

## **Mallory Huggins**

### **Senior Policy Director & Director of the Keystone Energy Board**

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Mallory has a decade of experience working as a facilitator and communicator for government agencies, regulatory bodies, and nonprofits. She is currently a senior policy director focused on Keystone's energy, environment, and emerging genetic technologies program areas. Mallory designs and facilitates stakeholder engagement projects from day-long summits and multi-day workshops to long-term coalitions and manages projects across a variety of topics, including energy policy, environmental justice, and gene editing. She also directs the Keystone Energy Board, a multi-stakeholder group with representatives from across the energy and climate sectors, including member representatives from environmental NGOs; utilities; industry associations; the private sector; federal, state, and local government agencies; renewable energy advocates; and more.

Prior to joining Keystone, Mallory worked for the North American Electric Reliability Corporation, where she facilitated meetings of utility companies, regional coordinating councils, and trade associations to develop standards for the electric utility industry. She is trained in facilitation, mediation, and negotiation and is an experienced communicator, having facilitated workshops and webinars and deployed outreach tools for thousands of energy industry stakeholders continent-wide.

#### **Keystone Facilitation & Project Experience**

##### **Energy Consumer Mapping Alignment Project (EC-MAP)**

Keystone is collaborating with Coefficient Partner Tom Hassenboehler and his team on EC-MAP, which is focused on aligning public policy with a digital energy future by encouraging policy changes that foster technological innovation and prioritize consumer choice. Keystone serves as the fiscal agent for this effort and will be responsible for stakeholder engagement and facilitation as EC-MAP begins to test and refine its policy proposals in three areas: power, transportation, and industrials. (April 2018–present)

##### **Creating Better Consultative Relationships between Tribes and the Energy Industry**

Keystone is working with a Steering Committee of tribal and energy industry leaders to determine ways for these groups to collaborate more effectively to improve the consultative relationships between tribes and the energy industry. The Steering Committee is planning for a September 2019 summit that will explore and identify opportunities and best practices for enhancing consultative frameworks for related to energy development on or adjacent to tribal lands. (March 2018–present)

##### **Utility Convening on Just Transitions in Coal-Dependent Communities**

Keystone is partnering with the Just Transition Fund (JTF) to plan a convening for utilities to discuss their role when communities transition after coal plant closures. Keystone and JTF are developing an agenda for a May 2019 convening of investor owned utilities to provide a safe space for constructive and off-the-record conversation and collaboration focused on engaging with communities and other stakeholder groups during coal plant closures; offering guidance, best practices, lessons learned, and case studies on a variety of transition- and relationship building-related topics; and soliciting additional feedback on best practices, lessons learned, case studies, etc. that can eventually be incorporated into JTF's roadmap for communities in transition. (March 2018–present)

### **CRISPRcon: Conversations on Science, Society and the Future of Gene Editing**

The scientific community has handed the world an incredible tool: the ability to make precise edits to the DNA in living cells. These technologies could allow us to transform our food, health and ecological systems. They also raise important questions about risks, benefits, ethics, equity and more. CRISPRcon, a Keystone program, advances broad dialogue on whether and how gene editing technologies should make the transition from the lab into society at large. CRISPRcon brings together a range of interests and perspectives on science, farming, environmental protection, animal health, disease and vector control, patient advocacy, disability rights, racial justice, indigenous cultures, religion, science communications, environmental protection, regulatory systems, community and intergenerational engagement, and more. CRISPRcon launched in 2017 at UC Berkeley and returned in 2018 hosted by the Broad Institute of MIT and Harvard and the McGovern Institute for Brain Research at MIT with program development partnership from the Personal Genetics Education Project (pgEd) of the Department of Genetics at Harvard Medical School. In 2019, CRISPRcon will hold an event in the Netherlands, hosted by Wageningen University & Research, and is planning additional events in the United States. CRISPRcon is also piloting an 'inspired by CRISPRcon' model to support independent organizers who want to create a CRISPRcon-like event in their own communities; this model was piloted by the University of Tsukuba in Japan in September 2018. (2017-present)

### **Next 100 Coalition Colorado Network**

Mallory coordinates the Colorado Network of the Next 100 Coalition. The Next 100 Coalition comprises over 50 members from civil rights, environmental justice, outdoor recreation, and conservation associations working to make parks and public lands more diverse and inclusive. The Colorado Network is focused on building a statewide public lands, outdoor recreation, and conservation space that reflects the diversity of the state, demonstrates respect for all cultures, and actively engages diverse communities. (March 2016–present)

### **Keystone Energy Board**

Mallory directs the work of the Energy Board, which includes helping the Steering Committee set priorities. In coordination with the Steering Committee, Mallory develops and executes three meetings per year, each of which feature presentations and rich discussion on key current topics in the energy and climate space. This 50-person multi-stakeholder group includes representation across these sectors, including in its membership representatives from environmental NGOs; utilities; industry associations; the private sector; federal, state, and local government agencies; renewable energy advocates; and more. (July 2015–present)

### **E4TheFuture Retreat**

Mallory facilitated a daylong retreat for E4TheFuture and several other organizations that focused on energy efficiency, especially with respect to communicating the value of energy efficiency as the energy market changes and renewables remain an affordable and ever-growing portion of the resource mix. The retreat provided a forum for allied efficiency- and clean energy-focused organizations to build relationships; share challenges, opportunities, and priorities; and discuss and plan for specific joint projects. (April 2018–June 2018)

### **Environmental Protection Agency Region 8 Wetlands Conference**

With staff from EPA Region 8, Mallory is organizing a 150-person wetlands conference. The conference will convene nonprofits and federal, state, tribal, and local groups to share information and best practices related to wetlands management. (July 2016–October 2017)

### **Stakeholder Engagement for Development of Medicaid Explanation of Benefits in Colorado**

Colorado Senate Bill 16-120 requires the Department of Health Care Policy and Financing (HCPF) to make available an Explanation of Benefits (EOB) to Health First Colorado (Colorado's Medicaid Program)

members. The purpose of this bill is to identify possible provider fraud, waste, and abuse. Mallory was part of the Keystone team that worked with HCPF to develop and revise the EOB (and supporting educational materials) in conjunction with Health First Colorado members and other key stakeholders to ensure that members understand the information provided in the EOB and its purpose. This stakeholder engagement process included key informant interviews, 30 interviews with Health First Colorado members across the state, and a stakeholder meeting to present an updated EOB and accompanying educational materials for final feedback. Keystone also developed a communications toolkit to support the clear and effective dissemination of the EOBs. (January 2017–June 2017)

#### **Colorado Commission on Affordable Health Care**

The Colorado Commission on Affordable Health Care was a three-year commission created by the Colorado General Assembly's passage and Governor John Hickenlooper's signing of SB14-187. The Commission's mission was to ensure that Coloradans have access to affordable health care in Colorado; it was charged with making recommendations to the General Assembly focused on evidence-based cost control measures, access to care, and quality health care improvement initiatives as well as the cost-effective expenditure of limited state moneys to improve the health of Colorado's population. Mallory was part of the Keystone team that staffed the Commission, including process design, meeting facilitation and documentation, communication and outreach, drafting annual reports to the General Assembly, and the design and implementation of annual statewide public outreach meetings. (May 2016–June 2017)

#### **Substance Use Disorder Services Stakeholder Assessment in Colorado**

Colorado Senate Bill 16-202 aims to increase access to effective substance use disorder services. Mallory was part of a Keystone team that worked with the regional Managed Service Organizations to conduct a stakeholder assessment process – including interviews, statewide meetings, and surveys – to solicit feedback on gaps in services, identify what is working well, and prioritize needs to determine how to most effectively allocate funding for substance use disorder services within each region. (September 2016–May 2017)

#### **Study Scoping Meeting on Intersection of Natural Gas and Electricity Sectors**

Mallory facilitated a daylong study scoping meeting for the National Renewable Energy Laboratory's Joint Institute for Strategic Energy Analysis to prioritize research questions on operational and investment challenges related to the intersection of natural gas and the electricity sector. (October 2016)

#### **Maternal Mental Health Workforce Scan**

Keystone worked with the Walton Family Foundation to understand the current efforts and opportunities in Colorado around increasing the professional pipeline, as well as workforce development and training, related to maternal mental health. The goal was to identify sustainable changes in how perinatal mental health is addressed and how community systems operate to advance a professional workforce trained in various disciplines to support mental health. Mallory and another Keystone colleague conducted an assessment by researching the subject and interviewing individuals involved in perinatal mental health and workforce development. (October 2015–October 2016)

#### **Landscape Stewardship Initiative**

Mallory supported the Landscape Stewardship Initiative, which formed to bring together industry leaders – landscapers, power equipment manufacturers, landscape designers, turf producers, irrigation professionals, and relevant associations – NGOs, academia, conservation organizations, and other thought leaders to work with communities to understand the value of managed landscapes and create tools that decision makers can use to create and maintain sustainable landscapes. (February–July 2016)

### **Enhancing Healthcare Infection Control Assessment and Outbreak Response**

Following the recent Ebola outbreak and the needs it highlighted for more robust infection control assessment and response plans, Keystone partnered with the Association of State and Territorial Health Officials and the Centers for Disease Control and Prevention to convene a national effort to identify best practices and valuable implementation steps. Through a combination of site visits in select states and extensive regional meetings involving cross-sector teams from states and other participating jurisdictions, Keystone designed and facilitated a dialogue focused on determining strategies for optimizing the capacities of public health agencies in responding to infectious disease incidents. Mallory's work focused on design of and logistical support for two national meetings; she also served as one of the facilitators for the national meetings. These discussions culminated in a report providing guidance at the national, regional and state levels, as well as state-specific action plans. (April–June 2016)

### **Businesses and Schools in Collaboration**

Mallory edited all communications materials — including a core set of messaging documents and content for a public-facing website — that Keystone produced for Businesses and Schools in Collaboration, an organization that is adapting the Swiss apprenticeship model to Colorado's economy. (January–March 2016)

### **Maryland Managed Pollinator Protection Plan Summit**

Mallory worked with the Maryland Department of Agriculture (MDA) and the University of Maryland to plan and facilitate a statewide Managed Pollinator Protection Plan (MP3) Summit for 70 stakeholders, including conducting a stakeholder assessment leading up to the event. The purpose of the Summit was to enable MDA, other state agencies, and key stakeholders to discuss and identify significant opportunities to promote managed pollinator health and establish a framework for open communication and collaboration. The Summit report that Mallory developed served as the foundation for MDA's development of the Maryland MP3. (October 2015–February 2016)

### **Strategic Management of the Tobacco Health Coalition**

Mallory researched the efficacy of the current allocation of dollars from Amendment 35, Colorado's tobacco tax that went into effect in 2005. (October–December 2015)

### **Select Other Facilitation Experience**

#### **Soliya Connect Global Program**

Soliya's Connect Global Program provides an online platform for cross-cultural dialogue for students in countries across the Middle East, North Africa, South Asia, Europe, and North America. For five semesters to date, Mallory has worked with a partner to facilitate substantive weekly dialogue sessions on identity, culture, politics, and current events for a group of students from across the world. (October 2015–present)

#### **Standards and Compliance Workshop**

Mallory organized and facilitated the North American Electric Reliability Corporation's (NERC's) biannual Standards and Compliance Workshops, which provided hundreds of industry stakeholders with the opportunity for dialogue on existing and upcoming NERC initiatives related to standards and compliance. (September 2010–March 2014)

#### **Adequate Level of Reliability Task Force**

Mallory facilitated a team of electric industry subject matter experts in the review of the definition of "adequate level of reliability." The task force developed a new definition that encompassed NERC's

responsibility to ensure the reliable planning and operation of the bulk electric system and assess its capability. (August 2012–December 2013)

#### **Generator Requirements at the Transmission Interface Standard Drafting Team**

Mallory facilitated a team of experts in revising requirements to add significant clarity to generator owners and generator operators regarding their obligations at the interface with the interconnected grid. The team’s work resulted in a unique solution that not only received broad-based support in its immediate application, but also was applied to related projects going forward. (June 2010–September 2013)

#### **Standards Committee Communications and Planning Subcommittee**

Mallory facilitated NERC’s Standards Committee’s Communications and Planning Subcommittee, a group of energy industry communications experts. The subcommittee communicated with stakeholders to improve the standards development process and provide information about standards to end-users through engagement in various stakeholder forums, including a weekly standards and compliance bulletin that serves more than 3,000 industry stakeholders. (June 2010–July 2013)

#### **Select Outside Speaking Engagements**

**Partnership for the National Trails System’s Hike the Hill** – Washington, DC (February 2019)

Panel: Emerging Leaders (*Panelist*)

**National Governor’s Association’s Smarter States, Smarter Communities Learning Lab** – Chicago, IL (October 2018)

Panel: “Strategic Public and Legislative Engagement” (*Moderator*)

#### **Education, Training, and Certificates**

**Georgetown University**, M.A. in Conflict Resolution, with distinction (2010)

**University of Richmond**, B.A. in Rhetoric and Communication Studies, summa cum laude (2008)

**Soliya**, Advanced Facilitation Training, 20 hours (2015)

**Northern Virginia Mediation Services**, Mediation Skills and Processes, 24 hours (2010)

#### **Employment**

**Keystone Policy Center**, Senior Policy Director & Director of the Keystone Energy Board– Denver, CO (July 2015–present)

- Designs and leads projects and project teams across a variety of issue areas, balancing five to ten projects at a time; this includes project conception, work plan development, work plan execution, communication with client(s) and funder(s), budget development and management, and writing summaries and reports
- Directs the efforts of the Keystone Energy Board, a 50-person multi-stakeholder group that focuses on dialogue, learning, and relationship building and includes representatives from environmental NGOs; utilities; industry associations; the private sector; federal, state, and local government agencies; renewable energy advocates; and more
- Facilitates dozens of meetings and teleconferences each month
- Develops new projects, researches project and funding opportunities, and writes proposals

**North American Electric Reliability Corporation**, Senior Communications Coordinator – Washington, DC (March 2014–June 2015)

- Developed and implemented communications strategies and messaging on key issues for the standards, compliance, and enforcement departments
- Conducted outreach and delivered presentations to industry stakeholders and trade associations
- Fostered relationships with communications staff from eight regional entities
- Initiated and produced weekly bulletin for 3,000+ stakeholders; researched and wrote articles for monthly NERC newsletter; produced content for regular email, webinar, and web communications

**North American Electric Reliability Corporation**, Standards Developer – Washington, DC (June 2010–February 2014)

- Facilitated teams of up to 20 senior industry volunteers from regional coordinating councils, utility companies, and trade associations to develop high quality reliability standards by coordinating monthly conference calls, in-person meetings across the country, and regular email correspondence
- Managed electric reliability standard development projects from inception through preparation of legal petitions and filings with FERC and regulatory authorities in Canada
- Developed framework for standards department outreach to hundreds of industry stakeholders
- Organized and directed biannual workshops for more than 200 industry stakeholders

**LivingSocial**, Freelance Writer – Washington, DC (June 2010–November 2012)

- Wrote concise, witty copy for daily deals

**Federal Energy Regulatory Commission**, Dispute Resolution Specialist – Washington, DC (January 2009–May 2010)

- Produced content for the Dispute Resolution Service intranet site and planned internal alternative dispute resolution programs
- Collaborated with students from Harvard Law School's Negotiation and Mediation Clinical Program on comprehensive internal evaluation of dispute resolution at the Commission
- Served as a liaison for the U.S. Institute for Environmental Conflict Resolution's Native Network