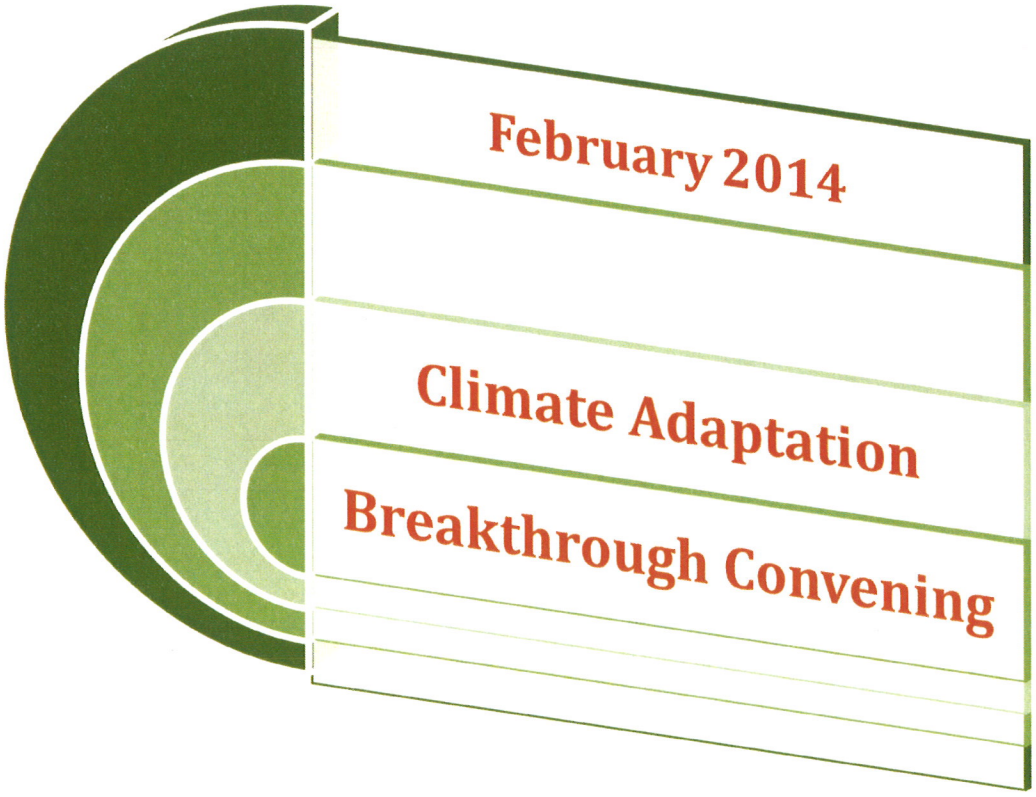
Green Cities CALIFORNIA

Accelerating the adoption of sustainability policies and practices



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Green Cities California Mission Statement

Our Mission is to accelerate local, regional, national and international adoption of sustainability policies and practices through collaborative effort.
http://greencitiescalifornia.org

GCC Steering Committee

David Assmann
Deputy Director, San Francisco Department of the Environment
"Sharing ground-breaking best practices gives local governments, the community and policy makers the ability to enhance sustainability and protect our cities and the planet from environmental degradation."

Dean Kubani
Director, Santa Monica Office of Sustainability and the Environment
"By working together through GCC we are expanding the reach and effectiveness of our individual efforts to realize sustainability in our communities and throughout California and the nation."

Shannon Parry
Senior Environmental Analyst, Santa Monica Office of Sustainability and the Environment
"Working together we can advance the personal and professional art of integrating sustainable practices in the urban environment. Environmental protection, economic vitality and social justice are complementary and essential elements of a healthy community."

Erik Pearson
Environmental Services Manager, City of Hayward
"It is rewarding to work with so many people who are aligned with my professional values and who contribute so much to their communities."

Linda Giannelli Pratt, GCC Managing Director
"We have a choice to accept conditions as they exist or accept the responsibility for changing them. GCC members are inspired to leverage knowledge, experience and resources and create the change we need to see in the world."

This document was prepared by BETONY JONES with assistance from the GCC Steering Committee, Kif Scheuer, Linda Giannelli Pratt and the 2014 Climate Adaptation Convening Participants.

The Facilitator was STEVE ADAMS, with the Institute for Sustainable Communities.

INSTITUTE FOR Sustainable Communities

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BACKGROUND

In August 2013, Green Cities California (GCC), a coalition of local governments in California seeking to accelerate the adoption of sustainability policies and practices, was awarded a USDN Innovation Fund Breakthrough Convening Grant. The funding supported convening local government and other key representatives from four regional climate adaptation networks in California for the twin purposes of clarifying the most highly leveraged role for local governments in these public/private partnerships, and identifying the most effective approaches that enable multi-sectoral and multi-jurisdictional collaboration. The meeting took place February 26-27, 2014 in San Diego immediately following the Climate Leadership Conference sponsored by the federal Environmental Protection Agency and other partners.

DELIVERABLES

- Identify the most effective roles for local governments in regional adaptation efforts.
- Identify approaches that enable multi-sectoral and multi-jurisdictional collaboration.
- Develop the scope of future coordination needs among regional adaptation networks.
- Define needs for follow-up activities.

PLANNING PROCESS

Green Cities California hired an independent consultant, Betony Jones, to coordinate the meeting and retained the facilitation services of Steve Adams who is with the Institute for Sustainable Communities. Together, with a planning committee made up of eight people from the four regional adaptation networks (San Diego, Los Angeles, San Francisco Bay Area, and Sacramento), and with oversight from the Green Cities CA Steering Committee and Managing Director, they developed an agenda and invitee list. A primary consideration in developing the meeting program was to build on past efforts and contribute to ongoing and future efforts around regional adaptation, thus avoiding redundant efforts. Toward this end, Steve Adams brought key insights from other regional collaborative efforts around the United States. The following organizations and people were consulted:

- California's Alliance of Regional Collaboratives for Climate Adaptation (Nicola Hedge and Bruce Riordan);
- CA Governor's Office of Planning and Research (Michael McCormick)
- Local Government Commission (Kif Schuer)

Four regional climate adaptation networks:

- Los Angeles Regional Collaborative for Climate Action and Sustainability (Krista Kline and Shannon Parry)
- Bay Area Climate & Energy Resilience Project (Bruce Riordan and Cal Broomhead)
- Climate Collaborative of the San Diego Region (Cody Hooven and Linda Giannelli Pratt)
- Resilient Sacramento (Julia Burrows)1

[1] See *Background Briefing Document* for more information on the regional networks

APPROACH

Given various options for exactly how to address the purposes of the meeting, the planning committee agreed to focus on two questions through the lens of specific climate impacts rather than climate adaptation in general:

What are the roles of local government in adaptation networks?

What approaches foster effective collaboration?

There was a concerted effort throughout the planning, coordination, and facilitation of the convening to move from generalities and abstractions to specifics and clarity. This approach should provide relevant insights not only to those people participating in the convening but to inform adaptation practitioners around the state and country.

PARTICIPANTS

There were 22 people who attended the convening in total, eight of whom were city staff affiliated with Green Cities California. The others were people who work closely with local governments either within the regional adaptation networks or at the state level.

PARTICIPANT PREPARATION

A week before the meeting, participants were sent the agenda, biographies, questions for consideration, and a background briefing document describing the different regional networks (***Appendix A***). The three questions posed to participants were:

1. What do local governments contribute to and require of regional collaborative adaptation efforts?
2. What is needed to make local governments effective partners in regional adaptation collaboratives?
3. As you think about regional adaptation efforts, what are attributes of effective multi-sectoral and multi jurisdictional collaboration?

CONVENING

DAY 1

The convening began in a unique way: aboard a ship sailing around San Diego Bay with the purpose of looking at specific impacts that have or will occur due to sea level rise. Nationally acclaimed speakers, including John Englander, author of High Tide on Main Street, offered their perspectives about climate adaptation, and local dignitaries provided insight on the challenges in linking climate change projections with financial support. Once the presentations were over, the GCC Convening formally began. Participants introduced themselves and identified key climate vulnerability in their region. The diversity of vulnerabilities underscored the range of priorities and interests, ranging from the primary climate impacts (e.g. heat wave and wild fires) to indirect and compounding challenges (e.g. lack of social cohesion, challenges for emergency responders) to governance issues (e.g. implementing emergency response plans, maintaining infrastructure). Table One identifies the findings for the four primary climate impacts initially discussed, and highlights the three general areas of interest: primary impact; indirect impact; and governance.

TABLE ONE- PRIMARY CLIMATE RISKS; INDIRECT OR COMPOUNDING CHALLENGES AND GOVERNANCE

Primary Climate Impacts	Wildfire	Water shortages/drought	Loss of biodiversity	Sea level rise
Indirect or Compounding Challenges	Social cohesion Environmental justice/social disparities	Funding for adaptation Environmental justice/social disparities Political will/sense of urgency	Funding for adaptation Political will/sense of urgency	Funding for adaptation Political will/sense of urgency
Governance Issues	Collaboration Understanding responsibilities Communication	Collaboration Understanding responsibilities Scaling solutions Defining Success Communication	Defining Success Communication	Understanding responsibilities Scaling solutions Defining Success

This introduction and review was critical in creating a shared understanding of the diversity of approaches, activities, governance structures, and priorities of the regional adaptation networks. (See ***Appendix B*** for a summary of the four regional climate networks.)

"Universal" Categories for Designing a Response to Climate Impacts

The next step was to discuss different structures, participants, champions and roles, with specific emphasis on local governments and the four regional adaptation networks.

DAY 2

Steve Adams began the morning with a presentation focused on the how to scale an adaptation issue, governance, and function of regional approaches. He also described the top-down challenge of supporting adaptation activities across 50 states, 3000 counties, and over 19,500 municipalities, pointing to "regionalism" as an elegant solution for collaborating not only horizontally across equivalent adjoining jurisdictions but also vertically across local-state/provincial-national-international governments.

Following this presentation, the participants deliberated on the set of expertise, agencies and organizations that could be engaged in addressing three climate impacts:

- Drought and Water Supply
- Sea Level Rise
- Public Health Impacts of Heat Waves

The discussion elucidated the fact that regardless of the climate impact, there are seven key categories that need to be addressed in order to design and build a comprehensive and cohesive response: (1) science, research, and analysis; (2) strategic vision and goal setting; (3) project innovation & Implementation; (4) public communication and outreach; (5) coordination and convening; (6) securing resources and funding; and (7) planning and policy.

Table Two seeks to map the tasks associated with each of the seven categories as they relate to 1) Drought and Water Supply; and 2) Sea Level Rise. It was evident that the third climate impact, Public Health Impacts of Heat Waves, was slightly more difficult to address partially due to the fact that the participants did not have enough knowledge about the topic. Table Three highlights the outcome of that discussion.

TABLE TWO: Mapping Roles and Tasks for Addressing DROUGHT, WATER SUPPLY AND SEA LEVEL RISE (pages 7-12)

Science, Research & Analysis	DROUGHT AND WATER SUPPLY Standardizing and Translating Data: There is a lack of consensus on water supply and snowpack projections. In order to plan for drought, local governments need downscaled models and data. Local governments need to know where to access the best science/data, and how different models and data are being used across agencies. Consistency in what data is being used and how is important for convincing decision makers at the local level of the need to act as well as determine priorities and guide the direction of adaptation investments and activities. Trusted regional networks can help point cities to the best data and methodologies. State and federal can also support this effort. Regional networks and state and federal agencies can help cities overcome "analysis paralysis". Identifying vulnerabilities: Reduced water supply will increase water pricing. Local governments should be responsible for identifying communities vulnerable to price increases, water shortages, etc. This information can support the development and implementation strategies to address water conservation. For example, Las Vegas found that financial incentives for water conservation were more impactful in low-income communities. Monitoring water use: Local Governments can also monitor and report on trends in water use. This	SEA LEVEL RISE Standardizing and Translating Data: (same roles as Water Supply and Drought). There is a need to harmonize the data on sea level rise, surges, and tidal variation. It is challenging for local government staff to keep up with sea level rise science and projections. Question: Who decides what the data standard will be and how that is determined? Communicating research priorities: Local governments need to clearly articulate their research questions and needs so that regional collaboratives can find answers and, if need be, communicate research needs to the agencies or scientists that can help fill knowledge gaps. Economic Analysis: Expanding stakeholder engagement with the insurance industry and others can support the findings of research and provide the economic case for changes in zoning and planning at the local government level. This takes some of the burden off of local governments as they seek to make decisions that will be beneficial in the long run but not necessarily supported in the short term

	includes measuring water consumption both within municipal operations and the broader community	
Strategic Vision & Goal Setting	Setting Goals: It may or may not be within the authority or ability of local government to establish water conservation goals. When San Diego tried to set per capita water conservation goals, they were told they had to authority to modify anything related to water consumption. This points to the need to understand boundaries of authority and responsibility. Finding Consensus: On regional matters, regional collaboratives provide a forum for getting to consensus on vision, goals, and strategies that require cross-sectoral, cross-jurisdictional collaboration.	Setting Goals: In California, land use decisions are the responsibility of local governments and are rarely subject to State or Federal control. Therefore, reliance on information sharing across the state between local Planning Department officials is critical to design the justification necessary for changes related to zoning and planning. Similarly, the hazard mitigation aspects of sea level rise will fall on the shoulders of local, state and federal emergency response agencies, and it is more likely that in that context, a set of "best practices" can be developed. Finding Consensus: Zoning and planning changes will occur within the umbrella of local politics and may not be consistent. The most important factor is working with academic institutions and researchers at the State and Federal level to get information at the granular level that can provide meaningful guidance to local government. However, the same is not true for local, state and federal emergency response agencies, and consensus there can help to support other crucial infrastructure expenditures. Expanding stakeholder engagement with the insurance industry and others can support the findings of research and provide the economic case for changes in zoning and planning at the local government level. This takes some of the burden off of local governments as they seek to make decisions that will be beneficial in the long-run but not necessarily supported in the short term

Projects & Implementation	"Operationalize" information: Local governments need to act on the science and data around water issues. In the context of drought, this means making sure that every action the city takes (in any department) is consistent with water conservation goals. In the broader context of sustainability, every action should be measured against the city's sustainability objectives. Sorting through data, tools, science, methodology, and research distracts local governments from focusing on implementation of sustainability and adaptation activities. Regional collaboratives can support cities by standardizing information, so that all cities in a region can refer to the same high quality information. Local governments need to be able to coherently articulate to the regional collaboratives what their information and resource needs are, so that regional collaboratives can provide the desired support. Best Practices and Pilots: Local governments implement best practices and pilot or experiment with innovative approaches (such as "cash for grass" programs). Regional networks can facilitate the scaling up of successful local government pilot initiatives.	Setting Goals: In California, land use decisions are the responsibility of local governments and are rarely subject to State or Federal control. Therefore, reliance on information sharing across the state between local Planning Department officials is critical to design the justification necessary for changes related to zoning and planning. Similarly, the hazard mitigation aspects of sea level rise will fall on the shoulders of local, state and federal emergency response agencies, and it is more likely that in that context, a set of "best practices" can be developed. Finding Consensus: Zoning and planning changes will occur within the umbrella of local politics and may not be consistent. The most important factor is working with academic institutions and researchers at the State and Federal level to get information at the granular level that can provide meaningful guidance to local government. However, the same is not true for local, state and federal emergency response agencies, and consensus there can help to support other crucial infrastructure expenditures.

Communication & Outreach	Public Outreach: Local government staff plays an important role in communicating with the public. Local governments can help regional collaboratives understand how people get their news and information and support the development of communications strategies. Messaging: Standardization (of science, data, performance tools, etc.) is important for developing clear and consistent messages, and regional collaboratives can help "harmonize" the data for this purpose. Regional communication strategies, coordinated media campaigns, and consistent messaging can support local government communication and outreach efforts. Additionally, regional collaboratives may be able to attract a higher level of media and stakeholder attention than individual cities can.	Public Outreach: Land use can be a charged subject because it may impact financial, recreational and other aspects of a community. Therefore, a key is to have a collaborative outreach message that links the insurance, emergency response and safety issues. Messaging: Local politics may make it difficult for an agency to be the lead on this issue, and so messaging may need to come from outside the local government, as noted for Water Supply and Drought.

Coordination & Convening	Peer-to-Peer sharing: Local governments can share best practices. Cities and counties should share successes and lessons learned from pilot programs. Local government collaboratives like Green Cities California can facilitate the documentation, analysis, evaluation, and sharing of best practices between cities. Convening Partners and Stakeholders: The extent to which this is a role for local governments is contextual based on local government capacity, history or experience convening diverse stakeholders and multiple jurisdictions, and particular climate impact. Generally, this is a key role that the regional collaborative can play. Regional collaboratives can engage larger stakeholders or stakeholders that don't work with individual cities, and they can facilitate communication between jurisdictions and sectors. Mapping Authority and "Who Does What": Regional networks can identify and map the organizations, agencies, and institutions working on or responsible for issues related to adaptation. This will differ by climate impact area and region. There are already a number of regional efforts related to water including IRWMPs (Integrated Regional Water Management Plans) and Flood Control Districts. Water issues are already understood to be regional (or inter-regional). Regional networks have the convening power to encourage more regional	Peer-to-Peer sharing: This is definitely a regional issue and as such, the traditional regional conveners, such as a Council of Governments, would typically have jurisdiction as the lead. Regional climate collaborative could act in an advisory capacity and could facilitate transfer of best practices. Convening Partners and Stakeholders Regionally: Stakeholder for this impact would include those responsible for municipal operations, development permits, community planning, biodiversity, tourism, insurance industries, businesses and possibly individuals. By way of example, the Sea Level Rise Adaptation Strategy for San Diego Bay, released on Feb. 16, 2012, is one of the nation's first regional studies that highlight the complexity of this issue. Mapping Authority and "Who Does What": This responsibility would be shared between already institutionalized organizations, as noted above, with the technical and policy support of the local and statewide climate collaboratives.

	collaboration, and ARCCA can foster inter-regional relationships.	
Resources & Funding	Attract Higher Levels of Funding: Funding allocations in various water bond proposals show the future roles different organizations can play. Regional networks can influence allocation decisions. Cities can provide direct input as well. Generating Political Will: Local government staff can illuminate the drivers that support decision-making and help develop strategies to influence decision makers within the municipality. Regional networks may be able to leverage and exert greater pressure to encourage elected officials and senior staff to dedicate resources to adaptation.	Attract Higher Levels of Funding: Funding the adaptation elements of sea level rise is one of the most challenging of all climate impacts in California, a state with almost 1,000 miles of coastline and the most expensive property in those areas. For the type of infrastructure investments, a local government will have to rely of federal and state assistance. Generating Political Will: Adapting to sea level rise requires tremendous revenue along with significant changes to traditional planning and zoning, as well as the political will to agree that these investments are needed not so much for today, but for the protection of future generations.
Planning & Policy	Land Use Planning: As the entities responsible for land use planning, local governments need to understand how land use decision impact water demand. Reforming Water Policy: It is not within the scope or intent of regional collaboratives, or local governments, to reform water policy, but understanding the dysfunctions of the system enables local governments to affect better outcomes.	Land Use Planning: As stated previously, the changes required at the local level for land use planning and zoning is significant as "sea front" property transitions from being an advantage to a financial burden. Hazard Mitigation Plans: Local governments are responsible for updating hazard mitigation plans.

TABLE Three: Mapping Roles and Tasks for Addressing Public Health Impacts from Heat Waves (pages 13-14)

Science, Research, & Analysis	Standardizing and Translating Data: Key research tasks and data needs associated with the public health impacts of heat waves pertain to understanding environmental justice and social vulnerability issues. Local governments seek guidance around whether to rely on Cal Enviroscreen (http://oehha.ca.gov/ej/ces11.html#update030714) or use other tools to understand social vulnerability. Understanding social vulnerability is necessary for developing communications and engagement strategies and supporting efforts to enhance social cohesion. Linking Academics to Practitioners: Regional networks can play a role in making scientific literature and study results accessible to practitioners including local government staff. Groundtruthing models: Local governments have the ability to groundtruth state models of vulnerability (like Enviroscreen). Local government's insights and experiences around social vulnerability in their community can refine and improve these tools. Additionally, local governments can contribute to a broader understanding of the nature of vulnerability. For example, are vulnerable communities those that have no access to air conditioning or those will low levels of social cohesion. A better understanding of vulnerable communities within a particular jurisdiction can, in turn, guide prioritization of how local governments can promote resilience (e.g. increasing access to air conditioning, transporting people to cool zones, mitigating the urban heat island effect, etc.)
Strategic Vision & Goal Setting	Participants did not have the expertise to address this issue for public health- and identifies a gap in who was invited to participate
Projects & Implementation	Local Coordination: Local Governments play an instrumental role in coordinating between Emergency Services and non-profits that deliver relief and outreach services. Best Practices and Pilots: Local governments can experiment with different approaches (policies, incentives, outreach programs, infrastructure projects, etc.) to mitigate the urban heat island effect, establish cool zones, provide water fountains in vulnerable communities, develop Local Energy Assurance Plans (LEAP), and share best practices and innovative approaches with other cities.

Communication & Outreach	Public Outreach: Local governments have a particularly active role to play with public outreach to mitigate public health risks from heat waves. In particular, social science research indicates that neighborhood networks can be particularly effective in mitigating public health impacts of heat waves (as shown in Chicago). Public safety departments have taken on roles of organizing neighborhoods, and the social networking app Nextdoor.com (a Facebook for neighbors) can facilitate these efforts. Messaging: Regional collaboratives (or local governments depending on service area of utility) can coordinate with utility providers on messaging to all utility customers in the region
Coordination & Convening	Convening Partners and Stakeholders Regionally: Both local governments and regional collaboratives can work to engage the public health community. CDC has released Building Resilience Against Climate Effects (BRACE), a framework for public health agencies to develop strategies and programs to confront the health implications of climate change. Integration of public health agencies into climate change discussions has been slow, but these are critical partners for addressing resilience to heat waves. Local governments need a better understanding of the landscape of service providers.
Resources & Funding	Participants did not have the expertise to address this issue for public health- and identifies a gap in who was invited to participate.
Planning & Policy	Building codes and energy conservation policies: Local governments are primarily responsible for building inspections and enforcing code compliance. In California, Title 24 provides building and system specifications designed to help the state meet energy conservation and GHG reduction goals. Energy conservation is critical to ensuring electrical grid reliability during peak demand periods, like heat waves.

LESSONS LEARNED FROM CLIMATE ADAPTATION CONVENING

FOCUS ON SPECIFIC CLIMATE IMPACTS:

What became very apparent in the discussion of drought and water supply was the need to be precise in identifying the impact. In this case, the discussion was challenging because drought and water supply are related, yet very different. The key players and their roles vary depending on whether the problem is acute, like drought, or a more systemic issue of water supply. Even identifying which players are instrumental was challenging, as drought demands a set of agencies, regulations and stakeholders different from water supply.

CONSIDER THE SCALE AND BOUNDARIES OF THE IMPACTS:

Once again, the discussion about drought and water supply underscored that setting boundary conditions for each climate impact would result in a more manageable list of those entities that have primary responsibilities. These boundaries need to consider the spatial and temporal qualities of climate impacts.

- What is the geographical scale of the threat?
- What segment or segments of the population will be impacted?
- What level of urgency is required to address it?
- Who needs to be at the table?

Drawing and maintaining such boundaries is critical to ensuring effective collaboration and helps to connect conceptual thinking about roles and responsibilities to actual planning and action.

CLEAR ARTICULATION OF CAPABILITIES AND NEEDS OF PARTNERS:

The complexity of climate adaptation at the local, regional, and state levels is not surprising. Capturing the capabilities and needs of each entity is unique to this convening. This is a pivotal outcome of the two-day effort, and is transferable to regions across the nation. ***Tables Four and Five*** include the CAPABILITIES and the NEEDS on a Climate Adaptation Collaboration Matrix, and highlights the following:

- Local government agencies
- State agencies
- Green Cities California (GCC)
- Regional climate collaborative
- Association of Regional Climate Collaboratives (ARCCA)

This framework can be used for strategic planning and mapping the roles of additional partners.

TABLE FOUR: Climate Adaptation Coordination Matrix- CAPABILITIES (pages 16-18)					
	Local Government	Green Cities California	State of CA- OPR and other State agencies	Regional Climate Action Networks	ARCCA
CAPABILITIES					
Science, Research, & Analysis	engagement with researchers and academic institutions	highlight application of science in the local setting and sharing best practices among GCC members	develops climate assessments, produces Cal-Adapt tool, and funds research which may have local application; state agencies may provide technical support	analysis and translation of science for local application; engagement with researchers and academic institutions; convening of regional stakeholders to consider local applications of science	scanning and distribution of relevant science that can be shared at the local level; clearinghouse/ organizer of state assessment; advocacy for "downscaling" science
Strategic Vision	understand the priorities in the community and with elected officials	identify and provide easy access to core strategic elements from many cities; compare and contrast regional perspectives and vision within the State	develop and distribute tools (e.g. guidelines) that local governments can use to participate in a visioning process, and align these tools with respective state resources and policy goals	convene stakeholders to define regional perspective and vision; disseminate that vision and assist local governments in applying that to their situation	seek to collect and define metrics or indicators of success that can reflect a strategic vision

Projects & Implementation	opportunity and responsibility to design, fund and implement specific projects; typically includes community and elected official support	opportunities for collaboration across the State between GCC member cities; collect and provide easy access to best practices; grant funding supports broader collaboration and perhaps more transferable projects nationwide	policy guidance; regulatory support; can establish best practices, support funding and provide technical support	define metrics or indicators of success for the region; with stakeholders develops template policies for local government	define metrics or indicators of success statewide
Communication & Outreach	best suited for outreach with appropriate stakeholders in the community	build on collective impact from multiple actions by cities throughout the state; initiate and/or promote specific campaigns			best suited for outreach with appropriate stakeholders in the community
Coordination & Convening	primarily limited to individual jurisdictions	increase access to best practices between jurisdictions; coordinate pilot projects statewide; peer-to-peer learning; engage many local	can serve as convener across regions and support involvement by appropriate State and federal partners in	coordinate implementation of projects regionally; platform for developing cross-jurisdiction, cross-sectoral relationships; aligning regional	platform for developing relationships statewide; coordination of regional collaboratives

		government agencies and build from their collaborations	coordination efforts	interests; providing platform for productive debate and conflict resolution; convene stakeholders	
Resources & Funding	typically eligible for state and federal grants	many examples of grant funding for projects that benefited all GCC members and many non-member local governments	liaison with policy makers and in some cases, legislative initiatives to create resources and funding; may provide funding for regional action (SGC)	secure financial and other resources; manage grants	marshal resources to regions
Planning & Policy	develop climate action/ adaptation plans and the associated local policy/ ordinances necessary for implementing programs	provide easy access to local government best practices	can create mandates for regional coordination and resilience – provides guidance for state, regional and local planning	platform for developing cross-jurisdiction, cross-sectoral relationships; aligning regional interests	develop climate action/ adaptation plans and the associated local policy/ ordinances necessary for implementing programs

TABLE FIVE: Climate Adaptation Coordination Matrix- NEEDS (pages 19-21)					
	Local Government	Green Cities California	State of CA- OPR and other State agencies	Regional Climate Action Networks	ARCCA
NEEDS					
Science, Research, & Analysis	locally relevant science that is actionable by a local government; technical support; science analysis and translation; engagement with researchers and academic institutions	technical support; access to technical and sectoral leaders, such as insurance industry	ground-truth science and models; input on research priorities	ground-truth science; identify vulnerable populations; clear articulation of local government research, data, and analysis needs	input on research priorities
Strategic Vision	support for defining a strategic vision that respects autonomy but also coordinates with other local efforts	identifying common priorities for collaborative projects	vision is set by the Governor	clarified local perspective	
Projects & Implementation	learn from other jurisdiction about best practices and effective pilot efforts	garner consensus on the priorities for GCC members; find funding to allow for collaborative project and programs	can establish best practices, support funding and provide technical support	implementation and innovation through projects, incentives, and local policies; act on the science or "operationalize" the analysis; help local governments	learn from other jurisdiction about best practices and effective pilot efforts

				become more competitive in federal and state funding	
Communication & Outreach	engagement of external stakeholders; build political support for adaptation planning and projects; develop clear communication strategy	greater access to larger media outlets		providing public outreach; localize communications	
Coordination & Convening	coordination of pilot projects region-wide and statewide	meaningful projects for which GCC members and others can engage		engage bigger stakeholders; platform for developing relationships statewide; share best practices for regional governance	
Resources & Funding	funding for local projects, political will, and advocacy at the State and Federal level on local government issues	funding that fosters increased collaboration and collective actions	input on funding priorities	funding that fosters increased collaboration and collective actions; advocates for regional funding from state and feds	input on funding priorities

Planning & Policy	consistent, reliable regulatory guidance coordinated between State agencies; peer-to-peer exchanges and easy access to best practices		local implementation of state policies and plans	mainstreaming adaptation planning; align local planning and policy (land use planning, building codes, etc.) with regional adaptation priorities	

Throughout the convening, the issues and insights were tracked that would need to be addressed at a later time. These included insights and questions that could serve as potential follow up from the Convening. The Parking Lot, listed below in ***Table Six***, is the list that was generated.

TABLE SIX- PARKING LOT: KEY INSIGHTS AND QUESTIONS (PAGES 22-23)

Catalysts and Champions	Successful collaboratives in California are driven by catalyst organizations and key champions. A challenge will be figuring out how to institutionalize the champion role so that the collaboratives can maintain momentum and continuity even as the participation of key individuals or support of local elected officials fluctuates.
Social Cohesion	Social cohesion is a key vulnerability. Successful adaptation will require strengthening social networks and cohesive communities.
Advocacy and Lobbying	A key opportunity for adaptation networks is securing financial resource for adaptation efforts, but many members cannot engage in lobbying. Collaboratives may have to address this opportunity through education and outreach rather than more formal advocacy. Whose job is to communicate to state agencies, state legislatures – where does that cross over into lobbying?
Funding and Support	Is increased financial support for projects the most effective way to help local governments in their adaptation efforts or might there be other forms of support that are better? What might those forms of support be?
Innovation and Collaboration	How do you bring governance structure to regional adaptation networks to encourage horizontal and vertical collaboration and innovation, rather than top-down planning?
Measuring Success	What does successful adaptation mean? What are indicators or metrics that show success?
Representation	Are we really representing the people in our areas? For example, ARCCA is said to represent 80% of the state's population, but is that true? How can regional collaboratives move toward greater representation without becoming unwieldy?
Boundaries and Limits	What are the boundaries and limits in the roles, responsibilities, and resources of each of the adaptation entities (local government, regional

	collaboratives, state collaborative, etc.)? There are differing legal opinions about what local governments can and cannot do.
Housing Adaptation efforts within local government	Where should adaptation efforts be housed within local government — emergency management departments, environmental agencies, mayors' offices, planning departments, other?
Climate impact linkages between regions	What are the causal links between climate impacts across regions? For example, if the Port of Oakland has limited functionality due to sea level rise, to what extent will the reduced ability to export produce quickly impact Central Valley agriculture? Likewise, if agricultural production is hampered by drought or other climate impacts, to what extent will reduced food export impact port operations? How much effort should we dedicate to inter-regional collaboration around these linked impacts?
Interaction with state and federal agencies	How can regional networks facilitate interaction with state and federal agencies? How can state and federal agencies use regional networks to support local adaptation work?

FOLLOW UP ACTIVITIES

1. ARCCA and the Local Government Commission are planning to continue working with this framework to add the level of detail that will further clarify collaboration opportunities.
2. Local Government Commission is developing Regional Collaborative Toolkit. The insights from this convening will support that effort. In particular, they plan to expand the Collaboration Matrix.
3. The Governor's Office of Planning and Research is preparing recommendations to the President's Task Force
4. The Georgetown Climate Center will provide law students to research and exam potential processes and policies that can build on what was learned from the convening.
5. Statewide Adaptation Forum: Local Government Commission and the Governor's Office of Planning and Research is hosting the first Statewide Adaptation Forum to be held August 19-20, 2014. They are accepting session proposals through March 25, 2014. Many participants are submitting session proposals, some of which pertain to the issues discussed in this convening.

CONCLUSION

The funding provided through USDN created relationships between people and entitles that had not previously existed. The new perspectives added a richness to brainstorming activities, highlighted common challenges and identified more ways by which to address climate adaptation.

APPENDIX A- AGENDA, PARTICIPANT BIOGRAPHIES AND BACKGROUND INFORMATION

Green Cities CALIFORNIA
Accelerating the adoption of sustainability policies and practices

With support from:

USDN urban sustainability directors network

INSTITUTE FOR Sustainable Communities

Climate Change Adaptation Breakthrough Convening

Identifying Roles for Local Government within Regional Adaptation Collaboratives

San Diego, CA

February 26 - 27, 2014

AGENDA

Wednesday, February 26, 2014 | Day 1 Hornblower Cruise and Courtyard Marriott, Fireside Terrace

Theme: Identifying the Challenge

4:30 PM – 7:00 PM Explore the Implications of Sea Level Rise by Boat[2]

Learn more about the San Diego Bay's Sea Level Rise Adaptation Strategy and how local jurisdictions are working together, through the San Diego Regional Climate Collaborative, to build regional resilience (appetizers provided)

5:45 PM – 6:00 PM Welcome, Meeting Overview, and Introductions

6:00 PM – 6:45 PM Overview of California's Regional Adaptation Networks (10 min each)

Organizational structure, results so far, goals, and challenges

6:45 PM – 7:30 PM [Travel back to Courtyard Marriott, Fireside Terrace (shuttle provided)]

7:30 PM – 8:00 PM Presentation: Key Governance Questions

[2] HORNBLOWER CRUISE departs from 1800 N Harbor Dr, San Diego (619) 686-8700. Meet either at the port or a shuttle will leave from Courtyard Marriott, San Diego Airport/Liberty Station, 2592 Laning Rd. at 4:00 PM

Steve Adams, Institute for Sustainable Communities

Framework for answering the following questions:

• How are regional practitioners approaching multi-sectoral and multi-jurisdictional collaboration?

• Is there an "appropriate" scale for various approaches to adaptation planning & strategy development?

8:00 PM – 9:00 PM What to work on tomorrow?

Group discussion and selection of the specific climate impacts for use in Day 2 group sessions.

9:00 PM – Informal networking

Thursday, February 27, 2014 | Day 2 | San Diego Foundation, Hoffman Room

Theme: Tackling the Challenge

8:00 AM – 9:00 AM Continental Breakfast

8:30 AM – 9:30 AM Group Discussion: Review potential climate impacts facing California's urban regions and discuss the roles and responsibilities of local government

No matter the particular climate impact, cities are key players for effective adaptation.

Are there certain adaptation responsibilities local governments always have, no matter the context (that is, regardless of climate impact, sense of urgency, the capacity of local government staff, the political will, etc.)? What are local governments' universal responsibilities?

To what extent is the role of local government context-driven?

How is this different with other partners in regional adaptation efforts?

9:30 AM – 11:00 AM Breakout Exercise Part 1: Mapping Local Government Roles by Impact Area

Split into 2 groups, each group taking one of the impact areas selected on Day 1. Working through the analysis, planning, and implementation phases, identify, as specifically as possible the roles of cities. Highlight where roles can be filled through existing processes and what new resources would need to be developed to adequately fill role.

11:00 AM – 11:15 AM Break

11:15 AM – 12:15 PM Updates on Statewide Adaptation Efforts

President's Task Force and policy recommendations the Governor may bring to the table to support our efforts at the local, regional and state level

Michael McCormick, Governor's Office of Planning and Research

Local Government Commission's adaptation initiatives: California Statewide Adaptation Forum (to be held August 2014) and Regional Collaborative Toolkit

Kif Scheuer and Kate Meis, Local Government Commission

12:15 PM – 1:00 PM Lunch

1:00 PM – 2:30 PM Breakout Exercise Part 1I: Mapping Local Government Roles by Impact Area

Add more detail to morning's work. Get more specific on roles and where possible specify agency or departments with key roles. Identify coordination and collaboration needs both within agencies of a single jurisdiction, horizontally with other municipalities and vertically with county, regional, state and federal agencies and with other private, nonprofit or academic partners.

2:30 PM – 4:00 PM Presentation of findings to whole group and discuss

4:00 PM – 4:30 PM Identify next steps and follow up activities

4:30 PM Adjourn

QUESTIONS TO CONSIDER

1. What do local governments contribute to and require of regional collaborative adaptation efforts?
2. Are there certain adaptation responsibilities local governments always have, no matter the context (that is, regardless of the anticipated impact, sense of urgency, the capacity of local government staff, the political will, etc.)?
3. To what extent is the role of local government context-driven?
4. How is this different with other partners in regional adaptation efforts?
5. What is needed to make local governments effective partners in regional adaptation collaboratives?
6. What level of coordination is needed moving forward?
7. What institutional barriers do local governments face?
8. Are there external barriers to collaboration (e.g. regulatory) that inhibit better regional collaboration?
9. What should or can the state do to better support and advance regional collaboration?
10. As you think about regional adaptation efforts, what are attributes of effective multi-sectoral and multi jurisdictional collaboration?
11. What can be done to foster effective collaboration?
12. Can you provide specific examples of where effective collaboration is happening in your region?
13. How did this come to be or what allowed this collaboration to flourish?
14. Who are the effective "agents" of collaboration (e.g. electeds, staff, advocates, etc.)
15. Where are the gaps in collaboration and why do those gaps exist (or persist)?

PARTICIPANT BIOS

Steve Adams is the Senior Program Director for Adaptation & Resilience at the Institute for Sustainable Communities. ISC's domestic adaptation portfolio currently includes an ongoing series of capacity-building Sustainable Communities Leadership Academies for local government officials, support for the Southeast Florida Regional Climate Change Compact, Resilient Vermont and the Western Adaptation Alliance and incubation of the American Society of Adaptation Professionals, among other projects. Previously, Steve worked on climate adaptation in the Pacific Northwest (where he now resides) as Managing Director of the University of Oregon's Climate Leadership Initiative. Before working in the nonprofit sector, Steve spent 15 years in state and federal government last serving as Energy and Climate Advisor to Florida Governor Charlie Crist. Steve holds a Bachelor of Arts in Economics from the University of West Florida and a Master of Public Administration from the Askew School of Public Administration & Policy at the Florida State University.

Sabrina Bornstein is an Environmental Programs Specialist and manages the climate and energy action planning work for the South Bay Cities Council of Governments. Sabrina has experience with a range of green economy sectors, having previously worked on waste and recycling policy with the Los Angeles Alliance for a New Economy and on a clean technology attraction strategy with the Community Redevelopment Agency of the City of Los Angeles (CRA/LA). Before moving to Southern California, she worked on housing policy and in land use consulting in New York City and San Francisco. Sabrina holds a bachelor's degree in Urban Studies from Stanford University and a master's degree in Urban Planning from UCLA's Luskin School of Public Affairs.

Cal Broomhead manages climate and energy program planning and development for the San Francisco Department of Environment. Starting in 1985 as a home weatherization educator and installer, he has since helped author the City's first plans for sustainability, electricity resources, and climate and started the City's private sector energy efficiency programs. Currently, he is working on the City's climate adaptation program.

Timothy Burroughs is the Climate Action Coordinator at the City of Berkeley. He led the development of the Berkeley Climate Action Plan, which was adopted in 2009, and manages the Plan's implementation. His duties include monitoring and reporting on progress toward Berkeley's greenhouse gas reduction targets, energy efficiency project management, community outreach and engagement, and securing project grant funding. Timothy came to the City of Berkeley from ICLEI – Local Governments for Sustainability. Prior to joining ICLEI he worked at the U.S. EPA. Timothy has a master's degree in international environmental policy from The American University in Washington, D.C., and an undergraduate degree in philosophy from Mount Saint Mary's College in Maryland, USA.

Donna Chralowicz has been with the City of San Diego Environmental Services Department for nine years, working in waste reduction and recycling programs for seven years and the last two years in energy and climate programs. Prior to that, she spent several years in planning and environmental consulting working on CEQA analysis and water quality management. Donna has a bachelor's degree in Environmental Science from the University of Michigan and a master's degree in Environmental Science and Management from UC Santa Barbara.

Laura Engeman became the Manager of the San Diego Regional Climate Collaborative in October 2013. She brings over 6 years of experience in coastal and marine management, including addressing climate change and renewable energy policy. Previously, Laura was a Project Manager for the state's California Ocean Protection Council, an executive level agency dedicated to improving the management of the state's coast and marine resources. She has also worked for the Energy Foundation supporting transportation and energy efficiency policy across the U.S. Laura has a Masters in International Environmental Policy from the Monterey Institute of International Studies.

Nicola Hedge leads implementation of The San Diego Foundation's Climate Initiative, working with donors, nonprofits, business and government partners to help spur action to reduce regional greenhouse gas emissions and deepen community awareness about the local impacts of climate change. She also currently serves on the Steering Committee of the Climate Collaborative – San Diego Region and is appointed to the City of San Diego's Environmental and Economic Sustainability Task Force. Before joining The Foundation in 2009, Nicola was a field office manager with a multi-year World Bank research project in Malawi, exploring connections between education, income, and health. Nicola earned her master's degree from UC San Diego's School of International Relations and Pacific Studies, and her bachelor's degree in International Business from Hawaii Pacific University.

Jessica Grannis is the Adaptation Program Manager for the Georgetown Climate Center (GCC) and a staff attorney and adjunct professor at the Harrison Institute, at Georgetown University Law Center. She supervises GCC students and staff working with state and local governments on projects to help them adapt to climate change. Prior to joining GCC, she was staff counsel for the California State Coastal Conservancy and the Ocean Protection Council.

Cody Hooven is a Senior Environmental Specialist with the Port of San Diego. She manages the Green Port Program, a comprehensive sustainability effort. She is also leading the development of a Climate Plan for the entire Port jurisdiction, addressing both greenhouse gas mitigation and adaptation to future climate impacts, such as sea level rise. She also works with other leaders on various collaborative sustainability efforts in the San Diego region and statewide.

Betony Jones founded and manages Fourth Sector Strategies, a consulting firm specializing in enhancing the social value of environmental initiatives through strategic planning, program development, research, and training/facilitation. She's been interested in climate adaptation since working in the Clinton White House for the President's science advisors and observing the enormous gap between the science on climate change and readiness for political action. While pursuing a masters degree in social ecology at the Yale School of Forestry and Environmental Studies, she conducted field research in rural Borneo on the social variables influencing

adaptability to large-scale environmental change, a topic that continues to interest her as she works with cities and communities throughout California.

Krista Kline is the Managing Director of the Los Angeles Regional Collaborative for Climate Action and Sustainability (aka "LARC"). The LARC, which is housed at UCLA's Institute of the Environment, brings together leadership from government, the business community, academia, labor, and environmental and community groups to encourage greater regional coordination on climate change mitigation and adaptation throughout Los Angeles County. The LARC emphasizes the use of research and data to influencing local, regional, and statewide policies around energy efficiency, water conservation, the reduction of greenhouse gas emissions, and action on climate change. Previously, Krista handled land use, green building, and LA River issues for the Mayor of Los Angeles.

Michael McCormick serves as the Local and Regional Affairs Advisor at the California Governor's Office of Planning and Research. His focus is at the nexus of local government and State policy. Mr. McCormick is actively working to institutionalize the consideration of climate change across agencies and organizations at the State, regional and local level. He supports the Governor and the cabinet on issues relating to the Presidents Local Task Force on Climate, partnerships, greenhouse gas emissions reduction, natural hazards mitigation and communication issues. Mr. McCormick has experience working in academic, local government and consulting capacities and is an advisor to organizations working on land use and climate change issues in California and beyond. He grew up in rural Florida on a small farm, moving to California after obtaining his Masters Degree in Urban Planning from Florida State University thirteen years ago, only to find that he had been a Californian his whole life but didn't know it until he got here.

Kate Meis is the Executive Director of the Local Government Commission (LGC). Kate is a champion for local governments, a recognized leader in local climate change adaptation, mitigation and clean energy efforts, and an ardent coalition builder. Kate has professional experience in both creating and implementing cutting edge climate change and energy programs, policies and projects. Kate has been a leader in assisting local governments to adapt to climate change. She developed the adaptation program at LGC, led two regional adaptation pilot projects in San Luis Obispo and Fresno Counties, and presented at a number of conferences, courses and other events. She was asked to serve on the CA Climate Adaptation Planning Guide Advisory Committee and currently serves as a nominated member of the CA Department of Food and Agriculture Climate Change Adaptation Consortium. She also participates in a number of partnerships including the Sacramento Regional Adaptation Collaborative and Alliance of Regional Collaboratives for Climate Adaptation (ARCCA).

Jonathan Parfrey is executive director of Climate Resolve. Parfrey recently completed a five-year term as commissioner at the Los Angeles Department of Water and Power. He was visiting lecturer at the UCLA Institute of the Environment and Sustainability in 2012-13. Parfrey is immediate past-president of the Los Angeles League of Conservation Voters. He is a founder and Vice Chair of CicLAvia, the popular street event. He is also a founder of the Los Angeles Regional Collaborative for Climate Action and Sustainability and the statewide Alliance of Regional Collaboratives for Climate Adaptation. From 2007-2011, Parfrey served as director of the GREEN LA Coalition. From 1994 to 2007, he served as Los Angeles director of Nobel Peace Prize-winning organization, Physicians for Social Responsibility. In 2003, Mr. Parfrey was appointed to Governor Schwarzenegger's Environmental Policy Team. In 1992, Parfrey received the Paul S. Delp Award for

Outstanding Service, Peace and Social Justice. In 2002 he was awarded a Durfee Foundation Fellowship. In 2010, he received a Stanton Fellowship. In 2011, he was appointed a Senior Fellow at the USC Marshall School of Business.

Shannon Parry is the Deputy Sustainability Officer for the City of Santa Monica. Shannon works to integrate environmental protection, economic vitality and social justice into her community. Her work includes performance indicators, business and community greening, and sustainability management. She is currently involved in developing a Zero Waste Plan, Water Self Sufficiency Plan, Climate Action and Adaptation Plan, and an Energy Independence Initiative for Santa Monica. Shannon is an Executive Committee member of the Los Angeles Regional Collaborative for Climate Action and Sustainability. She is a founding Steering Committee member of Green Cities California. She is an Executive Committee member of the STAR Community Index. Shannon is a member of the Urban Sustainability Directors Network and a LEED accredited professional. She has authored sustainability curriculum for college students and the general public. She received her Masters Degree in Urban Planning from UCLA where she was a founding member of the Chancellor's Advisory Committee on Sustainability. She received the Erin Brockovich/Ed Masry Fellowship for Leadership in Environmental Justice and the Jeffrey L. Hanson Distinguished Service Award. She holds a B.S. in Environmental Science, Policy and Management and a B.A. in Peace and Conflict Studies from UC Berkeley.

Erik Pearson is the Environmental Services Manager for the City of Hayward where he oversees implementation of the City's Climate Action Plan, water pollution source control, and solid waste and recycling programs. Prior to his current position, Erik worked as a planner for the City of Hayward from 2000 to 2013 where he managed long range planning projects such as General Plan updates and preparation of a specific plan and a form-based code. Erik is a graduate of Humboldt State University.

Linda Giannelli Pratt has had a career in environmental protection for nearly 30 years and has worked specifically on issues related to climate change and sustainability for much of that time in local government (City of San Diego and County of San Diego) and nonprofits (San Diego Natural History Museum, Nat'l Association of Counties, and Green Cities CA). She is the newly hired Managing Director of Green Cities CA and is a UCSD adjunct professor. She has also recently become the grandmother of Benjamin Zio Pratt.

Brendan Reed is the Environmental Resource Manager for the City of Chula Vista, where he is responsible for the development of sustainability programs and policies dealing with energy management, water conservation, and global climate change. As part of these efforts, Brendan coordinates a multi-departmental team tasked with implementing climate mitigation and adaptation strategies to lower Chula Vista's greenhouse gas emissions and to reduce future risks from climate change impacts, respectively. Brendan Reed also represents the City of Chula Vista on numerous regional and statewide working groups including the San Diego Regional Climate Collaborative and the League of California Cities' Environmental Quality Policy Committee. Mr. Reed received a Master of Science in Ecology from San Diego State University and a Bachelor of Science in Biology from the University of Richmond. His professional certifications include being a LEED Accredited Professional (US Green Building Council) and a Certified Energy Manager (Association of Energy Engineers).

Susana Reyes is the Senior Analyst in the Office of Sustainability of L.A. Mayor Eric Garcetti. Her leadership capacities in the City of Los Angeles included a pioneering role as Administrator of the City Facilities Recycling Program (CFRP) in the 1990's earning recognition for its waste diversion, policies, and outreach. For 12 years, she served as the LADWP HR Director and led management performance initiatives, training, State and HR audits, and employee compensation and wellness. She helps secure cross-functional collaboration with internal and external stakeholders on sustainability initiatives. Working with the Budget and Innovation team, Susana ensures that sustainability data and metrics are aligned with the Mayor's performance outcomes. Likewise, she provides guidance on application of sustainability principles and policies citywide.

Yvette Rincon is Sustainability Program Manager for the City of Sacramento. She earned a Masters in Public Policy and Administration from University of Arizona.

Bruce Riordan is the Climate Strategist for the Bay Area Joint Policy Committee. At the JPC, Mr. Riordan leads the Bay Area Climate & Energy Resilience Project, funded by the Kresge Foundation and the JPC regional agencies. BACERP is a collaboration of more than 100 Bay Area climate stakeholders from the public, private, and non-profit sectors. The project is helping to accelerate Bay Area climate adaptation and resilience planning through workshops, needs assessments, webinars and other activities. Mr. Riordan is also the co-founder and current chair of the Alliance of Regional Collaboratives for Climate Adaptation (ARCCA) that brings together climate adaptation leaders from San Diego, Los Angeles, the Bay Area, and Sacramento. Prior to joining the JPC in 2008, Mr. Riordan consulted on climate change strategies for BART, Next 10, the Marin Community Foundation, Metropolitan Transportation Commission, BAAQMD and other Bay Area organizations.

Kif Scheuer is the Climate Change Director at the Local Government Commission. Kif is a solution-orientated sustainability professional with a strong history of engaging diverse audiences in real-world climate protection efforts through innovative market-focused research and analysis, creative program design, effective project implementation, and compelling public advocacy and education. Kif's work at LGC is focused on supporting local government climate change Initiatives through problem solving, technical assistance, and networking. Prior to joining LGC, Kif was Sustainable Communities Program Director at Strategic Energy Innovations. Kif has a PhD in Natural Resources and Environment from the University of Michigan, and a Masters of Science in Architectural Technologies also from the University of Michigan.

APPENDIX B. DESCRIPTION OF CALIFORNIA'S REGIONAL ADAPTATION NETWORKS

	San Diego Collaborative	Los Angeles Collaborative	Bay Area CERP	Resilient Sacramento
Date of Creation	2009	2008	2012	2012
Mode of Commitment to Regional Process	Formal – requires invitation and adoption of charter	Formal – requires adoption of LARC charter - here	Informal – process still in formation	Not applicable
Sectoral Representation	Municipalities (4) Port (1) Counties (1) Regional Agcy (2) University (1) Philanthropy (1) Private (1)	Municipalities (3) Port (1) County Depts (2) Regional Agcy (3) University (3) NGO (6) Private (1)	Over 100+ representing all sectors noted	Regional Agcy (3) Universities (1) NGO's (2) Private (1)
Decision-making Mode	CC Steering Committee	LARC Steering Committee	TBD	Steering Committee. Members strive to come to a consensus on all decisions and actions taken on behalf of Resilient Sacramento.
Coordinating and/or Logistical Support Entity	University of San Diego	UCLA IoES provides logistical support	Bay Area Joint Policy Committee	NGO – Local Government Commission
Adaptation & Mitigation?	Yes	Yes	Yes	No
Geographic Extent	San Diego County	Los Angeles County	9 Counties of Bay Area (Marin, Sonoma, Napa, Contra Costa, Alameda, Santa Clara, San Mateo & San Francisco)	6-County Sacramento Region (El Dorado, Placer Sacramento, Sutter, Yolo, Yuba)
Linkage w/ SB 375	Yes	Yes	Yes	
Commissioning Joint Science & Assessments?	Yes – SDF's 2009 initiative	Yes – localized climate data; regional SLR; GHG Inventory; Energy	TBD	TBD – currently doing needs assessment

	San Diego Collaborative	Los Angeles Collaborative	Bay Area CERP	Resilient Sacramento
		Mapping; Framework for Climate Action		
Producing a Regional Adaptation Action Plan?	Yes – complete (2012 – SLR)	Yes – in progress	TBD	No – facilitating effort by existing processes
Local/Regional Networking?	Yes - functioning	Yes - functioning	Yes – via periodic workshops	Yes – via meetings
Promising Practice Dissemination?	Yes – online portal	Yes – online portal	Yes – via initial scoping research and periodic workshops	TBD
Coordinating Regional Communications?	Yes – major work thread on surveys to guide communications	Yes -	No	TBD
Capacity Building	Yes – formal training program	Yes – in partnership with member organizations	Yes – details TBD, proposed "extension service" model; Also proposing "Leaders Campaign" for outreach	TBD
Collective advocacy at state & federal level	No	No	No	No
Other Functions			TBD	Will be disseminating existing research and information about ongoing and future activities/meetings/opportunities for involvement via online calendar, newsletter, emails, presentations, etc.