resources within the State. For example, the new administration should meet with Great Bear (shale play) and the major producers involved in heavy oil development to better understand and encourage the development of these resources.

The group agreed that original research and industry-specific training was necessary to unlock the value of unconventional sources of energy. The importance of technological and industry-specific skills for unlocking the energy potential from shale oil, heavy oil, and methane hydrates were all discussed by the group.

The group agreed the new administration should collaborate with people within the Alaska university systems and the industry to discuss the universities' current involvement and potential new initiatives to support Alaska's conventional and unconventional oil and gas development. This collaboration should include a summit and/or workgroup involving the unconventional players throughout the industry and university stakeholders to determine the best way to move forward. The team discussed the need for the new administration to support the universities' role in conducting original research and providing the industry-specific skills necessary to develop Alaska's conventional and unconventional oil and gas resources.

Recommendations

- The new administration should meet with development parties working on Alaskan unconventional resources (e.g. Great Bear/Shale/Hilcorp/Heavy Oil).
- The new administration and DNR Commissioner should meet with university presidents and leadership to develop greater university involvement and potential new initiatives to support Alaska's conventional and unconventional oil and gas (e.g. New technology).
- The new administration should meet with industry participants to talk about the universities' involvement in potential initiatives to support unconventional and conventional oil plays.

9. Transparency

Goals

- To have transparent government that to the maximum degree possible establishes policies of sharing information underlying the policy decisions in the oil and gas area, while maintaining confidentiality as needed.
- That DNR establish policy with respect to lease sales that rewards the highest bidder after lease conflicts are resolved with title.

Executive Summary of Comments

The oil and gas transition team agreed that greater transparency as to the information underlying oil and gas policy decisions in Alaska is an important issue for the new administration. As the team discussed transparency policies, there was little disagreement. After lengthy discussions, the team determined the two primary goals the new administration should work to achieve are as indicated above.

All team members agreed on the importance that government establish a policy that allows as much information to be shared with the public as possible regarding the State's policy decisions regarding the development of our oil and gas resources. Some expressed the concern that transparency was not always possible given the commercially sensitive and confidential nature of some information. While the group agreed this was a legitimate concern, the majority suggested government could be much more transparent with regard to oil and gas matters.

The group discussed one specific example of a transparency issue relating to the DNR's practice and procedures in lease sales and purchases. A concern was raised that the DNR, without completing a title search, allows companies and individuals to publicly bid on leases. This procedure creates a situation where private companies and individuals are forced to divulge their highest bid to the public with the possibility of never receiving clear title. Currently, once the title is cleared, the lease goes back into the next lease sale, but at this point the previous bidders' highest bids are already known by all other bidders. In order to remedy this situation, the group agreed DNR should reward the lease to the previous highest bidder once title conflicts are cleared rather than rebidding the lease.

Recommendations

- Encourage a transparent government that to the maximum degree possible establishes policies of sharing information underlying the policy decisions in the oil and gas area, while maintaining confidentiality as needed.
- Develop a policy regarding issuance of leases following title search that awards the lease to the successful bidder after all issues have been resolved.

Acronym	Definition
470 Fund	Oil and Hazardous Substance Release Response Fund (OHSRRF)
AEA	Alaska Energy Authority
AHFC	Alaska Housing Finance Corporation
AIDEA	Alaska Industrial Development and Export Authority
AML	Alaska Municipal League
ANS	Alaska North Slope
AS 43.56	Alaska Statute 43.56: Oil & Gas Exploration, Production & Pipeline Transportation Property Taxes
ASAP	Alaska Stand Alone Pipeline
CI	Cook Inlet
DGGS	Alaska Division of Geological & Geophysical Surveys
DNR	Department of Natural Resources
DR&R	Dismantlement, Removal & Restoration
EIC	Exploration Incentive [Tax] Credit
EPA	Environmental Protection Agency
ESA	Endangered Species Act
IEP	Interior Energy Project
LNG	Liquid Natural Gas
O&G	Oil & Gas
OCS	[Alaska] Outer Continental Shelf
OPMP	Office of Project Management & Permitting
PIM	Petroleum Information Management
SB 138	Senate Bill 138: Gas Pipeline; Alaska Gasline Development Corporation; Oil & Gas Production Tax
SB 21	Senate Bill 21: Oil & Gas Production Tax
TAPS	Trans Alaska Pipeline System

Public Safety

The Public Safety Transition working group members recognize the challenges of addressing priority issues in a time of severe budget shortfall. But we believe that many of the issues – transparency in agency decision making, a focus on smart, innovative justice initiatives, the will to work with, instead of litigating, against the Tribes and review of the effectiveness of the current sentencing schemes, could be accomplished at little to no cost. Some initiatives will take an investment of funds and we must find a way to pay for them.

We must take care of our public safety personnel and we have to maintain and develop our communications infrastructure. Below you will find a summary of the conversations surrounding the priority issues we agreed upon during the transition team conference.

Priority Issues

1. **Rural Justice**
2. **Interpersonal Violence**
3. **Smart Criminal Justice**
4. **Public Safety Personnel**
5. **Communications Infrastructure and Capabilities**

1. Rural Justice – Priority One

Public safety must be delivered equitably to all Alaskans in urban and rural areas. The State of Alaska needs to partner with Alaska Native tribes and governments to improve public safety and justice delivery, recognizing that existing approaches have not recognized cultural differences nor addressed the myriad social, safety and violence issues endemic to rural Alaska. Partnership has the added benefit of maximizing alternative revenue streams that have previously been untapped and providing a means for local justice issues to be addressed timely and at the local level.¹

There is a clear need to build a positive relationship between the State of Alaska, the Tribes and other rural entities to improve justice delivery and public safety in rural Alaska. Active engagement on behalf of the Attorney General is needed with a focus on communication rather than litigation to resolve differences.

Significant barriers exist to providing effective public safety delivery, both state and federal, in rural Alaska. Geography, communications, funding, cultural differences and values and transportation costs contribute to an erosion of trust and an inability to work together towards mutual goals. Additionally, the state is perceived as an antagonist and not a partner. More

¹ A roadmap for Making Native America Safer, Indian Law and Order Commission, November 2013.

transparency and local community involvement in decision making is needed for all state agencies. These barriers are all surmountable.

Actions that could be taken to bridge community and agency differences include:

Convening stakeholder meetings and review existing model agreements between State and Tribal entities

Reconvene the AK Rural Justice and Law Enforcement Commission to advise the Governor on rural justice issues co-chaired by Alaska's Attorney General and the U.S. Attorney

Provide community policing training opportunity for villages with no local law enforcement paid for with federal and private funding sources

Direct the Department of Law to increase efforts to utilize Restorative Justice Programs under Alaska Rule of Criminal Procedure 11(i) This permits a district judge, with the consent of the parties, to refer a case to a restorative justice program that is culturally relevant, including circle sentencing by tribal courts. Many federal reports, including the Tribal Law and Order Commission Report and the American Indian/ Alaska Native Children Exposed to Violence Report, have advocated for such an approach as a means to: 1) cut costs associated with full-length criminal prosecutions; 2) provide culturally-relevant methods of discipline to defendants; and 3) increase the role of Tribes in addressing the public safety issues facing their individual communities.

Secure more federal funding for rural justice and policing

There are several bills funding Indian policing and justice and Alaska has specifically been exempted from these. One of the most significant exemptions is in the Tribal Law and Order Act. All Public Law 280 States are exempt but Alaska should be asked to be included so it can be eligible for funding under the Bill. Request an annual federal appropriation of \$50 million from Congress to support Alaska rural justice in light of findings of the recently released "Ending Violence so Children can Thrive" report from the U.S. Attorney General, "A Roadmap for Making Native America Safer" by the Indian Law and Order Commission and various other federal and state Commission reports which have identified barriers to public safety and the need to restore authority at the local level.

2. Interpersonal Violence – Priority Two

Policy Statement

The public has both an expectation and a right to live in safety. Alaska is not a safe place to live especially for women and children. The State could and should cultivate a policy of “Community Condemnation” for both domestic violence and for sexual assaults. Reduce the rates of domestic violence and those of sexual assaults in all communities across Alaska through education, intervention, rehabilitation, mentorships, and finally, incorporate cooperative law enforcement and “smart justice” strategies.

Alaska has the highest domestic violence rates and the highest sexual assault rates in the U.S. This is unacceptable. Women and Alaska Native people are disproportionately adversely affected by domestic violence and by sexual assaults and left without the law enforcement solutions to adequately protect victims.

The State of Alaska cannot succeed alone and one thing Alaskans can agree on is that we need to work together. The state has not been successful in its efforts to reduce or eliminate interpersonal violence in Alaska. Current efforts to develop and sustain domestic violence and sexual assault preventions programs could be more effective in reaching urban or rural communities. Alaska’s vast geography, varied multicultural demographics and identified high-risk populations are significant challenges to an effective or cohesive program. There are existing programs like the Alaska Council on Domestic Violence and Sexual Assault (CDVSA) which are achieving some success and could do more if supported. Program models here and in other states that have proven effective in reducing violence need to be studied and replicated.²

Actions to Success

- **The issue of interpersonal violence in Alaska needs a champion**
In order to assure congruent and consistent follow through and communication among agencies the issue of interpersonal violence needs an individual or a commission that will champion this effort. The focus must be on reduction of interpersonal violence and building a culture of community health and wellness in Alaska.

² Tribal-Institute.org, 1999.

<http://www.tribal-institute.org/download/VAWA+Bench+Book.pfd>

- **Support of local and community level justice efforts**

Reduction of domestic violence, sexual assault and rape arrests and reports can only be successfully accomplished by engaging the support of local community level justice efforts. The goal:

- Reduce incidence of juvenile domestic violence offenses by reducing exposure to *Adverse Childhood Experiences*³. Witnessing violence between one's parents or caretakers is the strongest risk factor of transmitting violent behavior from one generation to the next.
- Reduce in- hospital visits related to domestic violence and for sexual assault in each community
- Reduce statewide crime statistics for domestic violence and for sexual assault
- Reduce incidence of OCS, ICWA and tribal court interventions for domestic violence and for sexual assault

- **Research and Review Proven and Existing Models**

There are proven models which could be adopted to decrease recidivism rates and address the overall rate of domestic abuse in Alaska. One model to consider would be the Duluth Model, which is a proven model using a multi-disciplinary approach to reduce repeat acts of domestic violence.⁴

- **Work with Others – Build Relationships with Communities and Tribes**

The state must work with tribes and tribal courts and their ability to educate and rehabilitate offenders, restore victims and manage minor offenses within the tribe and support the “community condemnation” goal. Utilize existing programs and program information to train and educate advocates and community members⁵.

- **Education**

Maximize existing programs to educate community on signs and symptoms of abuse and services available.⁶

³ Adverse Childhood Experiences Study, reference:
<http://www.socialworkers.org/assets/secured/documents/practice/children/cestudy.pdf> May 2013

⁴ Domestic Abuse Intervention Project (Duluth Model). <http://www.theduluthmodel.org/>

⁵ Main article: Duluth Model

⁶ Online Resources: <http://www.futureswithoutviolence.org/building-a-domestic-violence-health-care-response-in-indian-country/>

- **Expand and sustain Sexual Assault Response Teams across Alaska**
Sexual Assault Response teams can be trained to offer maximum access for victims and ensure adequate response times for exams that would offer admissible evidence for court
- **Offer coping tools**
Offer access to high-risk groups (such as families with a history of family violence or substance abuse problems, and families known for violence) to coping tools such as de-escalation techniques, conflict resolution and communication skills, and consider mentors to help implement these skills
- **Increase access to Substance Abuse Treatment, Jobs and Job Training For Youth**
Treatment, jobs and Training are empowerment and leadership building tools. Coupled with mentorships help develop healthy community members and families.
- **Expand Support, Screening And Education On Sexual Assault And Domestic Violence In Schools And Universities** ^{7 8}
- **Equip CDVSA and other effective groups with Training Resources.** Community advocates in each city, town and village need to be trained. This can be accomplished utilizing existing State, nonprofit or Tribal representatives for knowledge and accountability for this information in each region.
- **Work with law enforcement personnel to insure a timely response to all reported incidence of domestic violence or sexual assault**
- **Enhance the Governor’s Task Force on Domestic Violence and Sex Trafficking.**
The task force should be enabled to monitor, troubleshoot and advise the Governor and other elected representatives on progress on goals.

⁷ Online Resources: <http://www.futureswithoutviolence.org/take-action/>

⁸ Online Resources: <http://www.futureswithoutviolence.org/children-youth-teens/>

- **Reduce the incidence of Alcohol and Drug Abuse.** Alcohol and drug abuse appears to be a root cause of domestic violence and for sexual assault. Increase access to treatment programs, utilize existing programs and support groups, with the goal of reducing hospitalizations, arrests and reports of substance abuse issues in our State and Communities.
- **Revisit Sentencing Schemes and Remove Barriers to Successful Reentry for Offenders.**
Seek to ensure consistent and appropriate determinate sentencing for domestic violence

Interpersonal violence is area that needs effective leadership and a clear outlined policy on domestic violence and on sexual assault. Current programs suffer from lack of support, education, resources and intervention. Communication and teamwork needs to be built and sustained between stakeholder agencies and statewide leadership. There is an obvious lack of prioritization by State of Alaska to ensure access to culturally-appropriate strategies that address drug and alcohol treatment and the lack local law enforcement in rural Alaska. The State of Alaska could utilize local resources by recognizing Tribal authority and Tribal courts.

3. Smart Criminal Justice – Priority Three

Policy Statement

Alaska is in need of a dramatic reevaluation of the current state of criminal justice/public safety in Alaska. Many states throughout the country have reviewed their policy decisions surrounding public safety. Alaska needs to do the same. The payoff to committing to work on Smart Criminal Justice is not only improved public safety throughout all of Alaska, but a reduction in the cost of public safety. Our approach to justice in Alaska needs a new direction. The implementation of new reforms to our criminal justice system should not be undertaken lightly; however it is not only timely but necessary.

Elements Alaskans Can Agree On

- The State of Alaska must reduce crime, incarceration rates, recidivism and utilize measurable markers of success. Reduce disproportionate minority contact which increases the perception of fairness and faith in the system. Increase efficiencies resulting in a reduction of state dollars spent. Inappropriate sentencing (i.e. disparate, excessive) must be reduced or eliminated
- Job placement for offenders – there should be no lifetime pariahs. The state will support family reunification, restoration of victims, alternative sentencing, diversion programs (pre-trial, diversion, and innovative efforts), sentencing flexibility and culturally sensitive documents and processes.

Actions to Success

- The new Attorney General or Governors designee must support and drive the justice reform effort.
- Identify what is currently been done. What is working and what is not.
- Support the Alaska Criminal Justice Commission (empower & appoint competent people, “game changers”)
- Resuscitate the Control Substance Advisory Commission
- Identify National Experts/Efforts for consultation and assistance
- Look at other state models that have been successful.
- Implement existing laws on restorative justice such as *Restitution to Victims First*
- Support *School Discipline Reform* (shut down the school to prison pipeline)
- Review Office of Victim Rights – current impact versus reinvestment to local agencies
- Immediately assign a broad based team to review and reform sentencing schemes and guidelines. Removal of barriers to successful re-entry.
- Push reinvestment opportunities (i.e. less \$ for back end facilities & more \$ for proven outcomes to reduce crime, review high juvenile justice vacancy rates in juvenile jails and low juvenile probation counts)
- Establish a new higher level of data analytics in the State of Alaska in order to achieve cooperative, centralized data collection and analysis to facilitate data driven outcomes for the performance of State agencies.
- Reevaluate procedures and statutes for the expungement of criminal records for cases where charges were dismissed or otherwise did not result in a conviction, and for situations where, in the interests of justice, a lengthy period of time has gone by without a subsequent offense and the original charge was of the quality and nature of an offense so as to make the individual not a danger to others

Barriers to Success

There are several identified barriers to success including entrenched agency positions. In Agency leadership and key staff must be committed to justice reform. There is also a misperception that “smart on crime” means being “soft on crime”. There is general widespread ignorance of the large cost savings available for justice reform. In addition, a lack of understanding of the fact that 90% of inmates will return to community life. Barriers to successful re-entry diminish community safety and cost the State money.

Actions to Address Barriers

To move these efforts forward an appointment of high level person to accomplish reform across multiple Departments and Divisions is needed. The importance of the leadership of this effort cannot be overstated. If necessary, the “reform czar” position could be eliminated at the end of the process. It was agreed that strategic replacement of leadership staff in multiple departments and divisions would be needed to accomplish reform. High standards of measurable results and timelines for progress must be established. Implementing

recommendations from Alaska Criminal Justice Commission and the Controlled Substance Advisory Commission, well established experts in the field would expedite the process.

4. Public Safety Personnel – Priority Four

Policy Statement

As a state, and as an employer, we have a duty to the men and women we hire to serve and protect our citizens and to enforce our laws. If we, as a state, are asking these public servants to protect all of our citizens from danger, we owe them the full measure of our support – they deserve to be well paid, well equipped, well trained and well led. They need to know that if they are injured, we will nurse them back to health, and that if they are killed, we will comfort and assist their families.⁹

Elements Alaskans Can Agree On

- Recruitment
- Benefit Improvements
- Address Employee Turnover
- Modernize Standards and Regulations for Public Safety Employees

Actions to Success

- Provide mentorships and internships in elementary schools and college (immediate, mid-range, long term goal). Hit the 18-21 year old age group and get them exposed to a law enforcement career.
- Partner with military for recruitment purposes (happening now, but must continue)
- Provide educational/tuition credits to recruits (mid-range, long – range)
- Fully Fund Department of Public Safety budget
- Provide hybrid public safety employee retirement system that is cost neutral (30 to 90 days/legislation session or long range)
- Provide employee assistance program (immediate)
- Provide line of duty death benefits for families of public safety employees that include family medical insurance until retirement age
- Provide hybrid public safety employee retirement benefit system that is cost neutral (30 to 90 days/legislation session or long range)
- Provide desirable or flex scheduling to employees (immediate)
- Provide consistent promotion opportunities (immediate, mid-range to long-term)

⁹ Paraphrased from “Worthy Fights” by former Secretary of Defense Leon Panetta.

- If state or local government can afford it, regular wage improvements = to CPI or cost of living increases (immediate or during collective bargaining)
- Increase staffing (mid to long-range)
- Require Alaska Police Standards Council (APSC) to update law enforcement standards and regulations for certified employees (immediate)
- Require APSC to provide annual continuing education, cultural communication and leadership training for certified employees (immediate of mid-range)
- Require equal standards for Village Public Safety Officers and certified state and local police

5. Communications Infrastructure and Capabilities – Priority Five

Policy Statement

Former Director of the Federal Emergency Management Agency, James Lee Witt, defined interoperable communications as “the ability for local, state and federal officials to talk with each other, share data and send information when they need to. Interoperable Communications is managed communications, determined and deployed by public safety organizations before a crisis occurs. It is the day-to-day communications that easily shift to emergency communications for everyone at the scene of an incident” Communications link the critical components in an emergency - like a wagon wheel - with communications serving as the hub that allows everything else to get accomplished. Public Safety agencies across Alaska rely on a robust interoperable communications system, including both voice and data, in order to effectively carryout their missions. The safety of responders and the public they serve depend on a reliable interoperable communications system. In order to properly support this mission the State of Alaska needs to maintain and support communications infrastructure and capabilities. The State should also take advantage of opportunities to coordinate and expand Public Safety interoperable communications services through partnerships with Industry, Federal, Tribal, and Municipal governments to further enhance Public Safety communications in Alaska.

Lack of Coordinated Governance Structure

The most pressing issue facing the State of Alaska and the one that needs immediate attention is *the lack of a coordinated governance structure* for making critical investment decisions for State communications infrastructure and capabilities. Currently there is no single body or individual charged with developing the “big picture” strategy. Due to the critical nature of

communications systems, their cost, and the ever changing technologies it is *imperative* action be taken to address this issue.

Voice Communications

Today throughout Alaska local, state, and federal agencies use radios that are their primary means of communications for daily operations as well as for emergencies. Pre-9/11 it was common practice throughout the nation to develop and maintain standalone systems to service the needs of the particular entity. The events of 9/11 brought into focus the need for agencies to be able to share communications systems and infrastructure in order to communicate during an emergency. During 9/11 agencies who worked in the same city could not directly communicate with each other and relay critical information with tragic results. Out of these events the federal government as well as state and local governments began to emphasize the need for interoperable communications.

In the early part of the last decade the State of Alaska was faced with two issues for its current radio system. First the system was over 25 years old and at the end of its life cycle. Federal requirements to meet new communications standards include narrow banding. The result of this process was the development of the Alaska Land Mobile Radio (ALMR) system. The system is a partnership between the State of Alaska, Federal Department of Defense (DOD), Federal Non-DOD, the Alaska Municipal League (representing local and municipal governments and NGO's), and the Municipality of Anchorage.

The ALMR system is primarily located on the road system and throughout some of southeast and is used by all State of Alaska agencies including the Alaska State Troopers and Department of Transportation. Based on the need for an interoperable communications system the State encouraged local participation on the system and now is the primary radio system for local police, fire, EMS, emergency management, schools, as well as others throughout the ALMR footprint.

Outside of the ALMR footprint are any number of standalone radio systems that are operated by local communities each using different technologies that are sometimes not compatible with other agencies who may be called upon to respond into their communities and provide assistance.

Data Systems

Today public safety agencies across Alaska use data on a daily basis to complete their missions. This includes the sending and receiving of data through Record Management Systems (RMS).

The Alaska State Troopers as well as many local law enforcement agencies use the Alaska Public Safety Information Network (ABSIN) and the Alaska Records Management System

(ARMS) for law enforcement activities. Emergency Medical Services throughout Alaska use the Alaska Uniform Response Online Reporting Access (AURORA) to provide statewide data on EMS care. The fire departments in Alaska use the Alaska National Fire Incident Reporting System (ANFIRS) to report fire data. All of these systems and others like it are used in some cases to provide real time information but to also allow the State and other entities to evaluate and analyze data to contribute to improving performance and enhancing delivery of services.

As technology changes the future of data usage in public safety is limitless. For example with technology advances in cell phones the Next Generation 911 (NG911) services will be able to receive video and text messages and in turn provide that information back to responding law enforcement, fire, and EMS responders.

This is type of technological advance in not science fiction but is real and happening today across a broad spectrum of applications.

We as a state must be prepared to take advantage of funding streams and partnership opportunities to provide these services to our public safety agencies and our communities.

A prime example of this opportunity is FirstNet, outlined below, which was created in 2012 to develop a nationwide public safety broadband network. Seven billion dollars were allocated by congress for the development of the system and *all 50 states will have the system*.

How should the state move forward? Firstly, create the Office of Chief Information Officer for the State of Alaska. This office would be responsible to assure a coordinated, efficient and cost effective approach for the deployment of technology for all departments in the Alaska State Government and directly report to the Governor. This would include data, voice, and other enterprise technology services.

Secondly, Create a State Interoperability Governing Body (SIGB) to implement the statewide plans for enhancing interoperable communications. This could be accomplished through working with other groups or individuals either directly or through liaisons.

Currently there are several groups and individuals tasked and responsible for single elements of the communications planning for the State of Alaska. Some of these are standing committees; some are individuals such as the 911 Coordinator that are full time employees. Others such as the Single Point of Contacts (SPOC) and the Statewide Interoperability Coordinators (SWIC) are given to State employees as "other duties as assigned". Many of these positions as well as a SOGB governing body *are required* to coordinate in order to receive their allocation of federal funding.

A State Interoperability Governing Body would also be responsible for the coordination of critical communications training as well as exercise planning for the State of Alaska.

The Federal Office of Emergency Communication's "*Establishing Governance to Achieve Statewide Communications Interoperability*" (December 2008) states that "For any State and its regions to improve communications interoperability, collaboration and participation from relevant emergency response stakeholders is essential. A formalized, statewide governance system provides a unified approach across multiple disciplines and jurisdictions; this approach aids the funding, effectiveness, and overall support for communications interoperability. Establishing a governing body and overarching system is critical to successfully addressing the key challenges associated with achieving interoperable communications. Statewide governance and coordination also provide the framework in which stakeholders can collaborate and make decisions that reflect shared objectives."

"Interoperability hinges on diverse stakeholders cooperating across disciplines and jurisdictions. The term "governance" is used to describe a support system that helps decision makers within Federal, State, local, and Tribal governments make informed decisions that meet stakeholder requirements. An official governance system announced to internal and external stakeholders establishes an organizational blueprint for statewide interoperability advancement. Official systems prove to be beneficial in that they are respectful of individual agencies' roles and responsibilities, yet provide each agency with the communication networks necessary to cooperate with other agencies."

Current Positions with Responsibility for Communications Activities:

911 Coordinator

The State 911 Coordinator is a position created under AS 26.23.170 and is currently assigned to the Department of Public Safety. The position's duties are "... to coordinate and facilitate the implementation of 911 systems throughout the state. The 911 coordinator shall participate in efforts to set uniform statewide standards for automatic number identification and automatic location identification data transmission for telecommunications systems; make recommendations as necessary for implementation of basic and enhanced 911 services.

Alaska Land Mobile Radio (ALMR) Executive Council and Users Council

The Executive Council is made up of three voting members and two associate members representing the original four constituency groups: the State of Alaska, the Department of Defense, Non-DOD Federal agencies (represented by the Alaska Federal Executive Association), and local/tribal and municipal governments (represented by the Alaska Municipal League and the Municipality of Anchorage). The council's mission is to provide leadership and oversight for the operations and management of the ALMR System.

The User Council is made up of twelve members representing the original four constituency groups: the State of Alaska, the Department of Defense, Federal Non-DOD agencies (represented by the Alaska Federal Executive Association), and local/tribal and municipal governments (represented by the Alaska Municipal League and the Municipality of Anchorage). The council has the responsibility for making all operational and maintenance decisions affecting the ALMR System.

FirstNet (First Responder Network Authority)

Created by the Middle Class Tax Relief and Job Creation Act signed Feb. 22, 2012, FirstNet is funded by the law and projected proceeds from 2014 spectrum auctions. The network is overseen by a Board including individuals from public safety; current and former local, state and federal officials; and wireless experts. FirstNet is an independent entity within the U.S. Department of Commerce, National Telecommunications and Information Administration.
<http://www.ntia.doc.gov/page/about-firstnet>; <http://www.firstnet.gov/>

The State Single Points of Contact (SPOC)

The state SPOC's are appointed by the governor of each state and territory. These are the individuals responsible for working with FirstNet in their state or territory.

Statewide Interoperability Coordinator (SWIC)

The SWIC is responsible for the daily operations of the State's interoperability efforts. Primarily, the SWIC's implementation efforts will be guided by the initiatives outlined in the National Emergency Communications Plan (NECP) and the Statewide Communications Interoperability Plan (SCIP). SWICs formally serve as members of the National Council of Statewide Interoperability Coordinators (NCSWIC), a national governance body established to assist State and territory interoperability coordinators with promoting the critical importance of interoperable communications and best practice within their States and nationally.

Example Statewide Interoperability Governing Body Charter

<http://www.ok.gov/homeland/documents/SIGB%20Charter%20v0.05.pdf>

Support and fund the Alaska Land Mobile Radio System (ALMR)

The ALMR system has throughout its history has had some difficulty in securing and receiving the recognition and support needed to maintain the system. The ALMR system like any other technology system requires upgrades, maintenance, and the support for life cycle changes that will ultimately mean replacement of the system. The State of Alaska needs to recognize *the critical nature of the ALMR system* for not only State agencies but all the user of the system and devote the effort to support, fund, and plan for the continued development of the system.

Support and Encourage Planning and Coordination

All local, state, and federal public safety entities in the statewide radio communications system design must be able to coordinate their efforts. As communications systems come to the end of their life cycle or the needs of the agency change and communications systems need to be replaced or expanded

it is incumbent upon the State to take a lead role in coordinating these efforts.

This can take place through the *establishment of a Statewide Interoperability Group* and through other outreach efforts.

Work with the Federal government and support FirstNet implementation in Alaska.

FirstNet will provide emergency responders with the first nationwide, high-speed network dedicated to public safety. FirstNet will be a force multiplier, increasing collaboration to help emergency responders save more lives, solve more crimes and keep our communities safer.

The broadband data network fulfills a fundamental need of the public safety community and a key recommendation of the 9/11 Commission. Creating FirstNet will require an unprecedented level of public-private partnership, collaboration and shared commitment to the well-being of all Americans.

Using a nationwide spectrum license, FirstNet will provide a single platform for daily public safety communications. When natural disasters, threats to our nation's security, or other emergencies occur anywhere in the country, FirstNet will enable local, state, regional and national emergency responders to communicate at the direction of the incident commander.

FirstNet will be built to public-safety grade standards using Long-Term Evolution (LTE) wireless technology, the most advanced available today. FirstNet will deliver greater coverage, capacity, connectivity, cybersecurity and resiliency than the current multiplicity of diverse public safety wireless systems. Police, firefighters and emergency medical service personnel will still rely on their land mobile radio (LMR) networks for mission-critical voice with FirstNet providing high-speed data, supplemental commercial grade voice and eventually mission-critical LTE voice. FirstNet also will support the integration of LMR networks, even after LTE voice is provided.

Invest in deferred and continued maintenance of the State of Alaska Telecommunications System (SATS).

As part of the Department of Administration, Enterprise Technology Services, Network Services (NET) provides network resources and internet access for state government and partner agencies. These services include network monitoring and problem management, together with application availability. NET also manages the statewide technology backbone

providing digital connectivity for voice, data and video transmission. A portion of this backbone is a system of copper, fiber and point-to-point microwave communications, the State of Alaska Telecommunications System (SATS). It connects over two hundred sites primarily located along the main road systems from Fairbanks to Kodiak and Cordova. Within and between the major cities and rural communities, SATS carries a variety of customer traffic including all voice, data and video traffic between Anchorage and Fairbanks.

[\(http://doa.alaska.gov/ets/networksvcs/\)](http://doa.alaska.gov/ets/networksvcs/)

Review the Statewide Broadband Task Force Report and develop and adopt a detailed plan for the development of a statewide broadband strategy.

“Blueprint for Alaska’s Broadband Future”. This report details a vision for the development of broadband throughout Alaska. This includes a vision for use of broadband by public safety entities. This report outlines the need for development of the system but also outlines some of the partnerships that might take place including the deployment of FirstNet that the State of Alaska could take advantage of. The State should review the Broadband Taskforce’s report and use this as a stepping off point to a broadband development plan for the State of Alaska.

“A Blueprint for Alaska’s Broadband Future”

<http://www.alaska.edu/oit/bbtaskforce/docs/Statewide-Broadband-Task-Force-Report-FINAL.pdf>

Barriers to Success

Technology today is an integral part of our lives however it is constantly changing and as we become more dependent on it we must come to the realization that there is a reoccurring cost for this investment. The obvious barrier to the support of the communications infrastructure and capabilities in Alaska is funding. However through a well-managed coordinated approach that looks for partnerships and opportunities it is possible to continue to develop the system to support the efforts of Public Safety personnel throughout Alaska.

DPS Transition Issues - Supplement

VPSO Program

The VPSO program needs attention. Turnover is a major problem and DPS testified that the VPSO's have a 33% turnover every year. Questions need to be addressed concerning their recruitment, training and certification: are they law enforcement/police? What is equitable pay? and benefits? Are they private or public employees?

Alaska State Troopers/Court Service Officers/Deputy Fire Marshals/Airport Police and Fire Officers

- Recruitment/ Retention improvements in a time of budget austerity
- Need for more women and minority hiring
- Pay and benefits
- Officer Safety
- Taking care of employee families when tragedy strikes
- Providing employee assistance programs for our most stressed public employees
- Two week on two week off work schedules at rural postings

Alaska Police Standards Council

- Review and update regulations (has not been done since creation)
- Clear standards of conduct for all certified police, correction officers, and firefighters

Public Perception of Law enforcement

- Transparency as much as possible for any internal investigation
- Improving Community Policing

Smart Criminal Justice - Supplement

Listed below are examples of justice initiatives from around the country.

Council of State Governments (CSG)

CSG has a long and extensive background of assisting states in justice reform. At a recent CSG conference here in Anchorage, the current Governor of West Virginia spoke of his state's current reform work. West Virginia's efforts seem to indicate a marked reduction in recidivism and state prison populations were going down. Alaska State Senator Coghill gave a brief synopsis of some of the efforts that he is working on. <http://csgjusticecenter.org/press-room/>

Right on Crime

Right on Crime is a project of the Texas Public Policy Foundation, the American Conservative Union Foundation, and the Prison Fellowship. The advantage of this organization is the conservative credentials it brings to the perception or politics of the work. Newt Gingrich, Grover Norquist, Ed Meese, and many other conservative leaders have spearheaded this effort. Like CSG, they offer experience and solid arguments for reform.

<http://www.rightoncrime.com/about/>

Below is a link to an article that gives a update on current reform efforts. As alluded to in the article, the Pew Charitable trust is one organization that has funded some of these reform efforts. It is possible that some reform work could be done with little or no outlay of State resources. The objective of reform is reduction of costs and the reduction of unneeded incarceration of our State citizens. <http://www.adn.com/article/20140922/alaska-legislative-committee-reviews-progress-crime-reduction-bill>

The following link is for a state of Colorado coalition that is working on justice reform.

<http://www.ccjrc.org/>

The Sentencing Project

While this organization was founded to help defense attorney's fight for fair sentences, it still provides a valuable perspective. The important aspect is that many political perspectives and viewpoints have lead state leaders towards substantial reform efforts.

<http://www.sentencingproject.org/template/page.cfm?id=2>

Only included for the political perspective of this article are comments made by Rand Paul that confirm the goal of justice reform from a top national leader. This does not speak to the candidate, but only that national figures now understand that justice reform is needed to not only save money, but more effectively deal with social issues.

<http://www.politico.com/story/2014/11/rand-paul-ferguson-grand-jury-react-113166.html>

Pre-Trial Diversion (also known as Deferred Prosecution)

Pretrial diversion – a voluntary alternative to traditional criminal justice processing – is currently prohibited by Department of Law policy, in part because the Department of Law does not have the resources and/or personnel to monitor the individuals in the program unless internal resources are reallocated.

The pretrial diversion provides a defendant charged with an offense the opportunity to engage in an individualized program plan, which upon successful completion, results in the dismissal of the charged offense. These programs can help certain offenders avoid criminal convictions, while at the same time, ensuring that the offender receives necessary treatment.

Pretrial diversion programs are generally focused on nonviolent misdemeanor offenses. Likewise, the programs generally focus on offenders with alcohol, substance abuse, or mental health issues. The goal of these programs is to reduce crime by discovering – and treating – the underlying factors that lead to the individual’s criminal behavior. Factors considered for determining eligibility into pretrial diversion may include:

- The nature, severity, or class of the offense
- Any special circumstances or difficulties of the offender (i.e., substance abuse)
- Whether the offender is a first-time offender and
- The impact of diversion and the crime to the community
- Recommendations of the relevant law enforcement agency
- Likelihood of recidivism, victims input/approval, restitution/repayment

If successful, pretrial diversion can result in reducing court dockets (thereby conserving judicial resources for more serious offenses), and reducing offender recidivism by providing effective community-based rehabilitation, which may be less costly than the continued criminal prosecution and eventual incarceration.

Reallocate resources within the Department of Corrections to provide pre-trial monitoring and supervision of the individuals in the pre-trial diversion programs. In the alternative, the Department of Law should provide additional resources to monitor and oversee such programs in the form of personnel and funding

PACE Program

A high rate of probationers use alcohol and/or drugs in violation of their probation leading to higher incarcerations rates, commission of new crimes and a lack of rehabilitation. In 2010, the Anchorage Superior Court began a pilot program to implement the Alaska Probationer Accountability with Certain Enforcement (PACE) program. PACE has currently expanded to nearly 200 PACE probationers (out of approximately 3000 total felony probationers) in Anchorage. There is also a PACE program in Palmer.

Probationers receive a warning hearing from a judge as part of their introduction into the PACE program. Probationers are also subject to immediate arrest if they use alcohol or drugs, if they fail to report for a random, but regular, alcohol or drug test, or if they fail to report to their probation officer.

PACE probationers cases are dealt with quickly and normally lead to a very short period of incarceration (1-3 days) if they are honest and turn themselves into law enforcement. This program leads to the prompt identification of probationers with increased treatment needs and a corresponding attempt to provide appropriate substance abuse treatment.

The goal of PACE is not to incarcerate probationers but to provide structure and *immediate consequences* which will foster rehabilitation. Employment and safe, sober housing are key components of PACE and efforts are made to allow probationers to keep their jobs and housing

Expungement of Convictions

Alaska does not provide any mechanism to allow someone convicted of a crime to destroy or seal the record of their conviction after an expiration of time. This means that someone convicted of a crime has a lifetime record and the corresponding disabilities that accompany criminal convictions. A person who has received a suspended imposition of sentence (SIS) who has had their conviction set aside under AS 12.55.085(e) still may be required to report their conviction(s) and the conviction remains available to the public.

Develop an expungement statute that provides opportunities for persons convicted of crimes to apply for the destruction or sealing of the record of their criminal conviction. In order to be eligible for expungement, a period of time should have expired and the person must demonstrate by clear and convincing evidence that:

- he/she has been unconditionally discharged from probation and parole;
- he/she has completed all rehabilitative programs that were ordered by the Court and/or the parole board;
- he/she does not pose a continued threat of harm to the public and;
- he/she has not violated any laws;
- expungement does not diminish the seriousness of the crime.

The victim of the crime for which the applicant was convicted must have an opportunity to express his/her opinion about the expungement application.

Certain categories of offenses should be excluded from eligibility for expungement. All felony crimes under AS 11.41 (crimes against a person), AS 11.61.125-128 (distribution and possession of child pornography) and AS 11.61.110-135 (sex trafficking) should also be excluded.

Eligibility for expungement should be restricted to a period of not less than 10 years after the unconditional discharge from probation and parole

Review the Alaska Sentencing Schemes

The Alaska Sentencing Schemes need to be continually reviewed for effectiveness. The flexibility to determine which cases should go to trial and how to manage them has been removed from both the Department of Law and the Court system. This leaves the DOL in the unfortunate position of taking many cases to trial where their either is no chance of winning

(cost), no opportunity for plea bargaining (resulting in loss of cases with insufficient evidence (cost), or draconian sentences, perhaps inappropriate for the crime (cost/fairness))

The Attorney General should take an active lead in partnership with the Alaska Criminal Justice Commission to review and propose changes to the Legislature to update the Alaska sentencing schemes.

Initiate a Justice Reinvestment initiative in Alaska

Justice reinvestment is a data-driven approach to improve public safety, reduce corrections and related criminal justice spending, and reinvest savings in strategies that can decrease crime and reduce recidivism. This can be achieved with assistance of The PEW Charitable Trusts. Examples of the success of Justice Reinvestment can be found at:

<http://csgjusticecenter.org/press-room/>

Establish a new higher level of data analytics in the State of Alaska

Data Analytics is necessary in order to achieve cooperative, centralized data collection and analysis to facilitate data driven outcomes for the performance of State agencies. Very necessary for determining if our efforts are working and our money well spent.

Executive Summary of Comments

The need to reestablish the Rural National Guard is of great importance to the State of Alaska and the rural communities. The state of Alaska has over 54,000 miles of coastline to be monitored and needs supplement support in the area of search and rescue in our rural communities. Previously the Guard had employed 1,800 rural Alaskans in 3 battalions and supported the communities with training, structure and a career path for many before the closing of the Rural National Guard. The practical training of the Guard provided skills that directly benefited the sustainability and prosperity of the rural communities.

The committee feels that the revitalization of the Rural National Guard is an opportunity for the new administration to acquire a large return on their investment that would directly impact many rural communities. Though the return may not be in the form of direct revenue to the state, benefits will be apparent in member wages along with direct savings and improvement in social issues.

The summaries are intended to supply commentary that supports each respective issue.

Priority Issues

1. Leadership
2. Eligibility/Recruitment
3. TAG (The Adjutant General)
4. Organizational Structure
5. Community Partnerships
6. Ethical Focus/Code of Conduct

Other Issues Considered

- Personnel
 - Budget – Federal and state mission compatibility
-

1. Leadership

Develop a leadership philosophy in the Alaska National Guard will that instill rural confidence and provide focus in the Alaska National Guard on important contributions made by the rural guard.

Stakeholders

- Governor
- Congressional delegation (liaison)
- Rural Communities
- DMVA (Department of Military and Veterans Affairs)
- Guard senior leadership
- Department of Law
- Former/retired rural guard
- Advisory rural leadership group
- Native Veterans Associations

Success Elements Considered to be Agreeable to Most Alaskans

- Increase of OCS (Officer Candidate School) /ROTC (Reserve Officer Training Corps) enlistments from rural Alaska
- Develop leadership preparation program in rural Alaska

Possible Actions to Success on Agreed Success Elements

- Develop professional military education with rural component taught by rural leadership
 - Alaska National Guard history, ethics and conduct expectations
- Fitness reports regularly released that demonstrate planned increase in rural involvement
- Create organization model that supports Alaska's demographics and increases senior leadership in rural Alaska
- Leadership development in communities
- Identify potential leaders/mentor

Executive Summary of Comments

The discussion regarding leadership by the committee had two distinct components. The first component involved a developed and clearly communicated leadership philosophy with a rural focus established by the Executive Office. The communication to the public should involve strong messaging regarding contributions by the Rural National Guard with emphasis on its positive attributes.

The second component (which is clearly detailed out in the elements above) is the need to grow rural leadership. This component is vital to the success of revitalizing the Rural National Guard as it will hasten and ease community buy-in. Rural grown leadership will allow leadership to be more effective as they will have a shared reality with those that they are leading.

This structure will help to also promote understanding between rural communities and the new administration by naturally creating an additional liaison. The leadership will be a bridge between the cultures of the rural communities and that of the Alaska National Guard. Without experience and understanding of the rural communities the committee feels the leader would be less effective.

The effect of the National Guard in rural communities is amplified due to their size and remoteness. This is where the return on investment will be evident in positive social change (drug and alcohol abuse) while being able to maintain the many positive attributes of rural heritage and culture. The committee feels the collaboration between Rural National Guard and local leadership has the potential to be the catalyst to sustainable and productive rural communities.

2. Eligibility/Recruitment/Retention

Success will be when Rural Alaska National Guard attrition has been reversed and has promoted positive growth in select rural communities to foster future expansion of units in Alaska

Stakeholders

- DOE (Department of Education)
- Regional nonprofit corporations
- University of Alaska
- Alaska Native Veteran Associations
- Rural school associations
- Employer Support of the Guard and Reserve
- Tribal associations
- Judicial liaison

Success Elements Considered to be Agreeable to Most Alaskans

- Initiated 1000 recruits from Alaska rural Zip Codes through current federal administration
 - 200 recruits per year for five years
- Increase in number of eligible rural Alaskan recruits
- Reduction of drug/alcohol abuse and increase in high school graduation
- Relationship established between Alaska National Guard and Native Veterans Association
- Waiver for standards for Alaska developed for those who may have previously lost eligibility

Possible Actions to Success on Agreed Success Elements

- Pilot program for recruitment/partnership created for Mount Edgecumbe High School
 - Presence of National Guard in schools
 - Create JROTC-like (Junior Reserve Officer Training Corps) program
- Each Alaska National Guard unit adopts a rural school with local tribes
- Alaska National Guard summer camp for potential recruits
- Create a process to connect youth in rural communities to recruiters
- Promote physical activity
- Create incentives for recruits to be drug-free to meet eligibility requirements
- Create program to regain eligibility give potential good recruits a second chance (courts)
- Investigate best practices of strong community based groups such as Aniak Dragon Slayers and replicate the success of these programs when revitalizing Rural National Guard
- Partnerships with DOE (Department of Education) and University of Alaska with opportunity to Rural National Guard Track

Barriers to Further Success

- Substance abuse is a major barrier to eligibility in the National Guard
- Federal funding for substance abuse programs has been reduced
- Stakeholder buy-in
- Judicial system
- Lack of access to rehabilitation in rural Alaska
- Very limited National Guard program for rehabilitation of soldiers
- No pathway back to regain eligibility for membership (2nd chance)
- Rural Alaskans adapting to military code of conduct

Actions to Address Barriers

- Substance abuse education programs in schools involving the National Guard
- Sponsored community initiatives for sobriety (alcohol and drug free) with an Alaskan National Guard Component
- Establish rehabilitation program for traditional soldiers
- Recognize and utilize tribal courts
- Develop a pathway to enter or regain eligibility for National Guard membership (2nd chance)
- Partnerships, governmental and private organizations that deal with substance abuse
- Establish programs like military youth corps/Dragon Slayer model
- RSP (Recruitment Sustainment Program) – Make exportable to rural Alaska

Executive Summary of Comments

The committee feels that we must clearly communicate eligibility requirements to the stakeholders including potential rural recruits. The initial step to this could be completed by the review and redirection of recruiting marketing funds to rural areas utilizing methods that take into account both the recruit's rural and generational status.

The second area that must be analyzed involves the loss of eligibility due to alcohol and substance abuse. The committee feels that we should investigate ways to allow potential recruits to regain eligibility. We need to recognize the importance of redirecting federal funds to substance abuse in rural areas. There should be efforts by all to collaborate and create opportunities for rural Alaskans to make positive change and allow the Rural National Guard to be a catalyst for this. It will involve establishing of a waiver program that will be discussed in the Organizational Structure Priority.

The need for a strong presence within the rural school systems is important in creating a sustainable recruiting system. We will need to develop strong relationships with University of Alaska, Department of Education and Alaska National Guard to create opportunity for rural youth to be exposed to Alaska National Guard structure and opportunity. This exposure and direction will translate into reduction of substance abuse in youth and an increase in high school completion.

The committee felt that the lack of outreach and aftercare for returning veterans was a deterrent to recruitment in rural communities. This is focused on in the Ethical Focus priority but the committee thought important to connect to the issue of recruiting.

3. TAG (The Adjutant General) Selection

The selected TAG (the Adjutant General) supports rural growth and promotes understanding of rural guard presence throughout organization.

Stakeholders

- Governor
- AFN (Alaska Federation of Natives)
- Former/retired guard members
- Legislature (Military affairs)

Success Elements Considered to be Agreeable to Most Alaskans

- Negative perception of National Guard in rural Alaska is addressed
- Succession program established (Advisory committee of current and former guard members)
- TAG (The Adjutant General) outreach to rural Alaska

Possible Actions to Success on Agreed Success Elements

- Ensure criteria for selection of TAG (The Adjutant General) with focus on rural understanding
- Have ability to plan and oversee large project

Executive Summary of Comments

The selection of TAG (The Adjutant General) will be important, as this will need to be an extension of the Executive Office and their intentions for the Rural National Guard. The TAG (The Adjutant General) selection must have an understanding of rural guard units and support the growth of the rural guard. The committee feels this personnel decision is vital to the success of reestablishing the Rural National Guard and encourages the Governor to get input from the various stakeholders for this priority.

The selection of the TAG (The Adjutant General) with a rural understanding should also have knowledge around implementing change (preferably large scale) within the military structure. There are many suggestions that will need to be addressed in the Organizational Structure priority such as waivers, change of force structure and mission statement of the Alaska National Guard that will need to be supported and implemented. The candidate should have demonstrated efficacy in this area.

The selection of the TAG (The Adjutant General) must then be followed up with a detailed plan as to the TAG (The Adjutant General) outreach to rural Alaska. There must also be an established plan for accountability involving Rural National Guard Initiatives. The TAG (The Adjutant General) must be invested not just in the success of the Rural Guard but have an understanding of how his/her success will impact the community where the units are located.

4. Community Partnerships

The establishment of a mutually beneficial relationship between rural communities, state organizations, and the Alaska National Guard to ensure the revitalization of the Rural National Guard.

Stakeholders

- Rural Leadership
- TAG (The Adjutant General)
- State Emergency Coordination Center
- AFN (Alaska Federation of Natives)

Success Elements Considered to be Agreeable to Most Alaskans

- Facilitation of Guard Advisory Committees in villages to assess and recommend solutions.
- Multiple use facilities restored/updated/created
- Opportunities provided for males and females
- Involvement in State Emergency Coordination Drills

Possible Actions to Success on Agreed Success Elements

- Create culturally relevant structure and partnership to support a unit
- Reach out to elders
- Expand statewide drills for emergencies

Barriers to Further Success

- Lack of understanding – cultural values, etc.
- Linguistic/cultural barriers
- Rural Alaskans adapting to military code of conduct

Actions to Address Barriers

- Liaison (Native)
- Rural National Guard Leadership to navigate linguistic/cultural barriers
- Teaching English

Executive Summary of Comments

There are varied opinions from the committee regarding the support from rural communities in revitalizing the Rural Guard. We first must survey these community leaders and identify the champions of the Rural National Guard in the rural communities. This priority will need to be supported by TAG (The Adjutant General).

The survey will help to identify assumptions made by both Alaska National Guard and rural Alaska and vice versa. A culturally competent presence by the Alaska National Guard will create resiliency in the relationship between rural communities and the Guard. As the rebirth of the Rural National Guard begins it will be essential that the local guard leadership is able to foster these relationships and will need support of TAG (The Adjutant General).

The investment in multiple use facilities due to the revitalization of the Alaska National Guard will demonstrate investment in the community and provide a venue for positive community activities. Further investment will be demonstrated by consideration of their communities and involvement with State Emergency Management Offices through the National Guard. Demonstrating that the relationship between the Alaska National Guard and rural communities is mutually beneficial will be key in revitalizing the Rural National Guard.

5. Organizational Structure

The organizational structure of Alaska National Guard is adaptable to recruiting, training and retaining rural communities and supporting state and federal missions.

Stakeholders

- DOD (Department of Defense) /Attorney General
- National Guard Bureau
- TAG (The Adjutant General)
- Federal delegation
- AFN (Alaska Federation of Natives)

Success Elements Considered to be Agreeable to Most Alaskans

- Organization and stationing plan created and approved by National Guard
- Waiver of standards for Alaska recruits and members
 - For regaining eligibility if lost
 - Culturally relevant testing and training for rural communities
- Force Structure developed to address unique needs in Alaska and maximize benefit to all parties involved, National, State and local rural communities.

Possible Actions to Success on Agreed Success Elements

- Mission analysis
- Develop strategic plan for managed growth of units
- Create culturally relevant structure and partnership to support a unit
- Identify prototype (pilot) unit for expansion in rural Alaska and implement
- Utilize State Active Duty Funds for pilots

Barriers to Further Success

- National Guard information flow
- Linguistic/cultural barriers
- Testing and training methods that lack cultural competency or consideration for rural communities
- DOD (Department of Defense) regarding change of force structure
- NGB (National Guard Bureau) support for changing Alaska National Guard force structure
- Training school seats/slots – (Basic, PME (Professional Military Education), AIT (Advanced Individual Training))
- Recruiting/enlistment standards – CAT IV (Category 4) ASVAB (Armed Services Vocational Aptitude Battery) Waivers
 - English 2nd language
 - Bottom 3rd scores on traditional test
- Demographics of Rural Alaska
- RSP (Recruitment Sustainment Program) – exportable to rural Alaska
- Limited federal and state money

Actions to Address Barriers

- Local National Guard Leadership Buy-in
- Hands on demonstrations
- Recognizing verbal testing
- Testing via competency vs. written tests
- Focus on return demonstration model (tell, show, do)
- Governor, TAG (The Adjutant General), Congressional Delegation to meet with DOD (Department of Defense) to discuss Alaska specific force structure
- Governor dedicate state resources to address minor issues
- Governor, TAG (The Adjutant General), Congressional Delegation to meet with the National Guard Bureau (1st) to obtain support/solution/workable mission to change force structure

- Governor, TAG (The Adjutant General), Congressional Delegation to contact current federal administration to request an executive order to establish a change in mission for Alaska National Guard to address current homeland security issues
- Create a pilot project to increase rural manning
- Appointed person to plan, communicate and execute change

Executive Summary of Comments

The committee recognizes that this priority may be the most difficult due to the fact that it involves the most federal interfacing with the National Guard being a federal program. The establishing of waivers, policy change, and money may be problematic in the current political climate.

AFN (Alaska Federation of Natives) has a vested interest in the rural communities and the committee feels it would be to the benefit of the TAG (The Adjutant General) and Executive Office to keep them informed and involved. This will be of specific benefit with the request for 1,000 rural recruits initiative.

The creation of certain waivers for Alaskan National Guard members will also need to include ongoing active program to interface cultural, language, and learning differences. This has been included in the Organizational Structure priority because it will need to be established to create accountability of the waiver system.

5. Ethical Focus/Code of Conduct

Integrity, ethics and credibility has been restored throughout the Alaska National Guard command structure

Stakeholders

- Governor
- Attorney General
- TAG (The Adjutant General)

Success Elements Considered to be Agreeable to Most Alaskans

- Shown improvement through survey process

Possible Actions to Success on Agreed Success Elements

- Create an evaluation of current culture of Alaska National Guard

- Evaluate current culture/climate through surveys using an external source to analyze results
- Investigate and use 360° survey
- Merge cultural values with Army values
- Review reporting/chain of command
- Create plan for correction, reassess in 12 months

Executive Summary of Comments

The Executive Office along with TAG will need to be committed to the ethical environment in rural Alaska. There will need to be a strong focus on transparency as this initiative was included as a priority for not only the benefit of the Alaska National Guard internally but as a method to regain the confidence of the communities of Alaska.

The committee recommends beyond the proposed surveying process that there is a creation of an advisory committee of retired/former guard members to form existing groups to help review ethics.

As a component of the ethical focus the committee believes that there needs to be better access for veterans returning from active duty service. Lack of support decreases the likelihood that new recruits will join. The Rural National Guard is a form of support to veterans returning from active duty and will blend well with increased outreach efforts to assist rural veterans. It is acknowledged that this is not a state but a federal program but as noted previously the two programs intertwine. People in the community and potential recruits are often not able to differentiate between the programs.

Subsistence

Priority Issues

There were nine members of the Subsistence working group. We were asked to identify five priorities for the unresolved issues and challenges for subsistence management in Alaska. The working group was in close agreement in identifying the 5 priorities for addressing Subsistence issues in Alaska.

1. Dual Management, including federal eco-system management, is ineffective and inefficient for the resources, subsistence users, and all uses of fish and wildlife in Alaska.
2. We need an Alaskan solution that addresses State and Native Sovereignty.
3. It is necessary to incorporate tribes and Alaska Natives into State and Federal subsistence management systems.
4. We need to recognize the subsistence way of life and define what subsistence uses are, who is engaged in subsistence uses, and distinguish subsistence uses from other uses.
5. We need to ensure that subsistence users have proper access to resources and there needs to be a means to control and provide access to non-subsistence users to avoid disruption of subsistence use and subsistence opportunity.

Other Issues Considered

- User representation:
 - Commercial Fisheries interests are over represented on the Alaska Board of Fisheries.
 - There is very little representation on the Alaska Board of Game and Board of Fisheries from subsistence users.
 - It is difficult to keep up with all the changes made by the Board of Game and Board of Fisheries.
 - The Federal Subsistence Board needs to be reformed to better represent subsistence users rather than federal agencies.

Background on Process:

Committee members were asked to identify those whose viewpoints need to be considered to move the identified priorities forward – the “Stakeholders”. As noted below, the Committee was unanimous in identifying the stakeholders for each priority (the Stakeholders were the same for each priority).

After identifying the 5 priorities, committee members were asked to identify “Success Elements” - what success/resolution of the issue for the good of all Alaskans would look like for each identified priority. As noted below, the Committee was unanimous in identifying the Success Elements for each priority.

Committee members were next asked to identify “Recommended Actions to Achieve Success” for each Success Element. After an Action to Achieve Success was identified by a member of the Committee, the Committee as a whole addressed each Action item and took a vote on whether “most Alaskans would/could support” the identified Action.

The Committee vote, either unanimous, by a majority, or a vote not to support an issue, is identified for each Success Element and Action to Achieve Success identified by the Committee. The letters (A, B or C) noted with Actions to Achieve Success items, represent the Committee’s view on the how long it may take to implement the recommended Action. It was the Committee’s view, however, that a recommendation identified as a “C” may take more time to implement, but in some cases may be more important to begin work on as soon as possible even though it may take longer to accomplish. A “+” sign after a letter, for example B+, expresses the Committee opinion that the action may not take as long to accomplish with a concentrated effort.

A - Implementation could begin immediately

B - Implementation could begin in near future

C - Implementation is farther out/could take more time

The Committee also noted in some cases whether an identified Action would result in a potential savings or spending of additional State money

Several acronyms are used in the report:

“ANCSA” is the Alaska Native Claims Settlement Act; Act of December 18, 1971, 43 U.S.C. §§ 1601 *et seq.*;

“ANILCA” is the Alaska National Interest Lands Conservation Act. Title VIII of the Act provides for subsistence uses of fish and wildlife on the public lands by rural residents of Alaska. Act of December 2, 1980, 16 U.S.C. §§ 3111 *et seq.*

1. Dual Management, including federal eco-system management, is ineffective and inefficient for the resources, subsistence users, and all uses of fish and wildlife in Alaska

Stakeholders (the Committee agreed unanimously with identification of stakeholders)

- Tribes and ANCSA Corporations
- Commercial operators, transporters, guides, air taxis
- Subsistence users, both state and federally qualified
- Sport users, recognizing that there is a diversity of interests to be represented among sport users
- Federal and state agency representatives ensuring that a proper role in discussions is defined for the agencies
- Commercial fisheries, recognizing that there is a diversity of interests to be represented among commercial fishery users

Success Elements Considered to be Agreeable to Most Alaskans (Committee members agreed unanimously with Success Elements)

- Management on all lands would be abundance based.
- A unified subsistence management system for state, federal and Native lands in Alaska would be established
- Tribes and other subsistence users are meaningfully empowered in management
- Sustainability of the resource comes first

Recommended Actions to Achieve Success Elements

- Management on all lands would be abundance based
(Unanimous/C+)
 - Clarify federal law such that abundance based management for subsistence, and other allowable uses, is the mandate for public lands
 - Clarify that Alaska Native tribes and corporations are empowered for abundance based management on Native lands
- A unified subsistence management system for state, federal and Native lands in Alaska would be established
(Unanimous/A)
 - Establish a team of experts including lawyers, anthropologists and fish and wildlife biologists to assess federal and state legislation, the state constitution and recent federal and state subsistence court decisions to identify a course of action including statutory and administrative remedies to establish a unified management system that provides for a subsistence priority and participation by subsistence users in the management of wildlife and fisheries resources
 - Amend ANILCA (deferred to later issues – see below)

- US Supreme Court litigation to assert state sovereignty (not supported by committee – no vote taken)

(Unanimous/B)

- Enact statutory changes to the state subsistence law defining subsistence use and users

(Majority/B)

- Enact a State constitutional amendment that provides for subsistence as the priority use of fish and wildlife in Alaska

- Tribes and other subsistence users are meaningfully empowered in management

(Unanimous/A)

- Increase representation of subsistence users in the Alaska Board process
- Establish cooperative management agreements to authorize federal, state, tribal co-management

(Majority/B)

- Amend state and federal laws to allow tribes and Alaska Native entities to co-manage on tribal and ANCSA lands

(Majority/C)

- Amend state and federal laws to authorize federal, state, tribal co-management

(Addressed above in Priority 1, Unified Management)(Majority/B)

- Amend the state constitution to recognize the political and legal status of Alaska Natives

(No Vote – not supported by committee)

- Form a state subsistence board

- Sustainability of the resource comes first

(Unanimous/A)

- Appointment of qualified individuals to the State Boards of Fish and Game
- Appointment of qualified professionals to the Alaska Department of Fish and Game
- Incorporation of traditional knowledge in subsistence management
- Develop performance measures and accountability evaluations for fish and wildlife management actions and programs
- Provide the resources necessary to successfully implement management programs; (implementing this action could cost the State money)

(Addressed below in Priority 5, See “Management that provides for non-subsistence users”)

- Enforcement of Fish and Game regulations

2. We Need an Alaskan solution that addresses State and Native Sovereignty

Stakeholders (Committee members agreed unanimously with identification of stakeholders)

- Tribes and ANCSA Corporations
- Commercial operators; transporters, guides, air taxis
- Subsistence users, both state and federally qualified
- Sport users, recognizing that there is a diversity of interests to be represented among sport users
- Federal and state representatives ensuring that a proper role in discussions is defined for the agencies
- Commercial fisheries, recognizing that there is a diversity of interests to be represented among commercial fishery users

Success Elements Considered to be Agreeable to Most Alaskans (Committee members agreed unanimously with Success Elements)

- Alaska Native subsistence uses and subsistence uses by other Alaskans are recognized as distinct subsistence uses that are important to Alaska and both patterns of subsistence uses are protected by law
- Subsistence use as the priority use of wild renewable resources in Alaska is recognized in state and federal law
- The State's sovereignty for managing fish and wildlife is recognized

Recommended Actions to Achieve Success Elements

- Alaska Native subsistence uses and other subsistence uses are recognized
(Unanimous/A)
 - Educate Alaskans on tribal and subsistence issues to improve understanding and address concerns
- (Majority/A)**
 - Issue a State Executive order that recognizes Alaska's tribes
 - Conduct a poll to determine the public opinion on amending the State constitution establishing subsistence as the priority use of fish and wildlife in Alaska
- (Addressed in Priority 1, Unified management & Action above)(Majority/B)**
 - State constitutional amendment that recognizes the federally recognized tribes in Alaska
 - State constitutional amendment that provides for a subsistence priority use
- Subsistence use as a priority use is recognized
(Majority/B)

- Amend federal law for tribal subsistence priority and management by Tribal/Alaska Native entities on Native lands
- Amend ANILCA to include Native subsistence priority on ANCSA lands and federal lands

(Addressed in Priority 1, Unified management)(Majority/B)

- State constitutional amendment that provides for subsistence as the priority use of fish and wildlife in Alaska
- The state's sovereignty for managing fish and wildlife is recognized **(Unanimous/C)**
 - Recognizing the state's sovereignty to manage fish and wildlife on state and federal land requires
 - Amending ANILCA, (see Committee majority approval of specific ANILCA amendments in actions for priorities 1 and 2 above); or
 - Amending the State Constitution, (see Committee majority approval of state constitutional amendment in priority 1, above) or
 - Litigation in the Supreme Court, (rejected by Committee, no vote taken, see above in priority 1); or
 - Under a new system of unified management that reverses federal pre-emption (A "Grand Package" that may include elements such as amending Title VIII of ANILCA, ANCSA, State subsistence laws and the State Constitution) (approved as a possible Action to Achieve Success by the Committee – unanimous/C)

3. It is Necessary to incorporate tribes and Alaska Natives into State and Federal subsistence management systems

Stakeholders (Committee agreed unanimously with identification of stakeholders)

- Tribes and ANCSA Corporations
- Commercial operators; transporters, guides, air taxis
- Subsistence users both state and federally qualified
- Sport users, recognizing that there is a diversity of interests to be represented among sport users
- Federal and state representatives ensuring that a proper role in discussions is defined for the agencies
- Commercial fisheries, recognizing that there is a diversity of interests to be represented among commercial fishery users

Success Elements Considered to be Agreeable to Most Alaskans (Committee agreed unanimously with Success Elements)

- Traditional knowledge would be included in subsistence management
- Laws enacted, including a State constitutional amendment, that authorizes co-management and other elements
- A state constitutional amendment that provides for subsistence as the priority use of fish and wildlife in Alaska
- State, Federal, Tribal Cooperative management agreements

Recommended Actions to Achieve Success Elements

- Traditional knowledge is included in subsistence management
(Majority/A)
 - Issue a State Executive order directing the Alaska Department of Fish and Game to develop a process and/or programs incorporating traditional knowledge into management
- Laws, including a State constitutional amendment that authorizes co-management and other elements
(Unanimous/A)
 - The State should participate with the U.S. Department of the Interior in developing a demonstration project for tribal co-management of subsistence fisheries for the Kuskokwim and Yukon River Drainages
(Majority/B)
 - Encouraging the state and federal fish and wildlife management agencies to enter into contracts and compacts with tribes (implementing this action could save the State money)
(Addressed in Priority 1, See “Unified management” above)(Unanimous support)
 - Recommend an expert working group to provide information and advice regarding co-management and cooperative management
(Addressed in Priority 1 above, Unified management & Tribes and other subsistence users are meaningfully empowered in management)
 - State constitutional amendment that provides a subsistence priority (Majority/B)
 - Establish Tribal/State/Federal Cooperative management (Unanimous/A)

4. We need to recognize the subsistence way of life and define what subsistence uses are, who is engaged in subsistence uses, and distinguish subsistence uses from other uses

Stakeholders (Committee members agreed unanimously with identification of stakeholders)

- Tribes and ANCSA Corporations
- Commercial operators; transporters, guides, air taxis
- Subsistence users both state and federally qualified
- Sport users, recognizing that there is a diversity of interests to be represented among sport users
- Federal and state representatives ensuring that a proper role in discussions is defined for the agencies
- Commercial fisheries, recognizing that there is a diversity of interests to be represented among commercial fishery users

Success Elements Considered to be Agreeable to Most Alaskans (the Committee members agreed unanimously with the Success Elements)

- Recognizing subsistence use as customary and traditional use
- Clarify the definition of subsistence users and subsistence uses, including the element that subsistence is a mainstay of livelihood, to include recognition of the physical and cultural elements of the subsistence way of life

Recommended Actions to Achieve Success Elements

- Recognizing subsistence use as a customary and traditional use
(Unanimous/A)
 - Take state and federal administrative actions to clarify this issue
(Addressed in Priority 1, Unified management above)(Unanimous/B)
 - Establish statutory definitions that establish subsistence uses as customary and traditional uses
- Clarify the definition of subsistence users and subsistence uses, including the element that subsistence is a mainstay of livelihood, to include recognition of the physical and cultural elements of the subsistence way of life
(Addressed in action above and in Priority 1 above)
 - Take administrative actions to clarify the definition of subsistence users and uses
(Unanimous/A)
 - Establish statutory definitions to clarify the definition of subsistence users and uses
(Unanimous/B)

5. We need to ensure that subsistence users have proper access to resources and there needs to be a means to control and provide access to non-subsistence users to avoid disruption of subsistence uses and opportunity

Stakeholders (Committee members agreed unanimously with identification of stakeholders)

- Tribes and ANCSA Corporations
- Commercial operators; transporters, guides, air taxis
- Subsistence users both state and federally qualified
- Sport users, recognizing that there is a diversity of interests to be represented among sport users
- Federal and state representatives ensuring that a proper role in discussions is defined for the agencies
- Commercial fisheries, recognizing that there is a diversity of interests to be represented among commercial fishery users

Success Elements Considered to be Agreeable to Most Alaskans (Committee members agreed unanimously with the Success Elements)

- Subsistence use and opportunity is sufficient to fulfill economic, cultural, social, and spiritual needs
- Management that provides for non-subsistence users

Recommended Actions to Achieve Success Elements

- Subsistence use and opportunity is sufficient to fulfill economic, cultural, social, and spiritual needs
 - (Unanimous/A)**
 - Establish regulatory measures, including time and area regulations, to ensure access for subsistence uses
 - (Majority/A)**
 - Invite federal agencies (Bureau of Land Management, National Park Service, and the U.S. Fish & Wildlife Service) to consider closing certain migration corridors of Caribou in the Northwest Arctic Borough and to rotate the closed areas
 - Initiate scientific research that includes traditional knowledge to assess the impact of transporters and fly-in hunters on disruption of Caribou migration corridors
 - (Unanimous/B+)**
 - Federal (including Federal Aviation Administration action) and state administrative or statutory action to regulate transporters and air taxi operators

- Management that provides for non-subsistence users
 - (Unanimous/A)**
 - Bolster and improve enforcement of fish and wildlife regulations, including: transferring Wildlife Conservation Officers back to the Alaska Department of Fish & Game; and providing training for State Troopers and Conservation Officers on basic public relations and cultural orientation, (implementing this action could cost the State money)
 - Establish a means of mapping where trespass occurs, and better enforcement of private property rights
 - Consider using registration of off road vehicles as means to control and enforce trespass (implementing this action could cost the State money)
 - (Unanimous/B)**
 - Consider cooperative agreements with tribes (including elders) Native organizations, tribal courts, and VPSO's for enforcement of fish and wildlife regulations (implementing this action could save the State money)
 - (Addressed in Priority 1, Unified management above)**
 - Statutory action that provides for non-subsistence uses
 - (Addressed in Priority 1, Management on all lands would be abundance based)**
 - Management for abundant populations of fish and wildlife that provides harvestable surplus to meet subsistence and non-subsistence needs

Additional Action Items to Consider

- Establishment of a subsistence Round Table, funded by private sector funds, to continue the dialogue
- Consider using a Regional approach by Native tribes and other Alaska Native entities for management of Native lands and cooperative and co-management.

Wildlife

Transition Team Committees were asked to identify the top five priority issues in their topic areas by identifying what they believe to be the biggest challenges the State of Alaska needs to address. There were many ideas that were brought forward and categorized and debated. The top five priorities for the Wildlife working group are:

- 1. The Alaska Department of Fish and Game should adopt an innovative business model.**
- 2. Cooperation between agencies (both Federal & State) and departments within the agencies.**
- 3. Manage for abundance and sustained yield by expanding and improving intensive management.**
 - a. Focus management on the wildlife and not people, manage for abundance.**
 - b. Expand intensive management aspects, not just predator control.**
- 4. Improve public relations and engagement.**
- 5. Promote a constitutional amendment for a rural preference.**

The following were identified as stakeholders in Wildlife Management and considered in the priority actions, resolutions, and success:

- Private landowners
- State of Alaska – Dept of Natural Resources (DNR), Dept of Environmental Conservation (DEC), Dept of Public Safety (DPS), Dept of Transportation (DOT), Board of Game (BOG), Dept of Commerce (DOC)
- Alaska Department of Fish and Game divisions: Habitat, Subsistence, Administration, Wildlife Conservation
- Tribes and ANCSA Corporations
- Local Governments
- Non-Governmental Organizations (NGOs)
- Fed Soup – Bureau of Land Management (BLM), US Fish & Wildlife Service (FWS), National Park Service (NPS), US Forest Service (USFS), US Dept of Agriculture (USDA), US Geological Survey (USGS), National Oceanic and Atmospheric Association (NOAA), Bureau of Indian Affairs (BIA), Dept of Defense (DOD), Federal Subsistence Board (FSB)
- University of Alaska
- Industry (Guides, Transporters, Tourism)
- Public / Non-Consumptive User
- Hunters – Resident & Non-Resident

- Subsistence User
- Legislature
- Rural / Non-Rural Alaskan Residents

For each of the priority issues, committees were tasked with identifying what success or resolution to the issue would look like and what actions would lead to that success. The committees also discussed what barriers to achieving success would be and what actions might be taken to resolve those barriers. Below are the recommendations for achieving success or resolution for each of the five priorities identified by the Wildlife committee:

1. The Alaska Department of Fish and Game should adopt an innovative business model.

The Department of Fish and Game should be run more like a business: not only increased revenues, but looking for efficiencies, look for a return on investment (are we getting benefit from the cost). Develop a business plan with goals and objectives, manage programs and departments to that plan.

Success elements considered to be agreeable to most Alaskans:

- “wildlife is an asset and should be managed accordingly” and,
- increase and diversify revenue

Possible Actions to Success:

- Change the philosophy of ADF&G to run more like a business (innovative thinking)
 - Use Return on Investment to evaluate programs, are we getting the benefit for the cost.
 - Business Planning – clearly identify goals and objectives
 - Build Public-Private partnerships to reach goals/objectives and leverage funding
 - Expand Constituency
 - Audit Programs – why and how are we spending money
- Funding:
 - Leverage Funds (federal, industry, carbon credits, NGOS, etc.)
 - Partnership marketing (industry, tourism, etc)
 - Implement a license fee (permit and tags) increase
 - Seek alternative sources of funding
 - Conservation and Reinvestment Act (CARA) funding
 - Pittman-Robertson Act Funding

- Private lands wildlife management implemented (co-management)-take advantage of Farm bill and NRCS funding
 - Recognize value (\$) of wildlife
- Establish an Advisory Committee or Blue Ribbon Commission (Economic Development wildlife managers, economics and business professionals) to review and make recommendations for changes.
- Bring in a CFO/business development expert/financial analyst
 - Can be employee or consultant (or on loan from another department)
 - Answers direct to Governor/Administration
 - Advises on business/financial aspects of projects and programs
- Develop ADF&G business plan with clear goals and objectives
 - Audit existing programs
 - Develop a procedure for analyzing new programs and projects
 - Include financial and social values
- Assess current capacity and research success stories (what works in other places)
 - From this assessment determine max ROI and/or target ROI
 - Use this assessment to plan and prioritize specific programs and products. Examples: Increase funding, public–private partnerships, funding matches
- Evaluate roles/responsibilities to use for maximum potential looking to improve efficient use of resources.
 - Are we getting the most from our money (Leverage money)
 - Create / Renew Partnerships
 - Licensing/permitting
 - Alternative sources of funding – CARA concept, etc.
 - Private lands wildlife management (co-management)
 - Recognize value of wildlife (\$) – it is a resource much like the PFD
 - Define as a food source
 - Utilize carbon credits as conservation tool
 - Better use of federal funds (e.g. climate change \$)
 - Big game commercial services moved from Commerce to ADF&G (currently under Commerce for licensing.)

Barriers to Further Success

- Lack of priority: the financial situation tends to shift focus.
- Lack of buy-in by ADF&G staff
- Need applied science rather than academic research (Need to focus on applied)
- To maximize money leverage - state needs to dialogue/coordinate with ANCs and private landowners
- To increase revenue via license fees, tags, permits or alternative sources, need buy-in from those affected, Governor and Legislature.

Actions to Address Barriers

- Lack of priority: money situation tends to shift focus
 1. Need a Directive from leadership to all agencies
 2. Initial efforts should bring back financial recommendation and business case
- Lack of buy-in by staff in ADF&G
 1. Update and educate staff on fiscal policy and success stories and other states
 2. Focus performance metrics to include ROI and related functions
- Applied science versus academic research (Need to focus on applied)
 1. Add our ally and business/financial analysis to program/project decision-making. Projects will be successful and breed success.
- To maximize money leverage – the State needs to start a dialogue/coordinate with ANCs and private landowner, and federal agencies
 1. Include private landowner in federal/state cooperative discussions
- Alternative money and license = Buy-in from Governor, Legislature, user groups
 1. Education with examples from business community
- Program leadership must have experience with public-private partnerships

2. Improved Cooperation between agencies (e.g. federal) and departments within agencies

It was felt by Wildlife committee members that there is room for vast improvement in cooperation between the State and Federal agencies and within the State departments itself. Through cooperation and collaboration we can have a more cohesive management plan, create efficiencies and make funding go farther.

Success Elements Considered to be Agreeable to Most Alaskans

- Provide opportunities to share perspectives and find common ground
- Avoid frivolous lawsuits
- Improved relationships between the Board of Game /Subsistence Resource Commissions/ Rural Advisory Committees/ the Federal Subsistence Board, and federal agencies
- The ADF&G voice should be equal to other agencies within the state government, all departments must be heard independently, not just from or through DNR on resource issues
- Tribal consultation
- Local engagement

Possible Actions to Success on Agreed Success Elements

- Provide opportunities to share perspectives and find common ground
 1. Create a summit (state, federal and public) to improve relationships among the government agencies and the public
 2. Consider returning to one regulatory body/one system (eliminate dual management)
 3. Leveraging other solutions: example rural constitutional amendment
- Avoid frivolous lawsuits
 1. Review and prioritize cases–
 2. Save money– it can be better used on management
- Improved relationships between be BOG/SRCs/RACs/FSB
 1. The summit will help with this.
- ADF&G voice is equal to other departments
 1. Change policy so ADF&G have the opportunity to provide professional input into permits and other resource issues that cross departmental jurisdiction
- Tribal consultation- consult with tribes, seek their involvement
- Local government involvement-public outreach/education
- Private landowners involvement- recognize land ownership
- NGOs involvement
- Incorporate university personnel/students to research wildlife history/needs– including relationships with intensive management
 1. New leadership needs to emphasize cooperation with universities

Barriers to Further Success

- Entrenched attitudes and inflammatory rhetoric
- Endangered Species Act diminishes State authority and expertise
- Poorly defined state and federal authorities for wildlife management and access - congressional fixes are needed (this needs to be solidified)
- There is an imbalance between state and federal funding and staffing of federal land management agencies in areas – creates frustration and workload

Actions to Address Barriers

- Leadership in all camps must “walk the talk” and set an example. State leaders must take the initiative to make changes. Leadership must be willing to seek to understand and respect others perspectives, and needs, limitations. Seek common ground; this must be ongoing.
- For ESA, state should continue/increase funding for research on broad array of species (“Wildlife Diversity”). Keep common species common.
- Defining state/federal authorities hinges on the first two bullets above being accomplished. (Review MOA’s and other non-statutory agreements)
- Build collaboration on common objectives at the field level. Consider federal attributes as positive opportunities. Requires discussions and seeking common objectives.
- Wildlife know no boundaries - work together.

3. Manage for abundance and sustained yield by expanding and improving intensive management aspects

There are many aspects to the Intensive Management Program, none of this discussion suggests that predator management should NOT be used as a management tool. The focus was how to improve management through implementing these other methods and/or means.

Success Elements Considered to be Agreeable to Most Alaskans

- Improve habitat management
 1. Fire management
 2. Forestry
 3. Eco-typing and inventory of habitat types
 4. Mechanical
- Transplant and reintroduction
 1. New populations
 2. Supplement populations
 3. Identify suitable habitats
- Evaluate the return on investment (ROI) of predator control program
 1. What is the effectiveness on populations and increase in harvest
 2. Availability for harvest --How accessible is the resource?
 3. Cost of programs
- Manage wildlife and not people – Promote wildlife conservation and stewardship
 1. Focus on wildlife population and habitat management
 2. Improved relationship between public and Fish & Wildlife Protection
 3. Increased population surveys and increased eco-typing land for habitat improvement
- BOG needs to reflect all users
 1. Hunters
 2. Subsistence users
 3. Tourism industry
 4. Photographers
 5. Commercial industry
 6. Urban
 7. Non-hunters
 8. The public
 9. Improved public perception of diversity on BOG
 - Appointment process: Governor considers applicants with cross-section of support

Possible Actions to Success on Agreed Success Elements

- Habitat management:
 1. Maintain fire management plan with in ADF&G and DNR– NGOs (apply state-wide)
 2. Integrate pre-commercial thinning
 3. Minimize old growth for timber harvesting
 4. Implement mechanical habitat manipulation
 5. Continue to gather information such as eco-typing and inventory of habitat, while considering climate change, for use in management planning.
- Transplant and reintroduction
 1. Assess opportunities to create new populations of wildlife, e.g. bison & elk, as habitat allows
 2. Assess opportunities to supplement low-level populations, as habitat allows
- Predator control programs
 1. Conduct population surveys to determine if population objectives are being met
 2. Evaluate harvest status to see if harvest objectives are being met
 3. Assess harvest and population objectives to ensure they are realistic and achievable
 4. Assess access availability prior to implementing IM
 5. IM program and evaluate/implement alternative approaches. Harvestable surpluses
 6. Conduct a cost/benefit analysis on each program
- Focus on wildlife and habitat management
 1. Increase focus on surveys to support population management to increased yield
 2. Incorporate subsistence division studies in wildlife management plans
 3. Inventory habitats in cooperation with the Division of Forestry and USDA (ecotyping), DOT and ADF&G and NGOs
 4. Identify forest succession due to climate change

Barriers to Further Success

- Habitat management
 1. Rural residents – (Fire mgmt.)
 2. Industry (Forestry) – SE Alaska, not elsewhere
 3. Funding
- Transplant/reintroduction
 1. Bureaucratic
 2. Oil and gas industry
 3. Local residents
 4. Ecological compatibility
- Return on Investment (ROI) on predator control
 1. Staffing

- 2. Money
- 3. Outside interest groups
- Focus on wildlife and habitat management
 - 1. Interdepartmental resistance
 - 2. Money

Actions to Address Barriers

- Habitat management
 - 1. Engage rural residents in fire management planning/implementation
 - 2. Include forestry and forest products industry
 - 3. Habitat manipulation.- partner with NGOs for mechanical and natural habitat manipulation
 - 4. Leverage funds, include private sector, Non-Government Organizations
 - Seek federal funding
- Transplant and reintroduction
 - 1. Identify appropriate species and habitats
 - 2. Focus on species that do not have federal listings
 - 3. Involve local residents
- ROI on predator control
 - 1. Focus on small and targeted control actions
 - 2. Prioritize staff for management
 - 3. Analyze effective yield of management programs
 - 4. Implement alternative approaches (identify “harvestable surplus” and maximize harvest opportunity under existing laws and regulations to minimize use of predator control and include public participation)
- Focus on wildlife and habitat management
 - 1. Regular meetings between ADF&G, DNR, DOT focused on wildlife habitat.
 - 2. Partnerships – (State, federal, private, NGO’s)
 - 3. Include Subsistence Division in management planning

4. Improve public relations and engagement

Perception goes a long way; sometimes it’s not what you say but how you say it. This is a category was created as a catch-all to improve public relations in a variety of areas. The Wildlife committee felt that this was important enough to be include to improve relations across the State with the public, industry, and agencies.

Success Elements Considered to be Agreeable to Most Alaskans

- Board of Game diversification – The Board of Game should reflect all users; consider including representation of non-consumptive users (there is a perception that it does not)
- Simplify the regulations

1. A comprehensive review of current regulations by ADF&G for simplification
 2. There should be a two-year cycle process to amend regulations; with Advisory Committee input/coincide with BOG process. (This has gone out of cycle)
- Improved Fish and Wildlife Protection (FWP) relationships
 1. Explore & relocate physical and/or administratively to ADF&G (focus on conservation and not just enforcement)
 2. Prioritize education and outreach in schools and public events by FWP
 3. FWP participate with ADF&G in conservation projects and implementation
 - Non-resident education – meat care/wanton waste
 - Expand hunter education to include conservation principles
 - Minimize the negative human–wildlife interactions and impacts
 - Integrate social considerations when developing intensive management programs

Possible Actions to Success on Agreed Success Elements

- Ask the Governor to appoint a diversity of conservation interests to the Board of Game to achieve greater balance of perspective representing the wildlife-related interests of the citizens of Alaska
- Intensive Management program and evaluate/implement *alternative* approaches. Harvestable surpluses.

Barriers to Further Success

- Turnover time for BOG/ADF&G appointments
- Entrenched attitudes and inflammatory rhetoric
- Need for money for public outreach and education
- Interdepartmental resistance to change and money for FWP
- Internal budgetary battles

Actions to Address Barriers

- Make timely new leadership appointments
- Governor revoke Executive Order that forces ADF&G to provide input only through DNR and diminishes ADF&G role and purpose, especially in critical habitat areas
- Governor's office – announce new day – reflect work of wildlife transition group
- Toot our own horn– celebrate successes! The ADF&G needs to publicly share successes.
- Rapidly seek non-General Funds, e.g. Pitman– Robertson funds, increased license fees, farm bills, foundations, etc.
- Attitude changes are free
- Top-down direction for cultural change within Fish & Wildlife Protection (Enforcement should emphasize education and not confrontation.)

5. Promote a constitutional amendment for rural preference.

In an effort to reduce or solve the subsistence issue and eliminate the dual management system, a rural preference amendment should be sought to comply with the Alaska National Interest Lands Conservation Act (ANILCA).

Success Elements Considered to be Agreeable to Most Alaskans

- A constitutional amendment for a rural preference.

Possible Actions to Success on Agreed Success Elements

- Comprehensive review of dual management
- Develop proposition
 1. Two thirds vote legislation
 2. Public vote
- Public outreach

Barriers to Further Success

- Urban people
- Rural people – distrust of State
- Legislature

Actions to Address Barriers

- Organize a Summit, to discuss subsistence and the rural preference for the purpose of provide education and outreach to public and legislature
- Highlight State's role of IM in rural areas
- Governor announced new day on tribal relations