Alaska Resource & Tribal Infrastructure Coordination (ARTIC) Project

Toolkit

Funded by:

Denali Commission

Grant 1971

Prepared by:

Alaska Federation of Natives

September 30, 2026

Table of Contents

Component 1: Introduction and How to Use This Toolkit 1
- Welcome 1
- How This Toolkit Fits Into the Larger ARTIC Project 1
- About AFN and This Project 1
- How to Use This Toolkit 2
- Where Do I Start? 2
- Limitations and Disclaimers 2

Component 2: Federal Landscape Quick Guides 4
- Executive Order 14154 — "Unleashing American Energy" 4
- Executive Order 14153 — "Unleashing Alaska's Extraordinary Resource Potential" 4
- Secretary's Order 3422 5
- Major Agencies Involved in Alaska Resource Development 6
- Executive Order 14276 — "Restoring American Seafood Competitiveness" 7

Component 3: Permitting Field Guides and Roadmaps 8
- How to Use This Section 8
- The National Environmental Policy Act (NEPA) 9
- Clean Water Act Section 404 (Dredge & Fill Permitting) 11
- Federal Rights-of-Way on Public Lands (BLM / FLPMA / Mineral Leasing Act) 13
- Government-to-Government and ANC Consultation 15
- FERC Hydropower and Hydrokinetic Licensing 17

Component 4: Strategic Engagement Field Guides 20
- How to Use This Section 20
- Getting In Early: Scoping and Early Participation 21
- Requesting and Preparing for Consultation 22
- Preparing for Agency Meetings 23
- Working with Project Developers 24
- Documenting Community Priorities, Developing a Position, and Communicating that Position 25
- Writing Effective Public Comments 26

Component 5: Funding and Technical Assistance Directory 28
- How to Use This Section 28
- Energy 29
- Water, Sanitation, and Basic Infrastructure 30

Transportation 30
Housing and Community Development 32
Economic Development and Business 32
Planning-Stage and Study Funding 33
A Note on What's Not Yet Here 33
Component 6: Ready-to-Use Tools and Templates 35
How to Use This Section 35
The Tools 36

Component 1: Introduction and How to Use This Toolkit

Welcome

This Toolkit is a practical resource for Tribes, ANCs, community leaders, local administrators, and land managers who are navigating, or preparing to navigate, energy and natural resource development in Alaska. It's built to be used, not just read: a reference you pull off the shelf (or open on your phone) when a specific question or need comes up, rather than a document you sit down and read cover to cover.

Project decisions move fast and often involve multiple federal agencies with different processes and timelines. ***This guide is meant to help you identify projects early, understand your options, and connect with the right people while decisions are still being shaped.***

How This Toolkit Fits Into the Larger ARTIC Project

This Toolkit is one piece of a larger body of work under the Alaska Resource & Tribal Infrastructure Coordination (ARTIC) project, funded by the Denali Commission and led by the Alaska Federation of Natives with key strategic partners: the Alaska Native Village Corporation Association, the ANCSA Regional Association, the Alaska Tribal Administrators Association, and the Alaska Municipal League.

The ARTIC project included a Landscape Analysis mapping the challenges and opportunities Alaska Native and rural communities face in energy and resource development, a series of regional listening sessions held across Alaska in which communities on the ground shared their real-world experiences and challenges, a Resource Development Priorities Framework built from that input, and a policy report, *Advancing Alaska Native and Rural Community Energy and Resource Development*, co-authored with the ARTIC project key strategic partners, that examines permitting and regulatory challenges in depth and recommends reforms to increase benefits of development in our communities.

This Toolkit takes what was learned through that process and turns it into something usable day-to-day. Where the policy report illustrates a path for policy and regulatory change, this guide is about working within, and getting the most out of, the system as it exists right now.

About AFN and This Project

Founded in 1966, the Alaska Federation of Natives (AFN) is the largest statewide Native organization in the country, representing 192 federally recognized Tribes, 152 village corporations, 11 regional corporations, and 11 regional nonprofit and Tribal consortiums that administer federal and state programs across Alaska. AFN's mission is to enhance and promote the cultural, economic, and political voice of the entire Alaska Native community. AFN is governed by a 38-member board elected annually at its October convention, and is currently led by President Benjamin Mallott and Board Co-Chairs Gayla Hoseth and Joe Nelson.

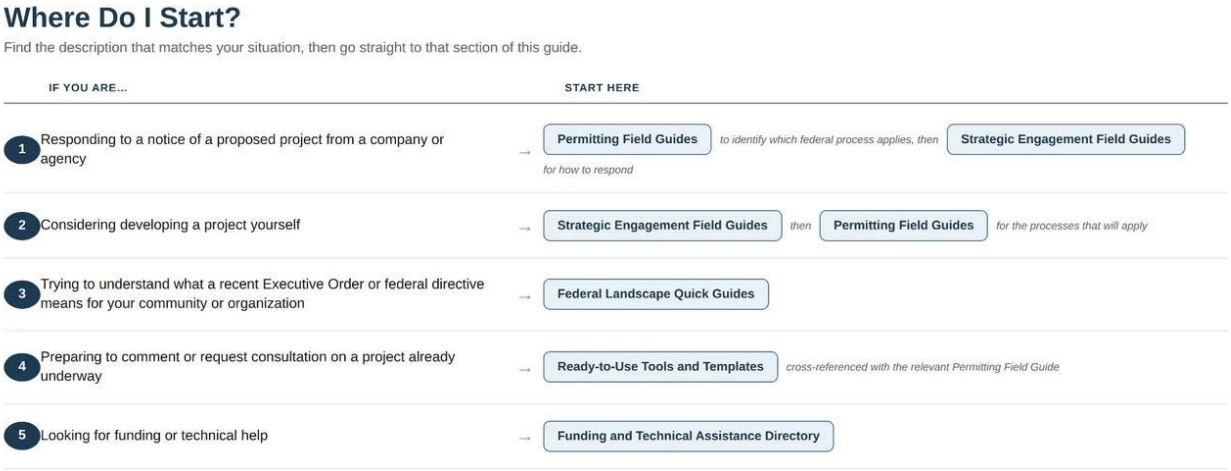
This Toolkit was produced under the Alaska Resource & Tribal Infrastructure Coordination (ARTIC) project, which AFN leads on behalf of Alaska Native communities statewide with funding from the Denali Commission and in partnership with the Alaska Native Village Corporation Association, the ANCSA Regional Association, the Alaska Tribal Administrators Association, and the Alaska Municipal League.

How to Use This Toolkit

You don't need to read this Toolkit in order. It is organized into sections relating to what you're actually trying to do, rather than around federal statutes or agency organizational charts. Start with whichever section matches where your project is right now.

- **Federal Landscape Quick Guides** — plain-language explanations of the current Administration's executive orders and federal directives shaping resource development in Alaska right now, and what they mean for your community, Tribe, or ANC.
- **Permitting Field Guides and Roadmaps** — step-by-step breakdowns of the major federal (and related state) permitting processes: what triggers them, how they typically unfold, and where the real opportunities to engage are.
- **Strategic Engagement Field Guides** — practical guidance on getting involved early, working with agencies and developers, and making sure your community's priorities are on the record *before* decisions are locked in.
- **Funding and Technical Assistance Directory** — a working list of current federal funding programs and technical assistance resources relevant to resource and infrastructure projects.
- **Ready-to-Use Tools and Templates** — editable Word and Excel checklists, worksheets, and template letters, available to download from the ARTIC webpage, that you can adapt to fit your community, Tribe, or ANC, including for public comments and consultation requests.

Where Do I Start?



Limitations and Disclaimers

- This Toolkit provides general information to help Alaska Native communities, Tribes, and ANCs navigate federal processes. **It is not legal advice** and does not replace advice from legal counsel on any specific project or decision.
- Efforts to reform certain federal regulations and agency procedures, especially those related to the National Environmental Policy Act (NEPA), are evolving, and these regulations and procedures may change. Before relying on any process described in this guide, confirm current requirements with the relevant agency.

- This guide does not replace or limit the formal government-to-government consultation rights of federally recognized Tribes or the consultation rights of ANCs.
- Examples and case studies in this guide are illustrative. Each project and community has different circumstances.

Component 2: Federal Landscape Quick Guides

Executive Order 14154 — "Unleashing American Energy"

What It Is

A nationwide executive order signed on President Trump's first day in office, January 20, 2025, not specific to Alaska, aimed at expanding U.S. energy development broadly.

What It Directs

It encourages exploration and production of energy and rare earth minerals on federal lands, revokes several prior climate-related executive orders, and directs every federal agency to review its existing regulations, guidance, and policies to identify anything that "impose[s] an undue burden" on the development of oil, natural gas, coal, hydropower, biofuels, critical minerals, or nuclear energy.

Why It Matters to You

This is the broad policy umbrella under which agency-level permitting reform — including the NEPA changes described in Component 3 — is happening. It sets the policy direction at the federal level; EO 14153 and Secretary's Order 3422 (below) apply that direction specifically to Alaska.

Key Takeaways to Know

- Directs a government-wide review of what the Administration defines as burdensome energy regulations (EO 14154 § 3(a))
- Provides the underlying policy basis for Council on Environmental Quality (CEQ) rescinding its NEPA implementing regulations (see Component 3)

Related Roadmap

NEPA (Component 3)

Executive Order 14153 — "Unleashing Alaska's Extraordinary Resource Potential"

What It Is

An Alaska-specific executive order, signed the same day as EO 14154, that directs a broad set of federal actions to expand oil and gas, mining, forestry, and related resource development across the state.

What It Directs

The order asserts that Alaska holds large, untapped energy, mineral, timber, and seafood reserves and frames their development as important to national economic and energy security. To that end, it directs federal agencies to rescind or revise Public Land Orders and regulations that restrict development in the state, and it makes specific, sector-level directives — expanding leasing in the National Petroleum Reserve-Alaska (NPR-A), reinstating the oil and gas leasing program in the Arctic National Wildlife Refuge (ANWR) coastal plain, revoking land withdrawals affecting the Ambler Access Project and the Alaska LNG Pipeline, and reinstating the Tongass National Forest's exemption from the Roadless Rule.

Why It Matters to You

This order is the driver behind most of the permitting activity described in Component 3 — several specific Records of Decision issued under the previous administration (Ambler Road, NPR-A) have been reopened pursuant to this order. It also contains provisions that directly affect Alaska Native land status, subsistence rules, and consultation, described below.

Key Takeaways to Know, by Sector

- **Oil & gas:** Expands NPR-A leasing; reinstates ANWR coastal plain leasing (October 23, 2025); reopens the NPR-A Integrated Activity Plan Record of Decision (December 22, 2025); directs assessment of the Trans-Alaska Pipeline System's long-term viability
- **Mining:** Reopens the Central Yukon Resource Management Plan; reopens the Ambler Road Record of Decision; reinstates several 2021 Public Land Orders
- **Forestry & timber:** Reinstates the 2020 Roadless Rule exemption for the Tongass National Forest — this rulemaking is active: USDA announced a proposed rule to rescind in its entirety the national 2001 Roadless Area Conservation Rule, and opened a comment period in August 2025. That comment period closed on Sept. 21, 2026.
- **Alaska Native communities specifically:** Directs review of navigable-waterway determinations impacting land ownership; directs review of lands-into-trust guidance and Public Land Orders withdrawing land from ANC selection; directs review of subsistence-related federal rules under ANILCA; reinstates a 2020 NPS rule on hunting and trapping in national preserves

Related Roadmap

Federal Rights-of-Way

Secretary's Order 3422

What It Is

An order issued by the Secretary of the Interior on February 3, 2025, that puts EO 14153 into motion inside the Department of the Interior — it's the implementation mechanism, not a new independent policy.

What It Directs

It revokes and reinstates specific prior Secretary's Orders to align with EO 14153, and assigns Interior's Assistant Secretaries specific deadlines, generally 15 days from the Order's issuance, to submit action plans describing how they'll carry out EO 14153's directives in their areas (land and minerals management; fish, wildlife and parks; and policy, management and budget).

Why It Matters to You

Secretary's Order 3422 turns EO 14153's broad directives into specific bureau-level actions and timelines. Tracking DOI's action plans under this order is one way to anticipate what's coming next, rather than being surprised by it.

Key Takeaways to Know

- Revoked SO 3401, which had paused ANWR coastal plain leasing activity
- Reinstated SO 3352, the National Petroleum Reserve-Alaska policy under the first Trump Administration

- Set 15-day deadlines for Interior bureaus to produce implementation action plans covering ANWR, NPR-A, Public Land Orders, the Trans-Alaska Pipeline System, King Cove Road, hunting/trapping rules, and ANILCA subsistence management

Related Roadmap

All Component 3 spreads touching DOI-managed land or resources

Major Agencies Involved in Alaska Resource Development

What It Is

A quick-reference map that outlines the roles and responsibilities of agencies, helping you quickly identify the appropriate points of contact and better prepare for agency meetings and engagements.

Agency	Typical Role in Alaska
Bureau of Land Management (BLM)	Manages ~70 million acres of public surface land in Alaska; issues rights-of-way, oil and gas leases, mining-related authorizations; leads NPR-A management and ANWR development
U.S. Army Corps of Engineers	Issues Clean Water Act Section 404 permits for work in wetlands, streams, and other jurisdictional waters
U.S. Fish and Wildlife Service	Manages ANWR and other refuges; Endangered Species Act consultation
National Park Service	Manages national parks and preserves, including hunting/trapping rules within preserves
Bureau of Indian Affairs (BIA)	Handles lands-into-trust processes for Tribes
Environmental Protection Agency (EPA)	Partners with the U.S. Army Corps of Engineers on CWA Section 404; broader environmental regulatory role
U.S. Forest Service (USDA)	Manages the Tongass and Chugach National Forests; Roadless Rule rulemaking
National Marine Fisheries Service / NOAA (Dept. of Commerce)	Fisheries management and regulation; Endangered Species Act consultation for marine mammals
Alaska Department of Environmental Conservation (state)	Issues Section 401 water quality certifications tied to federal 404 permits
Alaska Department of Natural Resources (state)	State land and resource permitting, parallel to federal processes

Agency	Typical Role in Alaska
Alaska Department of Fish & Game (state)	Regulates Alaska's fish, wildlife, and habitat; sets and enforces subsistence, sport, and commercial harvest regulations

Executive Order 14276 — "Restoring American Seafood Competitiveness"

What It Is

A nationwide executive order signed April 17, 2025, expanding on a 2020 executive order promoting American seafood competitiveness. Not specific to Alaska, but part of the core federal policy foundation alongside EO 14153 and EO 14154, given fishing's importance to Alaska Native and rural communities and the state's economy.

What It Directs

It directs the Secretary of Commerce to identify and reduce regulatory burdens on specific fisheries, develop an “America First Seafood Strategy” to promote domestic seafood production and marketing, and address unfair foreign trade practices and illegal, unreported, and unregulated (IUU) fishing.

Why It Matters to You

Though the order's direct provisions are more about deregulation and trade than about Alaska Native-specific concerns, fisheries policy changes here could affect subsistence and commercial fishing communities.

Key Takeaways to Know

- Directs development of an America First Seafood Strategy and review of the Seafood Import Monitoring Program
- NMFS opened a public comment period in August 2025 seeking input on overregulated fisheries and modernizing fisheries data collection; that comment period closed October 14, 2025

Component 3: Permitting Field Guides and Roadmaps

How to Use This Section

Every resource or energy development project impacting federal land, federal water, or federal funding must move through certain legal processes before it can go forward. This section breaks down several of these processes you're most likely to encounter when considering a project in Alaska — what each one is, what triggers it, how it typically unfolds, and where your community has a real chance to weigh in.

This section covers the rules themselves — the legal requirements a federal agency must follow. The Strategic Engagement section of this guide covers the relationships and timing side of a project with a federal nexus.

What's in this section

- **National Environmental Policy Act (NEPA)** — the environmental review process that most federal permits, land actions, or funding decisions must go through
- **Clean Water Act (CWA) Section 404** — the legal basis for the permit required for construction, dredging, or fill work in or near a wetland, stream, or other waterway
- **Federal Rights-of-Way** — authorizations for pipelines, roads, transmission lines, and similar infrastructure to cross federal public land
- **Government-to-Government and ANC Consultation** — the distinct, legally required consultation with Tribes and Alaska Native Corporations (ANCs) that federal agencies must undertake for actions impacting Tribes and ANCs
- **FERC Hydropower and Hydrokinetic Licensing** — the federal licensing process for any project that generates power from moving water

Where to start, based on your situation

If this is you...	Start here
A project was just proposed and we don't know what processes would apply to us	NEPA, then the Federal Permitting Identification Checklist
Our project involves a wetland, stream, or coastal water	Clean Water Act Section 404
Our project crosses federal land, or an existing right-of-way is up for renewal	Federal Rights-of-Way
We want to request or prepare for consultation	Government-to-Government and ANC Consultation
Our project involves hydropower or an in-water turbine	FERC Hydropower and Hydrokinetic Licensing

Federal processes are dynamic and frequently change — especially right now. Where a process described here is actively under review or subject to a proposed change, that's flagged directly below. When in doubt, confirm current requirements with the agency contact listed rather than relying on this guide alone for a specific, time-sensitive decision.

The National Environmental Policy Act (NEPA)

What It Is

NEPA requires federal agencies to consider the environmental effects of proposed major federal actions — including issuing permits, approving rights-of-way, and funding projects — before making a final decision. It is a procedural law: it doesn't force an agency to pick the least-impactful option, but it does force disclosure and consideration of impacts and alternatives.

> **Important — the process has recently changed.** Historically, a single set of Council on Environmental Quality (CEQ) regulations governed how every federal agency implemented NEPA. Those regulations were formally rescinded effective January 8, 2026, pursuant to Executive Order 14154. Each federal agency is now developing or revising its own agency-specific NEPA procedures. The practical effect: **there is no longer a single, government-wide CEQ NEPA framework — there are agency-specific NEPA processes. To figure out which process likely applies,** identify the lead agency for a given project and go directly to that agency's current procedures rather than assuming there is a single, uniform process.

Why It Matters

Most major resource development on federal land, or requiring a federal permit or federal funding, triggers some level of NEPA review. Getting a seat at the table early in this process — before the agency has narrowed its alternatives — is usually the single highest-leverage engagement opportunity in the entire permitting lifecycle.

When You Encounter It

- A project requires a federal permit, license, or right-of-way (e.g., a BLM ROW grant, a U.S. Army Corps of Engineers 404 permit)
- A project uses federal funding
- A project is located on or crosses federal land
- An agency is deciding whether to approve, modify, or deny a federal action (permit approval/denial scoping period, records of final decisions) affecting your community

Typical Sequence

1. Agency identifies a proposed action and determines the applicable level of review (apply a categorical exclusion / conduct an environmental assessment / prepare an environmental impact statement) under its own current procedures
2. Scoping (for an EIS) — the agency identifies the issues and alternatives to study; this is a key early input window
3. Draft review document published for public/agency comment, often called a Draft EIS (DEIS)
4. Agency responds to comments, may revise analysis and issue a supplemental EIS (SEIS)
5. Final decision document issued (ROD)
6. Post-decision: implementation, monitoring, potential legal challenge window

Key Engagement Opportunities

- **Scoping comments** — earliest window. Happens during the Scoping step, in the first few months after the agency issues a Notice of Intent to prepare an EIS, before any draft document exists and before alternatives are locked in.
- **Requesting cooperating-agency or cooperating-entity status** — also early, and time-sensitive, and more likely available if you're the local government. Request this at or right after scoping begins — the value is having a voice while alternatives are still being shaped, so asking after a draft is published is too late for it to mean much.

- **Government-to-government or ANC consultation** — not a single point in time. Should start before or at the very beginning and run in parallel across the entire process, not cluster at one step.
- **Formal public comment periods on draft review documents** — later, and separate from scoping. These open once a draft EIS or draft EA is actually published, typically well into the process rather than at the start.

> **A rough sense of overall timing:** federal law sets outer limits — an EIS has a 2-year deadline from the determination that one is required, and an EA has a 1-year deadline. Scoping comments land in roughly the first few months; the formal comment period on a draft document typically lands in the back half of that window. Exactly when each step falls still varies by agency, since each one now defines its own procedures — consistent with the NEPA-has-changed note above.

NEPA Timeline: When Engagement Opportunities Occur

Based on an EIS-level review (the longest track); an EA compresses proportionally within its 1-year limit.



Exact timing still varies by agency — each agency now defines its own NEPA procedures.

Who to Call

- **DOE:** Carrie Abravanel, Acting Director, Office of NEPA Policy and Compliance — carrie.abravanel@hq.doe.gov
- **EPA:** Kevin Bowman, Director and Chief Environmental Review and Permitting Officer — bowman.kevin@epa.gov
- **EPA Region 10:** Emily Bitalac, Acting NEPA Program Manager — r10-nepa@epa.gov
- **BLM:** Robin Hawkes, Acting Chief, Decision Support, Planning and NEPA Division — rhawkes@blm.gov
- **U.S. Army Corps of Engineers:** Robyn Schilling Colosimo, Deputy Assistant Secretary for Project Planning and Review — robyn.s.colosimo.civ@army.mil
- **DOI:** Stephen Tryon, Director, Office of Environmental Policy and Compliance — stephen_tryon@ios.doi.gov
- **DOI, Anchorage Region:** Lisa Fox, Regional Environmental Officer — lisa_fox@ios.doi.gov
- **FWS:** Alicia Logalbo, National NEPA Coordinator — Alicia_Logalbo@fws.gov
- **FWS Region 7:** Douglass Cooper, Ecological Services Branch Chief, Anchorage Fish and Wildlife Conservation Office — douglass_cooper@fws.gov
- **BIA Alaska:** Harrilene Yazzie, Regional Environmental Scientist — Harrilene.Yazzie@bia.gov
- **BIE:** Candace Desantis, Lead Environmental Protection Specialist, Branch of Environmental Management — candace.desantis@bie.edu
- **USGS:** Anne Michele Barrett, Acting Deputy Director for Administration and Policy — abarrett@usgs.gov

EXAMPLE: Staying engaged doesn't end when a decision is signed, as completed NEPA decisions aren't always final in practice for reasons including legal challenges and administration changes. Under EO 14153, the Interior Department placed a temporary moratorium on the existing Ambler Road Record of Decision and the NPR-A Integrated Activity Plan Record of Decision so both could be reopened and reconsidered — while separately reinstating an earlier, previously-superseded Record of Decision on each. Community engagement may need to continue beyond the “final” agency decision.

Worth knowing: This process is not always right-sized for Alaska's rural projects. Environmental review scaled for large industrial projects is sometimes applied uniformly to small community infrastructure, taking a full year for a project a comparable entity completed in two months. Alaska Native and rural communities have called for expanded categorical exclusions and expedited review tracks for essential rural infrastructure and relocation projects — this is worth watching, since this could directly shorten the process described above for smaller community projects.

EXAMPLE: There is an open question on NEPA process applicable to many of Alaska's rural communities: when rebuilding critical infrastructure in a new location because the old site is no longer viable, does that trigger the same full Environmental Impact Statement a brand-new project would require? Kivalina's ongoing managed retreat and community relocation effort raised this very question — and it's exactly the kind of scaling mismatch the categorical-exclusion idea above is meant to address.

Also worth knowing: Alaska Native and rural community leaders have separately proposed a coordinated “permitting hub” — a single point of navigation across agencies to reduce duplicative review and give communities one place to track a project's status, rather than tracking separate timelines agency by agency. This doesn't exist yet, but it's a concept worth watching.

EXAMPLE: The Triangle Community Road project (connecting Utqiaġvik, Atqasuk, and Wainwright on the North Slope) shows a real, currently-in-use approach to exactly this problem: a Planning and Environmental Linkage (PEL) study, conducted under a Federal Highway Administration framework, evaluates route alternatives and gathers community input before formal NEPA review begins — rather than during it. The project's April 2026 Draft PEL evaluated six route alternatives and narrowed them to three recommended for NEPA review, after years of public meetings in all three affected communities and a standing Advisory Committee. For any project where a PEL-eligible framework applies (largely transportation projects), this is worth asking about directly — it's a way to get real community input in before alternatives narrow, formalized into an actual federal process rather than something a community has to request informally.

Related Tools

Federal Permitting Identification Checklist · Public Comment Template · Project Notice Tracking Sheet

Clean Water Act Section 404 (Dredge & Fill Permitting)

What It Is

Section 404 of the Clean Water Act requires a permit from the U.S. Army Corps of Engineers before anyone — an individual, company, Tribe, or agency — discharges dredged or fill material into “waters of the United States,” which includes a significant amount of wetlands, streams, rivers, and coastal waters in Alaska. In Alaska, the U.S. Army Corps administers the program in partnership with EPA.

Why It Matters

Resource and infrastructure projects in Alaska routinely cross wetlands, streams, or coastal waters, making a 404 permit one of the most common federal permitting requirements a community will encounter — often alongside, not instead of, NEPA review.

When You Encounter It

- Any project involving fill, dredging, or construction activity in or near a wetland, stream, or other jurisdictional water
- Road, pad, pipeline, or port/dock construction in rural Alaska frequently triggers this

Typical Sequence

1. Pre-application coordination with the Corps (recommended, not always required) — this is where project design can still be adjusted
2. Determine whether the activity qualifies for a **general/nationwide permit** (faster, standardized conditions for lower-impact activities) or requires an **individual permit** (project-specific review, longer timeline, often 6 months to over a year)
3. Application submitted; Corps issues public notice
4. Public and agency comment period
5. In Alaska, the applicant separately needs a **Section 401 water quality certification** from the Alaska Department of Environmental Conservation (a Certificate of Reasonable Assurance) before the Corps can issue the 404 permit
6. Corps issues, conditions, or denies the permit

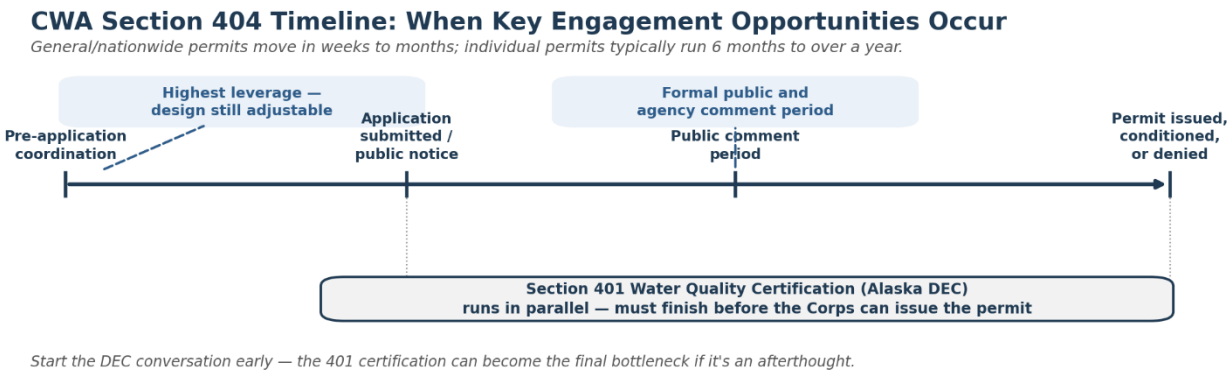
Key Engagement Opportunities

- **Pre-application coordination** — earliest window. This happens before the application is even submitted, while project design can still be adjusted — the single highest-leverage point in this process.

- **Public notice comment period** — mid-process. Opens once the Corps issues public notice after the application is submitted. Timing depends heavily on permit type: a general/nationwide permit can move in weeks to a few months, while an individual permit typically runs 6 months to over a year.

- **Engaging Alaska DEC directly on the 401 water quality certification** — not a single point in time. This runs on its own track in parallel with the federal process, from application through decision, and has to be resolved before the Corps can issue the 404 permit — so it's worth starting early rather than waiting for the federal side to prompt it.

A rough sense of overall timing: pre-application coordination happens before either clock — general/nationwide or individual permit — even starts running. The public comment period lands mid-process, once the Corps has issued public notice. The 401 certification from Alaska DEC runs the whole time in parallel and can become the final bottleneck if it isn't started early, since the Corps can't issue the federal permit until it's resolved.



Who to Call

- **U.S. Army Corps of Engineers, Alaska District Regulatory Division** — contact the Alaska District Regulatory Division for the current point of contact
- **Alaska Department of Environmental Conservation (401 certification):** Gene McCabe, Director, Division of Water — gene.mccabe@alaska.gov

> **Worth knowing:** timing is everything here. Alaska's construction season can run as short as 120 days depending on the region, so an individual-permit review running 6 months to a year — a routine timeline elsewhere — can push a project past the point materials can be barged in before freeze-up, deferring it a full year rather than a few months. Starting pre-application coordination as early as possible isn't just good practice, it's often the difference between building this season or next.

> **EXAMPLE:** NANA's Red Dog Mine received a Section 404 permit in November 2024 for an exploration access road to the Aktigiruq deposit — the last permit needed before advanced exploration could begin. It followed years of close coordination among NANA, the mine operator, the community of Kivalina, and federal regulators, illustrating both how long-horizon relationship-building pays off and how a single 404 permit can be the final gating item holding back a much larger project timeline.

Related Tools

Federal Permitting Identification Checklist · Agency Meeting Preparation Sheet · Public Comment Template

Federal Rights-of-Way on Public Lands (BLM / FLPMA / Mineral Leasing Act)

What It Is

A federal right-of-way (ROW) grant is federal authorization to use a specific strip or parcel of public land for a defined purpose (e.g., pipelines, roads, transmission lines, communication sites) for a set period, commonly issued for terms matched to the life of the project (often up to 30 years, renewable). Most ROW grants across BLM-managed public lands are issued under Title V of the Federal Land Policy and Management Act (FLPMA); oil and gas pipeline ROWs are issued under the Mineral Leasing Act.

Why It Matters

ROWs are key for major existing and proposed Alaska infrastructure — including the long-term status of the Trans-Alaska Pipeline System (TAPS) federal ROW and any future project (like Alaska LNG) — that would cross federal land. These are often granted by BLM, as BLM manages roughly 70 million acres of public surface land in Alaska.

> **A distinct Alaska rule:** under the Alaska National Interest Lands Conservation Act (ANILCA), when a proposed pipeline ROW crosses lands managed by more than one federal agency, the agency responsible for the longest lineal portion of the route becomes the lead agency for the entire permitting process — unless the agencies have agreed otherwise in advance. That's different from the general federal rule and worth knowing before assuming which agency to approach first.

When You Encounter It

- A pipeline, road, transmission line, or communication facility is proposed to cross federal public land
- An existing ROW (such as TAPS's) is coming up for renewal or facing a long-term-viability question
- A project spans land managed by more than one federal agency

Typical Sequence

1. Pre-application meetings with BLM (required for some project types, such as solar/wind — recommended for others)
2. Application filed; BLM issues a written acknowledgment and identifies the processing fee category
3. Environmental review (NEPA — see above) conducted in parallel or as a precondition
4. BLM may approve as submitted, approve with modifications, or deny
5. Grant issued with term, bonding, and monitoring conditions attached

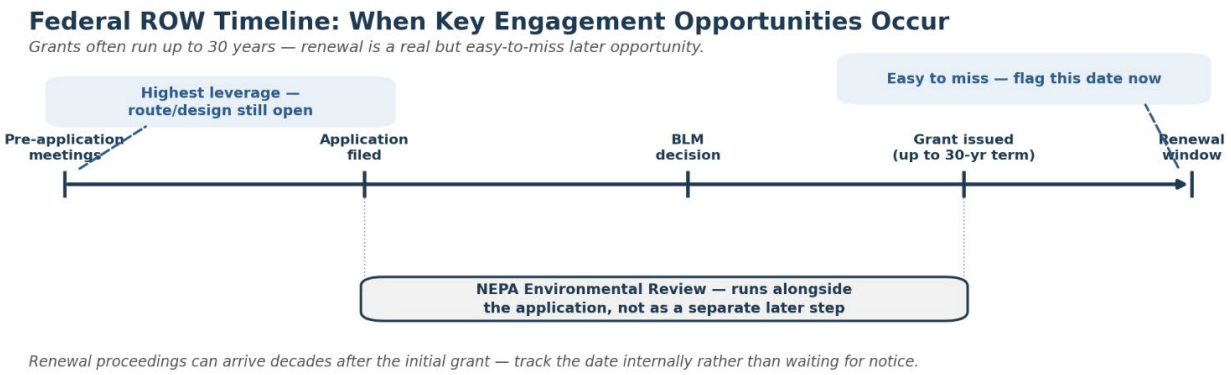
Key Engagement Opportunities

- **Pre-application meetings** — earliest window. Happens before the route or design is finalized, while BLM's requirements and the project's footprint can still shape each other.

- **NEPA scoping and comment periods** — runs in parallel with the ROW application, not as a separate later step, since environmental review is typically conducted alongside or as a precondition to the ROW decision itself.

- **Renewal proceedings for existing long-term ROWs** — a separate, later, and easy-to-miss window. Grants can run up to 30 years, so a renewal decades out is a real engagement opportunity that's easy to lose track of if no one is watching for it.

A rough sense of overall timing: pre-application meetings come first, before anything is filed. NEPA review then runs the whole length of the application-to-decision period, not as a discrete later phase. Once a grant is issued, the next engagement opportunity may not arrive for years — sometimes decades — when the term comes up for renewal, so it's worth flagging that date internally now rather than waiting to be notified.



Who to Call

- **BLM Alaska State Office, Lands and Realty:** Chelsea Kreiner, Acting Deputy State Director, Alaska Lands, Realty and Cadastral Survey — ckreiner@blm.gov

> **EXAMPLE:** EO 14153 directed the Interior Department to assess "the long-term viability of the Trans-Alaska Pipeline System and the associated federal right-of-way as an energy corridor of critical national importance" — a direct, current example of a federal ROW receiving high-level policy attention. The Ambler Road project is a second live example: its federal ROW and joint BLM/Corps Record of Decision were paused and reopened for reconsideration under the same executive order, showing how ROW status can change even after a grant has been issued.

Related Tools

Federal Permitting Identification Checklist · Project Engagement Timeline · Stakeholder and Agency Contact Worksheet

Government-to-Government and ANC Consultation

What It Is

Federal agencies have a distinct, separate obligation to consult with **federally recognized Tribes** on a government-to-government basis under Executive Order 13175 before taking actions that affect them. Federal law requires that Alaska Native Corporations (ANCs) be consulted on the same basis as Tribes, but because ANCs are not federally recognized tribal governments, the Department of the Interior (and other Departments and agencies across the government) maintains a **separate ANC consultation policy** (at DOI, called ANCSA Corporation consultation; Departmental Manual chapter 512 DM 6) that extends a consultation role to ANC officials on the same basis as Tribes under EO 13175 — without changing or diminishing DOI's government-to-government obligations to Tribes. Other federal agencies handle ANC engagement in varying ways, so this policy is not uniform government-wide.

> **This distinction matters practically:** a Tribe and a Village or Regional Corporation in the same community may be entitled to consultation under two different policy frameworks, run by different offices, on different timelines — and a project proponent or agency staff member may not be aware of the distinction unless it is raised.

Why It Matters

Consultation done early shapes the alternatives an agency considers under NEPA; done late, it has much less influence, because the key decisions have often already taken shape.

When You Encounter It

- Any federal action with the potential to affect Tribal interests or ANC lands, resources, or programs
- Land use planning, permitting, and rulemaking processes at DOI and other agencies

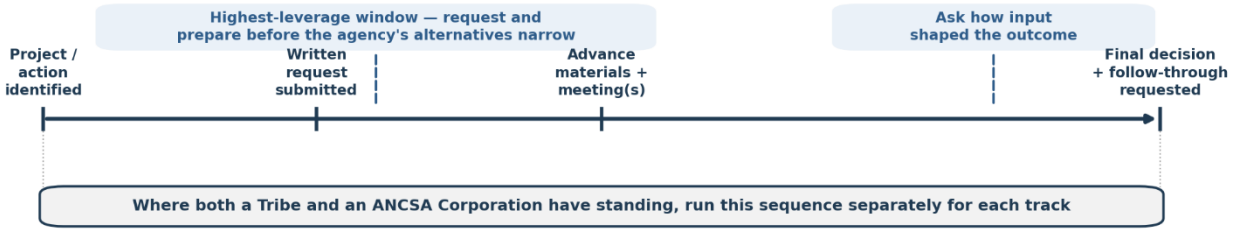
Key Engagement Opportunities

- **Submit a written consultation request** — earliest window. Do this as soon as a project or federal action is identified, ideally before the agency's own planning or NEPA scoping begins, rather than waiting to be invited.
- **Request advance materials and a decision-making map** — right after the request, before any meeting is scheduled. Getting technical materials ahead of time is what makes the meeting itself useful rather than a one-way briefing.
- **Hold consultation meetings during early-stage planning and scoping** — before an agency's preferred alternative is set. This is the same early window as NEPA scoping (see above), and the two should run in parallel, not one after the other.
- **Request documented follow-through** — at or after the final decision. Ask specifically how your input shaped the outcome, not just whether it was "considered."
- **Distinguish, and assert, both tracks where they apply** — not a single point in time. Where a Tribe and an ANC both have standing in the same community, each may need this sequence run separately, since they're different legal processes with different offices on the other end.

> **A rough sense of overall timing:** the highest-leverage window is early — a request submitted and meetings held before an agency's alternatives narrow will shape outcomes far more than input offered after a draft decision is already circulating. Reported consultation windows as short as 14 days make front-loading preparation especially important: have your request, materials ask, and internal position ready before the clock starts, not after.

Consultation Timeline: When Key Engagement Opportunities Occur

The earlier steps overlap with the NEPA scoping window shown above — consultation should run in parallel, not after.



Reported consultation windows as short as 14 days make front-loading preparation especially important.

> **Worth knowing:** consultation windows as short as 14 days have been reported, often conflicting with subsistence seasons and travel constraints, arriving without technical materials needed to prepare, and with no clear indication of who at the agency actually holds decision-making authority. It's reasonable to ask explicitly for **minimum consultation timelines, advance materials, and documented follow-through** showing how your input shaped the decision. The Strategic Engagement section (Requesting and Preparing for Consultation) walks through how to make these requests.

> **What good practice looks like (Cross-reference Component 4: Strategic Engagement):** real examples worth naming as a positive example when requesting consultation elsewhere, include a U.S. Fish and Wildlife Service liaison who asked questions, listened, and visibly reflected Tribal input in the final product; a standing National Park Service–Wrangell partnership run through a Memorandum of Understanding with regular meetings; an EPA/Alaska DEC joint-meeting arrangement with Ounalashka Corporation on contaminated lands cleanup; and a standing Adaptive Management Team example, combining FERC, NOAA Fisheries, state agencies, and university researchers, used on the Igiugig RivGen project to jointly govern environmental monitoring decisions rather than leaving the Tribe to respond to agency determinations after the fact. If an agency has a similar liaison, MOU, or standing committee example available, asking for it directly is a reasonable, precedented request rather than a special favor.

Who to Call

- **DOI, Office of the Assistant Secretary for Indian Affairs:** Billy Kirkland, Director — william.kirkland@bia.gov
- **BIA, Office of Regulatory Affairs and Collaborative Action:** Oliver Whaley, Director — oliver.whaley@bia.gov
- **BLM:** Donna Bach, Alaska Native Coordinator — dbach@blm.gov; Nicole Hanna, National Tribal Liaison Officer — nhanna@blm.gov
- **FWS:** Karen Cogswell, Tribal Liaison Officer & National Native American Program Advisor — Karen_Cogswell@fws.gov; D.J. Monette, Associate Native American Liaison Advisor — dj_monette@fws.gov
- **BOEM:** Hillary Renick, Tribal Liaison Officer, Office of Environmental Programs — hillary.renick@boem.gov
- **BSEE:** Bronia Ashford, Tribal Liaison Officer — bronia.ashford@bsee.gov
- **NPS:** Alisha Hall Deegan, Tribal Liaison Officer & Acting Assistant Director, Office of Native American Affairs — alisha_deegan@nps.gov
- **BTFA:** Lee Frazier, Tribal Liaison Officer — lee_frazier@btfa.gov
- **U.S. Forest Service:** Reed Robinson, Director, Office of Tribal Relations — reed.robinson@usda.gov
- **NOAA:** Becky Lizama, Senior Tribal Liaison — Becky.Lizama@noaa.gov
- **NOAA Fisheries:** Heather Sagar, Senior Policy Advisor and Headquarters Tribal Liaison — heather.sagar@noaa.gov

Related Tools

Tribal and ANC Consultation Request Template · Community Decision/Position Worksheet · Questions to Ask a Project Developer

FERC Hydropower and Hydrokinetic Licensing

What It Is

The Federal Energy Regulatory Commission (FERC) licenses non-federal hydropower projects — including conventional run-of-river hydroelectric facilities and emerging hydrokinetic (in-water turbine) technology — under the Federal Power Act. This is a separate federal licensing track from NEPA, though NEPA review is typically conducted as part of the FERC licensing process rather than as a standalone step.

Why It Matters

FERC's licensing framework was designed with utility-scale hydropower in mind, so the cost and administrative effort involved can be significant for small, community-scale Tribal and ANC energy projects. This is the same scaling mismatch described elsewhere in this guide for environmental review generally, and the pilot license pathway described below is one way to reduce it.

When You Encounter It

- A proposed project generates electricity from moving water — conventional hydroelectric, run-of-river, or hydrokinetic (in-stream turbine) technology
- The project is located on navigable waters or federal land, or otherwise falls within FERC's jurisdiction under the Federal Power Act (confirm jurisdiction with FERC early; some small projects may qualify for an exemption rather than a full license)

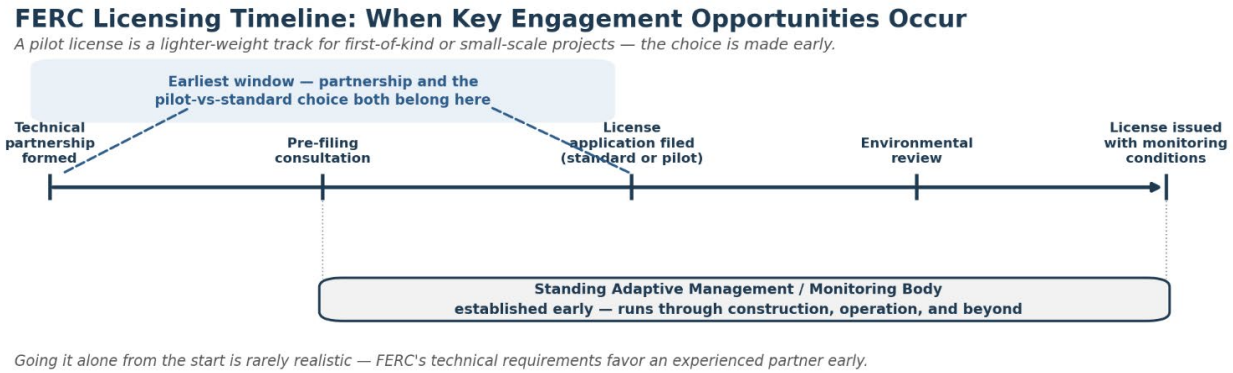
Key Engagement Opportunities

- **Early technical partnership with an experienced developer or technology provider** — earliest window. This needs to happen well before any filing, since FERC's technical requirements are specialized enough that going it alone from the start is rarely realistic.

- **Pursuing a pilot license where available** — a decision point early in the process. Pilot licensing is a lighter-weight track for first-of-kind or small-scale projects, and choosing it (or standard licensing) shapes the entire timeline that follows.

- **Establishing a standing adaptive management or monitoring body with relevant agencies** — set up early, active throughout. This works best formed before or during pre-filing, then running for the life of the license — not created reactively after a monitoring dispute arises.

A rough sense of overall timing: technical partnership and the pilot-vs-standard licensing decision both belong at the very start, before any pre-filing consultation with FERC begins. An adaptive management body, once established, runs continuously through construction, operation, and beyond — similar to how consultation ran throughout the NEPA timeline above, this isn't a single step but an ongoing structure.



Who to Call

- FERC Office of Energy Projects, Division of Hydropower Licensing: Terry Turpin, Director, Office of Energy Projects — terry.turpin@ferc.gov

EXAMPLE: Igiugig Village Council became the first U.S. Tribal entity to receive a FERC hydrokinetic pilot license, in May 2019, for its RivGen river turbine project on the Kvichak River — creating a template other Tribes can now follow rather than build from scratch. Because the Kvichak supports the largest sockeye salmon run on Earth, the Council required a Fish Monitoring Plan as a condition of the license, governed by a standing Adaptive Management Team of federal and state agencies and university researchers; after several years showing no documented impact to adult salmon, FERC retired that monitoring requirement.

EXAMPLE: The Hiilangaay Hydroelectric Project on Prince of Wales Island maintained its FERC license across more than two decades of development, including a name change (from Reynolds Creek) partway through and license maintenance through long funding gaps between a 1996–2003 DOE grant cycle and final commissioning in 2021. Federal approvals stayed alive across multiple funding gaps because the project sponsors kept the license current even when construction financing wasn't yet secured — a reminder that a license, once obtained, is worth protecting even during a long funding pause.

Related Tools

Federal Permitting Identification Checklist · Project Engagement Timeline · Funding Search Worksheet

Component 4: Strategic Engagement Field Guides

How to Use This Section

These Strategic Engagement Field Guides help you work with agencies and project developers during the initial project development phase and the subsequent permitting process. For an explanation of the formal steps in the permitting process, visit the Permitting Field Guides and Roadmaps.

Start with the topic that best matches what you need to do now.

What's in this section

- **Getting In Early** — learn about a potential project, how to find opportunities for engagement with a project before they pass, understand what “scoping” means, and identify avenues to participate
- **Requesting and Preparing for Consultation** — How to request and prepare for government-to-government or ANC consultation and what to ask for in it
- **Preparing for Agency Meetings** — how to prepare for meetings with federal or state agencies, ask questions that get useful answers, and how to follow up afterward
- **Working with Project Developers** — how to engage directly with a company proposing a project and consider successful partnership approaches used by other Alaska Native communities and corporations
- **Documenting Community Priorities** — how to organize community input with clear priorities to develop a position that can be shared with agencies, developers, and community representatives
- **Writing Effective Public Comments** — how to write clear, specific comments and how to raise your concerns in a manner that an agency can meaningfully consider and address

Where to start, based on your situation

If this is you...	Start here
We just heard about a proposed project	Getting In Early
We want to request formal consultation	Requesting and Preparing for Consultation
We have a meeting with an agency coming up	Preparing for Agency Meetings
A company with a proposed project wants to talk to us directly	Working with Project Developers
We need to keep re-explaining our priorities to new people	Documenting Community Priorities
A comment period is open and we want our input to count	Writing Effective Public Comments

You don't need to read this section in order, and you don't need to have read the Permitting Field Guides and Roadmaps section first. Each part here points back to the relevant permitting process where it is useful, but each stands on its own.

Getting In Early: Scoping and Early Participation

What This Covers

How to identify signals of a project early, understand where to get engaged, and how to take part in scoping. Scoping is the period before an agency or developer settles on a design or takes steps towards reaching a preferred alternative.

Why It Matters

The earlier your community engages, the more options are still on the table. Getting in early, while a project is still being shaped, gives your community the most opportunity to affect the outcome. Formal consultation and public comment periods matter, and they create a record an agency has to address, but they can also come late in a project's development timeline. Communities across Alaska have reported being asked for input at that stage. Engaging early and often, and then using the formal processes when they open, gives your community both an early voice and creates a formal record.

How to Do It

- Watch for the earliest public sign of a project: a scoping notice, a pre-application filing, or word that a company is interested in an area. Do not wait for a formal comment period or consultation notice
- Request a pre-application or pre-scoping meeting directly, even if not formally invited
- Ask the agency to explicitly state what decisions are still open versus already effectively settled
- Use the Engagement Readiness Checklist and the Federal Permitting Identification Checklist as soon as a project is identified, to map out every process it will trigger and each one's earliest engagement point

What to Watch For

Sometimes a meeting labeled “scoping” includes a presentation of an option the agency has already chosen. If that happens, it is fair to say so and to ask when the open period was, or when it will be.

> **EXAMPLE:** Engagement by the local Alaska Native Community in the Donlin Gold project shows how sustained, early engagement can actually change a project. Calista Corporation's Shareholder Relations Committee has held more than 200 meetings on this project in Yukon-Kuskokwim villages, and Donlin Gold has hosted 300 more since 2011. That engagement is credited with two design changes: a natural gas pipeline added to reduced barge traffic on the Kuskokwim River, and revised tailings management plans.

> **EXAMPLE:** The design and planning process for the Triangle Community Road project is a second example of good early engagement. It included years of public meetings in Utqiaġvik, Atqasuk, and Wainwright, a standing Advisory Committee, and a formal Planning and Environmental Linkage study that gathered input before route alternatives for this potential project were narrowed. The engagement structure was built into the process from the start, before a preferred alternative was selected.

Related Tools

Engagement Readiness Checklist · Federal Permitting Identification Checklist · Project Engagement Timeline · Project Notice Tracking Sheet

Requesting and Preparing for Consultation

What This Covers

How to request tribal government-to-government or ANC consultation, what to ask for, and how to prepare.

Why It Matters

Native communities have reported continued frustration with the consultation process, especially when consultation feels more like a “check the box” exercise for the agency than an opportunity for Tribes and ANCs to have meaningful input into decision-making processes. Communities have reported consultation windows as short as 14 days, notice that arrived during key subsistence or cultural activities and without the technical materials needed to prepare, or little information about who at the agency makes the decision. Asking for a workable timeline, advance materials, and a clear point of contact, instead of accepting an agency's first offer, can improve how the process works.

How to Do It

- Submit a written consultation request to the relevant federal agency as soon as you have identified a project that could impact your community; do not wait for the agency to initiate
- Ask for at least four things: 1. a minimum response window, 2. technical materials in advance, 3. the name and role of the person at the agency with authority over the decision, and 4. written documentation after consultation explaining how your input was considered in the final decision. The Tribal and ANC Consultation Request Template includes each of these requests.
- Request documentation, after the fact, of how your input specifically affected the final decision — not just that it was “considered”
- Reference precedent where you can — naming a specific example signals you know what good practice looks like, not just that you're asking for something unusual. Four real examples are worth knowing:

> **EXAMPLE: A named agency liaison, not a generic office.** A U.S. Fish and Wildlife Service liaison built trust by asking questions, listening, and visibly reflecting Tribal input in the final product. What made it work: a single point of contact owned the relationship, so input didn't disappear into a larger bureaucracy with no one accountable for using it. What to ask for: a named liaison for your consultation, not a general office email.

> **EXAMPLE: A written MOU, not an informal understanding.** A standing Memorandum of Understanding between the National Park Service and the community of Wrangell established a regular meeting cadence rather than one-off, as-needed consultation. What made it work: formalizing the relationship in writing means it survives staff turnover and doesn't need to be renegotiated from scratch each time. What to ask for: a written MOU with a set meeting schedule, not just a verbal promise to stay in touch.

> **EXAMPLE: Joint agency meetings, not duplicated consultation.** On contaminated lands cleanup, EPA and Alaska DEC met jointly with Ounalashka Corporation rather than requiring separate, duplicative consultation with each agency. What made it work: coordination became the agencies' job, not the community's. What to ask for: consider asking for a joint meeting whenever more than one agency has a stake in the same issue, rather than running the same consultation twice.

> **EXAMPLE: A permanent seat at the table, not a one-time check-in.** For the RivGen hydrokinetic project, FERC, NOAA Fisheries, state agencies, and university researchers formed a standing Adaptive Management Team with Igiugig Village Council to jointly govern environmental monitoring decisions, rather than the Tribe learning about agency determinations after the fact. What made it work: a continuing seat for ongoing technical decisions, not just a single consultation at the start. What to ask for: a standing joint body for any project with long-term monitoring or operational decisions ahead. (More detail on this one is in the Permitting Roadmaps section.)

What to Watch For

If an agency cannot or will not say who holds decision-making authority, that is useful information. It may mean no one at the agency clearly owns the consultation process and your question may spur them to review this internally.

Related Tools

Tribal and ANC Consultation Request Template · Agency Meeting Preparation Sheet · Community Decision/Position Worksheet

Preparing for Agency Meetings

What This Covers

How to walk into a meeting with a federal or state agency (whether it's a scoping session, a consultation meeting, or a routine project update) prepared to get real information and be heard.

Why It Matters

Even a small amount of preparation can change what you get out of an agency meeting. With a few specific questions ready and someone assigned to take notes, the meeting can become a two-way conversation and your community's priorities go on record.

How to Do It

- Before the meeting, write down at least two or three questions you need answered. Make them specific enough to have a concrete answer from the agency.
- Identify who from the agency will actually be present and what authority they hold; similarly, provide the agency with the names and titles of participants you will be bringing.
- Bring, or designate, someone to take notes specifically capturing commitments made and by whom. This becomes your documentation if an agency doesn’t follow through on a commitment later.
- Decide in advance on what decision points you are willing to say “yes” to, say “no” to, or “hold on” until you have more information. You do not have to give an answer in the meeting itself.
- After the meeting, send a short written recap to the agency contact listing what was discussed, what was committed to, and by when. Ask them to correct anything they think you got wrong. This puts your record of the meeting into their file, too.

What to Watch For

A general response such as “we will take that into consideration” is not the same as a specific action with a date attached. Ask for the specific follow-up action plan when it matters. Early in a process, an agency may not be able to commit because the review is not far enough along, or because it does not yet have the information to answer. That is a legitimate response, and if you get it, ask what the agency still needs, when it expects to be able to answer, and who will follow up. Write down that answer.

Related Tools

Agency Meeting Preparation Sheet · Stakeholder and Agency Contact Worksheet

Working with Project Developers

What This Covers

How to engage directly with a private developer or company proposing a project. This is different from engaging with the federal or state agencies that review, regulate, and permit the project.

Why It Matters

Developer relationships are a separate track from government permitting and consultation, and they open a separate set of opportunities. Early engagement can help a community explore whether project-related investments could also support long-term regional needs, including roads, ports, broadband, housing, or emergency-response capacity. It can also identify shared needs that developers, local organizations, and agencies may be able to address together.

Communities can also benefit from nearby development by providing workforce, logistics, transportation, supplies, or emergency-response services, even when a project is not located in the community.

> **EXAMPLE: Local partnerships expand workforce housing and support regional growth.** In Kodiak, Tribe, local government, the regional ANC and a statewide nonprofit organization partnered to develop 23-25 permanent, energy-efficient homes for local families. Working together, these organizations, addressed a workforce housing shortage affecting several existing and potential development activities. What it illustrates: A strong local partnership can address immediate housing needs while supporting workforce retention, local contractors and suppliers, homeownership, and long-term economic development across the region. What to ask: Which local organizations, employers, and public agencies share the need, and what can each contribute? Identify partners that can contribute towards housing expertise, land, financing, local knowledge, or construction support.

> **EXAMPLE: Local services support regional development.** Unalaska positioned itself as a logistics and support hub for nearby development activity — transportation, staging, and related services. What it illustrates: a community does not need to host the development itself to benefit. It may be able to provide the workforce, facilities, services, or infrastructure a project needs to operate. What to ask: What logistics, staging, support-services, transportation, or workforce will the project need, and could local businesses or organizations provide them?

How to Do It

- Raise dual-use infrastructure and long-term community benefits and needs early, while the project is still being planned
- Ask what workforce, logistics, transportation, housing or emergency-response support the project will need
- Identify other local organizations, employers, and agencies that may have a shared interest or role

  Use the Questions to Ask a Project Developer template to prepare for the conversation

What to Watch For

How a developer responds to early questions about community needs and opportunities is often a good indication of how the rest of the relationship will go. If a developer early in planning is not able

to commit to specifics, that by itself is not a warning sign – large projects take time to plan and the developer may need more information. What matters is whether they are willing to discuss the topic and can say when they expect to have an answer.

Three partnership examples worth knowing about:

- **Landowner-operator with shared management authority (Red Dog Mine):** NANA's 1982 operating agreement with Teck Alaska combines a landowner royalty that escalates over time (35% rising in 5% increments to 50%, currently 40%), a contractual shareholder hiring preference, and a joint Management Committee with real NANA authority over operations, subsistence priorities, and community development. A standing Subsistence Committee gives Elders and hunters a continuous voice. This example treats the corporation as an active operating partner, not a passive landowner.
- **Equity joint venture (Hiilangaay Hydroelectric):** Haida Corporation co-owns the hydroelectric asset through Haida Energy, Inc., a joint venture with a private utility. The arrangement pairs the corporation's land, capital, and standing with the utility's operating experience. Unlike a lease or royalty arrangement, the corporation owns part of the infrastructure itself.
- **Tribal license holder with a technology partner (Igiugig RivGen):** The Tribe itself holds the FERC license and directs the project; the technology company operates as a partner under the Tribe's direction, who ultimately controls the project.

Every project, community, region, Tribe, and corporation is unique. Which structure works best for the project and your community depends heavily on the community's capacity, the project type, and what the key stakeholders (community, corporation, Tribe, agencies, developer, and others) want to achieve long-term. It is worth internally exploring various structures, and identifying which may be a good fit for your community or organization before a developer conversation goes very far.

Related Tools

Questions to Ask a Project Developer · Community Priorities Worksheet · Community Decision/Position Worksheet

Documenting Community Priorities, Developing a Position, and Communicating that Position

What This Covers

How to move from informal community input to a documented, usable position that can be presented consistently to agencies, developers, and partners.

Why It Matters

A written position lets your community speak with one voice across a project that may run for years, even as staff and leadership change within your community, the developer, and agencies.

How to Do It

- Use the Individual Input Form to gather input from community members, and the Community Priorities Worksheet to summarize it
- Internally separate the priorities that are not negotiable from the areas where you are open to discussion. This makes the position usable by whoever represents the community in a given meeting

- Revisit and update the documented position at defined intervals rather than only when a new development triggers it
- Keep the position accessible to whoever may need it next, given staff and leadership turnover
- Plan to engage with new staff on your priorities as soon as that person is in the position

What to Watch For

A position that exists only in one person's mind is not an effective means of communicating community priorities.

Related Tools

Community Priorities Worksheet and Individual Input Form · Community Decision/Position Worksheet · Engagement Readiness Checklist

Writing Effective Public Comments

What This Covers

How to write a public comment on a draft NEPA document, permit application, or other federal review, and how to make it specific enough for the agency to consider and document their response to.

Why It Matters

In many federal reviews, agencies are required to respond to substantive public comments. A comment that only states support or opposition, without specific facts or technical details, is easier for an agency to note without addressing.

How to Do It

- Name the document, section, or page of the proposed rule or other document your comment addresses
- Where possible, ground the comment in fact: a specific impact, an alternative not adequately considered, a local condition the analysis missed
- Ask a direct question the agency has to answer in its response, not just state a concern
- Submit your comment in writing, through the official record, before the deadline. Spoken comments at a public meeting generally carry less formal weight than a written submission
- Participate in public meetings, and follow up any verbal comments with written comments for the record
- Provide copies of your written comments to your elected officials so your position on proposed actions is clear

What to Watch For

If a comment period is too short to prepare a full comment, submit what you can and state in the comment that the notice period did not allow enough time.

Related Tools

Public Comment Template · Project Notice Tracking Sheet

Component 5: Funding and Technical Assistance Directory

How to Use This Section

Finding the right funding source(s) is often the hardest part of getting a project off the ground. This section is a starting point, organized by project type and needs rather than by which federal agency runs the program. This list is by no means exhaustive; though grants likely to be of interest to communities, Tribes and ANCs are listed below, there are many more federal grants available than the ones listed here, and grant opportunities evolve all the time. See also the Funding Search Worksheet.

To get a fuller view of the grants available, go to www.grants.gov and navigate by using the "Search Now" function. Each funding source in this section follows the same format: **Funding Program → Administering Agency → Eligible Applicants → Types of Projects Supported → Applicable Project Stage → Technical Assistance Available → Contact/Web Resource.**

What's in this section

- **Energy** — funding for community and commercial-scale energy projects, including no-cost technical assistance
- **Water, Sanitation, and Basic Infrastructure** — funding for water, wastewater, and related rural infrastructure
- **Transportation** — funding for community transit, rides for elders and people with disabilities, roads, boardwalks, docks, and ferry service
- **Housing and Community Development** — funding for housing, community facilities, and urgent public health/safety needs
- **Economic Development and Business** — funding for business development and regional economic development
- **Planning-Stage and Study Funding** — funding for the early planning and study work that has to happen before construction funding becomes relevant

What braided financing looks like in practice

Two Alaska Native energy projects illustrate how small energy projects have been built not from one grant, but several stacked together. Igiugig's RivGen hydrokinetic project drew on funding from DOE's Water Power Technologies Office, DOE's Office of Indian Energy, USDA, the Alaska Energy Authority, and Village Council and private match — a braided model no single program could have funded alone. Similarly, Hiilangaay Hydroelectric assembled $1.34M in federal grants (including two separate DOE Tribal Energy Program awards eleven years apart, in 1995 and 2010), $4M in state grants, $3.5M from Haida Corporation directly, and the largest rural-hydro loan the Alaska Energy Authority had ever issued. However, both took decades — Hiilangaay's timeline ran over 20 years. Realistic expectations matter here: financing access is often the real barrier, and patience and persistence across multiple funding sources is often what gets a project built.

A cautionary counterpoint: not every project's financing story ends smoothly, and large first-of-kind projects carry real risk even with a committed developer partner. Ounalashka Corporation's joint venture with Chena Power (OCCP) originally sought a $350–500 million DOE loan for the Makushin Geothermal Project in 2019, aiming to bring a geothermal plant online by 2023. Financing proved difficult to secure — rising interest rates and construction costs pushed the project's price tag up

22% from the original 2020 agreement, and delays pushed the target date to 2027. In February 2024, the City of Unalaska's administration recommended not renewing its power purchase agreement with OCCP, ending a four-year partnership. The project didn't end there — it restructured, with the city pursuing an EPA grant and partnering directly with the Qawalangin Tribe of Unalaska and Ounalashka Corporation rather than continuing through the original joint-venture structure. The lesson: financing risk on a large project can strain even a committed partnership, and restructuring — new partners, new funding sources — is sometimes what keeps a project alive rather than a sign it has failed.

Where to start, based on your situation

If this is you...	Start here
We're planning an energy project	Energy
We need water, wastewater, or sanitation infrastructure or upgrades	Water, Sanitation, and Basic Infrastructure
We need funding for transit, roads, docks, or ferry service	Transportation
We're building or improving housing or community facilities	Housing and Community Development
We want to start or grow a business	Economic Development and Business
We need money for planning or a study before construction can start	Planning-Stage and Study Funding

> **A practical note:** funding programs change often — amounts, deadlines, and whether a program is open shift year to year. Always confirm current details directly with the program before relying on anything here for a specific application.

Energy

DOE Office of Indian Energy — Unleashing Tribal Energy Development

- **Administering agency:** U.S. Department of Energy, Office of Indian Energy Policy and Programs
- **Eligible applicants:** Tribes (including Alaska Native Regional and Village Corporations), intertribal organizations, Tribal Energy Development Organizations, Tribal Colleges and Universities
- **Types of projects supported:** Community-scale energy project planning and development; large-scale commercial energy project pre-development
- **Applicable project stage:** Pre-development and planning through construction, depending on topic area
- **Technical assistance:** DOE Office of Indian Energy offers no-cost technical assistance separate from this funding opportunity — education, technical/financial analysis, and strategic energy planning
- **Contact/web resource:** energy.gov/indianenergy

DOE Office of Indian Energy — Ongoing Technical Assistance Program

- **Administering agency:** U.S. Department of Energy, Office of Indian Energy Policy and Programs
- **Eligible applicants:** Tribes and Alaska Native entities pursuing self-defined energy goals
- **Types of projects supported:** No-cost technical, financial, and strategic planning assistance for energy projects (not project funding)
- **Applicable project stage:** Any stage, especially early planning
- **Contact/web resource:** energy.gov/indianenergy

Water, Sanitation, and Basic Infrastructure

USDA Rural Alaska Village Grants (Village Safe Water Program)

- **Administering agency:** USDA Rural Development, Rural Utilities Service, in partnership with Alaska DEC and the Alaska Native Tribal Health Consortium (ANTHC)
- **Eligible applicants:** Rural or Native villages in Alaska, or the State of Alaska/ANTHC on behalf of a village
- **Types of projects supported:** Water and wastewater system development and construction to address dire sanitation conditions
- **Applicable project stage:** Planning through construction
- **Technical assistance:** ANTHC and Alaska DEC provide direct technical support alongside grant funding
- **Contact/web resource:** rd.usda.gov (Water and Environmental Programs); applications accepted year-round through the local RD office

USDA Rural Community Development Initiative Grants

- **Administering agency:** USDA Rural Development
- **Eligible applicants:** Non-profit housing and community development organizations, low-income rural communities, federally recognized Tribes
- **Types of projects supported:** Housing, community facilities, community and economic development
- **Applicable project stage:** Planning and capacity-building, typically feeding into a later construction grant
- **Contact/web resource:** rd.usda.gov

Transportation

Getting around rural Alaska, whether by ferry between coastal communities or by van to get an elder to a medical appointment, depends on a mix of federal and state funding. No single program covers it all. Projects usually combine sources: one program for vehicles and operations, another for roads, boardwalks, or docks, and another to cover the local match.

FTA Tribal Transit Program

- **Administering agency:** U.S. Department of Transportation, Federal Transit Administration (FTA)
- **Eligible applicants:** Federally recognized Tribes, including Alaska Native villages

- **Types of projects supported:** Public transit serving Tribal communities: vehicles and other capital costs, operating costs, planning, and administration. The program has a formula component and a competitive component; the competitive grants require no local match.
- **Applicable project stage:** Planning through ongoing operations
- **Technical assistance:** FTA Region 10 staff assist Alaska Tribes with transit grants
- **Contact/web resource:** transit.dot.gov/tribal-transit

Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities (Alaska Human Service Transportation Grant)

- **Administering agency:** Alaska Department of Transportation and Public Facilities, Alaska Community Transit Office, using federal FTA Section 5310 and Alaska Mental Health Trust funds
- **Eligible applicants:** Private nonprofit organizations, or state or local government authorities (including Tribal) approved to coordinate services, in a community with a current coordinated public transit-human services transportation plan
- **Types of projects supported:** Transportation for seniors and people with disabilities: accessible vehicles and other capital costs (20% local match), operating costs (50% match), and purchase of services (20% match)
- **Applicable project stage:** Capital purchases and ongoing operations; a coordinated transportation plan must be in place first
- **Technical assistance:** The Alaska Community Transit Office publishes a guide to developing a coordinated transportation plan and can answer questions before applying
- **Contact/web resource:** dot.alaska.gov/stwdplng/transit. Applications are accepted annually; the FY2028 application is due December 18, 2026.

Tribal Transportation Program (TTP)

- **Administering agency:** U.S. Department of Transportation, Federal Highway Administration (FHWA), and the Bureau of Indian Affairs
- **Eligible applicants:** Federally recognized Tribes (funds are distributed by formula)
- **Types of projects supported:** Roads and bridges, boardwalks and board roads, boat ramps, piers, and docks, trails, transit, safety projects, maintenance, and transportation planning. Projects must be included in the Tribe's approved Tribal Transportation Improvement Program and long-range transportation plan.
- **Applicable project stage:** Planning through construction and maintenance
- **Technical assistance:** The Alaska Tribal Technical Assistance Program (TTAP) at the University of Alaska Fairbanks offers training and technical assistance
- **Contact/web resource:** highways.dot.gov/federal-lands/tribal; aidc.uaf.edu/ttap

Denali Commission Rural Transportation Match and Gap Funding Assistance Program

- **Administering agency:** Denali Commission
- **Eligible applicants:** Municipal, borough, and Tribal governments; Tribes; regional Tribal nonprofit organizations; and other nonprofits
- **Types of projects supported:** Construction-ready rural Alaska transportation projects. Funds cover a local match or close a funding gap so a project can be completed. Awards range from $50,000 to $1 million, with priority for applicants that do not have an active or pending Denali Commission transportation award.
- **Applicable project stage:** Construction-ready

- **Technical assistance:** Contact Commission staff before submitting a statement of interest
- **Contact/web resource:** denali.gov. Statements of interest go to projects@denali.gov. The most recent round closed September 27, 2026; watch for the next round.

FTA Ferry Service for Rural Communities Program

- **Administering agency:** U.S. Department of Transportation, Federal Transit Administration
- **Eligible applicants:** States only. In Alaska, the funds support the Alaska Marine Highway System, so communities and Tribes cannot apply directly.
- **Types of projects supported:** Capital, operating, and planning assistance for ferry service that connects rural areas
- **Applicable project stage:** Not applicable to local applicants
- **Technical assistance:** Not applicable. This program is worth tracking because it shapes which Alaska Marine Highway routes, vessels, and terminals are funded; communities can weigh in through the State's ferry planning process.
- **Contact/web resource:** transit.dot.gov (Ferry Service for Rural Communities Program)

Housing and Community Development

HUD Indian Community Development Block Grant (ICDBG)

- **Administering agency:** HUD Office of Native American Programs
- **Eligible applicants:** Federally recognized Tribes and Alaska Native villages (or an authorized tribal organization applying on their behalf)
- **Types of projects supported:** Two tracks — Single Purpose grants (housing, community facilities, infrastructure, economic development, competitive) and Imminent Threat grants (non-competitive, for urgent public health/safety issues)
- **Applicable project stage:** Planning through construction
- **Technical assistance:** HUD's Office of Native American Programs regional office can advise on application preparation
- **Contact/web resource:** hud.gov/helping-americans/public-indian-housing-grants-icdbg; Single Purpose grants run on an annual funding cycle; Imminent Threat applications are accepted on a rolling basis directly to ONAP-ICDBG@hud.gov, not through Grants.gov

Economic Development and Business

EDA Public Works and Economic Adjustment Assistance (PWEAA)

- **Administering agency:** U.S. Economic Development Administration, Department of Commerce
- **Eligible applicants:** Indian Tribes or a consortium of Tribes, among other eligible entities
- **Types of projects supported:** Construction, non-construction, planning, technical assistance, and revolving loan fund projects supporting regional economic development strategy
- **Applicable project stage:** Planning through construction
- **Technical assistance:** EDA's Office of Tribal Economic Development has a dedicated Tribal Engagement Coordinator (indigenous@eda.gov); EDA also strongly encourages pre-application consultation with the assigned Economic Development Representative for Alaska before submitting
- **Contact/web resource:** eda.gov/funding/programs/public-works

USDA Rural Business Development Grant (RBDG)

- **Administering agency:** USDA Rural Development, Rural Business-Cooperative Service
- **Eligible applicants:** Public bodies, Indian Tribes, nonprofits primarily serving rural areas
- **Types of projects supported:** Business opportunity and business enterprise grants supporting economic development and job creation
- **Applicable project stage:** Planning and early-stage business development
- **Technical assistance:** Not a separate track — built into award structure; smaller requests are prioritized
- **Contact/web resource:** rd.usda.gov; no required match

Planning-Stage and Study Funding

Denali Commission Project Support: Planning-stage funding is often harder to find than construction funding, and it can be determinative — a project without early study and planning funding rarely makes it to the construction-funding stage. This support is worth pursuing early, even before a project's scope is fully defined.

- **Administering agency:** Denali Commission
- **Eligible applicants:** Varies by program; the Commission has directly supported state, borough, and Tribal infrastructure planning efforts
- **Types of projects supported:** Early-stage study and planning work — for example, Denali Commission support for the Triangle Community Road's Planning and Environmental Linkage study, alongside state funding for later study phases and geotechnical work
- **Applicable project stage:** Planning-stage — before construction, before federal environmental review even begins
- **Technical assistance:** Contact the Commission directly to discuss what's available for a specific project
- **Contact/web resource:** denali.gov

A Note on What's Not Yet Here

This overview focuses on federal programs, but don’t forget that state and tribal resources are potential sources of support, too. A few are below:

- **State of Alaska programs** — ADNR, additional ADEC programs, AIDEA, and the Alaska Energy Authority all play direct funding roles not yet fully reflected here
- **AFN Navigators** — a program some Alaska Native communities have used to help access funding and navigate complex programs; worth checking as a first stop
- Additional federal programs through BIA and EPA (including Brownfields and tribal environmental programs)

Related Tools

The Funding Search Worksheet · ARTIC Project Planning and Engagement Workbook

Component 6: Ready-to-Use Tools and Templates

How to Use This Section

The other sections of this Toolkit explain how federal processes work, how to engage strategically with agencies and developers, and where funding is available. This section turns that guidance into practical tools: checklists, worksheets, and letter templates a Tribe, ANC, local government, or community can start using right away.

Each tool is described briefly on the following pages, with examples of what the different types of tools look like. The tools themselves are available as editable Word and Excel files on the ARTIC webpage: https://nativefederation.org/artic/, where you can download them individually, as a complete set, or as a single Excel workbook that keeps a project's notices, contacts, timeline, and funding search in one file. Printable versions are also available for anyone who prefers to fill the tools in by hand.

None of these tools require special software or training to use. They work offline once downloaded, use plain Word and Excel tables, and are formatted to print on letter-size paper. Every tool has a place to record the project name, your organization, the person responsible, and the date it was last updated, so it stays useful even when staff or leadership change.

What's in This Section

- **Engagement Readiness Checklist (Tool 1, Word):** a quick way to see whether your community is ready to engage on a particular project
- **Community Priorities Worksheet (Tool 2a, Word):** a summary of what residents said, compiled by staff or the project lead from meetings, discussions, surveys, and individual forms
- **Individual Input Form (Tool 2b, Word):** a short form community members fill out at a meeting or on their own; feeds into Tool 2a
- **Federal Permitting Identification Checklist (Tool 3, Word):** mapping a project to the processes in the Permitting Field Guides and Roadmaps section
- **Agency Meeting Preparation Sheet (Tool 4, Word):** a worksheet to help you prepare for, and follow up after, an agency meeting
- **Tribal and ANC Consultation Request Template (Tool 5, Word):** a ready-to-send formal consultation request for your letterhead
- **Public Comment Template (Tool 6, Word):** a framework to build a formal comment letter for your letterhead
- **Project Notice Tracking Sheet (Tool 7, Excel):** keeping every notice, deadline, and status in one place
- **Stakeholder and Agency Contact Worksheet (Tool 8, Excel):** a working list of key agency, developer, and partner contacts
- **Project Engagement Timeline (Tool 9, Excel):** mapping a project's key dates as they become known
- **Questions to Ask a Project Developer (Tool 10, Word):** a starting point for a first conversation with a project developer
- **Funding Search Worksheet (Tool 11, Excel):** tracking what's been identified and applied for, with the Toolkit's funding programs built in
- **Community Decision/Position Worksheet (Tool 12, Word):** the documented position of a Tribe, ANC, local government, or community: what it supports, opposes, and wants changed

- **ARTIC Project Planning and Engagement Workbook (Excel):** a single workbook that combines Tools 7, 8, 9, and 11 with a Project Overview tab that serves as a one-page summary of the project and a living administrative file.

Where to Start, Based on Your Situation

If this is you...	Start here
A project was just announced and we're not sure where to begin to engage	Tools 1 and 3, the Engagement Readiness Checklist and the Federal Permitting Identification Checklist
We're gathering community input before taking a position	Tools 2a and 2b, the Community Priorities Worksheet and the Individual Input Form
We have a meeting with an agency or a developer coming up	Tools 4 and 10, the Agency Meeting Preparation Sheet and the Questions to Ask a Project Developer
We need to formally request consultation or submit a comment	Tools 5 and 6, the Consultation Request and Public Comment Templates
We're tracking a project that's already moving	Tools 7, 8, and 9, the Project Notice Tracking Sheet, Stakeholder and Agency Contact Worksheet, and Project Engagement Timeline, or the Project Planning and Engagement Workbook
We're looking for funding	Tool 11, the Funding Search Worksheet, alongside the Funding and Technical Assistance Directory
We need to record and share our position	Tool 12, the Community Decision/Position Worksheet

The Tools

1. Engagement Readiness Checklist

Format: Word

What it is: A first-pass assessment of what needs to be done before a community, Tribe, or ANC is positioned to engage effectively on a proposed project. Check off what is in place and use the open items as your to-do list.

When to use it: As soon as a project is announced or identified, and again as the project moves forward.

Tool 1: Engagement Readiness Checklist

How to use this tool: A first-pass assessment of what needs to be done before a community, Tribe, or ANC is positioned to engage effectively on a proposed project. Check each item you have completed. Use the open items as your to-do list. Revisit the checklist as the project moves forward.

Project name		**Organization**	
Person responsible		**Last updated**	

Readiness checklist

☐	We have identified who internally is responsible for tracking this project
☐	We know which federal permitting processes this project will likely trigger (see the Permitting Field Guides and Roadmaps section of the Toolkit)
☐	We have identified whether Tribal consultation, ANC consultation, or both apply (see the Consultation spread in the Permitting Field Guides and Roadmaps section)
☐	We have a documented set of community priorities, or a plan to develop one (see Tool 2a, Community Priorities Worksheet)
☐	We know the relevant agency and developer contacts, or have started building that list (see Tool 8, Stakeholder and Agency Contact Worksheet)
☐	We have identified funding or technical assistance we may need (see the Funding and Technical Assistance Directory)
☐	We have a rough timeline for the project and its key decision points (see Tool 9, Project Engagement Timeline)
☐	We have discussed internally what "success" looks like for our community for this project

Notes and open items

Items still to be done, who is responsible, and by when:

Example of a checklist: Tool 1, Engagement Readiness Checklist. Tool 3, the Federal Permitting Identification Checklist, uses the same format. Editable Word versions are available on the ARTIC webpage.

2a. Community Priorities Worksheet

Format: Word

What it is: A summary worksheet, completed by a staff member or project lead, that pulls together what residents said through meetings, facilitated discussions, surveys, or Individual Input Forms (Tool 2b). For each priority area it records the main themes, how many people raised them and how strongly, and whether the priority is non-negotiable or open. An input session log at the end records where the input came from. This is an internal working document; it is not meant to be shared with agencies or developers.

When to use it: While community input is being gathered, and whenever new input comes in.

2b. Individual Input Form

Format: Word

What it is: A short form community members fill out at a community meeting or on their own. It asks what matters most to them in each priority area and whether it must be protected no matter what. Names are optional. Individual forms stay within the organization and feed into Tool 2a.

When to use it: At community meetings, or handed out and returned before a position is set.

3. Federal Permitting Identification Checklist

Format: Word

What it is: Maps a project to the federal processes described in the Permitting Field Guides and Roadmaps section, with space to record the lead agency and point of contact for each.

When to use it: As soon as a project is identified.

4. Agency Meeting Preparation Sheet

Format: Word

What it is: A worksheet to prepare for any meeting with a federal or state agency: who will be there and what authority they hold, the two or three questions you need answered, your top concerns, what you are prepared to say yes or no to, and a place to record commitments and follow-up afterward.

When to use it: Before and after any scoping session, consultation meeting, or project update.

5. Tribal and ANC Consultation Request Template

Format: Word

What it is: A ready-to-send formal consultation request to go on your organization's letterhead, with the four things to ask for: a minimum consultation window, advance technical materials, the name of the agency decision-maker, and documentation of how your input was considered.

When to use it: As soon as you have identified a project that could affect your community. Do not wait for the agency to initiate.

Tool 5: Tribal and ANC Consultation Request Template

How to use this tool: Replace every highlighted bracketed term with your own information, then delete this instruction box and the tool header before sending on your letterhead. Adjust the request to the specific consultation you need. See the Consultation spread in the Permitting Field Guides and Roadmaps section and Requesting and Preparing for Consultation in the Strategic Engagement section for what to ask for and why.

Project name		**Organization**	
Person responsible		**Last updated**	

Letter ****Put on your organization letterhead****

[Date]

[Agency contact name and title]
[Agency and office]
[Mailing or email address]

cc: [Agency Tribal Liaison name and title]

Re: Request for [Tribal government-to-government / ANC] **Consultation on** [Project Name]

Dear [Name]:

On behalf of [Tribe/Corporation name], we are requesting formal consultation on [project name/description], which we understand is under review by [agency] under [applicable process: NEPA, permitting, etc.].

[Optional: one or two sentences on where your community is located in relation to the project and why the project matters to your community.]

We request the following:

- A consultation window of no less than [X] days
- Advance technical materials sufficient to prepare, provided no less than [X] days before any meeting
- Identification of the individual(s) at your agency with decision-making authority over this matter
- Documentation, following consultation, of how our input was considered in the final decision

Please contact [name, title, phone, email] to schedule.

Sincerely,

[Name]
[Title]
[Tribe/Corporation name]
[email and phone]

Example of a letter template: Tool 5, Tribal and ANC Consultation Request Template. Tool 6, the Public Comment Template, uses the same format. Editable Word versions are available on the ARTIC webpage.

6. Public Comment Template

Format: Word

What it is: A framework for a formal comment letter, to go on your organization's letterhead, that names the document and section you are commenting on, states a specific concern grounded in local knowledge, and asks a direct question the agency must answer.

When to use it: Whenever a comment period is open on a draft NEPA document, permit application, or other federal review.

7. Project Notice Tracking Sheet

Format: Excel (also included in the Project Planning and Engagement Workbook)

What it is: One row for every notice a project generates: the agency, the type of notice, the date received, the response deadline, the status, and who is assigned. Sort or filter by deadline so nothing is missed.

When to use it: Every time a notice, comment period, or consultation invitation arrives.

8. Stakeholder and Agency Contact Worksheet

Format: Excel (also included in the Project Planning and Engagement Workbook)

What it is: A working list of agency, developer, Tribal, ANC, local government, and partner contacts, with their role and authority and the date of last contact.

When to use it: From the start of a project, and whenever staff turnover is identified at an agency or developer.

9. Project Engagement Timeline

Format: Excel (also included in the Project Planning and Engagement Workbook)

What it is: A single place to see a project's key dates as they become known, from first identification through scoping, consultation, comment periods, decision, and the construction season window, and to mark which milestones are engagement opportunities.

When to use it: As soon as a project is identified; update as dates are confirmed.

10. Questions to Ask a Project Developer

Format: Word

What it is: A starting set of questions for a first meeting with a project developer, covering timeline and decision points, permits, local engagement plans, dual-use infrastructure, workforce and local hire, subsistence protections, financing barriers, and who at the company holds decision-making authority, with space to record the answers.

When to use it: Before and during a first meeting with a company proposing a project.

11. Funding Search Worksheet

Format: Excel (also included in the Project Planning and Engagement Workbook)

What it is: Tracks the funding programs you have identified and applied for: eligibility, deadline, match requirement, amount, status, and website. The programs described in the Funding and Technical Assistance Directory are built in as a reference list, so their details can be selected rather than retyped; any other program can be typed in directly.

When to use it: When planning a project and looking for funding or technical assistance.

12. Community Decision/Position Worksheet

Format: Word

What it is: The final, documented position of a Tribe, an ANC, a local government, the community as a whole, or several organizations jointly: what you support, oppose, and want changed; essential priorities that must be protected; issues for additional discussion; and who approved it and when. This is what gets presented consistently to agencies and developers.

When to use it: Once priorities have been gathered (Tools 2a and 2b) and a position has been approved; review at set intervals.

Tool 12: Community Decision/Position Worksheet

How to use this tool: The final, documented output of the priorities-gathering process (Tools 2a and 2b): what gets presented consistently to agencies and developers. A Tribe, an ANC, a local government, or the community as a whole can each use this worksheet to record its own position, and organizations that reach a shared position can record it here as a joint position. Keep it accessible to whoever may need to represent the organization or community next, not held by only one person. Review and update it at set intervals, not only when something new happens.

Project name		**Organization**	
Person responsible		**Last updated**	

Whose position this is

☐ Tribe ☐ ANC (regional or village) ☐ Local government

☐ Joint position of more than one organization ☐ Community-wide position ☐ Other: _____

Name of the Tribe, ANC, local government, or organizations adopting this position	

Position

Project or issue	

Our position (what we support, oppose, and want changed):

Essential priorities (must be protected):

Example of a worksheet: Tool 12, Community Decision/Position Worksheet (page 1 of 2 shown). Tools 2a, 2b, 4, and 10 use a similar format. Editable Word versions are available on the ARTIC webpage.

ARTIC Project Planning and Engagement Workbook

Format: Excel

What it is: A single working file for one project. The Project Overview tab holds the basics (what the project is, where, who is proposing it, which agencies are involved, and what phase it is in), who is responsible internally, a current snapshot (status, next milestone, next deadline, next meeting, immediate action needed, and the community's position if one has been set), and where the project files are kept. The other tabs are Tools 7, 8, 9, and 11, plus the Funding Directory as a reference list. A few cells on the overview, such as the next response deadline, fill in on their own from the other tabs; everything else is updated by hand. No macros or complex formulas are used, so the file works when emailed, downloaded, or opened in older versions of Excel.

When to use it: When one person or office is tracking a project over months or years and wants a single file that survives staff and leadership changes. The four Excel tools are also available separately for anyone who only needs one of them.

ARTIC Project Planning and Engagement Workbook

How to use this workbook: This is a single living file for one project. Fill in what you know on this Project Overview, then use the four working tabs (Project Notices, Stakeholder and Agency Contacts, Engagement Timeline, Funding Opportunities) as the project moves forward. The Funding Directory tab at the end is a reference list only. Yellow cells are for you to fill in. Blue cells fill in on their own from the other tabs; you do not need to type in them. Keep one copy in a shared location so it survives staff and leadership changes.

Project basics

Project name	
Project type	
Brief description	
Location and affected communities	
Developer or project sponsor	
Lead federal agency	
Other involved agencies	
Current project phase	

Internal responsibility

Tribe, ANC, or organization	
Internal project lead	
Leadership or governing body responsible	
Other staff or partners involved	

Current snapshot

Current status	
Next major milestone	
Next dated milestone (fills in from the Engagement Timeline tab)	*None entered*
Date of that milestone (fills in from the Engagement Timeline tab)	*None entered*
Next known deadline	
Next response deadline (fills in from the Project Notices tab)	*None entered*
Notices still open or in progress (fills in from the Project Notices tab)	*0*
Next scheduled meeting or engagement	
Immediate action needed	
Current community position, if established (see Tool 12)	

Example of a spreadsheet: the Project Overview tab of the ARTIC Project Planning and Engagement Workbook (page 1 of 7 shown). Tools 7, 8, 9, and 11 use the same format and are also included in the workbook. Editable Excel versions are available on the ARTIC webpage.