I. History of NPR-A
   a. Goal of NPR-A grant program is to help to alleviate some of the impacts of development on communities.
   b. History
      i. Surface oil first reported by white explorers in 1909
      ii. 1917, Standard Oil (now BP) made several claims in what is now NPR-A land
      iii. 1923, all claims were made void by the US government when it established the Naval Petroleum Reserve Number 4 to provide fuel for Naval operations
         1. US Navy began first exploratory drilling and seismic tests in 1944. Some oil was produced for local use
         2. In 1973, oil embargo drove gas prices up and led to second wave of exploration in the NPR-A which was generally unsuccessful.
      iv. 1976, federal ownership transferred to the Bureau of Land Management and name changed to National Petroleum Reserve – Alaska (NPR-A)
         1. After BLM took control of reserve, they explored for oil in 1977 to some success, however discoveries at Prudhoe Bay were much higher and became central focus of North Slope production.
      v. During this time, 136 exploratory wells were drilled and abandoned.
   c. Lease Sales:
      i. First lease sale in 1982 generated close to $50 million dollars for the state.
      iii. Current plan is to hold leases every year. Next sale is scheduled for November 2018.
      iv. So far, 1.3 million acres in the NPR-A has been leased
d. Conservation
   i. When Congress transferred the NPR-A from the Navy to the BLM it called for “maximum protection” of fish, wildlife, and other surface values during exploration. Led to the establishment of several “Special Areas” designated since 1977:
      1. Teshekpuk Lake
         a. Lease sale for Teshekpuk Lake in 2006 was blocked by federal court and the BLM agreed to defer leasing in the area for 10 years.
      2. Colville River
         a. The BLM established a one-mile buffer along the Colville in 2008.
      3. Kasegaluk Lagoon
      4. Utukok River Uplands
   ii. In Feb. 2015, with the approval of the GMT1, a fund was established to offset the environmental impacts of development, to be funded by oil companies.

e. Legacy Wells
   i. NPRA is home to 136 abandoned wells which range from benign to high hazards
   ii. 2002-2015, approx. $90 million spent on remediation of 18 legacy wells between the BLM and US Army Corps of Engineers.
   iii. In 2015, $50 million was allocated for cleanup
   iv. 2014-2017, 19 legacy wells were successfully plugged and surface cleanup completed
   v. 2017-2018, five legacy wells are identified to begin plug and cleanup process.

II. NPRA Impact Mitigation Grant Program
   a. NPRA covers 22.5 million federal acres of public land on Alaska’s North Slope
   b. Eligible applicants- cities and borough directly impacted by development within NPR-A. Since 1987, only 6 municipalities have been found eligible:
      i. NSB
      ii. Atqasuk
      iii. Nuiqsut
      iv. Utqiagvik
      v. Wainwright
      vi. Anaktuvuk Pass
         1. Added by the BLM after proven impacts to caribou subsistence hunting areas within the NPR-A
   Q: All of our communities really hunt in the NPR-A when it comes down to it – why are the other three excluded?
   A: The BLM determines who is eligible. The Borough can use the money from their grants to focus on regional projects that benefit all communities – kind of “shore up” non-NPR-A communities.
   c. How does money flow through grant?
      i. Federal government owns land through the BLM
      ii. BLM conducts “exploratory surveys” to identify land available for lease to oil companies
      iii. The BLM then solicits bids and negotiates leases with oil companies to use land.
         1. Leases are for minimum of 10 years
      iv. Oil companies make deposits, which consist of lease payments and royalties from the production of oil.
v. Half goes to the federal government and half goes to State of Alaska
   1. All money deposited to State is made available for impact mitigation grants, however if there is money left over:
      a. Up to 25% of the gross revenue is deposited into the to Alaska Permanent Fund after grant payments are made
      b. Up to .5% is deposited in the to Public School Trust Fund, if there is money left over after grant awards
      c. If there is any money left over in grant at end of year, it goes to Power Cost Equalization and Rural Electric Capitalization Fund then to the Alaska General Fund, in that order.

d. Competitive application process
   i. Priority given to munis within NPRA experiencing most severe impact from development
   ii. Each grant is subject to legislative approval and veto by the Governor.
   iii. Grants are awarded and managed by the State of Alaska Department of Commerce, Community, and Economic Development (Fairbanks and Juneau)

e. Program Objectives
   i. To provide eligible municipalities within NPRA grants to help mitigate significantly adverse impacts related to development.
      1. Application must relate your project to current and future impacts of oil and gas development.

f. How is your community affected by oil and gas development in the NPR-A
   i. Loss of land
   ii. Safety
   iii. Negative health impacts
   iv. Displacement
   v. Food security
   vi. Air traffic
   vii. Health and social impacts
   viii. Impacts to caribou – caribou diversion
   ix. Money brings in outsiders; don’t care about community
   x. Cultural impacts
   xi. Increased agency focus – studies, rules, etc.


g. “Impacts” are defined by Alaska regs:
   i. Population
   ii. Employment
   iii. Finances
   iv. Social and cultural values
   v. Air and water qualities
   vi. Fish and wildlife habitats
   vii. Essential public services
      1. Health care, public safety, education, transportation, utilities, government administration
   viii. Other things of demonstrable importance to applicant or residents

h. Eligible activities for grants:
   i. Planning
      1. Q: Are multi-phase projects funded?
A: yes, however funding for second, third year is not guaranteed so it can be a risk for community to count on further funding without knowing how much will be in grant.

ii. Construction of essential public facilities
iii. Maintenance and operation of essential public facilities
iv. Other necessary public services provided by municipality
v. Examples according to Alaska Regs for potential projects:
   1. Resource protection for subsistence needs
   2. Alleviation or mitigation of adverse social or cultural impacts
   3. Health needs: hospitals, clinics, alcohol and drug abuse facilities, mental health facilities, waste disposal or landfill, water quality improvement systems
   4. Public safety: police protection, search and rescue, fire protection
   5. Utility needs: electric generating plants, water supply systems, phone systems, fuel distribution systems
   6. Housing needs
   7. Recreation needs

i. NPR-A grants may **not** be used for retirement of municipal debt.

j. Affects need to be documented, reviewers of grants favor western science
   i. Needs assessments, Borough reports, etc. can be resources for support documents.

k. Sustainability of projects is a big part of the application
   i. Can the building be sustained if the NPR-A is not there? Can you keep electric on? How will you pay employees?

l. Helpful to have community members assist grantwriters, because they know the issues best.

m. DCCED Responsibilities
   i. Main point of contact during application process. Available to answer questions about program.
   ii. Develop and distribute application packets
   iii. Receive, review, and evaluate applications
   iv. Recommend grant applications for funding
   v. Negotiate, write, and execute grant agreements
   vi. Monitor project through financial and progress reports
   vii. Interpret and implement regulations and laws
   viii. Report progress of all NPR-A grants to legislature.

n. Timeline
   1. Distributed between August and September by mail
   2. Applications must be postmarked by September 15th
      a. No exceptions or extensions
   3. Awards announcement in Jan/Feb
   4. Funds appropriated by legislature in June
   5. Grant term begins July 1

o. What happens after app is received?
   i. Internal threshold review
      1. All below must have a “yes” answer
         a. Postmarked by September 15
         b. Eligible applicant?
c. Eligible project?
d. Did you identify impacts and how project will address impacts?
e. Resolution Authorizing Participation attached?
f. NPR-A signature sheet and certifications?
g. Detailed budget summary sheet attached?
h. Is the application complete enough to evaluate?

2. If we cannot answer yes to all questions, application will not be considered for funding.

3. Most important point is the impact requirement, the application must show impact that oil and gas development has had on community and how this particular project will mitigate those impacts to be considered.

p. Application selection committee
   i. Panel of 3 people who review individually
      1. Composed of people familiar to area
      2. Very critical of projects
      3. Can request feedback from committee to improve future grants
   ii. Read and evaluate each grant individually, then have a group meeting and discussion to score applicants
   iii. All project scores are averaged amongst group, and then ranked.
   iv. Scores are then sent to Commissioner’s Office who makes final funding recommendations.

q. What happens if funds are awarded?
   i. Award letter from the Commissioner
   ii. Follow-up letter from Grants Administrator
      1. Identifies contingencies or other requirements
   iii. Grants are identified as capital appropriation item subject to review and approval by legislature and subject to Governor’s veto power
      1. Amounts are contingent on the deposits received from federal government

III. NPR-A Application
   a. Page 1 – Applicant Information
      i. ‘Name’ is the municipality applying for grant
      ii. ‘Contact Person’ is the person most familiar with project you are applying for and their phone number
      iii. ‘Project Title’ is the abbreviated name of project
         1. Project title remains the same throughout project, do not choose title that is too long
      iv. ‘Authorized Signer’ is per the resolution to participate
         1. i.e. Mayor
   b. Page 2 – Resolution authorizing submission of application and participation in program
      i. Not required to use exact form, but all components must be included.
      ii. Number 5 is section that authorizes official to sign application; should be the Mayor. If not the Mayor, contact DCRA to let them know why.
   c. Evaluation Factors and Rating/Scoring
      i. Current and potential impacts – 45
      ii. Project Description – 20
      iii. Project Budget – 15
      iv. Project Sustainability – 5
v. Administrative Capability – 15

d. Criterion #1 – Administrative Capability
   i. Maximum points available – 15
   ii. Part A – Previous Experience
      1. Describe any previous experience with similar projects, grants, etc.
         a. Describe outcomes
      2. What have you learned? How have you improved based on past experience?
   iii. Part B – Key Personnel
      1. Include personnel who will be working on project and attach resumes and information about their related project experience.
         a. Project Manager
         b. Financial Manager
         c. Admin Manager
         d. Department Manager
         e. City Administrator
         f. City Clerk

iv. Part C – Selected Contractor
   1. You must name your contractor if you have already selected one
   2. If not, follow procurement procedures and go out to bid for the project again

v. Scoring Criteria
   1. Is the cover page correctly and completely filled out and signed?
   2. Is an executed copy of the Resolution attached?
   3. Did the applicant provide a printout of their DUNS and CCR number?
   4. Is the most recent audit or certified financial statement attached?
   5. Did the applicant identify prior experience for similar grants or projects?
   6. Were key personnel identified? Are resumes included? Was past experience for each individual discussed? Is the role each individual will play in the grant clear?
   7. If a contractor has already been hired, was that disclosed? Are all contact information, past experience, and resumes for key personnel for the contractor included?

e. Criterion #2 – Current and Potential Impacts
   i. Maximum points available – 45
   ii. Clearly identify impacts and potential impacts resulting from oil and gas development within the NPR-A and how this project will address them.
      1. More direct or severe the impacts, the higher the priority of project for funding considerations.
      2. Include anticipated timeframe
      3. Include documentation!
         a. Census data showing changes over time
         b. Pictures (color is best)
         c. Health reports or studies showing changes over time
         d. Wildlife reports showing any changes to subsistence resources
      4. Be specific and ALWAYS bring it back to oil and gas development

iii. Scoring Criteria (45 points)
1. Are current or potential impacts identified that resulted from oil and gas development?
2. For current impacts, did the applicant identify when the impact began? For potential impacts, is an estimated timeline identified?
3. Does application show how the project alleviates those impacts?
4. Does application show degree to which impacts are directly caused by development?
5. Does applicant demonstrate severity of impacts?
6. Did the applicant use checklist provided?
7. Is documentation of impacts included?

f. Criterion #3 – Project Description
   i. Maximum points available – 20
   ii. Part A – Description
      1. Provide complete picture of project – what are you going to do and how are you going to do it?
      2. Identify type of project
      3. Describe project
         a. Be specific
         b. Which positions will be funded? Include position descriptions
         c. Specific materials to purchase
         d. How will you construct project? With force account labor or a hired contractor?
      4. For continuation or similar projects:
         a. Include what is going on with the open grant
         b. Is project different in any way? How?
         c. How will outcomes be different
         d. Attach status reports for current grants
   iii. Part B – End goal
      1. RESULTS!
         a. What will be long-term impact of project on community?
         b. Bring it back to oil and gas development!!! How does it alleviate the impacts you already described?
         c. How does this project improve sustainability of your community?
   iv. Part C – Timeline
      1. Outline each step of the project
         a. Funding received
         b. Seasonal activities
         c. How long will funding last – expected closeout date
      2. For each step of project
         a. Include dates that each step will be completed
         b. Describe what will be accomplished or end results
   v. Part D – Construction/renovation projects
      1. Do not need to complete for local government operations projects
      2. Prove ownership of land and include copy.
      3. Provide description of property
         a. i.e.: Lot 2 Block 11A of U.S. Survey 4615 Tract A
      4. How you will address state and federal land use standards
         a. Army Corps of Engineers permits
b. Floodplain maps and/or certifications
c. Clearance from US Fish and Wildlife Service
d. Correspondence with permitting agencies
e. Erosion maps
f. Fire marshal approval

vi. Scoring Criteria (20 points)
1. Is the community that will benefit from this project identified?
2. Is the project type identified? (planning, construction, maintenance/operations, necessary public services)
3. Do the goals, anticipated accomplishments, and end results mitigate impacts from development?
4. Does the applicant provide a detailed timeline with specific activities, goals, and dates?
5. Is documentation of site control included?
6. Are all permits, approvals, certifications, and industry standards addressed? Is design included?
7. Is all appropriate backup documentation included?
8. Did the applicant address ongoing or similar projects?

v. Criterion #4 – Project Budget
   i. Maximum points available – 15
      ii. Part A – Detailed Budget Summary
          1. The amount of NPR-A Funding requested.
          2. The communities contribution to the project (Match)
          3. Total project funding from all sources
          4. Assistance on budget is available from DCRA
          5. Include backup documentation; will strengthen application.
      iii. Part B – Budget Narrative
          1. This is where you explain EXACTLY what you are going to purchase, and EXACTLY how the funds will be spent
             a. You don’t want the Selection Committee to walk away with any questions
             b. Need to include HOW you came up with the dollar amount listed in Detailed Budget Summary
                i. What materials will you purchase?
                ii. Freight costs?
                iii. Hiring new contractor or paying employees?
                iv. New hires
                v. How many hours will employees work, hourly rates, benefits
                vi. Purchasing or renting equipment
                vii. Travel, per diem, lodging.
          c. Include any and all possible supporting documentation
             i. City budgets
             ii. Quickbook reports
             iii. Utility bills
             iv. Cost estimates or quotes
         iv. Scoring Criteria (15 points)
             1. Did the applicant complete the Detailed Budget Summary?
             2. Is the Budget Narrative detailed, reasonable, and comprehensive?
3. Is a match included and identified?
4. Is supporting documentation provided to justify the budget?
5. Are all direct project costs identified by line item?
6. Is it clear how all costs were computed?
7. Does the application identify all admin costs and specify whether costs are computed directly or as an indirect percentage of total project cost?

h. Criterion #5 – Project Sustainability
   i. Maximum points available – 5
   ii. Putting time and thought into how your project can improve your community’s sustainability will strengthen your project description section
      1. DO NOT ignore this section!!
      2. Try to be creative and forward thinking
   iii. What will happen after you have fully expended all grant funds
      1. Will you be able to keep lights on
      2. Where will money come from for heat
      3. How will you continue to fund hired positions
      4. How long will equipment last? Will it have to be replaced?
   iv. Scoring Criteria (5 points)
      1. Does the application show that the project will continue to function and mitigate oil and gas development impacts in the long term?
      2. Does the application demonstrate that this project is economically feasible by providing an operation and maintenance budget, or by identifying continuing costs including equipment upgrades and replacement, facility upgrades, and other improvements?
      3. Does the application identify the source and amount of funds necessary to sustain the project such as additional state, federal, or local funds?

IV. Day 2 – Grant Management
   a. Award steps and procurement requirements and standards
      i. After the Application Selection Committee evaluates and scores your application, their recommendations are given to Commissioner.
      1. All grantees will receive award letter from Commissioner that will identify:
         a. Amount of award and Grant Administrator
         b. Award is contingent on receipt of federal funds and legislative appropriation
         c. Do not incur costs or obligate NPR-A funds until your grant agreement has been fully executed
      2. You will receive a negotiation letter from your Grant Administrator asking you to summarize the scope of your work and to confirm/revise budget
         a. If you have an existing grant, you will need to provide a timeline for completion
            i. All prior grant funds must be expended prior to using new award funding
         b. Inform you of your responsibilities during the term of the grant
         c. All forms accompanying the letter must be completed and returned
            i. Signatory Authority Form – designates signatory authority for grant agreements, amendments, and financial reports.
Person most involved in managing the grant should have signatory authority.

1. Form must be current and updated throughout the term of the grant (when person leaves or you have reorganization)

b. Transparency Act
   i. DCCED is required by federal law to fully disclose to the public all entities or organizations receiving federal funds
      1. \texttt{www.USAspending.gov}
   ii. You are required to have a Dun and Bradstreet (DUNS) number and to register with the Central Contractor Registration (CCR#)
      1. DUNS number: \texttt{www.dnb.com}
      2. Central Contractor Registration/SAM number: \texttt{www.sam.gov}
   iii. These services are free, do not pay
   iv. These numbers need to be kept current throughout the term of the grant agreement.
   v. Can take a few weeks to renew/update numbers. Include ample time in application to go through process.
   vi. Reimbursements will be held until you are in compliance

c. Procurement Standards for contractors
   i. You should have a written procurement policy. If you do not you must follow the State Procurement Code
      1. You are required to follow fair and equitable procurement procedures and standards in the acquisition of all services, supplies, and materials
      2. Provide copy to Grant Administrator
   ii. Procurement of Contractor
      1. Verify contractor is not debarred or suspended on sam.gov
      2. Verify good standing and has active Alaskan business license
         a. \texttt{www.commerce.alaska.gov/web/cbpl}
      3. Print both documents and place in grant file
      4. Send copy of all signed contracts to DCRA office

d. Insurance requirements – high standard
   i. Required insurance:
      1. Workers comp
      2. Comprehensive general liability insurance
      3. Comprehensive auto insurance (if motorized vehicles used in operations of grant)
      4. Professional liability insurance if applicable
   ii. Provide copies of Certificate of Insurance
   iii. Contractors need insurance as well for at least the timeline of project
      1. Verify contractor insurance before awarding contract
   iv. If insurance lapses, reimbursements will be held until you provide current proof of insurance. The DCCED must be a certificate of insurance holder

e. Reporting
   i. Cost reimbursable grant
      1. City has to pay for expenditures first and then invoice for reimbursements.
   ii. You will need to fill out financial/progress report and supply backup documentation of expenditures.
1. Invoices
2. Bills
3. Proof of payment
4. Payroll
   a. Signed timesheets by employee and employer
5. Bid advertisements
6. Contracts
   iii. If you have invoice with grant AND non-grant expenditures, note which one is for grant and provide documentation only for that line item.
   iv. can be done a minimum quarterly but can be done at a higher frequency
      a. Documentation is cumbersome
f. Project Progress
   i. Identify
      1. What was done as part of your quarterly report
      2. Who is doing the work
      3. Are you having problems/delays
      4. Even if reporting zero expenditures, you must include WHY
   ii. State has specific Financial/Progress Report form that must be used; you cannot use your own template.
g. Travel
   i. All travel must be included in original budget
      1. Travel must be by the most economical direct route
      2. Reimbursements are for trips taken, DCCED dos not pay for plane ticket in advance
      3. Ground transporation is only allowed when necessary
      4. Lodging is allowable, phone and movies at hotel will not be paid for
      5. Can either pay per diem allowance or for meals
         a. Alcohol and gratuity can not be reimbursed
      6. Travel reimbursements must include all documentation
         a. Trip report that states the dates and times of travel, traveler's name, destination and purpose of travel
         b. Include tickets, hotel bills, meal receipts, etc.
h. Labor Standards
   i. Must follow Equal Employment Opportunity Standards and have info posted in city/borough office
   ii. Contracted Labor must pay prevailing wage rates issued by AK Department of Labor.
   iii. Any construction, modification, or repair work that exceeds $25,000 on public facilities are subject to Alaska Little Davis Bacon Act.
   iv. ALWAYS Contact nearest regional Wage an Hour Administration office to ensure compliance
      1. http://labor.alaska.gov/iss/contacts.htm
i. Site Control
   i. Required documentation for renovations or construction
      1. Lease, deed, or easement
      2. Statement of Assurance of Site Control
j. Fire Marshal
i. Modification of buildings/facilities for public or commercial purpose must be in compliance with pertinent state and federal building codes and standards

ii. Projects require approval from the State Fire Marshal
   1. Send a copy of the Certificate of Approval

k. Audit
   i. Any amount over $750,000 in a single fiscal year requires a Single Federal Audit of applicant (should include money in your grant to cover audit)
      1. Examines all of your financial statements and records, not just those related to NPR-A activity and looks into compliance with federal laws, regs, etc.
   ii. Completed audits must be submitted to Office of Management and Budget
      1. Due 9 months following the end of your fiscal year
   iii. Will affect your ability to apply for grants, awards, and disbursements

l. File Management Suggestion (need to keep for 6-years)
   i. Tab 1 - NPRA Application – Grand Agreement – Amendments
   ii. Tab 2 – Signatory Authority – DUNS #, CCR-Insurance – Site Control
   iii. Tab 3 – Correspondence – RFPs
   iv. Tab 4 – Contracts – Debarment and Suspension verification – copy of business license of contractor
   v. Tab 5 – Your choice, Davis Bacon Wages
   vi. Tab 6 – Financial/Progress Reports and Backup documents

m. Monitoring Visit – currently no funding for travel provide 3 weeks advance notices
   i. You may include training and technical assistance in your budget that will pay for travel, assistance from State.
   ii. To ensure success in your project
      1. Accountability
   iii. We will review grant files as well as general files such as employment, procurement, civil rights, and contracts
      1. Check systems of accounting processing
         a. Contracts and agreement
         b. Policies and procedures
   iv. Photos are helpful to make sure project is on track
   v. Make sure files are organized
   vi. Double check everything is there that pertains to grant
   vii. Make sure project managers and administrators are in community and available

n. Goal is to have success
   i. Application – needs/ideas
   ii. Planning
   iii. Application
   iv. Award
   v. Implementation Reporting
   vi. SUCCESS

V. Department of Commerce Website
   a. Community Aid and Accountability
      i. Publications – Manuals –good resource
      ii. Forms
   b. Grant Administration
      i. Alaska Climate Change Impact Funding – no funding
ii. Community coastal Impact – no funding
iii. Community Development Block Program – population based – federal money
iv. Community Services Block Grant - federal money- tribal funding
v. Community Assistance Program – population based
vi. Designated Legislature Grants – no funding
vii. NPRA Impact Grants
   1. Applications go only to eligible entities
   2. Grant Related Resources
      a. 2018 NPRA Report to the Legislature
      b. NPRA Governing Statutes and Regulations
viii. Nutritional Alaska Foods Grant – no funding
c. Look at the Grant Training Manual – old but good
d. Community Aid and Accountability page
   i. EGrants Online Database
      1. Live version of what ADCRA Grants does and what they have done in the past
         a. Based on community name – can pull up all grants that were every issued to anyone in the community
      2. Predefined Reports – ADCRA Grant Clearinghouse
         a. Pull down information for grantees
            i. Can do a search option;
            ii. Powerful tool
            iii. Has a tutorial
   ii. Training & Technical Resources
      1. RUBA Training
         a. Through RUBA (Rural Utility Business Advisor) can get a local governments assistance
         b. Check out link
e. Put in the NPRA budget for training – is a critical component of the budget
   i. Use RUBA categories into NPRA budget

-Check Census information – new US federal census – critically important information for federal funding. Federal funding is population-based – done every 10 years.

-NSB does their census every 5 years.

VI. Alaska Municipal League
a) Local government in Alaska
   i) 97% of all Alskans reside within an incorporate municipality
   ii) Municipal governments employ 35,000 people and spend $2.5-3 billion annually
b) AML established in 1950
   i) Develop cooperation of municipalities
   ii) Promote application of best methods in all branches of municipal service
   iii) Secure general and municipal legislation at the stae and federal levels
   iv) Safeguard the interests, rights, and privileges of Alaskan municipalities
   v) Provide means for municipal officials to exchange ideas, experiences, and obtain expert advice
   vi) Engage in the study and preparation of uniform ordinances, resolutions, and practices
vii) Strengthen Alaskan local governments' ability to govern their own affairs and improve the well being and quality of life of their constituents

c) Advocacy
i) State (2018)
   (1) Sustainable and balanced budget
   (2) Community revenue sharing/assistance
   (3) Annual position statement
   (4) Annual resolutions submitted by members

d) Convening
i) Winter Advocacy Meeting (Feb – Juneau)
ii) Summer Legislative Meeting (August – rotates)
iii) Annual Local Government Conference (November – Anchorage)
iv) Conference of Mayors

e) Education, resources available
i) Municipal Officials Directory
ii) Local Government Primer
iii) Policy Briefs and Position Statement
iv) Sharing of federal advocacy and research
v) One-on-one support
vi) Newly Elected Officials training

f) Stressed Communities
i) Based on:
   (1) Outstanding Bulk Fuel Loan
   (2) Delinquent Audit or Financial Statement
   (3) Election compliance
   (4) Budget to State
   (5) Workers Compensation
   (6) IRS/DOL compliance
   (7) Liens
   (8) PERS liability

ii) Two North Slope communities are in the top 20 MOST stressed communities, two more in top 40, one in top 60; not a single North Slope local government is fully de-stressed

h) Contact info:
   Nils Andreassen
   Executive Director
   Alaska Municipal League
   nils@akml.org
   (907) 351-4982