Adapt Alaska
Planning Working Group Whitepaper

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Credits

The work was guided by a core team of partners, and we are especially grateful for their insights and guidance in planning the workshops as well as their assistance in implementation duration of the project. In addition to the core team, the four individual workshops were made possible by local organizers in each community from: the Alaska Peninsula/Becharof National Wildlife Refuge, Bering Land Bridge National Preserve, the Maniilaq Association, the Nome Eskimo Community, the Northwest Arctic Borough, the Selawik National Wildlife Refuge, and Western Arctic National Parklands. We are very grateful for the insights shared by the more than 200 workshop participants, passionate people actively working on coastal resilience and adaptation issues in Alaska. This document was prepared by Agnew Beck Consulting, working with assistance from core team, consultant team and other project contributors.

Project Leads:
Karen Pletnikoff, Aleutian Pribilof Islands Association
Aaron Poe, Aleutian and Bering Sea Islands Landscape Conservation Cooperative
Karen Murphy and Leanna Heffner, Western Alaska Landscape Conservation Cooperative

Consultant Team:
Heather Stewart and Chris Beck, Agnew Beck Consulting Inc.
Thomas Van Pelt, Transboundary Ecologic LLC
Mark Stoermer and Hunter Hadaway, Center for Environmental Visualization at the University of Washington
Jon Isaacs and Scott Simmons, AECOM
Rob Bochenek and Will Koeppen, Axiom Data Science
Molly McCammon, Alaska Ocean Observing System

Core Team Partners:
Rose A. Fosdick, Kawerak, Inc.
Melissa Good, Alaska Sea Grant
Davin Holen, Alaska Sea Grant
Amy Holman, National Oceanic and Atmospheric Administration
Tahzay Jones, National Park Service
Jeremy Littell, Alaska Climate Science Center
Nikita Robinson, Qawalangin Tribe of Unalaska
Verner Wilson III, Bristol Bay Native Association
Introduction

The Adapt Alaska Collaborative grew out of a set of initiatives to promote climate resilience and adaptation in Alaska. On May 24 and 25, 2017 a group of participants (including representatives of Alaska regional, state and federal agencies and organizations) gathered at a work session to identify next steps to build on the momentum generated by these initiatives toward a more resilient Alaska. At the work session, three working groups formed around specific areas of effort, including a Planning Working Group with the task of identifying ways to streamline the many planning requirements associated with implementing climate resilience and adaptation strategies.

Planning Working Group Directives

“We need a new model, a ‘bounce forward’ multi-function plan.”

“We have to find ways to keep these plans alive, a living document.”

“If your graveyard is washing away, the process has to start with what must happen now, as well as the path to reach longer term goals.”

There is state and federal agency assistance, financial and technical, available for carrying out adaptation strategies. Often this assistance requires some form of community or stakeholder planning to access these resources. The goal of the Adapt Alaska Planning Working Group is to reduce the burden of State, Federal and other funding agency planning requirements for rural communities working toward adaptation and resilience implementation actions. While planning is important, small communities have limited human capacity to complete multiple – often overlapping – planning requirements. Communities get stuck in analysis paralysis, delayed projects, and false starts. In communities facing imminent, immediate and/or severe impacts, streamlining and expediting the process is critical to resilience and adaptation. To achieve this goal, the Group's primary objective is to develop a set of recommended actions that will result in an improved or streamlined planning process for communities to initiate resilience and adaptation, then to implement as many actions as possible.
Ideas Considered

The Adapt Alaska Planning Working Group looked at a range of options for streamlining planning requirements. Initially, the group sought to inventory existing plans and agency processes, then analyze the inventory to see where there are opportunities to reduce planning requirements by creating a universal plan template that could satisfy multiple agency requirements, or a plan component that could reduce the time and effort needed to prepare the required plans. The group sought to learn how much consolidation is possible, including whether it is practicable to create a more standardized, practical, community-level planning product and process that can serve multiple agency requirements.

Inventory of Relevant Plans and Resources

The Adapt Alaska Planning Working Group began by assembling an inventory of plans required to access funding or other resources from state and federal agency programs. This inventory is not complete, but is nevertheless anticipated to serve as a useful starting point for implementing adaptation strategies.

Research

The Working Group started with a list of climate adaptation-related plans identified for presentations at the Coastal Resilience and Adaptation hub community workshops in 2016. These plans are noted in the graphic. The numbers indicated in the graphic suggest an order for completing these related plans. The first set of plans provide a common understanding of the vision and priorities for an area, as well as the situations, trends or changes the plan recommendations address. The second plan adapts these priorities to predicted climate change impacts to the area. Subsequent plans and assessments support the recommendations and implementation actions of the previously completed plans. More information about these plans is summarized in the table included among the attachments.

The Tribal Liaisons for Federal Agencies in Alaska were asked to contribute to a list of plans required to access funding or other resources from their agencies' programs, including information such as: eligible entity(ies), name of plan, name of agency, whether there is funding to write the plan, the funding or other resources accessed through the plan, science/observations/other data needed for the plan. An inventory of Tribal climate adaptation planning compiled by Danielle Meeker also informed the full inventory. A database of recovery assistance resources collected by FEMA employees was also referenced in constructing this full inventory.
Findings

- A number of relevant plans and processes have been identified, and the current draft of this inventory is included among the attachments.
- The Federal Tribal Liaisons group for Alaska could have additional information to add; recommendation to ask again if they have anything to add.
- The plans and resources identified through the inventory will help inform a set of process diagrams (described in the following section).

Process Diagram(s)

A process diagram can serve the dual purpose of 1) illustrating a possible response path, and 2) illuminating the complexity of agency requirements and possible ways to streamline them. Because prioritizing relevant requirements, plans and templates\(^1\) can be overwhelming, it would be very helpful to have a reference sheet of potential tools and process(es) to help put the information into context and choose where to spend limited time and energy. Although some things must be done in compliance with State or Federal regulation, each plan is unique to the community. Therefore, the process diagram is intended to serve a reference or guide for how people could navigate adaptation and resilience strategies through to completion.

Research

During the summer of 2017, a process diagram was drafted by Daniel Ahrens, Hollings Scholar for Emergency Mitigation and Response annotated with relevant resources from the Catalog of Federal Programs.\(^2\) Planning Working Group members contributed feedback on the draft, included among the attachments.

Currently, the U.S. Department of the Interior is coordinating a multi-agency effort, along with the State of Alaska, to develop an Adaptive Village Relocation Framework for Alaska. Several Adapt Alaska planning working group members, including Vanitha Sivarajan (Department of Interior), Sally Russell Cox (DCRA), Amy Holman (NOAA), and Karen Murphy (WALCC) are involved in this effort. The long-term goal is to outline approaches, actions, and required steps for community relocation. This framework could result in a process diagram for village relocation.

Liza Mack (Aleut International Association) and Megan Svigvanna Topkok (while at the Alaska Lt. Governor’s Office) have worked on similar resources, but Working Group members were unable to learn about the specifics to date.

Findings

- The current draft of the Emergency Mitigation and Response process diagram is included as an attachment.

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• A future process diagram for community relocation is in development through the multi-agency Adaptive Village Relocation Framework for Alaska effort.

• Process diagrams could also be created for oil spill response, or negotiating flexible subsistence regulations, or other selected adaptation strategies. Additional resources will be needed to complete this work and to update it as needed.
  ○ Start by developing the personal and community-level portions of the process diagram as much as possible, building from what individuals and small groups can do to larger regional, statewide or national efforts and interventions. Add annotations and/or links to tools, associated plans and assessments.

• The planning working group should continue to seek more information on and coordinate with the similar efforts done by others (e.g., Lt. Governor’s Office) to identify agencies and processes for resilience and adaptation strategies, so as not to duplicate efforts.

• A possible next step/task for this planning working group could be to link individual steps to associated informational tools or resources in the existing and/or future process diagrams. Further work to refine this draft and create versions for other resilience and adaptation strategies would be worthwhile to help communities and to identify specific ways to lessen the complexity of state and federal processes. Adapt Alaska partners could devote some staff time or funding to expand the process diagram with additional tools or produce additional flowcharts.

Community Profile Reports

The State of Alaska Department of Commerce, Community and Economic Development (DCCED), Division of Community and Regional Affairs (DCRA) tracks data for each Alaska community and creates Community Profiles.³ The Planning Working Group investigated whether these Community Profiles could be formatted as PDF or printed report with all the community-specific data in it and attached as an appendix to a plan or with a grant application, saving administrators the step of preparing some degree of contextual information about the community.

Research

The Adapt Alaska Planning Working Group spoke with Division of Community and Regional Affairs (DCRA).

Findings

• The way the Community Database Online is currently configured, users can use the custom query feature to create an Excel spreadsheet of specific community characteristics. That Excel spreadsheet can be then converted into a PDF or another format as needed.

• In future, a new system for managing community-level data could allow the DCRA to provide data in other formats.

³ State of Alaska Department of Commerce, Community and Economic Development (DCCED), Division of Community and Regional Affairs (DCRA) Community Database Online: https://www.commerce.alaska.gov/dcra/dcraexternal/community/
Alaska Universal Plan Template

A consolidated, multi-function plan template could be developed to serve multiple different agency planning requirements. Authorization would be obtained from agencies to allow the plan template to fulfill specific agency requirements in whole or with an acceptable level of modification or amendment (evolve from diagram on the left toward the right).

Ideally, the plan would:

- Meet the eligibility requirements of multiple agencies to access funding or other resources;
- Include traditional comprehensive plan elements (e.g., land use, infrastructure);
- Integrate local and outside expert knowledge;
- Define reoccurring products, but is flexible enough to respond to local conditions and needs;
- Be created relatively quickly through a process that is inclusive and results in a clear, brief product;
- Be locally driven, but supported by trained staff to guide communities through the process;
- Incorporate and/or standardize existing information;
- Enable communities to help address land and resource issues and management on surrounding/adjoining lands;
- Provide a strong practical basis for resilience and adaptation; and
- Be translated or include planning process/mechanisms that fit with tribal sovereignty and culture (e.g., ongoing sharing at community gatherings, use oral history/word of mouth [instead of flyer], work backward from a desired end-point).

Research

A discussion with Sheila Selkregg offers insights about efforts in the 1990s to create a universal planning template for Alaska’s communities:

- Most State and Federal planning requirements and grant applications request a common set of data from communities. DCRA aggregates the data in their Community Profile Database. Planning and formatting requirements, application, criteria and funding cycles vary from agency to agency. For a single City or Tribal Administrator, it is difficult to keep up with all the requirements.
- In the early 2000’s, Sheila Selkregg et al. created a plan template that could be cut and pasted into different plans and grant applications, as well as a funding catalogue (which became the Catalog of

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4 State of Alaska Department of Commerce, Community and Economic Development (DCCED), Division of Community and Regional Affairs (DCRA) Community Database Online: [https://www.commerce.alaska.gov/dcra/dcraexternal/community/](https://www.commerce.alaska.gov/dcra/dcraexternal/community/)
Federal Programs\(^5\). They also held regional funding summits with participants from various communities and federal agencies, in which they scoped projects that participants sought to implement as a group, so everyone in the room could see how all the pieces fit together.

- In the plan template, they put items that were common to agency-specific plans in the comprehensive plan, and went back to agencies to negotiate with them that they would accept the comprehensive plan in place of other specific plans. They created a Memorandum of Understanding (MOU) through the Denali Commission for all signing agencies to agree to use the same plan. Several state and federal agencies signed the MOU, but because they still had to interface with the federal system, in-state agency staff had to translate the universal version into the agency-specific requirements. It created more work for them, so they eventually abandoned it.
- A copy of the 2000-2003 Memorandum of Understanding, the 2005 Draft MOU Annual Report, and the Community Planning Guide and Template are included among the Whitepaper attachments.
- Sheila also worked with First Alaskans Institute to develop benchmarks and measurable outcomes aligned with Alaska Native values to include in plans. This was challenging because local knowledge and values intend things other than what are typical in the plans, so they ran into trouble with compliance because they could not match local knowledge and values with planning requirements.

Findings

- A single universal plan template might be less practicable than a series of improvements to agency planning requirements.
- Communities can adopt agency-specific plans as an element of their community comprehensive plan. For example:
  - Transportation Plan = Transportation Chapter
  - Housing Plan = Housing Chapter

One-Page Summary Plan Template

A simple (e.g., one-page) summary plan template could be developed and adapted by communities for their purposes, such as using it as a talking point for setting priorities at community gatherings, or quickly documenting priority actions for general reference. The plan would include what plans have in common: basic vision, values, priorities; it would focus on “Where are you now? What do you want going forward?” The one-page community plan summary would be similar to the approach the State of Alaska has taken with the Small Community Emergency Response Plan (SCERP), which provides communities with the most critical useful information for local Emergency Response, tailored to the community, using a community-based process.

The one-page version would be a starting point for full comprehensive plans that tend to benefit from a third-party facilitator with relevant expertise to help community leadership comprehensively weigh the potential effects of various local government policies on each other and develop realistic and implementable plans for land use. Longer plans that meet agency requirements would still be produced for agency submission.

Research

The Adapt Alaska Planning Working Group looked into whether a version of this exists already, and has not found one. The working group developed an initial template for illustrative purposes and discussed whether and how it might be useful.

Findings

- A draft one-page community template that can be adjusted to individual community needs is included among the attachments. The template should be accompanied by a short set of critical questions to help fill out the template, which could be excerpted from Let Your Assets Be Your Guide.
  - Guiding questions might include: Where are we now? How are we changing? Where do we want to be? How do we get there?
  - Sometimes a third party can be helpful during a community planning process to provide a reality check when needed, to help identify easier ways to accomplish priorities, and/or to help build consensus.

- Plan implementation (“How do we get there?”) would require support from agencies and others with relevant expertise (e.g., engineers for building projects). At that point, some guidance could be included as to who are the ‘interagency working group’ members a community would want to engage and how to have that consultation. If implementation process diagrams for common community priorities could be included so that the local planner could find out what the next steps are and who to contact, building capacity.

- A comparison of community plans across the state would likely reveal similar sets of priorities, especially within regions facing similar environmental and social dynamics. This documentation could help support regional planning efforts, and could help state and federal agencies coordinate with each other to streamline their processes and/or provide more integrated services.
Best Practices and Success Stories

The Adapt Alaska Planning Working Group also discussed best practices, lessons learned and shared examples of positive teamwork and partnership among local governing bodies, community groups, regional, state, and federal agencies, individual volunteers and volunteer organizations, etc.

Climate Adaptation Planning Successes

Findings

Climate Adaptation Planning is new enough that a specific Climate Adaptation Plan template has not yet been developed or required by agencies.

Alaska Sea Grant Climate Change Adaptation Planning Manual and Tool
Alaska Sea Grant developed a Climate Change Adaptation Planning Manual for Coastal Alaskans and Marine-Dependent Communities in 2011. Alaska Sea Grant and ACCAP prepared an Alaska Climate Change Adaptation Planning Tool.

Port Heiden Community Resilience Assessment
The Alaska Native Tribal Health Consortium (ANTHC) is leading a project to incorporate science and adaptation strategies in an assessment with the Port Heiden community funded by a Community Resilience Assessment Grant. Mike Brubaker (ANTHC), Chris Maio (University of Alaska Fairbanks - UAF), Jaci Overbeck (Alaska Division of Geological and Geophysical Surveys - DGGS), Rich Buzzard (UAF), and Erica Mitchell (new Local Environmental Observer - LEO coordinator at ANTHC) did fieldwork this summer in Port Heiden to assess the 30-100 feet of coastal erosion there and how the community might adapt. The group is not following a particular template, but they are hoping to come up with a more functional template that can be a model for other communities. The project is expected to be completed by May 2018.

BIA-Funded Tribal Adaptation Plans and Tribal Climate Liaison
The Bureau of Indian Affairs (BIA) has funded a number of Tribal Climate Adaptation Plans in Alaska, has funded training and the Alaska Tribal Climate Liaison, Planning Working Group member Malinda Chase. Nathan Kettle at University of Alaska Fairbanks (UAF), Alaska Center for Climate Assessment and Policy (ACCAP) helped facilitate some of the tribal adaptation planning projects and has funding to do another adaptation plan. They are interested in community and regional level adaptation planning.

KBNERR Workshops and Guidelines for Local Government Climate Adaptation Planning
The Kachemak Bay National Estuarine Research Reserve (KBNERR) is working on developing guidelines for Alaska Cities and Boroughs to incorporate climate adaptation planning into their comprehensive and land use plans. There is precedent in the Lower 48 for incorporating climate change adaptation planning into a Comprehensive Plan, including adopting a Climate Action Plan as one element of the Comprehensive Plan, or integrating adaptation thinking into the Comprehensive Plan as a whole. Some municipalities have created Climate Action Plans as a step-down plan that focuses on efforts to reduce or prevent greenhouse gas emissions (the primary driver of climate change) as distinct from Climate Adaptation Plans that focus on efforts to prepare for and adjust to the current and future impacts of climate change. Several national examples and resources have been downloaded but not yet reviewed. NOAA could help more of these workshops happen with other Alaska municipalities if there is interest.
Community Planning Template

Best Practices for Effective Processes

Findings

- Although it can be easy to get bogged down in bureaucracy, it helps to maintain focus on the human element of the climate change response and adaptation work.
  - Oregon's nine tribes just signed a helping agreement that outlined criteria for the tribes to help their neighbors. It is less plan-focused and more people-to-people focused.
  - The American Red Cross did an Alaska tour to install 10-year lithium ion battery operated smoke detectors in every home in eight or nine villages. The project involved voluntary efforts from State and Federal agencies, and Ravn Air donated flights. The mission is to install 2,000 smoke detectors in Alaska in one month. They will probably do it again next year. Projects like this show that Alaska cares about people.

- Especially for situations involving physical infrastructure, having an updated community plan, hazard mitigation plan or other similar plan in place, with land use issues, land ownership, rights of way, etc. worked out speeds the process for agency assistance.
  - When Eagle Village flooded in 2009, the village was able to rebuild relatively quickly and access FEMA funding because they had plans in place 10 years earlier that recognized the village's vulnerability to flooding and the potential need to move away from the river.
  - The 2016 Shaktoolik Strategic Management Plan was thorough and has been extremely helpful working with funders.

- If some of the plan recommendations can be carried out while the plan is being developed, this adds momentum to the process.
  - Oscarville is working a wholistic approach to climate adaptation with the Cold Climate Housing Research Center. Many of the recommendations are already happening while they are planning. Everything is happening at once. This gives a certain breadth of momentum as people are working on it. People are excited and put in extra time to making it happen.

- The Interagency Working Group approach has proven to save on costs over the long term and helped people come up with better and more creative solutions for planning, but the plans must be very focused on specific actions/task-oriented to sustain the momentum and effectiveness of the approach.
  - For Newtok, Shaktoolik and Shishmaref, the Strategic Management Plan (SMP) [for village relocation] concept of having agencies sit at the table with the community, be a resource with them as they develop the plan, has been very helpful. Even after the plan is developed, the interagency working groups continue to meet so that the agencies provide resources and act as a support network to help the plan move along.

- Well-coordinated local leadership helps improve planning processes. If it does not already exist, designing planning processes that can support better and ongoing coordination among local governing bodies is helpful. More attention could be given to understanding how communities have successfully layered the Western planning and implementation system with agency support onto traditional
leadership practices to keep the plan updated. Adaptation is long term, but these plans involve short term tasks/actions. Senator Ted Stevens brought a lot of money and infrastructure/changes to rural areas. Some villages got used to short term projects, but how do you keep it going for the long term? Which elements of the planning process help maintain that dialogue?

- For the Strategic Management Plan (SMP) processes, the State funded a community coordinator in each community and involved different agencies in an ongoing interagency working group format. The Shaktoolik and Shishmaref Strategic Management Plans (SMPs) were done with communities that have more than one local governing body, so each community formed a planning committee with representatives from each of the governing entities, including the tribe, city, village corporation, and elders.

- A grant-funded community coordinator brings them together for meetings, commits their time to the project, conducts surveys, and represents their community when appropriate. The Alaska Division of Community and Regional Affairs (DCRA) paid for the coordinator positions through grants for two years, and the Denali Commission continued funding after that. The idea came from an organic process that started with the Newtok relocation effort.

- The community collectively prioritized the actions into: critical and imminent actions (for life safety), short term actions (implementable, actionable and cost feasible in the next five years), mid-term and long-term actions (based on likelihood of getting funding). As the community and agency partners continue to chip away at the shorter-term actions, some of the mid-term turn into short-term actions, and long-term actions become more mid-term. This approach is not incompatible with traditional community processes.
Recommendations and Next Steps

**Inventory of Plans and Resources:** Keep a copy on the Adapt AK partner workspace. Add to it as we get more information. Ask Tribal Liaisons of Federal Agencies again about resources and required planning to access them.

**Process Diagram(s):** Continue developing process diagrams, informed by plans inventory. Look for areas where processes could be streamlined.

**Universal Plan Template:** No action. A single universal plan is unlikely to be practicable. Smaller, incremental actions are more likely to be practicable.

**Community Profile Reports:** No immediate action. When DCRA online systems for maintaining the Community Profiles are upgraded, the Adapt Alaska Planning Working Group recommends that options for creating a downloadable snapshot report be explored in the context of the planning needs and structures that exist at that future time.

**One-page plan template:** As resources permit, excerpt from the Let Your Assets Be Your Guide to provide a set of guiding questions and critical questions to help fill out a one-page plan template. This template would help communities prepare a snapshot summary of community identity and priorities. The one-page summary prepares communities for weighing the pros and cons of comprehensive local government policies and developing realistic and implementable plans for land use development, which tend to benefit from a third-party facilitator with relevant expertise.

**Lessons Learned/Best Practices:** Building climate adaptation into existing local plans and policies may be more efficient than new plans, but doing adaptation plans specific to climate adaptation can bring in resources such as climate researchers who can help provide most up-to-date projections for climate changes and their impacts.

**Other Next Steps:** Adapt Alaska Planning Working Group members will present at the Alaska Chapter American Planning Association conference in November with Sally Russell Cox.
Attachments

Inventory of Relevant Plans and Resources

- Plans for Adaptation and Resilience
- Inventory (Excel file)
  - Plans in Toolbox [Tab 1]
  - Meeker Inventory [Tab 2]
  - FEMA Resources [Tab 3]

Process Diagram

- Draft Emergency Mitigation and Response Diagram

Process Diagram

- Draft Emergency Mitigation and Response Diagram

Best Practices and Lessons Learned

- Let Your Assets Be Your Guide

One-Page Summary Plan Template

- Sample One-Page Summary Plan Template

Alaska Universal Plan Template

- Community Strategic Plan Guide and Form (USDA 2001)
- 2000 - 2003 Original MOU
- 2005 DRAFT MOU Annual Report

Climate Adaptation Planning

- Alaska SeaGrant Climate Change Adaptation Planning Manual for Coastal Alaskans and Marine-Dependent Communities (2011)
- Alaska SeaGrant and ACCAP, Alaska Climate Change Adaptation Planning Tool
Attachments: Inventory of Relevant Plans and Resources

Plans for Adaptation and Resilience

Inventory (Excel file)
Plans in Toolbox [Tab 1]
Meeker Inventory [Tab 2]
FEMA Resources [Tab 3]
Plans for Adaptation and Resilience


The following graphic and table provide a quick guide of various plans that communities and agencies may complete to carry out resilience and adaptation strategies. The numbers indicated in the graphic suggest an order for completing these related plans. The first set of plans provide a common understanding of the vision and priorities for an area, as well as the situations, trends or changes the plan recommendations address. The second plan adapts these priorities to predicted climate change impacts to the area. Subsequent plans and assessments support the recommendations and implementation actions of the previously completed plans. More information about these plans is summarized in the following table.

<table>
<thead>
<tr>
<th>Plan</th>
<th>What is it?</th>
<th>Who does it?</th>
<th>Why do it?</th>
<th>Funding to do the plan?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan</td>
<td>What is it?</td>
<td>Who does it?</td>
<td>Why do it?</td>
<td>Funding to do the plan?</td>
</tr>
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<td>----------------------------------------------------------</td>
<td>---------------------------------------------------------------------------</td>
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<td>------------------------</td>
</tr>
<tr>
<td><strong>FEMA Hazard Mitigation Plan</strong></td>
<td>Plan for protecting people and property from future hazard events.</td>
<td>City, borough or tribe</td>
<td>Required as a condition for non-emergency FEMA funding for mitigation projects (e.g., retaining wall).</td>
<td>FEMA will award funding to do the plan.</td>
</tr>
<tr>
<td><strong>Community Comprehensive Plan</strong></td>
<td>Documentation of community priorities for land use, public services and facilities. Other plans can be adopted as elements of Comprehensive Plan.</td>
<td>City, borough or tribe</td>
<td>Guidance for decision-making, regulations. Documentation for grant applications.</td>
<td>Various sources.</td>
</tr>
<tr>
<td><strong>Vulnerability Assessments</strong></td>
<td>Documentation of ecosystem elements, infrastructure or people most at risk of damage by a hazard. Various kinds, such as this ABSI LCC example; search by relevant subject or entity.</td>
<td>City, borough, tribe, and state or federal agencies (with community input).</td>
<td>Preparation for mitigation planning; can help access funding for additional plans or projects.</td>
<td>Various sources.</td>
</tr>
<tr>
<td><strong>State of Alaska Hazard Impact Assessment (HIA)</strong></td>
<td>Ongoing assessment; preparation for mitigation planning.</td>
<td>Communities that meet one or more climate change criteria.</td>
<td>Access to ACCIMP Community Planning Grant funds to carry out recommendations.</td>
<td>State awards a $50,000 HIA grant to do the plan.</td>
</tr>
<tr>
<td><strong>EPA Tribal Environmental Plan (ETEP)</strong></td>
<td>Documentation of Tribal environmental priorities; can include climate change component.</td>
<td>Tribes participating in EPA Indian Environmental General Assistance Program (GAP).</td>
<td>Mandatory for EPA GAP; helps access additional EPA funding for eligible activities.</td>
<td>EPA provides funding to do the plan.</td>
</tr>
<tr>
<td><strong>Climate Change Adaptation Plan</strong></td>
<td>Documentation of projected climate changes, impacts and adaptation activities for the jurisdiction.</td>
<td>City, borough, tribe, and state or federal agencies.</td>
<td>Get organized to respond proactively to climate change. EPA could require as part of GAP in future.</td>
<td>BIA funds some tribal plans. EPA may provide GAP funding to do the plan.</td>
</tr>
<tr>
<td><strong>Climate Change Health Impact Assessment</strong></td>
<td>Documentation of public health impacts of climate change; actions promote resilience and adaptation.</td>
<td>The Alaska Native Tribal Health Consortium (ANTHC) completed these for a number of communities.</td>
<td>Get organized to respond proactively to climate change. LCCs and EPA may contribute funding to do assessment.</td>
<td>LCCs and EPA may contribute funding to do assessment.</td>
</tr>
<tr>
<td>Plan</td>
<td>What is it?</td>
<td>Who does it?</td>
<td>Why do it?</td>
<td>Funding to do the plan?</td>
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</tr>
<tr>
<td>Land and Resource Management Plan</td>
<td>Sets general policy for managing land/resources that is used to make regulations. Various kinds of Land and Resource Management Plans; search by relevant subject or entity.</td>
<td>Resource managers (with community input).</td>
<td>Provides guidance for decision-making, regulations.</td>
<td>Various sources.</td>
</tr>
<tr>
<td>Plan</td>
<td>What is the plan(s)?</td>
<td>Who does the plan(s)?</td>
<td>Why do the plan(s)?</td>
<td>Funding to do plan(s)</td>
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<td>--------------------------------------------------------------------------------------</td>
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<td>----------------------------------------------------------</td>
</tr>
<tr>
<td>Small Community Emergency Response Plan (SCERP)</td>
<td>Focus on resilience: quick reference for emergency response</td>
<td>Individual community with State</td>
<td>Get organized to respond to emergencies</td>
<td>No cost to communities to do the plan</td>
</tr>
<tr>
<td>FEMA Hazard Mitigation Plan</td>
<td>Focus on resilience: presidential disaster declaration req’d.</td>
<td>Communities, Tribes</td>
<td>FEMA $ for projects (e.g., retaining wall)</td>
<td>FEMA will award funding to do the plan</td>
</tr>
<tr>
<td>Community Comprehensive Plan</td>
<td>Focus on community priorities. State allows combined Comprehensive and FEMA Hazard Mitigation Plan</td>
<td>Communities (City, Borough or Tribe)</td>
<td>Hazard Mitigation Planning.</td>
<td>Various sources</td>
</tr>
<tr>
<td>Vulnerability Assessments</td>
<td>Focus on identifying weak spots in system; prep for mitigation planning. There are various types of vulnerability assessments; search by relevant subject or entity.</td>
<td>Communities, Agencies (with community input)</td>
<td>Prep for mitigation planning, access to $</td>
<td>Various sources</td>
</tr>
<tr>
<td>State of Alaska Hazard Impact Assessment (HIA)</td>
<td>Ongoing assessment; prep for mitigation planning.</td>
<td>Communities that meet one or more climate change criteria</td>
<td>Access to ACCIMP Community Planning Grant $ to carry out recommendations.</td>
<td>State awards community $50,000 HIA grant to do plan</td>
</tr>
<tr>
<td>EPA Tribal Environmental Plan (ETEP)</td>
<td>Focus on Tribal environmental priorities; can include climate change component.</td>
<td>Tribes participating in IGAP (incl. climate change component)</td>
<td>EPA $ for certain activities in plan (incl. climate change component)</td>
<td>EPA provides funding to do the plan.</td>
</tr>
<tr>
<td>Climate Change Adaptation Plan</td>
<td>Specific to climate change – focus on adaptation</td>
<td>Communities, land/ resource management units (BIA currently funding some Tribes)</td>
<td>Focus on proactive response to climate change. EPA may start to require as part of IGAP.</td>
<td>EPA may provide funding to do the plan under IGAP.</td>
</tr>
<tr>
<td>Climate Change Health Impact Assessment</td>
<td>Focus on public health impacts of climate change; resilience + adaptation</td>
<td>Communities with ANTHC</td>
<td>Established process</td>
<td>LCCs and EPA may contribute funding to do.</td>
</tr>
<tr>
<td>Land and Resource Management Plan</td>
<td>General policy for managing land/resources; base for regulations. There are various types of Land and Resource Management Plans; search by relevant subject or entity for examples.</td>
<td>Resource managers (with community input)</td>
<td>Guidance for decision-making, regulations.</td>
<td>Various sources</td>
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<tr>
<td>RESOURCE TYPE</td>
<td>TITLE</td>
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<tr>
<td>Training</td>
<td>Signs of the Land: Reaching Arctic Communities Facing Climate Change</td>
<td>AINE &amp; IARC</td>
<td>2014</td>
<td>Tanana River, AK</td>
</tr>
<tr>
<td>Training</td>
<td>Tribal Climate Change Adaptation Planning Workshop</td>
<td>ITEP</td>
<td>2014</td>
<td>Portland, OR</td>
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<tr>
<td>Training</td>
<td>Climate Conservation Training w/ Scenario Planning</td>
<td>NWBLCC &amp; NCTC</td>
<td>2015</td>
<td>Fairbanks, AK</td>
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<td>Training</td>
<td>Climate Change Adaptation Training</td>
<td>ITEP, NPLCC, CCTH</td>
<td>2015</td>
<td>Tulalip, WA</td>
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<td>Training</td>
<td>Climate Change Adaptation Planning Course</td>
<td>ITEP &amp; ANTHC</td>
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<td>Training</td>
<td>Signs of the Land II: Reaching Arctic Communities Facing Climate Change</td>
<td>AINE &amp; IARC</td>
<td>2016</td>
<td>Tanana River, AK</td>
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<tr>
<td>Training</td>
<td>National Tribal Climate Boot Camp</td>
<td>ATNI, USET, BIA, ITG</td>
<td>2016</td>
<td>McCall, Idaho</td>
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<td>Training</td>
<td>Climate Change Adaptation Planning Course</td>
<td>ITEP &amp; ANTHC</td>
<td>2017</td>
<td>Anchorage, AK</td>
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<td>Training</td>
<td>Tribal Climate Camp</td>
<td>ATNI &amp; Institute for Tribal Gov't</td>
<td>2017</td>
<td>Spokane, WA</td>
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<td>Training</td>
<td>Alaska Tribal Climate Change Webinar</td>
<td>ITEP &amp; EPA</td>
<td>2012-2015</td>
<td>Cyberspace</td>
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<td>Training</td>
<td>BIA Climate Change Award Process Overview Webinar</td>
<td>BIA &amp; ITEP</td>
<td>2015</td>
<td>Cyberspace</td>
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<tr>
<td>Training</td>
<td>Alaska Natives webinars series</td>
<td>ACCAP</td>
<td>2015-2016</td>
<td>Cyberspace</td>
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<td>Training</td>
<td>Evaluating scenario planning to understand climate change Development &amp; Implementation of a Regional Tribal</td>
<td>ACCAP</td>
<td>2016</td>
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<td>Training</td>
<td>The Importance of TEK in Adaptation Planning</td>
<td>ITEP &amp; USGS</td>
<td>2016</td>
<td>Cyberspace</td>
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<td>Training</td>
<td>BIA TCRP &amp; Ocean/Coastal Planning, Travel Support,</td>
<td>ITEP</td>
<td>2016</td>
<td>Cyberspace</td>
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<td>Training</td>
<td>Youth Planning &amp; Capacity Building</td>
<td>ITEP &amp; BIA</td>
<td>2016</td>
<td>Cyberspace</td>
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<td>Training</td>
<td>Norton Sound Communities Climate Adaptation Training</td>
<td>Elim &amp; NBITWC</td>
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<td>Cyberspace</td>
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<td>Plan</td>
<td>Climate Adaptation and Action Plan for the Norton Bay</td>
<td>Norton Bay Alaska</td>
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<td>Plan</td>
<td>Watershed, Alaska</td>
<td>Native Villages</td>
<td>2013</td>
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<td>Plan</td>
<td>Shaktoolik, Alaska: Climate Change Adaptation for an At-Risk Cc Nat'l</td>
<td>2014 Shaktoolik</td>
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<td>Sitka, AK</td>
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<td>Plan</td>
<td>EPA Region 10 Climate Change Adaptation Plan</td>
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<td>Chugach Regional Resources Commission Climate Change</td>
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<td>SE Alaska Climate Adaptation Plan</td>
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<td>Plan</td>
<td>Tribal Climate Adaptation Planning in Nome</td>
<td>BIA</td>
<td>2015-2017</td>
<td>Nome, AK</td>
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<td>Workshop</td>
<td>Assessing the Consequences of Climate Change for Alaska and the Bering Sea Region</td>
<td>UAF/ Global Change Research Program</td>
<td>1998</td>
<td>Fairbanks, AK</td>
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<td>Workshop</td>
<td>Northwest Alaska Regional Meeting</td>
<td>ANSC</td>
<td>2003</td>
<td>Kotzebue, AK</td>
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<td>Workshop</td>
<td>Southcentral Alaska Regional Meeting</td>
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<td>Southeast Alaska Regional Meeting</td>
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<td>Workshop</td>
<td>Yukon-Kuskokim Regional Meeting</td>
<td>ANSC</td>
<td>2004</td>
<td>Bethel, AK</td>
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<td>Workshop</td>
<td>Climate Change Impacts, Vulnerabilities and Adaptation in NW</td>
<td>Decision Research</td>
<td>2006</td>
<td>Kotzebue, AK</td>
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<td>Workshop</td>
<td>Native Peoples- Native Homelands Climate Change Workshop II</td>
<td>NASA, Haskell Univ.</td>
<td>2009</td>
<td>Prior Lake, MN</td>
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<td>Workshop</td>
<td>Synthesis Report of Local Meetings</td>
<td>Western AK LCC</td>
<td>2010</td>
<td>Various</td>
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<tr>
<td>Workshop</td>
<td>Science, Natural Resources, and Subsistence in Alaska’s Arctic Lands and Waters: A Continuing Dialogue on Working Together to Understand our Changing Arctic</td>
<td>2011</td>
<td>Barrow, AK</td>
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<tr>
<td>Workshop</td>
<td>Strategic Science Plan Workshop Report</td>
<td>2013</td>
<td>Anchorage, AK</td>
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<td>Workshop</td>
<td>Improving Local Participation in Research in NW Alaska</td>
<td>2013</td>
<td>Kotzebue, AK</td>
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<td>Workshop</td>
<td>Building a Landscape Conservation Foundation for the NW Boreal Northwest Arctic Boreal LCC</td>
<td>2013</td>
<td>Fairbanks, AK</td>
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<td>Understanding Climate Change Impacts in the Aleutian Islands</td>
<td>2014</td>
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<td>Workshop</td>
<td>Southeast Alaska Tribal Toxins Partnership Workshop</td>
<td>2014</td>
<td>Sitka, AK</td>
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<td>Workshop</td>
<td>Climate, Conservation &amp; Community in Alaska &amp; NW Canada</td>
<td>2014</td>
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<td>Workshop</td>
<td>3rd Rising Voices Workshop on Learning and Doing: ducation</td>
<td>2015</td>
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<td>Alaska Tribal Conference on Environmental Management</td>
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<td>Alaska Forum on the Environment</td>
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<td>Workshop</td>
<td>CRRC Climate Change Workshop Outcomes</td>
<td>2016</td>
<td>Anchorage, AK</td>
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<td>Workshop</td>
<td>Bering Strait Resilience Workshop</td>
<td>2016</td>
<td>Nome, AK</td>
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<td>Aleutian Life Forum Workshop</td>
<td>2016</td>
<td>Unalaska, AK</td>
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<td>Tribal Lands and Environment Forum</td>
<td>2016</td>
<td>Uncasville, CT</td>
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<td>Workshop</td>
<td>Rights, Resilience &amp; Community-Based Adaptation</td>
<td>2016</td>
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<td>Bristol Bay Resilience Workshop</td>
<td>2016</td>
<td>King Salmon, AK</td>
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<td>Southeast Alaska Climate Change Summit</td>
<td>2016</td>
<td>Ketchikan, AK</td>
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<td>Workshop</td>
<td>Bering Strait Voices: Vision for Action Summit Report</td>
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<td>Alaska Tribal Conference on Environmental Management</td>
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<td>5th Rising Voices Workshop for Collaborative Science with Indig NCAR/Rising Voices</td>
<td>2017</td>
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<td>Impact Assessment</td>
<td>Climate Change in Point Hope, Alaska: Strategies for Community Health</td>
<td>2010</td>
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<td>Impact Assessment</td>
<td>Climate Change in Kiana, Alaska, Strategies for Community Health</td>
<td>2011</td>
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<td>Climate Change in Noatak, Alaska, Strategies for Community Health</td>
<td>2011</td>
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<td>Climate Change in Kivalina, Alaska</td>
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<td>Climate Change in Selawik, Alaska, Strategies for Community Health</td>
<td>2012</td>
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<td>Climate Change in Nondalton, Alaska</td>
<td>2013</td>
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<td>Impact Assessment</td>
<td>Climate Change in Pilot Point, Alaska</td>
<td>2013</td>
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<td>Climate Change in Atqasuk, Alaska, Strategies for Community Health</td>
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<td>Impact Assessment</td>
<td>Climate Change and Health Effects in the Bristol Bay Region</td>
<td>2014</td>
<td>Pilot Point, Levelock, Nondalton, AK</td>
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<td>Climate Change in Nuiqsut, Alaska, Strategies for Community Health</td>
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<td>Climate Change in Wainwright, Alaska, Strategies for Community Health</td>
<td>2014</td>
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<td>Impact Assessment</td>
<td>Community Observations on Climate Change, Upper Nushagak</td>
<td>2014</td>
<td>Koliganek, New Stuyahok, Ekwok, AK</td>
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<td>Climate Change in Levelock, Alaska</td>
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<td>Community Observations on Climate Change, Arctic Village, For ANTHC</td>
<td>2015 Arctic Village, Fort Yukon &amp; Venetie, AK Shishmaref, Teller, White Mountain, Nome, Golovin, Unalakleet, St. Michael, Stebbins, AK</td>
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<td>Climate Change in the Bering Strait Region</td>
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<td>Community Observations on Climate Change, Arctic Village, For ANTHC</td>
<td>2015 AK ANTHC</td>
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<tr>
<td>Report</td>
<td>Limited Progress Has Been Made on Relocating Villages Threaten GAO</td>
<td>2009 GAO</td>
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<td>Report</td>
<td>Recommendations to the Governor's Subcabinet on Climate Ch Immediate Action Working Group</td>
<td>2009 Immediate Action Working Group</td>
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<td>Report</td>
<td>Climate Change and Mental Health: Uncertainty and Vulnerability ANTHC</td>
<td>2010 ANTHC</td>
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<td>Report</td>
<td>Relocation Report: Newtok to Metarvik</td>
<td>2011 AK Dept. of Commerce, Community &amp; Economic Development</td>
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<td>Report</td>
<td>Social Vulnerability and Climate Change: Synthesis of Literature USDA</td>
<td>2011 USDA</td>
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<td>Report</td>
<td>Climate-Induced Displacement of Alaska Native Communities Brookings Institute</td>
<td>2013 Arctic LCC</td>
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<td>Report</td>
<td>Arctic LCC Strategic Science Plan Arctic LCC</td>
<td>2013 Arctic LCC</td>
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<td>Report</td>
<td>Implementation Plan for the NPLCC Science and Traditional Eco North Pacific LCC</td>
<td>2013 North Pacific LCC</td>
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<td>Report</td>
<td>Guidelines for Considering Traditional Knowledges in Climate C Climate &amp; Traditional Knowledges Work</td>
<td>2014 Climate Change and Traditional Knowledges Work</td>
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<td>Climate Change Adaptation Planning, Training, Assistance and FITEP</td>
<td>2014 Climate Change and Traditional Knowledges Work</td>
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<td>Arctic Policy &amp; Climate Change Walker/Mallott Transition Team</td>
<td>2014 Walker/Mallott Transition Team</td>
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<td>Subsistence Sharing Networks &amp; Cooperation: Kaktovik, Wainw UAF &amp; BOEM</td>
<td>2015 UAF &amp; BOEM</td>
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<td>Report</td>
<td>Climate Change and Indigenous Peoples: A Synthesis of Current USDA</td>
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<td>Conference</td>
<td>Affordable Housing Tax Credit Conference 2017 National Commodity Supplemental Food Program Association Annual</td>
<td>Novogradac &amp; Company, LLP National Commodity Supplemental Food Program Association (NCSFPA)</td>
<td>10/05/17</td>
<td><a href="https://www.novoco.com/nolalihtc2017">https://www.novoco.com/nolalihtc2017</a></td>
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<td>Conference</td>
<td>Supporting Reshoring in American Communities - Tools and Strategies for Economic Developers 21st Annual First Nations L.E.A.D. Institute Conference Open to nonprofit organizations from across the state to discuss capacity and resources</td>
<td>International Economic Development Council (IEDC)</td>
<td>09/27/16</td>
<td><a href="http://www.firstnations.org/2016LEAD">http://www.firstnations.org/2016LEAD</a></td>
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<td>2016 Positioned for Progress Conference</td>
<td>Volunteer Mississippi</td>
<td>11/03/16</td>
<td><a href="http://www.positionedforprogress.com/register">http://www.positionedforprogress.com/register</a></td>
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<td>Grant</td>
<td>Fall 2017 Grant Cycle Tech Planning 203 - Putting Your Tech Plan into Action</td>
<td>PeopleForBikes TechSoup.org</td>
<td>07/21/17</td>
<td><a href="http://www.peopleforbikes.org/pages/grant-guidelines">http://www.peopleforbikes.org/pages/grant-guidelines</a></td>
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<td>Grant</td>
<td>7 Generations Fund</td>
<td>Seventh Generation Fund for Indigenous People, Inc.</td>
<td>12/01/17</td>
<td><a href="http://www.7genfund.org/apply-grant?utm_source=Design+June+2017&amp;utm_campa">http://www.7genfund.org/apply-grant?utm_source=Design+June+2017&amp;utm_campa</a> ign=Design+June+2017+Newsletter&amp;utm_medium=email</td>
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<td>Grant</td>
<td>Socially Disadvantaged Groups Grants</td>
<td>U.S. Department of Agriculture (USDA) / Business and Cooperative Programs</td>
<td>07/25/17</td>
<td><a href="https://www.grants.gov/web/grants/view-opportunity.html?oppid=294476">https://www.grants.gov/web/grants/view-opportunity.html?oppid=294476</a></td>
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<td>Author</td>
<td>Date</td>
<td>URL</td>
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<td>Grant</td>
<td>Food Co-op Initiative Seed Grants</td>
<td>U.S. Department of Agriculture (USDA) / Rural Development (RD)</td>
<td>07/17/17</td>
<td><a href="http://www.fci.coop/wp-content/uploads/2017/06/2017-Rural-Seed-Grant-Info-page-final.pdf">Link</a></td>
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<td>Grant</td>
<td>Housing Preservation Grant Program</td>
<td>U.S. Department of Agriculture (USDA) / Rural Housing Service (RHS)</td>
<td>07/17/17</td>
<td><a href="https://www.grants.gov/web/grants/view-opportunity.html?oppId=294257">Link</a></td>
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<td>Grant</td>
<td>Community Economic Development Projects</td>
<td>U.S. Department of Health and Human Services (HHS) / Office of Community Services (OCS)</td>
<td>07/24/17</td>
<td><a href="https://ami.grantsolutions.gov/HHS-2017-ACF-OCS-EE-1213">EE-1213</a></td>
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<td>Grant</td>
<td>Rural Health Opioid Program (CFDA No. 93.912)</td>
<td>U.S. Department of Health and Human Services (HHS) / Health Resources and Services Administration (HRSA)</td>
<td>07/21/17</td>
<td><a href="https://www.grants.gov/web/grants/view-opportunity.html?oppId=284888">Link</a></td>
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<td>Cooperative Agreement</td>
<td>Empowered Communities for a Healthier Nation Initiative</td>
<td>U.S. Department of Health and Human Services (HHS) / Office of the Assistant Secretary for Health / Office of Minority Health (OMH)</td>
<td>08/01/17</td>
<td><a href="https://www.grants.gov/web/grants/view-opportunity.html?oppId=294314">Link</a></td>
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<tr>
<td>Grant</td>
<td>Design for Resilience Grant Program Tech Planning 202 - Organizing Online Communications</td>
<td>Enterprise Community Partners</td>
<td>07/21/17</td>
<td><a href="http://www.enterprisecommunity.org/financing-and-development/grants">Link</a></td>
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<tr>
<td>Tool</td>
<td>Housing Development Toolkit (September 2016)</td>
<td>The White House</td>
<td>N/A</td>
<td><a href="https://www.whitehouse.gov/sites/whitehouse.gov/files/images/Housing_Development_Toolkit%20f.2.pdf">Link</a></td>
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<td>Date</td>
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<td>Training</td>
<td>Tech Planning 201 - Developing a Data Strategy</td>
<td>TechSoup.org</td>
<td>N/A</td>
<td><a href="https://techsoup.course.tc/catalog?cg=aht_hp">https://techsoup.course.tc/catalog?cg=aht_hp</a></td>
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<tr>
<td>Grant</td>
<td>Small Grants Program</td>
<td>Lowe's Charitable and Educational Foundation</td>
<td>Ongoing</td>
<td><a href="https://newsroom.lowes.com/apply-for-a-grant/">https://newsroom.lowes.com/apply-for-a-grant/</a></td>
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<tr>
<td>Grant</td>
<td>Lowe's Toolbox for Education</td>
<td>Lowe's Charitable and Educational Foundation</td>
<td>09/29/17</td>
<td><a href="https://newsroom.lowes.com/apply-for-a-grant/">https://newsroom.lowes.com/apply-for-a-grant/</a></td>
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<td>Grant</td>
<td>Lowe's Community Partners</td>
<td>Lowe's Charitable and Educational Foundation</td>
<td>08/25/17</td>
<td><a href="https://newsroom.lowes.com/apply-for-a-grant/">https://newsroom.lowes.com/apply-for-a-grant/</a></td>
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<td>Grant</td>
<td>&quot;Our Town&quot; Grant Program</td>
<td>National Endowment for the Arts (NEA)</td>
<td>09/11/17</td>
<td><a href="https://www.arts.gov/grants-organizations/our-town/introduction">https://www.arts.gov/grants-organizations/our-town/introduction</a></td>
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<td>Other</td>
<td>Starting a Major Gifts Program - Part I 4 digital issues of Nonprofit World Magazine; Unlimited access to live and recorded webinars; Access to a library or articles; and GrantStation Membership</td>
<td>Nonprofit Quarterly (publication)</td>
<td>N/A</td>
<td><a href="https://nonprofitquarterly.org/2017/05/26/starting-a-major-gifts-program-part-i/">https://nonprofitquarterly.org/2017/05/26/starting-a-major-gifts-program-part-i/</a></td>
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<td>Other</td>
<td>Dell PCs, refurbished computers, Tech Planning 101 - Getting Started and Assessing Your I.T. Infrastructure</td>
<td>TechSoup.org</td>
<td>N/A</td>
<td><a href="http://campaigns.techsoup.org/">http://campaigns.techsoup.org/</a></td>
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<td>Training</td>
<td>Tech Planning 101 - Developing a Data Strategy</td>
<td>TechSoup.org</td>
<td>N/A</td>
<td><a href="https://techsoup.course.tc/catalog?cg=aht_hp">https://techsoup.course.tc/catalog?cg=aht_hp</a></td>
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<td>Grant</td>
<td>Temper of the Times Foundation Grants Tech Training for Nonprofit and Library Staff 101</td>
<td>Temper of the Times Foundation, Inc.</td>
<td>12/15/17</td>
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<td>Training</td>
<td>Adobe Absolute Beginners - Photoshop 101</td>
<td>TechSoup.org</td>
<td>N/A</td>
<td><a href="https://techsoup.course.tc/catalog?cg=aht_hp">https://techsoup.course.tc/catalog?cg=aht_hp</a></td>
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<td>Grant</td>
<td>Fund for a Just Society</td>
<td>Unitarian Universalist Association of Congregations (UUAC)</td>
<td>09/15/17</td>
<td><a href="http://www.uufunding.org/fund-for-a-just-society.html">http://www.uufunding.org/fund-for-a-just-society.html</a></td>
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<td>Other</td>
<td>Combining Crowdfunding and Place-Making to Help Communities Improve Themselves</td>
<td>Fast Company (publication)</td>
<td>N/A</td>
<td><a href="https://www.fastcompany.com/40404791/combining-crowdfunding-and-place-making-to-help-communities-improve-themselves">https://www.fastcompany.com/40404791/combining-crowdfunding-and-place-making-to-help-communities-improve-themselves</a> (grants up to $266,000 to support labor-management committees focused on the 21st century economy and the challenges of a rapidly evolving workplace - such as job security and skills, working conditions for an increasingly mobile workforce, consensus solutions to workplace standards, economic development and competitiveness for entire communities, and hiring and retaining the next generation of workers)</td>
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<td>Grant</td>
<td>Labor-Management Cooperation Grant Program</td>
<td>Federal Mediation and Conciliation Service (FMCS)</td>
<td>05/31/17</td>
<td><a href="https://www.fmcs.gov/resources/forms-applications/labor-management-grants-program/labor-management-cooperation-grant-program/">https://www.fmcs.gov/resources/forms-applications/labor-management-grants-program/labor-management-cooperation-grant-program/</a> (grants up to $266,000 to support labor-management committees focused on the 21st century economy and the challenges of a rapidly evolving workplace - such as job security and skills, working conditions for an increasingly mobile workforce, consensus solutions to workplace standards, economic development and competitiveness for entire communities, and hiring and retaining the next generation of workers)</td>
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<tr>
<td>Training</td>
<td>Adobe Absolute Beginners - Create a Fundraiser Invitation Using InDesign</td>
<td>TechSoup.org</td>
<td>N/A</td>
<td><a href="https://techsoup.course.tc/catalog?cg=aht_hp">https://techsoup.course.tc/catalog?cg=aht_hp</a> FREE</td>
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<td>Training</td>
<td>Design for Nondesigners 101</td>
<td>TechSoup.org</td>
<td>N/A</td>
<td><a href="https://techsoup.course.tc/catalog?cg=aht_hp">https://techsoup.course.tc/catalog?cg=aht_hp</a> FREE</td>
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<td>Grant</td>
<td>Gladys Brooks Foundation Grants</td>
<td>Gladys Brooks Foundation</td>
<td>05/31/17</td>
<td><a href="http://www.gladysbrooksfoundation.org/">http://www.gladysbrooksfoundation.org/</a> (Grants of $50,000 to $100,000 are available for major capital expenditures - including equipment and endowments - focused on nonprofit libraries, educational institutions, and hospitals and clinics)</td>
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<td>Other</td>
<td>PathFinder - Learning the Art of Grantseeking</td>
<td>GrantStation.com</td>
<td>N/A</td>
<td><a href="http://www.grantstation-pathfinder.com/">http://www.grantstation-pathfinder.com/</a> (designed to help you develop your career path as a grants professional / our library provides profiles on top quality resources in the area of grant research, writing, and management, as well as strategic planning)</td>
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<td>Training</td>
<td>Government Cybersecurity Virtual Summit Delivering Personalized Content is not as Hard as You Think</td>
<td>GovLoop Academy</td>
<td>03/15/17</td>
<td><a href="https://www.govloop.com/Training/">https://www.govloop.com/Training/</a> FREE</td>
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<td>Training</td>
<td>Your Customer-Centric Approach to Digital Transformation</td>
<td>GovLoop Academy</td>
<td>11/17/16</td>
<td><a href="http://direct.govloop.com/Customer-Centric-Digital?elqTrackId=3f74e8423eb74090b6d6b97acea">http://direct.govloop.com/Customer-Centric-Digital?elqTrackId=3f74e8423eb74090b6d6b97acea</a> faf0b&amp;elq=841ba6d6b97acea&amp;elqaid=12530&amp;elqat=1&amp;elqDeeplink&amp;elqKey=9785 FREE</td>
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<td>Grant</td>
<td>Veteran Housing Grants Program</td>
<td>Home Depot Foundation</td>
<td>06/23/17</td>
<td><a href="https://corporate.homedepot.com/grants/veteran-housing-grants">https://corporate.homedepot.com/grants/veteran-housing-grants</a> (awards ranging from $100,000 to $500,000 support new construction and rehabilitation/repair of single-family or multifamily housing, permanent supportive housing, or transitional housing)</td>
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<td>Training</td>
<td>How Government Does Customer Service Right</td>
<td>GovLoop Academy</td>
<td>11/16/16</td>
<td><a href="http://direct.govloop.com/Gov-Customer-Service?elqTrackId=76c97d798b00456b1a511c9">http://direct.govloop.com/Gov-Customer-Service?elqTrackId=76c97d798b00456b1a511c9</a> 22c987&amp;elq=841ba6d6b97acea&amp;elqaid=12530&amp;elqat=1&amp;elqDeeplink&amp;elqKey=9785 FREE</td>
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<td>Training</td>
<td>Using Storage in the Age of Service Delivery</td>
<td>GovLoop Academy</td>
<td>N/A</td>
<td><a href="http://direct.govloop.com/Using-Storage?elqTrackId=628889de0cc741a89a665a5d66054a98b&amp;elq=rda685bc060f4e858f88c0a02578c57">http://direct.govloop.com/Using-Storage?elqTrackId=628889de0cc741a89a665a5d66054a98b&amp;elq=rda685bc060f4e858f88c0a02578c57</a> &amp;elqid=12369&amp;elqta=1&amp;elqcampaignid=9691</td>
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<td>Training</td>
<td>Building Your Information Governance Strategy</td>
<td>GovLoop Academy</td>
<td>N/A</td>
<td><a href="http://direct.govloop.com/InformationGovernance?elqTrackId=ce5131da93744bcb8fb080b3edac9&amp;elqid=12320&amp;elqta=1&amp;elqcampaignid=9655">http://direct.govloop.com/InformationGovernance?elqTrackId=ce5131da93744bcb8fb080b3edac9&amp;elqid=12320&amp;elqta=1&amp;elqcampaignid=9655</a></td>
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<td>Training</td>
<td>Protecting Your Digital Content</td>
<td>GovLoop Academy</td>
<td>10/27/16</td>
<td><a href="http://direct.govloop.com/2016-virtual-tech-day-schedule?elqTrackId=7e30f4e4e4254f4ea21db53f8&amp;elqaid=12279&amp;elqta=1&amp;elqcampaignid=9629">http://direct.govloop.com/2016-virtual-tech-day-schedule?elqTrackId=7e30f4e4e4254f4ea21db53f8&amp;elqaid=12279&amp;elqta=1&amp;elqcampaignid=9629</a></td>
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<td>Training</td>
<td>Government Innovators Virtual Tech Day - Cyber Framework</td>
<td>GovLoop Academy</td>
<td>10/19/16</td>
<td><a href="http://direct.govloop.com/2016-virtual-tech-day-schedule?elqTrackId=7e30f4e4e4254f4ea21db53f8&amp;elqaid=12279&amp;elqta=1&amp;elqcampaignid=9629">http://direct.govloop.com/2016-virtual-tech-day-schedule?elqTrackId=7e30f4e4e4254f4ea21db53f8&amp;elqaid=12279&amp;elqta=1&amp;elqcampaignid=9629</a></td>
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<td>Training</td>
<td>How to Make State and Local Government Work More Effectively</td>
<td>GovLoop Academy</td>
<td>10/12/16</td>
<td><a href="https://www.govloop.com/Training/">https://www.govloop.com/Training/</a></td>
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<td>Grant</td>
<td>GRANT: Promising Innovations Grant Program</td>
<td>Kendal Charitable Funds</td>
<td>05/19/17</td>
<td><a href="http://www.kendalcharitablefunds.org/2017-grant-opps/">http://www.kendalcharitablefunds.org/2017-grant-opps/</a></td>
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<td>Grant</td>
<td>Digital Humanities Advancement Grants (CFDA No. 45.169)</td>
<td>National Endowment for the Humanities (NEH)</td>
<td>06/06/17</td>
<td><a href="https://www.neh.gov/grants/odh/digital-humanities-advancement-grants">https://www.neh.gov/grants/odh/digital-humanities-advancement-grants</a></td>
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<td>Grant</td>
<td>Common Heritage Program</td>
<td>National Endowment for the Humanities (NEH) / Division of Preservation and Access</td>
<td><a href="https://www.neh.gov/grants/preservation/common-heritage">https://www.neh.gov/grants/preservation/common-heritage</a></td>
<td>(maximum award of $12,000 to support both the digitization of cultural heritage materials and the organization of outreach through community events that explore and interpret these materials as a window on a community’s history and culture)</td>
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<td>Report</td>
<td>Turning the Tide on Persistent Rural Poverty - Blueprint for a Path Forward</td>
<td>NeighborWorks America</td>
<td>N/A</td>
<td><a href="http://www.neighborworks.org/Media-Center/Research/Turning-the-Tide-on-Persistent-Rural-Poverty-Blueprint-for-a-Path-Forward">http://www.neighborworks.org/Media-Center/Research/Turning-the-Tide-on-Persistent-Rural-Poverty-Blueprint-for-a-Path-Forward</a> (FREE)</td>
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<td>Tool</td>
<td>How to Create a Major Donor Program</td>
<td>Network for Good</td>
<td>N/A</td>
<td><a href="http://www.networkforgood.com/guides/">http://www.networkforgood.com/guides/</a> (FREE)</td>
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<td>Training</td>
<td>Year-End Fundraising Boot Camp for Small Nonprofits</td>
<td>The Funding Seed</td>
<td>10/03/16</td>
<td>$69 per person or $149 per group</td>
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<td>Workshop</td>
<td>Intro to Data Visualization</td>
<td>GrantStation.com</td>
<td>09/29/16</td>
<td>$25 Pilot Projects (up to $50,000) / Community Outreach Projects (up to $150,000) / Multistate Education &amp; Training Projects (up to $40,000)</td>
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<td>Webinar</td>
<td>From Passion to Purpose - Starting a Nonprofit Career</td>
<td>Foundation Center - Marketplace</td>
<td>N/A</td>
<td>$69 per person or $149 per group</td>
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<td>Grant</td>
<td>Food Safety Outreach Competitive Grants Program (CFDA No. 10.328)</td>
<td>U.S. Department of Agriculture (USDA) / National Institute of Food and Agriculture (NIFA)</td>
<td>06/06/17</td>
<td>$69 per person or $149 per group</td>
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<td>Grant</td>
<td>HUD Community Development Block Grant Program for Indian Tribes and Alaska Native Villages (CFDA No. 14.862)</td>
<td>U.S. Department of Housing and Urban Development (HUD)</td>
<td>05/18/17</td>
<td>$69 per person or $149 per group</td>
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<td>Grant</td>
<td>Low or No Emission Grant</td>
<td>U.S. Department of Transportation (DOT) / Federal Transit Administration (FTA)</td>
<td>06/26/17</td>
<td>$69 per person or $149 per group</td>
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<td>Grant</td>
<td>EPA Tribal Wetland Program Development Grants Understanding the New FASB Reporting Standards</td>
<td>U.S. Environmental Protection Agency (EPA)</td>
<td>06/05/17</td>
<td>$69 per person or $149 per group</td>
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<td>Webinar</td>
<td>EPA Tribal Wetland Program Development Grants Understanding the New FASB Reporting Standards</td>
<td>Foundation Center - Marketplace</td>
<td>N/A</td>
<td>$69 per person or $149 per group</td>
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<td>Grant</td>
<td>Weyerhaeuser Giving Fund</td>
<td>Weyerhaeuser Company</td>
<td>06/30/17</td>
<td>(grants provided to nonprofit organizations that serve communities within a 50-mile radius of major Weyerhaeuser facilities in the U.S. and Canada / Louisiana communities include: Dodson; Holden; Natchitoches; Ruston; Simsboro/Arcadia; Taylor; and Zwolle / Areas of interest include: Affordable Housing and Shelter; Education and Youth Development; Environmental Stewardship; and Human Services, Civic, and Cultural Growth)</td>
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<td>Grant</td>
<td>Family Medicine Cares USA</td>
<td>American Academy of Family Physicians Foundation (AAFP)</td>
<td>09/15/17</td>
<td>(up to $25,000 to new/existing free clinics for the purchase of items such as exam tables, EHR systems, and medical equipment)</td>
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<td>Grant</td>
<td>Multicultural Activities Grants Program</td>
<td>American Speech-Language-Hearing Association (ASHA)</td>
<td>05/05/17</td>
<td>(grants ranging from $7,000 to $15,000 for projects that introduce multicultural components to clinical, educational, and professional speech-language-hearing programs and activities)</td>
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<td>Foundation Center - Marketplace</td>
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<td>Grant</td>
<td>Nourishing Native Children - Feeding our Future</td>
<td>First Nations Development Institute; Walmart Foundation</td>
<td>[NourishingNativeChildren]</td>
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<td>Technical Assistance</td>
<td>Flood Proof</td>
<td>Foundation Center - Marketplace</td>
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<td>Tool</td>
<td>Louisiana Appleseed</td>
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<td>Foundation Center - Marketplace</td>
<td>[FREE]</td>
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<td>Grant</td>
<td>2017 Forward Promise - Empowerment Projects</td>
<td>Robert Wood Johnson Foundation (RWJF)</td>
<td>[Forward Promise - Empowerment Projects]</td>
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<td>Other</td>
<td>Discounted GrantStation subscription service for one year</td>
<td>TechSoup.org</td>
<td>[TechSoup's discounted offering]</td>
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<tr>
<td>Webinar</td>
<td>Foundation Center - Marketplace</td>
<td>[FREE]</td>
<td>[FREE]</td>
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<td>Report</td>
<td>How Corporate Social Media Sentiment Affects Your Brand Reputation (April 2017)</td>
<td>Corporate Citizenship Center (CCC); IBM Corporate Citizenship and Corporate Affairs</td>
<td>[Corporate Citizenship Center]</td>
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<td>Cooperative Agreement</td>
<td>Results for Children with Disabilities (CFDA No. 84.326P)</td>
<td>U.S. Department of Education</td>
<td>[CFDA No. 84.326P]</td>
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<td>Cooperative Agreement</td>
<td>Personnel Development to Improve Services and Results for Children with Disabilities (CFDA No. 84.325B)</td>
<td>U.S. Department of Education</td>
<td>[CFDA No. 84.325B]</td>
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<td>Grant</td>
<td>Tribal Title IV-E Plan Development Grants (CFDA No. 93.658)</td>
<td>U.S. Department of Health and Human Services (HHS) / Administration for Children and Families (ACF)</td>
<td>[Tribal Title IV-E Plan Development Grants]</td>
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<td></td>
<td>N/A</td>
<td>N/A</td>
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- [FEMA Recovery Resources (Aug 2017)](https://www.uschamberfoundation.org/publications)
- [Better Together - quickbooks](https://www.donorperfect.com/whitepapers/generic/better-together-quickbooks/)
- [NourishingNativeChildren](http://www.firstnations.org/grantmaking/2017NourishingNativeChildren)
- [Flood Proof](http://www.floodproofla.org/)
- [TechSoup's discounted offering](http://www.techsoup.org/)
- [Corporate Citizenship Center](http://louisianaappleseed.org/publications)
- [CFDA No. 84.326P](https://www.grants.gov/web/grants/view-opportunity.html?oppId=293296)
- [CFDA No. 84.325B](https://www.grants.gov/web/grants/view-opportunity.html?oppId=293294)
- [Tribal Title IV-E Plan Development Grants](https://www.grants.gov/web/grants/view-opportunity.html?oppId=283383)
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<td>2017 Cultivating Healthy Communities Grant Program</td>
<td>Aetna Foundation</td>
<td>04/14/17</td>
<td><a href="https://www.aetna-foundation.org/grants-partnerships/grants/cultivating-healthy-communities-rfp.html">https://www.aetna-foundation.org/grants-partnerships/grants/cultivating-healthy-communities-rfp.html</a></td>
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<td>Grant</td>
<td>Brookdale Relatives as Parents Program Initiative</td>
<td>Brookdale Foundation Group</td>
<td>06/15/17</td>
<td><a href="http://www.brookdalefoundation.org/?utm_content=&amp;utm_medium=email&amp;utm_name=&amp;utm_source=govdelivery&amp;utm_term=(up">http://www.brookdalefoundation.org/?utm_content=&amp;utm_medium=email&amp;utm_name=&amp;utm_source=govdelivery&amp;utm_term=(up</a> to 15 applicants to receive seed grants of $15,000 / must be matched 100%, either inkind or in cash before the initiation of the program)</td>
</tr>
<tr>
<td>Grant</td>
<td>Brookdale National Group Respite Program for People Living with Memory Loss</td>
<td>Brookdale Foundation Group</td>
<td>06/15/17</td>
<td><a href="http://www.brookdalefoundation.org/?utm_content=&amp;utm_medium=email&amp;utm_name=&amp;utm_source=govdelivery&amp;utm_term=(up">http://www.brookdalefoundation.org/?utm_content=&amp;utm_medium=email&amp;utm_name=&amp;utm_source=govdelivery&amp;utm_term=(up</a> to 15 applicants to receive grant support of $10,000 each in year one; renewable for $5,000 each in year two / 100% match of hard dollars and/or substantive inkind support required)</td>
</tr>
<tr>
<td>Grant</td>
<td>FY2017 AmeriCorps Indian Tribes Grants (CFDA No. 94.006)</td>
<td>Corporation for National and Community Service (CNCS)</td>
<td>05/10/17</td>
<td><a href="https://www.nationalservice.gov/build-your-capacity/grants/funding-opportunities/2017/fy2017-americorps-indian-tribes-grants">https://www.nationalservice.gov/build-your-capacity/grants/funding-opportunities/2017/fy2017-americorps-indian-tribes-grants</a> (CNCS focus areas include: Disaster Services; Economic Opportunity; Education; Healthy Futures; and Veterans &amp; Military Families. Grant award amounts vary with project scope, but include operating funds as well as AmeriCorps service member positions)</td>
</tr>
<tr>
<td>Grant</td>
<td>States’ Economic Development Assistance Program</td>
<td>Delta Regional Authority (DRA)</td>
<td>05/31/17</td>
<td><a href="http://dra.gov/funding-programs/states-economic-development-assistance-program/">http://dra.gov/funding-programs/states-economic-development-assistance-program/</a> (funding supports workforce/business development and basic infrastructure improvements within the 252 economically distressed counties/parishes of the DRA footprint)</td>
</tr>
<tr>
<td>Webinar</td>
<td>How to Get Your Technology Projects Funded</td>
<td>Foundation Center - Marketplace</td>
<td>N/A</td>
<td><a href="http://marketplace.foundationcenter.org/Training/">http://marketplace.foundationcenter.org/Training/</a> (2-part webinar series - $120)</td>
</tr>
<tr>
<td>Webinar</td>
<td>By the People - Designing a Better America (socially responsible design)</td>
<td>National Endowment for the Arts (NEA)</td>
<td>N/A</td>
<td><a href="https://www.arts.gov/video/people-designing-better-america">https://www.arts.gov/video/people-designing-better-america</a></td>
</tr>
<tr>
<td>Webinar</td>
<td>Strategies to Manage Volunteers Effectively</td>
<td>National Forest Foundation (NFF)</td>
<td>N/A</td>
<td><a href="https://nationalforestfoundation.adobeconnect.com/e0861852781/p6lko6fcs1t0/?launcher=false&amp;fcsContent=true&amp;pbMode=normal">https://nationalforestfoundation.adobeconnect.com/e0861852781/p6lko6fcs1t0/?launcher=false&amp;fcsContent=true&amp;pbMode=normal</a> (FREE)</td>
</tr>
<tr>
<td>Loan</td>
<td>Rural LISC Community Facilities Fund</td>
<td>Rural LISC (Local Initiatives Support Corporation)</td>
<td>Ongoing</td>
<td><a href="http://programs.lisc.org/rural_lisc/images/resource/s/asset_upload_file142_22220.pdf">http://programs.lisc.org/rural_lisc/images/resource/s/asset_upload_file142_22220.pdf</a> (loan amounts range from $100,000 to $8,000,000 with fixed interest rates from 4.25-5.5%)</td>
</tr>
<tr>
<td>Grant</td>
<td>Singing for Change Charitable Foundation Grants</td>
<td>Singing for Change Charitable Foundation</td>
<td>05/01/17</td>
<td><a href="http://disasterphilanthropy.org/event/louisiana-floods-how-can-funders-help/">http://disasterphilanthropy.org/event/louisiana-floods-how-can-funders-help/</a></td>
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<tr>
<td>Category</td>
<td>Event Title</td>
<td>Organizer</td>
<td>Date</td>
<td>URL</td>
</tr>
<tr>
<td>------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>-----------------------------------------------</td>
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<td>---------------------------------------------------------------------</td>
</tr>
<tr>
<td>Webinar</td>
<td>A Conversation Between Philanthropy and Nonprofits</td>
<td>Mississippi Center for Nonprofits</td>
<td>04/28/17</td>
<td><a href="http://msnonprofits.org/index.php/education/page">http://msnonprofits.org/index.php/education/page</a></td>
</tr>
<tr>
<td>Technical Assistance</td>
<td>Native Initiatives Program</td>
<td>U.S. Department of the Treasury / Community Development Financial Institutions Fund (CDFI Fund)</td>
<td>04/28/17</td>
<td><a href="https://www.cdfifund.gov/programs-training/Programs/native-initiatives/Pages/default.aspx">https://www.cdfifund.gov/programs-training/Programs/native-initiatives/Pages/default.aspx</a></td>
</tr>
<tr>
<td>Webinar</td>
<td>A Conversation Between Philanthropy and Nonprofits</td>
<td>Mississippi Center for Nonprofits</td>
<td>11/30/16</td>
<td><a href="http://msnonprofits.org/index.php/education/page">http://msnonprofits.org/index.php/education/page</a></td>
</tr>
<tr>
<td>Grant</td>
<td>Community Grants Program</td>
<td>United Fresh Start Foundation (UFSF)</td>
<td>04/20/17</td>
<td><a href="http://www.unitedfreshstart.org/what-we-do/community-grants-program/">http://www.unitedfreshstart.org/what-we-do/community-grants-program/</a></td>
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<tr>
<td>Webinar</td>
<td>A Conversation Between Philanthropy and Nonprofits</td>
<td>Mississippi Center for Nonprofits</td>
<td>11/16/16</td>
<td><a href="http://msnonprofits.org/index.php/education/page">http://msnonprofits.org/index.php/education/page</a></td>
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<tr>
<td>Webinar</td>
<td>A Conversation Between Philanthropy and Nonprofits</td>
<td>Mississippi Center for Nonprofits</td>
<td>11/15/16</td>
<td><a href="http://msnonprofits.org/index.php/education/page">http://msnonprofits.org/index.php/education/page</a></td>
</tr>
<tr>
<td>Training</td>
<td>Online Proposal Writing Course</td>
<td>Foundation Center - Marketplace</td>
<td>N/A</td>
<td><a href="http://marketplace.foundationcenter.org/Training/">http://marketplace.foundationcenter.org/Training/</a></td>
</tr>
<tr>
<td>Training</td>
<td>Delta Leadership Institute Executive Academy (per person)</td>
<td>Delta Regional Authority (DRA)</td>
<td>07/14/17</td>
<td><a href="http://leadership.dra.gov/executive-academy/about-the-executive-academy/">http://leadership.dra.gov/executive-academy/about-the-executive-academy/</a></td>
</tr>
<tr>
<td>Training</td>
<td><a href="http://www.thefundingseed.com/">http://www.thefundingseed.com/</a></td>
<td>The Funding Seed</td>
<td>10/19/17</td>
<td><a href="http://www.temperfund.org/guidelines.html">http://www.temperfund.org/guidelines.html</a></td>
</tr>
<tr>
<td>Grant</td>
<td>Resilient Communities 2017 (grants will range from $100,000 to $1,000,000)</td>
<td>National Fish and Wildlife Foundation (NFWF); Wells Fargo</td>
<td>03/30/17</td>
<td><a href="http://www.nfwf.org/resilientcommunities/Pages/2">http://www.nfwf.org/resilientcommunities/Pages/2</a></td>
</tr>
</tbody>
</table>
The Ultimate Fundraising Planning Toolkit
Network for Good
N/A
MURWZIQ55Vpivl4y/s9
(FREE template)

Grantwriting for Beginners
The Funding Seed
09/21/17
http://www.thefundingseed.com/
($40 per person) Ashe Cultural Arts Center / 1712 Oretha Castle Haley Boulevard / New Orleans, LA 70113

2018 Urban and Community Forestry Challenge Cost Share Grant Program (CFDA No. 10.675)
U.S. Department of Agriculture (USDA) / Forest Service
U.S. Department of Health and Human Services (HHS) / Substance Abuse and Mental Health Services Administration (SAMHSA)
05/24/17
https://www.grants.gov/web/grants/view-opportunity.html?oppId=291515
Award Ceiling = $200,000 / Award Floor = $50,000

Grants for the Benefit of Homeless Individuals (CFDA No. 93.243)
U.S. Department of Health and Human Services (HHS) / Substance Abuse and Mental Health Services Administration (SAMHSA)
04/25/17
https://www.grants.gov/web/grants/view-opportunity.html?oppId=292026
Award Ceiling = $400,000

2018 Comprehensive School Safety Initiative (CFDA No. 16.560)
U.S. Department of Justice (DOJ) / National Institute of Justice (NIJ)
03/24/17
https://www.grants.gov/view-opportunity.html?oppId=291243
Award Ceiling = $1,937,500 ($62,000,000/32 awards)

GRANT / COOPERATIVE AGREEMENT: Region 6 Wetland Program Development Grants (CFDA No. 66.461)
U.S. Environmental Protection Agency (EPA)
04/14/17
https://www.grants.gov/web/grants/view-opportunity.html?oppId=291862
Award Ceiling = $550,000 / Award Floor = $25,000

Game On Grants
Action for Healthy Kids (AFHK)
04/07/17
http://www.actionforhealthykids.org/tools-for-schools/apply-for-grants
(up to $1,000)

School Breakfast Grants
Action for Healthy Kids (AFHK)
04/07/17
http://www.actionforhealthykids.org/tools-for-schools/apply-for-grants
(up to $3,000)

AgLaunch Farmer Network
Ag Innovation Group
N/A
http://aginnovationgroup.com/aglaunch/ (coordination of farm scale trials with new technologies) ($50,000 and three months of intensive business development support)

AgLaunch Accelerator
Ag Innovation Group
03/01/17
http://aginnovationgroup.com/aglaunch/ (FREE to public, but registration required / Training on fair housing accessibility requirements) AIA New Orleans Center for Design / 1000 St. Charles Avenue / New Orleans, LA 70130

Accessibility First
Greater New Orleans Fair Housing Action Center (GNOFHAC)
04/27/17
http://www.gnofairhousing.org/educationrequestform/register/ (FREE)

Arts Deployed - An Action Guide for Community Arts & Military Programming
Americans for the Arts
N/A
http://www.americansforthearts.org/sites/default/files/ArtsDeployed_v3.pdf (FREE)
Grant | 2017 National Creative Placemaking Fund | ArtPlace America | http://www.artplaceamerica.org/blog/open-call-applications-2017-national-creative-placemaking-fund | (for projects that work with artists and arts organizations to build stronger, healthier communities anywhere in the United States / previous Louisiana-based projects have ranged from $150,000-$600,00)

Grant | Senior Corps - Retired and Senior Volunteer Program (CFDA No. 94.002) | Corporation for National and Community Service (CNCS) | https://www.ruralhealthinfo.org/funding/2927?utm_source=racupdate&utm_medium=email&utm_campaign=update021517 | Award Floor = $75,000 (FREE to public / learn about current civil rights and fair housing issues in Louisiana) 404 South Jefferson Davis Parkway / New Orleans, LA 70119

Other | 5th Annual Community Crawfish Boil | Greater New Orleans Fair Housing Action Center (GNOFHAC) | http://www.gnofairhousing.org/ | (FREE to public, but registration required / Training to cover fair housing laws in reference to assistance animals) - Rosa Keller Library / 4300 South Broad Avenue / New Orleans, LA 70125

Training | ABCs of Assistance Animals | Greater New Orleans Fair Housing Action Center (GNOFHAC) | http://www.gnofairhousing.org/educationrequest ABCs of Opinions / 404 South Jefferson Davis Parkway / New Orleans, LA 70119

Training | Creating a Powerful Fundraising Plan | The Funding Seed | https://www.eventbrite.com/e/creating-a-powerful-fundraising-plan-tickets-31968482592 | ($40 per person) Ashe Cultural Arts Center / 1712 Oretha Castle Haley Boulevard / New Orleans, LA 70113


Grant | J.M.K. Innovation Prize | J.M. Kaplan Fund | http://www.jmkfund.org/introduction2017-j-m-k-innovation-prize/ | (up to $175,000 to support a 3-year project addressing Heritage Conservation, Social Justice, or Environment)

Grant | 2017 LANO Annual Conference | Louisiana Association of Nonprofit Organizations (LANO) | http://www.lano.org/events/EventDetails.aspx?id=913767&group= | ($40 per person) Ashe Cultural Arts Center / 1712 Oretha Castle Haley Boulevard / New Orleans, LA 70113

Training | Intermediate Grantwriting | The Funding Seed | http://www.thefundingseed.com/ | ($40 per person) Ashe Cultural Arts Center / 1712 Oretha Castle Haley Boulevard / New Orleans, LA 70113

Training | Nonprofit Fundraising 101 | The Funding Seed | http://www.thefundingseed.com/ | ($40 per person) Ashe Cultural Arts Center / 1712 Oretha Castle Haley Boulevard / New Orleans, LA 70113


Training | Grantwriting for Beginners | The Funding Seed | http://www.thefundingseed.com/ | ($40 per person) Ashe Cultural Arts Center / 1712 Oretha Castle Haley Boulevard / New Orleans, LA 70113
<table>
<thead>
<tr>
<th>Type</th>
<th>Description</th>
<th>Organization</th>
<th>Date</th>
<th>URL</th>
<th>Award Ceiling</th>
<th>Award Floor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training</td>
<td>Building Strong Donor Relationships</td>
<td>The Funding Seed</td>
<td>02/09/17</td>
<td><a href="http://www.thefundingseed.com/">http://www.thefundingseed.com/</a></td>
<td>$40 per person</td>
<td>N/A</td>
</tr>
<tr>
<td>Grant</td>
<td>Addressing Today's Safety and Security Threats - How to Keep your Business and your Community Safe</td>
<td>U.S. Chamber of Commerce Foundation</td>
<td>03/09/17</td>
<td><a href="https://www.uschamberfoundation.org/event/addressing-todays-safety-and-security-threats-how-keep-your-business-and-your-community-safe?utm_medium=Email&amp;utm_source=ExactTarget&amp;utm_campaign=digest&amp;utm_content=">https://www.uschamberfoundation.org/event/addressing-todays-safety-and-security-threats-how-keep-your-business-and-your-community-safe?utm_medium=Email&amp;utm_source=ExactTarget&amp;utm_campaign=digest&amp;utm_content=</a></td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Grant</td>
<td>FY 2017 NOAA Coastal Resilience Grants Program (CFDA No. 11.473)</td>
<td>U.S. Department of Commerce (DOC) / National Oceanic and Atmospheric Administration (NOAA)</td>
<td>03/15/17</td>
<td><a href="http://www.grants.gov/web/grants/view-opportunity.html?oppId=291204">http://www.grants.gov/web/grants/view-opportunity.html?oppId=291204</a></td>
<td>$2,000,000 / $100,000</td>
<td></td>
</tr>
<tr>
<td>Grant</td>
<td>Comprehensive Opioid Abuse Site-based Program (CFDA No. 16.754)</td>
<td>U.S. Department of Justice (DOJ) / Bureau of Justice Assistance</td>
<td>04/25/17</td>
<td><a href="http://www.grants.gov/web/grants/view-opportunity.html?oppId=291408">http://www.grants.gov/web/grants/view-opportunity.html?oppId=291408</a></td>
<td>$1,000,000 / $300,000</td>
<td></td>
</tr>
<tr>
<td>Grant</td>
<td>Justice and Mental Health Collaboration Program (CFDA No. 16.745)</td>
<td>U.S. Department of Justice (DOJ) / Bureau of Justice Assistance</td>
<td>04/04/17</td>
<td><a href="https://www.ruralhealthinfo.org/funding/3910?utm_source=racupdate&amp;utm_medium=email&amp;utm_campaign=update021517">https://www.ruralhealthinfo.org/funding/3910?utm_source=racupdate&amp;utm_medium=email&amp;utm_campaign=update021517</a></td>
<td>$300,000 / $75,000</td>
<td></td>
</tr>
<tr>
<td>Grant</td>
<td>Tribal Transit Program 2017 (CFDA No. 20.509)</td>
<td>U.S. Department of Transportation (DOT) / Federal Transit Administration (FTA)</td>
<td>03/20/17</td>
<td><a href="http://www.grants.gov/web/grants/view-opportunity.html?oppId=291333">http://www.grants.gov/web/grants/view-opportunity.html?oppId=291333</a></td>
<td>$5,000,000 / $25,000</td>
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</tbody>
</table>

Other

<table>
<thead>
<tr>
<th>Type</th>
<th>Description</th>
<th>Organization</th>
<th>Date</th>
<th>URL</th>
<th>Award Ceiling</th>
<th>Award Floor</th>
</tr>
</thead>
</table>
Adapt Alaska Planning Workgroup Plans and Resources Inventory

How the Shocks of Disasters are Impacted by the Stresses of Social Issues

Emergency Management

N/A


Leveraging Regional Strategies & Resources in Economic Development

International Economic Development Council (IEDC)

03/16/17

https://events.iedconline.org/Core/Events/eventdetails.aspx?iKey=WEBIN0317&TemplateType=A ($95 for IEDC members / $135 for nonmembers)

NEA Art Works I and II, FY2018 (CFDA No. 45.024)

National Endowment for the Arts (NEA)

07/13/17

Award Ceiling = $100,000 / Award Floor = $10,000

NEA Challenge America, FY2018 (CFDA No. 45.024)

National Endowment for the Arts (NEA)

04/13/17

Award Ceiling = $10,000 / Award Floor = $10,000

Engagement and Older Adults (CFDA No. 93.048)

U.S. Department of Health and Human Service (HHS) / Administration for Children and Families (ACF)

06/01/17

Award Ceiling = $138,000 / Award Floor = $138,000

FY17 Minority Youth Violence Prevention II (CFDA No. 93.910)

U.S. Department of Health and Human Services (HHS) / Office of the Assistant Secretary for Health (OASH)

04/04/17

Award Ceiling = $425,000 / Award Floor = $325,000

FY17 American Indian/Alaska Native Health Equity Initiative (CFDA No. 93.137)

U.S. Department of Health and Human Services (HHS) / Office of the Assistant Secretary for Health (OASH)

04/03/17

Award Ceiling = $350,000 / Award Floor = $275,000

Community Volunteer Ambassador Program (CFDA No. 15.931)

U.S. Department of the Interior (DOI) / National Park Service (NPS)

02/28/17

http://www.grants.gov/web/grants/view-opportunity.html?oppId=290958 (up to $10,000 for first time nonprofit grantees in the areas of Education, Human Services, and Health)

Finding Meaning in Social Media - Check Out Analytics Tools

TechSoup / By the Cup (Newsletter)

N/A

http://forums.techsoup.org/cs/community/

Charles A. Frueauff Foundation Grants

Charles A. Frueauff Foundation

09/15/17

http://www.frueauff.org/index.php?fuseaction=004.&mod=15 (grants typically ranging from $5,000 to $20,000)

Native Youth and Culture Fund

First Nations Development Institute

03/08/17

http://www.firstnations.org/grantmaking/2017NYC (grants typically ranging from $5,000 to $20,000)

6 Must-Haves for Your Nonprofit’s Website

TechSoup / By the Cup (Newsletter)

N/A

http://forums.techsoup.org/cs/community/

Use an Email Welcome Series to Cultivate and Deepen Engagement with New Online

TechSoup / By the Cup (Newsletter)

N/A

http://forums.techsoup.org/cs/community/

Creating an Individual Giving Program

GrantSpace

N/A

FREE

Other

Other

N/A

N/A

Grant

http://grantspace.org/blog/creating-an-individual-giving-program?+GrantspaceBlog+%2528GrantSpace+Blog%2529
Grant
FY2018 NEA Art Works Creativity Connects
(CFDA No. 45.024)
National Endowment for the Arts (NEA)
05/04/17
Award Ceiling = $100,000 / Award Floor = $20,000

Grant
Hillman Innovations in Care Program 4 Free Webinars to Clear Up Cloud Confusion
Rita and Alex Hillman Foundation
03/20/17
(Grants up to $600,000 for nurse-driven models of care to improve the health and healthcare of vulnerable populations)

Training
Keep Your Organization Safe This October You CAN Tech Plan! New Online Training Shows You How (four courses)
TechSoup / By the Cup (Newsletter)
N/A
http://forums.techsoup.org/cs/community/

Training
Grantsmanship Training Program
The Grantsmanship Center
02/13/17
http://campaign.r20.constantcontact.com/render?m=1101972519445&ca=ba0164c0-fd90-4c38-8bdf-ef48c5370d77
(S) days of Training at $995 or $895 if registered by January 2, 2017 Baton Rouge, Louisiana

Training
Interactive Grant Writing Seminar Delivering on Digital - The Innovators and Technologies That Are Transforming
Louisiana State University (LSU); KIISA
10/04/16
http://www.lano.org/events/EventDetails.aspx?id=865062&group=
(D) LSU Continuing Education / Pleasant Hall / 3438 Dalrymple Drive / Baton Rouge, Louisiana 70802

Training
Nonprofit Marketing and Donor Communications How to Embed Digital Transformation in Your Agency
GovLoop Academy
09/22/16
https://www.govloop.com/Training/
(F) American Red Cross Building / 2640 Canal Street / New Orleans, LA 70119

Training
Nonprofit Marketing and Donor Communications
Louisiana Association of Nonprofit Organizations (LANO)
09/14/16
https://www.eventbrite.com/e/nonprofit-marketing-donor-communications-tickets-2163838854
(F) The Peoples Health New Orleans Jazz Market / 1436 Oretha Castle Haley Boulevard / New Orleans, LA 70113

Training
Top Things to Consider when Implementing Video and Body-Worn Camera Solutions
GovLoop Academy
09/14/16
http://direct.govloop.com/video-body-cam?elqTrackedId=fe751cb2e8cb426ba98cb0bb6ec4049c&elq=bc59448694f184f0b83fbc8c427f8elqaid=11897&elqat=1&elqCampaignId=9401
(F)

Grant/Loan
Rural Economic Development Loan and Grant Program (CFDA No. 10.854)
U.S. Department of Agriculture (USDA) / Rural Business-Cooperative Service
03/31/17
Award Ceiling = $1,000,000 (Loans) / $300,000 (Grants)
<table>
<thead>
<tr>
<th>Type</th>
<th>Program</th>
<th>Agency</th>
<th>Ongoing</th>
<th>Website</th>
<th>Ceiling/ Floor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant</td>
<td>Community Facilities Direct Loan &amp; Grant Program</td>
<td>U.S. Department of Agriculture (USDA) / Rural Development (RD)</td>
<td>Ongoing</td>
<td><a href="https://www.rd.usda.gov/programs-services/community-facilities-direct-loan-grant-program">https://www.rd.usda.gov/programs-services/community-facilities-direct-loan-grant-program</a></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Economic Development Assistance Programs (CFDA Nos. 11.300 and 11.307)</td>
<td>U.S. Department of Commerce (DOC) / Economic Development Administration (EDA)</td>
<td>Ongoing</td>
<td><a href="http://www.grants.gov/web/grants/view-opportunity.html?oppid=290874">http://www.grants.gov/web/grants/view-opportunity.html?oppid=290874</a></td>
<td>Award Ceiling = $3,000,000 / Award Floor = $100,000</td>
</tr>
<tr>
<td>Grant</td>
<td>Lead-Based Paint Hazard Control Grant Program (CFDA No. 14.900)</td>
<td>U.S. Department of Housing and Urban Development (HUD)</td>
<td>03/23/17</td>
<td><a href="http://www.grants.gov/web/grants/view-opportunity.html?oppid=291658">http://www.grants.gov/web/grants/view-opportunity.html?oppid=291658</a></td>
<td>Award Ceiling = $2,500,000 / Award Floor = $1,000,000</td>
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<tr>
<td>Grant</td>
<td>Lead Hazard Reduction Demonstration Grant Program (CFDA No. 14.905)</td>
<td>U.S. Department of Housing and Urban Development (HUD)</td>
<td>03/23/17</td>
<td><a href="http://www.grants.gov/web/grants/view-opportunity.html?oppid=291629">http://www.grants.gov/web/grants/view-opportunity.html?oppid=291629</a></td>
<td>Award Ceiling = $3,000,000 / Award Floor = $1,000,000</td>
</tr>
<tr>
<td>Grant</td>
<td>FY17 Environmental Workforce Development and Job Training Grants</td>
<td>U.S. Environmental Protection Agency (EPA)</td>
<td>02/24/17</td>
<td><a href="http://www.grants.gov/web/grants/view-opportunity.html?oppid=290955">http://www.grants.gov/web/grants/view-opportunity.html?oppid=290955</a></td>
<td>Award Ceiling = $200,000</td>
</tr>
<tr>
<td>Grant</td>
<td>Social and Environmental Justice Projects</td>
<td>Ben and Jerry’s Foundation</td>
<td>04/14/17</td>
<td><a href="http://philanthropynewsdigest.org/rfps/rfp7416-ben-jerry-s-foundation-seeks-proposals-for-social-and-environmental-justice-projects">http://philanthropynewsdigest.org/rfps/rfp7416-ben-jerry-s-foundation-seeks-proposals-for-social-and-environmental-justice-projects</a></td>
<td>Award Ceiling = $20,000</td>
</tr>
<tr>
<td></td>
<td>Redefining Government Through a Mobile Strategy</td>
<td>GovLoop Academy</td>
<td>08/25/16</td>
<td><a href="https://www.govloop.com/Training/">https://www.govloop.com/Training/</a></td>
<td></td>
</tr>
<tr>
<td>Tool</td>
<td>Transit Asset Management Guide Native Agriculture and Food Systems Initiative</td>
<td>Federal Transit Administration (FTA)</td>
<td>N/A</td>
<td><a href="http://www.firstnations.org/grantmaking/2017NAF">http://www.firstnations.org/grantmaking/2017NAF</a></td>
<td>Award Ceiling = $35,000</td>
</tr>
<tr>
<td>Other</td>
<td>Ten Characteristics of High Performing Nonprofit Organizations</td>
<td>GrantSpace</td>
<td>N/A</td>
<td><a href="http://grantspace.org/blog/ten-characteristics-of-high-performing-nonprofit-organizations?GrantspaceBlog%2528GrantSpace+Blog%2529">http://grantspace.org/blog/ten-characteristics-of-high-performing-nonprofit-organizations?GrantspaceBlog%2528GrantSpace+Blog%2529</a></td>
<td></td>
</tr>
<tr>
<td>Loan</td>
<td>LOAN / TECHNICAL ASSISTANCE / TRAINING / RESEARCH &amp; INFORMATION</td>
<td>Housing Assistance Council (HAC)</td>
<td>N/A</td>
<td><a href="http://www.ruralhome.org/">http://www.ruralhome.org/</a></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>5 Proven Online Donor Stewardship Techniques You Can Start Today</td>
<td>John Haydon</td>
<td>N/A</td>
<td><a href="http://www.johnhaydon.com/proven-online-donor-stewardship-techniques/">http://www.johnhaydon.com/proven-online-donor-stewardship-techniques/</a></td>
<td></td>
</tr>
<tr>
<td>Training</td>
<td>Heart &amp; Soul Talks - Engaging the Arts in Heart &amp; Soul</td>
<td>Orton Family Foundation</td>
<td>09/29/16</td>
<td><a href="http://www.orton.org/events/heart-soul-talks-engaging-arts">http://www.orton.org/events/heart-soul-talks-engaging-arts</a></td>
<td>FREE</td>
</tr>
<tr>
<td>Training</td>
<td>LEADERSHIP DEVELOPMENT PROGRAM for managers working in southeast Louisiana nonprofit human service organizations</td>
<td>Greater New Orleans Foundation (GNOF)</td>
<td>01/20/17</td>
<td><a href="http://www.lano.org/events/EventDetails.aspx?id=820956&amp;group=">http://www.lano.org/events/EventDetails.aspx?id=820956&amp;group=</a></td>
<td>(fee based on sliding scale)</td>
</tr>
<tr>
<td>Type</td>
<td>Title</td>
<td>Organization</td>
<td>Date</td>
<td>URL</td>
<td>Description</td>
</tr>
<tr>
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</tr>
<tr>
<td>Tool</td>
<td>7 Ways You Can Start Growing Your Nonprofit Today</td>
<td>New Leash on Life USA</td>
<td>N/A</td>
<td><a href="https://www.donorperfect.com/pdf/GrowNonprofit_NLOL.pdf">https://www.donorperfect.com/pdf/GrowNonprofit_NLOL.pdf</a></td>
<td>(FREE)</td>
</tr>
<tr>
<td>Grant</td>
<td>Domestic Violence Safe Housing Grants</td>
<td></td>
<td>05/15/17</td>
<td><a href="https://redrover.org/node/1099">https://redrover.org/node/1099</a></td>
<td>(up to $6,000 to provide housing for pets in domestic violence shelters)</td>
</tr>
<tr>
<td>Cooperative</td>
<td>Boots to Business (CFDA No. 59.044) HARDWARE, SOFTWARE, SUBSCRIPTION SERVICES</td>
<td>Small Business Administration (SBA)</td>
<td>02/17/17</td>
<td><a href="http://www.grants.gov/web/grants/view-opportunity.html?oppid=291244">http://www.grants.gov/web/grants/view-opportunity.html?oppid=291244</a></td>
<td>Award Ceiling = $2,500,000 / Award Floor = $100,000</td>
</tr>
<tr>
<td>Other</td>
<td>Good to Great - How Operational Intelligence Can Drive Mission Success</td>
<td>TechSoup.org</td>
<td>N/A</td>
<td><a href="http://www.techsoup.org/">http://www.techsoup.org/</a></td>
<td>(discounted products/services for nonprofits and libraries)</td>
</tr>
<tr>
<td>Training</td>
<td>CommunityWINS Grant Program</td>
<td>The United States Conference of Mayors (USMC)</td>
<td>03/17/17</td>
<td><a href="http://www.usmayors.org/communitywins/">http://www.usmayors.org/communitywins/</a></td>
<td>Award Ceiling = $300,000 / Award Floor = $100,000</td>
</tr>
<tr>
<td>Grant</td>
<td>Community Economic Development Projects (CFDA No. 93.570)</td>
<td></td>
<td>04/28/17</td>
<td><a href="http://www.grants.gov/web/grants/view-opportunity.html?oppid=288729">http://www.grants.gov/web/grants/view-opportunity.html?oppid=288729</a></td>
<td>Award Ceiling = $800,000 / Award Floor = $100,000</td>
</tr>
<tr>
<td>Cooperative</td>
<td>Hospital Preparedness Program - Public Health Emergency Preparedness</td>
<td></td>
<td>04/03/17</td>
<td><a href="http://www.grants.gov/web/grants/view-opportunity.html?oppid=290860">http://www.grants.gov/web/grants/view-opportunity.html?oppid=290860</a></td>
<td>Award Ceiling = $42,000,000 / Award Floor = $300,000</td>
</tr>
<tr>
<td>Agreement / Grant</td>
<td>Cooperative Agreement (CFDA No. 93.074)</td>
<td></td>
<td>04/17/17</td>
<td><a href="http://www.grants.gov/web/grants/view-opportunity.html?oppid=290185">http://www.grants.gov/web/grants/view-opportunity.html?oppid=290185</a></td>
<td>Award Ceiling = $2,000,000 / Award Floor = $10,000</td>
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<tr>
<td>Grant</td>
<td>FY 2017 High Priority Grant Program (CFDA No. 20.237)</td>
<td></td>
<td>02/17/17</td>
<td><a href="http://www.grants.gov/web/grants/view-opportunity.html?oppid=291535">http://www.grants.gov/web/grants/view-opportunity.html?oppid=291535</a></td>
<td>Award Ceiling = $750,000 / Award Floor = $50,000</td>
</tr>
<tr>
<td>Cooperative</td>
<td>Community-Scale Air Toxics Ambient Monitoring (CFDA No. 66.034)</td>
<td></td>
<td>03/22/17</td>
<td><a href="http://leadership.dra.gov/deltacorps-service-program-of-merci">http://leadership.dra.gov/deltacorps-service-program-of-merci</a>...</td>
<td>(DRA estimates it will contribute $17,500 per DeltaCorps member / participating organizations must provide a $2,000 cash match per DeltaCorps member that is applied toward the member’s living allowance / applications accepted from high performing local organizations across DRA’s eight-state region)</td>
</tr>
<tr>
<td>Agreement / Grant</td>
<td>Applying a Holistic Approach to</td>
<td></td>
<td>08/18/16</td>
<td><a href="http://www.google.com/">http://www.google.com/</a></td>
<td>(FREE)</td>
</tr>
<tr>
<td>Technical Assistance</td>
<td>DeltaCorps; Delta Regional Authority (DRA)</td>
<td></td>
<td>04/28/17</td>
<td><a href="http://direct.govloop.com/rethink-digital-experiences">http://direct.govloop.com/rethink-digital-experiences</a>?...</td>
<td>(FREE)</td>
</tr>
<tr>
<td>Webinar</td>
<td>Asking Styles - A Revolutionary Concept in the Field</td>
<td></td>
<td>02/09/17</td>
<td><a href="https://cc.readytalk.com/registration/%3Fmeeting=uxt1akrwvam%26campaign=brgxie4tt2ah%26%3F%22">https://cc.readytalk.com/registration/%3Fmeeting=uxt1akrwvam%26campaign=brgxie4tt2ah%26%3F%22</a></td>
<td>(FREE)</td>
</tr>
<tr>
<td>Training</td>
<td>Rethink Your Agency's Digital Experiences</td>
<td></td>
<td>08/11/16</td>
<td><a href="http://direct.govloop.com/rethink-digital-experiences">http://direct.govloop.com/rethink-digital-experiences</a>?...</td>
<td>(FREE)</td>
</tr>
<tr>
<td>Type</td>
<td>Title</td>
<td>Organizers</td>
<td>Date</td>
<td>Website</td>
<td>Cost</td>
</tr>
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<tr>
<td>Conference</td>
<td>Learn to Love Your Board</td>
<td>Network for Good</td>
<td>05/23/17</td>
<td><a href="http://www.networkforgood.com/webinars/">http://www.networkforgood.com/webinars/</a></td>
<td>(Five FREE webinar trainings)</td>
</tr>
<tr>
<td>Conference</td>
<td>State and Local Government Innovators</td>
<td>GovLoop</td>
<td>09/14/16</td>
<td><a href="http://direct.govloop.com/2016-state-local-virtual-summit">http://direct.govloop.com/2016-state-local-virtual-summit</a></td>
<td>(FREE)</td>
</tr>
<tr>
<td>Webinar</td>
<td>An Introduction to Proposal Writing for Nonprofits</td>
<td>Housing Assistance Council (HAC)</td>
<td>07/13/17</td>
<td><a href="http://www.event.com/events/an-introduction-to-proposal-writing/event-summary-cacb3ae097e84a8f8be45134783a5e47.aspx">http://www.event.com/events/an-introduction-to-proposal-writing/event-summary-cacb3ae097e84a8f8be45134783a5e47.aspx</a></td>
<td>(FREE)</td>
</tr>
<tr>
<td>Webinar</td>
<td>Supporting Your Existing Businesses</td>
<td>Council (IEDC)</td>
<td>12/12/17</td>
<td><a href="http://www.iedconline.org/events/2017/12/training-course/it-s-all-about-relationships-trends-in-dollar25c57a004f26b3e812e5f8717517185d">http://www.iedconline.org/events/2017/12/training-course/it-s-all-about-relationships-trends-in-dollar25c57a004f26b3e812e5f8717517185d</a></td>
<td>($95 for IEDC members / $135 for nonmembers)</td>
</tr>
<tr>
<td>Webinar</td>
<td>New Markets Tax Credits</td>
<td>National Development Council (NDC)</td>
<td>07/13/17</td>
<td><a href="http://www.iedconline.org/events/2017/07/13/training-course/new-markets-tax-credits/">http://www.iedconline.org/events/2017/07/13/training-course/new-markets-tax-credits/</a></td>
<td>($95 for IEDC members / $135 for nonmembers)</td>
</tr>
<tr>
<td>Webinar</td>
<td>Bike paths, lanes, trails, and bridges; Mountain bike facilities; Bike parks and pump tracks; BMX facilities; and End-of-trip facilities such as bike racks, bike parking, bike repair stations, and bike storage. We also fund some advocacy projects, such as: Programs that transform city streets, such as Ciclovias or Open Streets Days; and Initiatives designed to increase ridership or the investment in bicycle infrastructure. Requests of up to $10,000 are considered.)</td>
<td>PolicyLink; The Food Trust; Reinvestment Fund</td>
<td>07/12/17</td>
<td><a href="https://register.gotowebinar.com/register/67803702618518805249">https://register.gotowebinar.com/register/67803702618518805249</a></td>
<td>(FREE)</td>
</tr>
<tr>
<td>Webinar</td>
<td>Design for Resilience Informational Webinar</td>
<td>Enterprise Community Partners</td>
<td>07/10/17</td>
<td><a href="http://www.enterprisecommunity.org/research-and-resources/live-online-events">http://www.enterprisecommunity.org/research-and-resources/live-online-events</a></td>
<td>(FREE)</td>
</tr>
<tr>
<td>Webinar</td>
<td>Market Development Cooperator Program</td>
<td>U.S. Department of Commerce (DOC)</td>
<td>03/27/17</td>
<td><a href="http://www.grants.gov/web/grants/view-opportunity.html?oppid=291473">http://www.grants.gov/web/grants/view-opportunity.html?oppid=291473</a></td>
<td>Award Ceiling = $300,000 / Award Floor = $50,000</td>
</tr>
<tr>
<td>Grant</td>
<td>Office on Violence Against Women</td>
<td>U.S. Department of Justice (DOJ) / Office on Violence Against Women (OVW)</td>
<td>03/14/17</td>
<td></td>
<td>Award Ceiling = $1,200,000 / Award Floor = $150,000 ~</td>
</tr>
<tr>
<td>Grant</td>
<td>Environmental Justice Small Grants Program (CFDA No. 66.604)</td>
<td>U.S. Environmental Protection Agency (EPA)</td>
<td>02/10/17</td>
<td><a href="http://www.grants.gov/web/grants/view-opportunity.html?oppid=291493">http://www.grants.gov/web/grants/view-opportunity.html?oppid=291493</a></td>
<td>Award Ceiling = $30,000</td>
</tr>
<tr>
<td>Report</td>
<td>Sparking the Conversation in Your Community - A DIY Guide to Planning Your Own Community Wealth Building Summit</td>
<td>Democracy Collaborative</td>
<td>N/A</td>
<td><a href="http://democracycollaborative.org/pokroundtable?mc_cid=547536557b&amp;mc_eid=f809000691">http://democracycollaborative.org/pokroundtable?mc_cid=547536557b&amp;mc_eid=f809000691</a></td>
<td>(FREE)</td>
</tr>
<tr>
<td>Type</td>
<td>Name</td>
<td>Description</td>
<td>Date</td>
<td>URL</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Report</td>
<td>Roundtable - Local Government Convenes to Seed a New Idea for Community</td>
<td>Democracy Collaborative, N/A, <a href="http://democracycollaborative.org/jaxroundtable?mc_cid=547536557e&amp;mc_eid=fe09000691">http://democracycollaborative.org/jaxroundtable?mc_cid=547536557e&amp;mc_eid=fe09000691</a> (FREE)</td>
<td></td>
<td><a href="http://www.dtsmcityswipe.com/?mc_cid=b3950a6ea7&amp;mceid=fb87904806">http://www.dtsmcityswipe.com/?mc_cid=b3950a6ea7&amp;mceid=fb87904806</a> (interactive digital tool making it easier for communities to have a say in the planning process)</td>
<td></td>
</tr>
<tr>
<td>Tool</td>
<td>CitySwipe</td>
<td>Downtown Santa Monica City Swipe, N/A, <a href="https://www.grantstation.com/">https://www.grantstation.com/</a> (one-stop subscription service for finding new funding sources)</td>
<td>02/01/17</td>
<td><a href="http://www.grantstation.com/">http://www.grantstation.com/</a> (INTERACTIVE TOOL FOR COMMUNITY DEVELOPMENT)</td>
<td></td>
</tr>
<tr>
<td>Tool</td>
<td>GrantStation</td>
<td>GrantStation.com, 02/01/17, <a href="http://www.grantstation.com/">http://www.grantstation.com/</a> (INTERACTIVE TOOL FOR COMMUNITY DEVELOPMENT)</td>
<td></td>
<td><a href="http://www.grantstation.com/">http://www.grantstation.com/</a> (INTERACTIVE TOOL FOR COMMUNITY DEVELOPMENT)</td>
<td></td>
</tr>
<tr>
<td>Tool</td>
<td>A Super Simple Fundraising Plan Template</td>
<td>Network for Good, N/A, <a href="http://www.networkforgood.com/wp-content/uploads/2017/01/Super-Simple-Fundraising-Plan-Template.pdf?mkt_tok=eyJpIjoiTVdWbE5qSTNaamsxWkdZNKCIsInQiOiJqZ21XcUVaNlJXRTdIZlgwOXo2TjBmbW82RGJjaUIVWVoUJdBa3FMhdGkFUTUkSOVNoSjZiekpNn+vGJNJH4eEjzeEiWbJ8Vh2Y1hMd8JBFT3HFaI9sYuolck2YeUS1THHirGhV1i1YKQdUuh6XON3N3s">http://www.networkforgood.com/wp-content/uploads/2017/01/Super-Simple-Fundraising-Plan-Template.pdf?mkt_tok=eyJpIjoiTVdWbE5qSTNaamsxWkdZNKCIsInQiOiJqZ21XcUVaNlJXRTdIZlgwOXo2TjBmbW82RGJjaUIVWVoUJdBa3FMhdGkFUTUkSOVNoSjZiekpNn+vGJNJH4eEjzeEiWbJ8Vh2Y1hMd8JBFT3HFaI9sYuolck2YeUS1THHirGhV1i1YKQdUuh6XON3N3s</a> (FREE)</td>
<td></td>
<td>a111Wo1Mz8dI2ZIKpKalk5n1QJ9 (FREE)</td>
<td></td>
</tr>
<tr>
<td>Webinar</td>
<td>Nonprofit 911 - Fundraising Planning 101</td>
<td>Network for Good, 02/15/17, <a href="http://learn.networkforgood.com/nonprofit-911-021517-fundraising-planning-101.html?utm_medium=email&amp;utm_source=tips-leads&amp;utm_campaign=np911__nonprofit-911-021517-fundraising-planning-101&amp;mkt_tok=eyJpIjoiTVdWbE5qSTNaamsxWkdZNKCIsInQiOiJqZ21XcUVaNlJXRTdIZlgwOXo2TjBmbW82RGJjaUIVWVoUJdBa3FMhdGkFUTUkSOVNoSjZiekpNn+vGJNJH4eEjzeEiWbJ8Vh2Y1hMd8JBFT3HFaI9sYuolck2YeUS1THHirGhV1i1YKQdUuh6XON3N3s">http://learn.networkforgood.com/nonprofit-911-021517-fundraising-planning-101.html?utm_medium=email&amp;utm_source=tips-leads&amp;utm_campaign=np911__nonprofit-911-021517-fundraising-planning-101&amp;mkt_tok=eyJpIjoiTVdWbE5qSTNaamsxWkdZNKCIsInQiOiJqZ21XcUVaNlJXRTdIZlgwOXo2TjBmbW82RGJjaUIVWVoUJdBa3FMhdGkFUTUkSOVNoSjZiekpNn+vGJNJH4eEjzeEiWbJ8Vh2Y1hMd8JBFT3HFaI9sYuolck2YeUS1THHirGhV1i1YKQdUuh6XON3N3s</a> (FREE)</td>
<td>02/15/17</td>
<td>SWxzYW9uULZaeui9 (FREE)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Type</th>
<th>Program Name</th>
<th>Agency/Grants</th>
<th>Award Ceiling/Award Floor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant</td>
<td>Household Water Well Grant Program (CFDA No. 10.862)</td>
<td>U.S. Department of Agriculture (USDA) / Rural Utilities Service (RUS) National Oceanic and Atmospheric Administration (NOAA) / Office of Habitat Conservation</td>
<td>$4 million / $100,000</td>
</tr>
<tr>
<td>Grant</td>
<td>Coastal and Marine Habitat Restoration Grants</td>
<td>U.S. Department of Health and Human Services (HHS) / Administration for Native Americans (ANA)</td>
<td>$7 million / $1 million</td>
</tr>
<tr>
<td>Grant</td>
<td>Coastal Ecosystem Resiliency Grants Program</td>
<td>U.S. Department of Health and Human Services (HHS) / Administration for Native Americans (ANA)</td>
<td>$400,000 / $100,000</td>
</tr>
<tr>
<td>Grant</td>
<td>DARRP Restoration Implementation Grants</td>
<td>U.S. Department of Health and Human Services (HHS) / Administration for Native Americans (ANA)</td>
<td>$300,000 / $100,000</td>
</tr>
<tr>
<td>Grant</td>
<td>Gulf of Mexico Coast Conservation Corps Funding Program</td>
<td>U.S. Department of Health and Human Services (HHS) / Administration for Native Americans (ANA)</td>
<td>$400,000 / $100,000</td>
</tr>
<tr>
<td>Grant</td>
<td>Native Youth Initiative for Leadership, Empowerment, and Development (CFDA No. 93.612)</td>
<td>U.S. Department of Health and Human Services (HHS) / Administration for Native Americans (ANA)</td>
<td>$100,000 / $300,000</td>
</tr>
<tr>
<td>Grant</td>
<td>Social and Economic Development Strategies - SEDS (CFDA No. 93.612)</td>
<td>U.S. Department of Health and Human Services (HHS) / Administration for Native Americans (ANA)</td>
<td>$400,000 / $100,000</td>
</tr>
<tr>
<td>Grant</td>
<td>Environmental Regulatory Enhancement (CFDA No. 93.581)</td>
<td>U.S. Department of Health and Human Services (HHS) / Administration for Native Americans (ANA)</td>
<td>$300,000 / $100,000</td>
</tr>
<tr>
<td>Grant</td>
<td>Sustainable Employment and Economic Development Strategies - SEEDS (CFDA No. 93.612)</td>
<td>U.S. Department of Health and Human Services (HHS) / Administration for Native Americans (ANA)</td>
<td>$400,000 / $100,000</td>
</tr>
<tr>
<td>Agreement</td>
<td>Racial and Ethnic Approaches to Community Health (CFDA No. 93.738)</td>
<td>U.S. Department of Health and Human Services (HHS) / Centers for Disease Control (CDC)</td>
<td>$1,000,000 / $300,000</td>
</tr>
<tr>
<td>Agreement</td>
<td>Injury Prevention Program (CFDA No. 93.284)</td>
<td>U.S. Department of Health and Human Services (HHS) / Indian Health Service</td>
<td>$25,000 / $10,000</td>
</tr>
<tr>
<td>Agreement</td>
<td>FY17 Prevention of Opioid Misuse in Women (CFDA No. 93.088)</td>
<td>U.S. Department of Health and Human Services (HHS) / Office of the Assistant Secretary for Health (OASH)</td>
<td>$100,000 / $50,000</td>
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<tr>
<td>Report</td>
<td>The Coaching Playbook</td>
<td>Cornerstone OnDemand, Inc.</td>
<td>N/A</td>
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<td>Webinar</td>
<td>Managing the Essential Link - Affordable Housing &amp; Economic Development Council (IEDC)</td>
<td>International Economic Development Council (IEDC)</td>
<td>$95 for IEDC members / $135 for nonmembers</td>
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*FREE* indicates that the resource is available free of charge.
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<th>Title</th>
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<th>Date</th>
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<td>Webinar</td>
<td>Assess Your DevOps Readiness and Identify an Adoption Plan</td>
<td>RedHat</td>
<td>01/25/17</td>
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<td><a href="https://vts.inxpo.com/scripts/Server.nxp?LASCmd=AI:4F-QS101000&amp;ShowKey=36751&amp;AffiliateData=7">https://vts.inxpo.com/scripts/Server.nxp?LASCmd=AI:4F-QS101000&amp;ShowKey=36751&amp;AffiliateData=7</a></td>
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<td>Other</td>
<td>Assess Your DevOps Readiness and Identify an Adoption Plan</td>
<td>RedHat</td>
<td>01/25/17</td>
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<td><a href="http://www.govtech.com/em/disaster/State-mulling-three-options-for-distributing-flood-aid-to-homeowners-see-how-each-one-would-work.html">http://www.govtech.com/em/disaster/State-mulling-three-options-for-distributing-flood-aid-to-homeowners-see-how-each-one-would-work.html</a></td>
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<td>Training</td>
<td>Grantsmanship Training Program</td>
<td>The Grantsmanship Center</td>
<td>02/13/17</td>
<td>$45</td>
<td><a href="http://campaign.r20.constantcontact.com/render?m=1101972519455&amp;ca=ba0164c0-fd90-4c38-8bbd-1f68c5370d77">http://campaign.r20.constantcontact.com/render?m=1101972519455&amp;ca=ba0164c0-fd90-4c38-8bbd-1f68c5370d77</a></td>
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<td>Grant</td>
<td>Local Food Promotion Program (CFDA No. 10.172)</td>
<td>U.S. Department of Agriculture (USDA) / Agricultural Marketing Service</td>
<td>03/27/17</td>
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<td><a href="http://www.grants.gov/web/grants/view-opportunity.html?oppid=291172">http://www.grants.gov/web/grants/view-opportunity.html?oppid=291172</a></td>
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<td>Grant</td>
<td>Farmers Market Promotion Program (CFDA No. 10.166)</td>
<td>U.S. Department of Agriculture (USDA) / Agricultural Marketing Service</td>
<td>03/27/17</td>
<td>$0</td>
<td><a href="http://www.grants.gov/web/grants/view-opportunity.html?oppid=291170">http://www.grants.gov/web/grants/view-opportunity.html?oppid=291170</a></td>
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<td>Loan</td>
<td>Rural Broadband Access Loan and Loan Guarantee program (Broadband program / Community Connect Program for provision of Broadband service in rural areas / CFDA No. 10.863)</td>
<td>U.S. Department of Agriculture (USDA) / Rural Development (RD)</td>
<td>09/30/17</td>
<td>$0</td>
<td><a href="https://www.rd.usda.gov/programs-services/farm-bill-broadband-loans-loan-guarantees">https://www.rd.usda.gov/programs-services/farm-bill-broadband-loans-loan-guarantees</a></td>
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<td>Grant</td>
<td>Regional Conservation Partnership Program (CFDA No. 10.932)</td>
<td>U.S. Department of Agriculture (USDA) / Natural Resources Conservation Service (NRCS)</td>
<td>03/13/17</td>
<td>$0</td>
<td><a href="http://www.grants.gov/web/grants/view-opportunity.html?oppid=291170">http://www.grants.gov/web/grants/view-opportunity.html?oppid=291170</a></td>
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<td>Webinar</td>
<td>How to Access TechSoup Donations and Resources</td>
<td>TechSoup.org</td>
<td>06/08/17</td>
<td>(FREE)</td>
<td><a href="http://www.techsoup.org/community/events-webinars">http://www.techsoup.org/community/events-webinars</a></td>
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<td>Other</td>
<td>Adding Government Grants to Your Fundraising Toolbox</td>
<td>Foundation Center / Grantspace</td>
<td>N/A</td>
<td>$0</td>
<td><a href="http://grantspace.org/blog/adding-government-grants-to-your-fundraising-toolbox?utm_medium=marketing&amp;utm_source=email&amp;utm_campaign=FC+Training+20161214">http://grantspace.org/blog/adding-government-grants-to-your-fundraising-toolbox?utm_medium=marketing&amp;utm_source=email&amp;utm_campaign=FC+Training+20161214</a></td>
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<td>Other</td>
<td>A Foundation CEO's Six-Step Formula For Winning A Grant</td>
<td>Foundation Center at a Glance</td>
<td>N/A</td>
<td><a href="http://grantspace.org/blog/a-foundation-ceo-s-six-step-formula-for-winning-a-grant?utm_medium=marketing&amp;utm_source=email&amp;utm_campaign=FC+Rewind">http://grantspace.org/blog/a-foundation-ceo-s-six-step-formula-for-winning-a-grant?utm_medium=marketing&amp;utm_source=email&amp;utm_campaign=FC+Rewind</a></td>
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<td>Report</td>
<td>Child Care Deserts (October 2016)</td>
<td>Center for American Progress</td>
<td>N/A</td>
<td><a href="https://www.americanprogress.org/issues/early-childhood/reports/2016/10/27/225270/child-care-deserts/">https://www.americanprogress.org/issues/early-childhood/reports/2016/10/27/225270/child-care-deserts/</a> (funding opportunity to support innovative outreach strategies aimed at increasing the enrollment and retention of eligible American/Alaskan Native children in Medicaid and CHIP) Award Ceiling = $500,000 / Award Floor = $250,000</td>
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<td>Cooperative Agreement</td>
<td>Connecting Kids to Coverage</td>
<td>Centers for Medicare &amp; Medicaid Services (CMS)</td>
<td>12/14/17</td>
<td><a href="https://www.insurekidsnow.gov/initiatives/connect">https://www.insurekidsnow.gov/initiatives/connect</a> Medicaid and CHIP) Award Ceiling = $500,000 / Award Floor = $250,000</td>
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<td>Technical Assistance</td>
<td>Tribal Passenger Transportation (Long Term) Technical Assistance Program</td>
<td>Community Transportation Association of America (CTAA)</td>
<td>TBD</td>
<td><a href="http://web1.ctaa.org/webmodules/webarticles/anmviewer.asp?a=49">http://web1.ctaa.org/webmodules/webarticles/anmviewer.asp?a=49</a></td>
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<td>Technical Assistance</td>
<td>Rural Passenger Transportation (Long Term) Technical Assistance Program</td>
<td>Community Transportation Association of America (CTAA)</td>
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<td><a href="http://web1.ctaa.org/webmodules/webarticles/anmviewer.asp?a=49">http://web1.ctaa.org/webmodules/webarticles/anmviewer.asp?a=49</a></td>
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<td>Technical Assistance</td>
<td>Tribal Passenger Transportation (Short Term) Technical Assistance Program</td>
<td>Community Transportation Association of America (CTAA)</td>
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<td><a href="http://web1.ctaa.org/webmodules/webarticles/anmviewer.asp?a=49">http://web1.ctaa.org/webmodules/webarticles/anmviewer.asp?a=49</a></td>
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<td>Ongoing</td>
<td><a href="http://web1.ctaa.org/webmodules/webarticles/anmviewer.asp?a=49">http://web1.ctaa.org/webmodules/webarticles/anmviewer.asp?a=49</a></td>
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<td>Tool</td>
<td>Hospitals Aligned for Healthy Communities - Tools for Community-Driven Engagement</td>
<td>Democracy Collaborative</td>
<td>N/A</td>
<td><a href="http://hospitaltoolkits.org/?mc_cid=43bad80316&amp;mc_eid=c544dc6529">http://hospitaltoolkits.org/?mc_cid=43bad80316&amp;mc_eid=c544dc6529</a></td>
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<td>Tool</td>
<td>Hospitals Aligned for Healthy Communities - Investment Toolkit</td>
<td>Democracy Collaborative</td>
<td>N/A</td>
<td><a href="http://hospitaltoolkits.org/?mc_cid=43bad80316&amp;mc_eid=c544dc6529">http://hospitaltoolkits.org/?mc_cid=43bad80316&amp;mc_eid=c544dc6529</a></td>
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<td>Tool</td>
<td>Hospitals Aligned for Healthy Communities - Purchasing Toolkit</td>
<td>Democracy Collaborative</td>
<td>N/A</td>
<td><a href="http://hospitaltoolkits.org/?mc_cid=43bad80316&amp;mc_eid=c544dc6529">http://hospitaltoolkits.org/?mc_cid=43bad80316&amp;mc_eid=c544dc6529</a></td>
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<td>Tool</td>
<td>Hospitals Aligned for Healthy Communities - Workforce Toolkit</td>
<td>Democracy Collaborative</td>
<td>N/A</td>
<td><a href="http://hospitaltoolkits.org/?mc_cid=43bad80316&amp;mc_eid=c544dc6529">http://hospitaltoolkits.org/?mc_cid=43bad80316&amp;mc_eid=c544dc6529</a></td>
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<td>NEA Big Read</td>
<td>National Endowment for the Arts (NEA); Arts Midwest</td>
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<td><a href="http://www.neabigread.org/guidelines.php">http://www.neabigread.org/guidelines.php</a> (CFDA No. 45.024 - annually supports approximately 75 dynamic community reading programs) Award Ceiling = $20,000 / Award Floor = $5,000</td>
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<td>Webinar</td>
<td>Choosing a Donor Management System</td>
<td>Foundation Center - Marketplace</td>
<td>05/16/17</td>
<td><a href="http://marketplace.foundationcenter.org/Training/Webinars/">http://marketplace.foundationcenter.org/Training/Webinars/</a></td>
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<td>Grant</td>
<td>Resilient Lands and Waters Initiative (November 2016)</td>
<td>U.S. Department Of Commerce (DOC) / National Oceanic and Atmospheric Administration (NOAA); Association of Fish and Wildlife Agencies</td>
<td>N/A</td>
<td><a href="http://www.noaa.gov/sites/default/files/files/DOC/2016-Restoration%20Waters%20Final%20Report.pdf">http://www.noaa.gov/sites/default/files/files/DOC/2016-Restoration%20Waters%20Final%20Report.pdf</a></td>
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<td>Grant</td>
<td>Rural Health Network Development Planning Program (CFDA No. 93.912)</td>
<td>U.S. Department of Health and Human Services (HHS) / Health Resources and Services Administration (HRSA)</td>
<td>01/03/17</td>
<td><a href="http://www.grants.gov/web/grants/search-grants.html?keywords=CFDA%20No.%2093.912">http://www.grants.gov/web/grants/search-grants.html?keywords=CFDA%20No.%2093.912</a></td>
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<td>Tool</td>
<td>Rebuild Healthy Homes - Guide to Post-Disaster Restoration for a Safe and Healthy Home (May 2015)</td>
<td>U.S. Department of Housing and Urban Development (HUD) / Office of Lead Hazard Control and Healthy Homes</td>
<td>N/A</td>
<td><a href="http://portal.hud.gov/hudportal/documents/hud/12692%20Rebuild_Healthy_Home.pdf">http://portal.hud.gov/hudportal/documents/hud/12692%20Rebuild_Healthy_Home.pdf</a></td>
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<td>Webinar</td>
<td>Engage Millennials</td>
<td>Foundation Center - Marketplace</td>
<td>05/04/17</td>
<td><a href="https://grantstation.com/grants-how-get-them-and-what-to-do-next">https://grantstation.com/grants-how-get-them-and-what-to-do-next</a></td>
<td>$69 per person / $149 per site</td>
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<td>Webinar</td>
<td>Grants - How to Get Them and What to Do Next</td>
<td>GrantStation.com</td>
<td>05/04/17</td>
<td><a href="https://grantstation.com/social-media-strategy-nonprofits-new">https://grantstation.com/social-media-strategy-nonprofits-new</a></td>
<td>$69 per person / $149 per site</td>
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<td>Report</td>
<td>The Human Resources Playbook for Government</td>
<td>GovLoop Resources</td>
<td>N/A</td>
<td><a href="https://issuu.com/govloop/docs/human-resources-playbook.v1-3570346/40898204#?_e=17c5042b7f6a0195770096c33360fe6&amp;ef=1c3327548ff244c6ba1553244be2e&amp;elq=12692&amp;elq=1">https://issuu.com/govloop/docs/human-resources-playbook.v1-3570346/40898204#?_e=17c5042b7f6a0195770096c33360fe6&amp;ef=1c3327548ff244c6ba1553244be2e&amp;elq=12692&amp;elq=1</a> &amp;elqCampaignid=9941</td>
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<td>Technical Assistance</td>
<td>J-PAL State and Local Innovation Initiative</td>
<td>MIT / Department of Economics / Abdul Latif Jameel Poverty Action Lab (J-PAL)</td>
<td>02/17/17</td>
<td><a href="http://news.mit.edu/2016/state-and-local-governments-invited-to-apply-for-jpal-north-america-funding-support-1115">http://news.mit.edu/2016/state-and-local-governments-invited-to-apply-for-jpal-north-america-funding-support-1115</a></td>
<td>($100,000 flexible pilot funding for development of a randomized evaluation to inform decisions on social problem policy)</td>
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<td>Grant</td>
<td>Solid Waste Management Grant Program (CFDA No. 10.762)</td>
<td>U.S. Department of Agriculture (USDA) / Rural Development (RD)</td>
<td>12/31/16</td>
<td><a href="https://www.rd.usda.gov/programs-services/solid-waste-management-grants">https://www.rd.usda.gov/programs-services/solid-waste-management-grants</a></td>
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<td>Grant</td>
<td>Solar in Your Community Challenge</td>
<td>U.S. Department of Energy (DOE) / SUNY Polytechnic Institute</td>
<td>03/17/17</td>
<td><a href="http://www.solarinyourcommunity.org/en/page/howto">http://www.solarinyourcommunity.org/en/page/howto</a> (expansion of solar access to underserved groups / $5 million in cash prizes and technical assistance)</td>
<td>N/A</td>
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<td>Grant</td>
<td>Street Outreach Program (CFDA No. 93.557)</td>
<td>U.S. Department of Health and Human Services (HHS) / Administration for Children and Families (ACF)</td>
<td>06/09/17</td>
<td><a href="http://www.grants.gov/web/grants/view-opportunity.html?oppid=290260">http://www.grants.gov/web/grants/view-opportunity.html?oppid=290260</a></td>
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<td>Grant ID / Cooperate Agreement ID</td>
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<td>Grant</td>
<td>Resident Opportunity &amp; Self-Sufficiency Program (CFDA No. 14.870)</td>
<td>U.S. Department of Housing and Urban Development (HUD)</td>
<td>06/20/17</td>
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<td>Family Self-Sufficiency Program (CFDA No. 14.896)</td>
<td>U.S. Department of Housing and Urban Development (HUD)</td>
<td>04/25/17</td>
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<td>Jobs Plus Initiative (CFDA No. 14.895)</td>
<td>U.S. Department of Housing and Urban Development (HUD)</td>
<td>04/10/17</td>
<td>Award Ceiling = $3,000,000 / Award Floor = $1,000,000</td>
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<td>Cooperative</td>
<td>Healthy Homes and Lead Technical Studies Grant Program (CFDA No. 14.902 / 14.906)</td>
<td>U.S. Department of Housing and Urban Development (HUD)</td>
<td>02/22/17</td>
<td>Award Ceiling = $700,000 / Award Floor = $300,000</td>
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<td>Lead Hazard Reduction Demonstration Grant Program (CFDA No. 14.905)</td>
<td>U.S. Department of Housing and Urban Development (HUD)</td>
<td>02/21/17</td>
<td>Award Ceiling = $3,000,000 / Award Floor = $1,000,000</td>
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<td>Grant</td>
<td>Lead-Based Paint Hazard Control Grant Program (CFDA No. 14.900)</td>
<td>U.S. Department of Housing and Urban Development (HUD)</td>
<td>02/21/17</td>
<td>Award Ceiling = $2,500,000 / Award Floor = $1,000,000</td>
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<td>Grant</td>
<td>FASTLANE Grants (CFDA No. 20.934)</td>
<td>U.S. Department of Transportation (DOT)</td>
<td>12/15/16</td>
<td>Award Ceiling = $750,000,000 / Award Floor = $5,000,000</td>
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<td>Grant</td>
<td>FY 2017 High Priority Grant Program (CFDA No. 20.237)</td>
<td>U.S. Department of Transportation (DOT) Federal Motor Carrier Safety</td>
<td>01/13/17</td>
<td>Award Ceiling = $2,000,000 / Award Floor = $10,000</td>
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<td>Grant</td>
<td>2017 Healthy Watersheds Consortium Grant Program</td>
<td>U.S. Endowment for Forestry and Communities, Inc.</td>
<td>02/01/17</td>
<td>($50,000 to $300,000)</td>
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<td>Cooperative</td>
<td>Boots to Business Funding Opportunity (CFDA No. 59.044)</td>
<td>U.S. Small Business Administration (SBA)</td>
<td>12/18/17</td>
<td>Award Ceiling = $2,500,000 / Award Floor = $500,000</td>
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<td>Grant</td>
<td>Grassroots Organizing for Social Change Program</td>
<td>Ben and Jerry's Foundation</td>
<td>10/19/17</td>
<td>(up to $25,000)</td>
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<td>Tool</td>
<td>Your Guide to U.S. Critical Infrastructure</td>
<td>GovLoop Resources</td>
<td>N/A</td>
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<td>Grant</td>
<td>Creating Humanities Communities (CFDA No. 45.130)</td>
<td>National Endowment for the Humanities (NEH)</td>
<td>02/15/17</td>
<td>Award Ceiling = $150,000 / Award Floor = $30,000</td>
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<td>Public Humanities Projects (CFDA No. 45.164)</td>
<td>National Endowment for the Humanities (NEH)</td>
<td>01/11/17</td>
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<td>Media Projects Grants (CFDA No. 45.164)</td>
<td>National Endowment for the Humanities (NEH) / Project for Public Spaces; Southwest Airlines</td>
<td><a href="http://www.grants.gov/web/grants/view-opportunity.html?oppid=290023">opportunity website</a></td>
<td>$1,000,000</td>
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<td>Grant</td>
<td>Heart of the Community Grant Local School Wellness Policy Outreach Toolkit</td>
<td>U.S. Department of Agriculture (USDA) / Food and Nutrition Service</td>
<td><a href="http://TeamNutrition.usda.gov">Website</a></td>
<td>FREE</td>
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<td>Grant</td>
<td>Food Insecurity Nutrition Incentive Grant Program (CFDA No. 10.331)</td>
<td>U.S. Department of Agriculture (USDA) / National Institute of Food and Agriculture (NIFA)</td>
<td><a href="https://nifa.usda.gov/funding-opportunity/food-insecurity-nutrition-incentive-fini-grant-program">opportunity website</a></td>
<td>for benefit of homeless youth. Award Ceiling = $200,000 / Award Floor = $50,000</td>
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<td>Grant</td>
<td>Basic Center Program (CFDA No. 93.623)</td>
<td>U.S. Department of Health and Human Services (HHS) / Administration for Children and Families (ACF)</td>
<td><a href="http://www.grants.gov/web/grants/view-opportunity.html?oppid=290154">opportunity website</a></td>
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<td>Grant</td>
<td>American Indian and Alaska Native Early Head Start Expansion (CFDA No. 93.600)</td>
<td>U.S. Department of Health and Human Services (HHS) / Administration for Children and Families (ACF)</td>
<td><a href="http://www.grants.gov/web/grants/view-opportunity.html?oppid=287554">opportunity website</a></td>
<td>$5,000,000 / $500,000</td>
<td></td>
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<tr>
<td>Grant</td>
<td>Environmental Justice Small Grants Program (CFDA No. 66.604)</td>
<td>Corporation for National and Community Service (CNCS)</td>
<td><a href="http://www.grants.gov/web/grants/search-grants.html">opportunity website</a></td>
<td>$30,000</td>
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<tr>
<td>Webinar</td>
<td>Getting Started - Making Your Grant Requests Sparkle</td>
<td>GrantStation.com</td>
<td><a href="http://grantstation.com/products/getting-started-makin">opportunity website</a></td>
<td>($69 per person / $149 per site)</td>
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<tr>
<td>Webinar</td>
<td>Retail Boomtowns - Creating an Atmosphere for Retail Attraction</td>
<td>International Economic Development Council (IEDC)</td>
<td><a href="http://www.iedconline.org/web-pages/conferences/events/2017-disaster-preparedness-recovery-series/">opportunity website</a></td>
<td>FREE</td>
<td></td>
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<tr>
<td>Webinar</td>
<td>Reinvigorating Downtown - Strategies to Drive Traffic Post-Disaster</td>
<td>International Economic Development Council (IEDC)</td>
<td><a href="http://www.iedconline.org/web-pages/conferences/events/2017-disaster-preparedness-recovery-series/">opportunity website</a></td>
<td>FREE</td>
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<tr>
<td>Webinar</td>
<td>Leveraging Transportation Routes for New Opportunities in Rural Areas</td>
<td>International Economic Development Council (IEDC)</td>
<td><a href="http://www.iedconline.org/web-pages/conferences/events/2017-disaster-preparedness-recovery-series/">opportunity website</a></td>
<td>FREE</td>
<td></td>
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</tbody>
</table>
Adapt Alaska Planning Workgroup Plans and Resources Inventory

Webinar
What's Cooking? Niche Food Businesses, That's What!
International Economic Development Council (IEDC)
07/27/17
http://www.iedconline.org/web-pages/conferences-events/2017-disaster-preparedness-recovery-series/
(FREE)

Webinar
Staying on the Ready - Strategies for Communities Welcoming Evacuees
International Economic Development Council (IEDC)
07/20/17
http://www.iedconline.org/web-pages/conferences-events/2017-disaster-preparedness-recovery-series/
(FREE)

Webinar
Building Small Communities' Economic Resilience through Marketing and Business Recruitment
International Economic Development Council (IEDC)
06/22/17
http://www.iedconline.org/web-pages/conferences-events/2017-disaster-preparedness-recovery-series/
(FREE)

Webinar
Making the Permitting Process for Recovery and Resilience Better and Faster
International Economic Development Council (IEDC)
05/25/17
http://www.iedconline.org/web-pages/conferences-events/2017-disaster-preparedness-recovery-series/
(FREE)

Webinar
Bolstering Your Economy with Tourism
International Economic Development Council (IEDC)
05/11/17
http://www.iedconline.org/web-pages/conferences-events/2017-disaster-preparedness-recovery-series/
(FREE)

Webinar
Nonprofit 911 - Building a Fundraising Board
Network for Good
05/11/17
http://www.networkforgood.com/webinars/
(FREE)

Webinar
Tailor Your Appeals to Different Generations
The Chronicle of Philanthropy
06/08/17
($99 / register by June 1st to get the early-bird rate of $79)

Grant
Five Star & Urban Waters Restoration Grants
National Fish and Wildlife Foundation (NFWF); Wildlife Habitat Council (WHC)
01/31/17
http://www.nfwf.org/fivestar/Pages/home.aspx
($20,000 to $50,000)

Grant
2017 Matching Awards Program
National Forest Foundation (NFF)
06/26/17
http://www.nationalforests.org/grant-programs/map non-federal cash match required)

Cooperative Agreement
Women's Veteran Entrepreneurship Training Program (CFDA No. 59.044)
Small Business Administration (SBA)
12/12/16
http://www.grants.gov/web/grants/view-opportunity.html?oppId=289917
Award Ceiling = $300,000 / Award Floor = $25,000

Webinar
Find Hidden Money in America - Climate Change and Indigenous Peoples - A Synthesis of Current Impacts and Challenges
SCORE
05/04/17
http://www.readytalk.com/registration/?utm_medium=email&utm_source=govdelivery&?meeting=0604vwh8campaign=mmcr13bysfa
(FREE) Award Ceiling = $300,000 / Award Floor = $25,000

Report
2017 National Conservation Innovation Grants (CFDA No. 10.912)
U.S. Department of Agriculture (USDA) / Natural Resources Conservation Service (NRCS)
01/09/17
($2,000,000 maximum)

Loan
Rural Energy for America Program - Rural Development (RD)
U.S. Department of Agriculture (USDA) / Rural Development (RD)
Ongoing
($5,000 minimum to $25 million maximum)

Grant
Rural Energy for America Program - Renewable Energy System Grants or Energy Efficiency Grants
U.S. Department of Agriculture (USDA) / Rural Development (RD)
03/31/17
($500,000 maximum)
<table>
<thead>
<tr>
<th>Type</th>
<th>Title</th>
<th>Implementing Agency</th>
<th>Deadline</th>
<th>Funding Details</th>
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<tr>
<td>Grant</td>
<td>2017 National Fish Habitat Action Plan (CFDA No. 15.608)</td>
<td>U.S. Department of the Interior (DOI) / Fish and Wildlife Service (FWS)</td>
<td>Ongoing</td>
<td><a href="http://www.grants.gov/web/grants/view-opportunity.html?oppId=289987">http://www.grants.gov/web/grants/view-opportunity.html?oppId=289987</a> Award Ceiling = $300,000 / Award Floor = $5,000</td>
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<td>Grant</td>
<td>FY17 Guidelines for Brownfields Assessment Grants (CFDA No. 66.818)</td>
<td>U.S. Environmental Protection Agency (EPA)</td>
<td>12/20/16</td>
<td><a href="http://www.grants.gov/web/grants/view-opportunity.html?oppId=289469">http://www.grants.gov/web/grants/view-opportunity.html?oppId=289469</a> Award Ceiling = $42,000,000</td>
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<tr>
<td>Grant</td>
<td>FY17 Guidelines for Brownfields Cleanup Grants (CFDA No. 66.818)</td>
<td>U.S. Environmental Protection Agency (EPA)</td>
<td>12/20/16</td>
<td><a href="http://www.grants.gov/web/grants/view-opportunity.html?oppId=289447">http://www.grants.gov/web/grants/view-opportunity.html?oppId=289447</a> Award Ceiling = $12,000,000</td>
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<td>Webinar</td>
<td>Twice Invisible - Understanding Rural Native America</td>
<td>First Nations Development Institute</td>
<td>05/03/17</td>
<td><a href="https://attendee.gotowebinar.com/register/99421-507987715137">https://attendee.gotowebinar.com/register/99421-507987715137</a> ($FREE)</td>
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<td>Grant</td>
<td>Head Start and/or Early Head Start - St. Landry Parish (CFDA No. 93.600)</td>
<td>U.S. Department of Health and Human Services (HHS) / Administration for Children and Families (ACF)</td>
<td>02/10/17</td>
<td><a href="http://www.grants.gov/web/grants/view-opportunity.html?oppId=290276">http://www.grants.gov/web/grants/view-opportunity.html?oppId=290276</a> Award Ceiling = $7,641,447 / Award Floor = $500,000</td>
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<td>Grant</td>
<td>Community Development Block Grant Program for Indian Tribes (CFDA No. 14.862)</td>
<td>U.S. Department of Housing and Urban Development (HUD)</td>
<td>04/18/17</td>
<td><a href="http://www.grants.gov/web/grants/view-opportunity.html?oppId=290366">http://www.grants.gov/web/grants/view-opportunity.html?oppId=290366</a></td>
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<td>Grant</td>
<td>National Fish Passage Program (CFDA No. 15.608)</td>
<td>U.S. Department of the Interior (DOI) / Fish and Wildlife Service (FWS)</td>
<td>09/30/17</td>
<td><a href="http://www.grants.gov/web/grants/view-opportunity.html?oppId=290297">http://www.grants.gov/web/grants/view-opportunity.html?oppId=290297</a> Award Ceiling = $2,000,000 / Award Floor = $500</td>
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<td>Training</td>
<td>Webinar</td>
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<tr>
<td><strong>NextGen Leadership Development Program</strong></td>
<td><strong>Anatomy of a Major Gift Ask</strong></td>
<td><strong>Heart &amp; Soul Talks - Big Ideas for Small Town Business Success</strong></td>
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<tr>
<td>GovLoop Academy</td>
<td>Network for Good</td>
<td>Orton Family Foundation</td>
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<td>N/A</td>
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<tr>
<td><a href="http://direct.govloop.com/leadership-program?elqTrackId=02487e0b26649489ac0748a26f736e6d6841b6ecdda6462480f5420096ecae&amp;elqaid=12530&amp;elqat=1&amp;elqCampaignId=9785">http://direct.govloop.com/leadership-program?elqTrackId=02487e0b26649489ac0748a26f736e6d6841b6ecdda6462480f5420096ecae&amp;elqaid=12530&amp;elqat=1&amp;elqCampaignId=9785</a> ($2,700 Early Bird Pricing through December 31 / $3,100 regular price ends March 15 / $2,700 group rate for ten or more people)</td>
<td><a href="http://www.networkforgood.com/non-profit-fundraising-resources/">http://www.networkforgood.com/non-profit-fundraising-resources/</a> (FREE)</td>
<td><a href="https://soundcloud.com/ortonfamilyfoundation/heart-soul-talks-big-ideas-for-small-town-business-success">https://soundcloud.com/ortonfamilyfoundation/heart-soul-talks-big-ideas-for-small-town-business-success</a> (strengthening the social, cultural, and economic vibrancy of your town)</td>
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<tr>
<td><strong>Webinar</strong></td>
<td><strong>A Focus on Suicide Prevention in Rural Communities</strong></td>
<td><strong>6 Innovative Small Business Models in Small Towns</strong></td>
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<td>Rural Behavioral Health</td>
<td>Orton Family Foundation</td>
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<td><strong>Webinar</strong></td>
<td><strong>Responding to Natural Disasters in Rural Communities</strong></td>
<td><strong>Creating Time - Keeping the Pipeline Full for 2017</strong></td>
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<td><strong>Webinar</strong></td>
<td><strong>Providing Culturally and Linguistically Competent Behavioral Health Services to Diverse Populations in Rural Communities</strong></td>
<td><strong>Webinar</strong></td>
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<td>Rural Behavioral Health</td>
<td><strong>Building a Stellar Grantseeking Team</strong></td>
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<td>05/17/17</td>
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<tr>
<td><strong>Webinar</strong></td>
<td><strong>Use Data to Demonstrate Impact to Donors</strong></td>
<td><strong>Financing Climate Change Solutions</strong></td>
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<td></td>
<td>The Chronicle of Philanthropy</td>
<td>Antioch University New England</td>
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<td>05/11/17</td>
<td>04/13/17</td>
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<td><strong>Webinar</strong></td>
<td><strong>Five Steps to Writing a Stronger Grant Proposal</strong></td>
<td><strong>The Golden Key to Successful Grant Requests</strong></td>
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<tr>
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<td>U.S. Environmental Protection Agency (EPA); Antioch University New England</td>
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<td>04/06/17</td>
<td>04/27/17</td>
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<td><strong>Webinar</strong></td>
<td><strong>Creating Time - Keeping the Pipeline Full for 2017</strong></td>
<td><strong>Creating Time - Keeping the Pipeline Full for 2017</strong></td>
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<td>04/18/17</td>
<td>04/13/17</td>
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<td><a href="https://www.grantstation.com/Programs/Webinars/Order/Webinars.aspx">https://www.grantstation.com/Programs/Webinars/Order/Webinars.aspx</a> ($69 per person / $149 per site)</td>
<td><a href="https://www.grantstation.com/Programs/Webinars/Order/Webinars.aspx">https://www.grantstation.com/Programs/Webinars/Order/Webinars.aspx</a> ($69 per person / $149 per site)</td>
<td></td>
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</tbody>
</table>
### Building a Powerful Grants Strategy for 2017

**Webinar**

- **Topic**: Building a Powerful Grants Strategy for 2017
- **Presenter**: GrantStation.com
- **Date**: 04/12/17
- **URL**: [https://www.grantstation.com/Programs/WebinarOrder/Webinars.aspx](https://www.grantstation.com/Programs/WebinarOrder/Webinars.aspx)
- **Price**: $69 per person / $149 per site

### The ABC’s of Fundraising Analytics

**Tool**

- **Name**: The ABC’s of Fundraising Analytics
- **Provider**: IBM
- **URL**: [https://www.ibm.com](https://www.ibm.com)
- **Price**: Free

### Creative Relief Grant

**Grant**

- **Name**: Creative Relief Grant
- **Provider**: The Arts Council of Greater Baton Rouge
- **Date**: 10/31/16
- **Details**: (eligible nonprofits and libraries can get a one-year subscription for a $97 admin fee, a savings of over $800)

### Community Food Projects Competitive Grants Program (CFDA No. 10.225)

**Grant**

- **Name**: Community Food Projects Competitive Grants Program (CFDA No. 10.225)
- **Provider**: U.S. Department of Agriculture (USDA) / National Institute of Food and Agriculture (NIFA)
- **Date**: 11/30/16
- **Funding**: $850,000 total estimated program funding

### Maternal and Child Environmental Health Collaborative Improvement and Innovation Network (CFDA No. 93.110)

**Cooperative Agreement**

- **Name**: Maternal and Child Environmental Health Collaborative Improvement and Innovation Network (CFDA No. 93.110)
- **Provider**: U.S. Department of Health and Human Services (HHS) / Health Resources and Services Administration (HRSA)
- **Date**: 01/31/17

### Peer-to-Peer Fundraising Done Right

**Webinar**

- **Name**: Peer-to-Peer Fundraising Done Right
- **Presenter**: The Chronicle of Philanthropy
- **Date**: 03/16/17
- **Price**: $99/$79 Early Bird Special pricing through March 9th

### Disaster Recovery Lessons Learned from 2016

**Webinar**

- **Name**: Disaster Recovery Lessons Learned from 2016
- **Presenter**: Agility Recovery
- **Date**: 02/22/17
- **Price**: Free

### Disaster Philanthropy Playbook

**Other**

- **Name**: Disaster Philanthropy Playbook
- **Provider**: Center for Disaster Philanthropy (CDP)

### Gulf Coast Resilience Innovation Fund (GCRIF)

**Report**

- **Name**: Gulf Coast Resilience Innovation Fund (GCRIF)
- **Provider**: Center for Disaster Philanthropy (CDP)

### State of Disaster Philanthropy

**Report**

- **Name**: State of Disaster Philanthropy
- **Provider**: Center for Disaster Philanthropy (CDP)

### 2017 AmeriCorps State & National NDOF Priorities

**Technical Assistance Tool**

- **Name**: Tips to Address 6 Common Pain Points in Service Delivery (for local governments)
- **Provider**: GovLoop Resources
- **URL**: [https://www.govloop.com/resources/](https://www.govloop.com/resources/)
- **Details**: (Safer Communities; Reducing and/or Preventing Prescription Drug and Opioid Abuse)

### How Expertise and Crowdfunding Heft Are Coming Together on Disaster Relief

**Report**

- **Name**: How Expertise and Crowdfunding Heft Are Coming Together on Disaster Relief
- **Provider**: Inside Philanthropy

### Foundation Maps for Community Foundations

**Webinar**

- **Name**: Foundation Maps for Community Foundations
- **Presenter**: GrantCraft
- **Date**: 03/01/17
- **URL**: [https://attendee.gotowebinar.com/register/586335827177064195](https://attendee.gotowebinar.com/register/586335827177064195)
- **Price**: Free

### Writing Federal Grants

**Webinar**

- **Name**: Writing Federal Grants
- **Presenter**: GrantStation.com
- **Date**: 04/06/17
- **URL**: [https://www.grantstation.com/Programs/WebinarOrder/Webinars.aspx#ID503](https://www.grantstation.com/Programs/WebinarOrder/Webinars.aspx#ID503)
- **Price**: $69 per person / $149 per site
<table>
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<th>Organization</th>
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<th>URL</th>
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<tbody>
<tr>
<td>Tool</td>
<td>County Health Rankings and Roadmaps</td>
<td>Robert Wood Johnson Foundation (RWJF); University of Wisconsin</td>
<td>N/A</td>
<td><a href="http://www.countyhealthrankings.org/">http://www.countyhealthrankings.org/</a></td>
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<td>Other</td>
<td>JourneyEd</td>
<td>TechSoup / By the Cup (Newsletter)</td>
<td>N/A</td>
<td><a href="http://www.techsoup.org/journeyed">http://www.techsoup.org/journeyed</a></td>
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<td>Webinar</td>
<td>Logic Models - More than Just Extra Work!</td>
<td>GrantStation.com</td>
<td>02/21/17</td>
<td><a href="https://www.grantstation.com/Programs/WebinarOrder/Webinars.aspx#ID503">https://www.grantstation.com/Programs/WebinarOrder/Webinars.aspx#ID503</a></td>
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<td>Webinar</td>
<td>Telemedicine - Coding, Billing, &amp; Compliance</td>
<td>Louisiana Hospital Association</td>
<td>02/22/17</td>
<td><a href="http://www.lhaonline.org/events/EventDetails.aspx/ID=929134">http://www.lhaonline.org/events/EventDetails.aspx/ID=929134</a></td>
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<td>Webinar</td>
<td>Tribal Transit Program 2017</td>
<td>U.S. Department of Transportation (DOT) / Federal Transit Administration (FTA)</td>
<td>02/22/17</td>
<td><a href="https://connectdot.connectsolutions.com/fta-tribal-training/">https://connectdot.connectsolutions.com/fta-tribal-training/</a></td>
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<td>Webinar</td>
<td>Native Youth and Culture Fund Grant Program (Q&amp;A)</td>
<td>First Nations Development Institute</td>
<td>02/13/17</td>
<td><a href="https://attendee.gotowebinar.com/register/81915-18177991220259">https://attendee.gotowebinar.com/register/81915-18177991220259</a></td>
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<td>Webinar</td>
<td>Go on a Hardware Safari with Idealware</td>
<td>TechSoup.org</td>
<td>02/16/17</td>
<td><a href="https://cc.readytalk.com/registration/#/?meeting=505b87f95b87559f7c6ba&amp;campaign=24a324b5d46f">https://cc.readytalk.com/registration/#/?meeting=505b87f95b87559f7c6ba&amp;campaign=24a324b5d46f</a></td>
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<td>Webinar</td>
<td>Webinars (many topics)</td>
<td>TechSoup for Libraries</td>
<td>N/A</td>
<td><a href="http://www.techsoupforlibraries.org/events/">http://www.techsoupforlibraries.org/events/</a></td>
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<td>Webinar</td>
<td>Addressing Today’s Safety and Security Threats - How to Keep Your Business and Your Community Safe</td>
<td>U.S. Chamber of Commerce Foundation</td>
<td>03/29/17</td>
<td><a href="https://attendee.gotowebinar.com/register/31538-79115940227841">https://attendee.gotowebinar.com/register/31538-79115940227841</a></td>
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<td>Webinar</td>
<td>Seven Steps to a Written Fundraising Plan Discount on computer hardware and software for nonprofit organizations</td>
<td>Network for Good</td>
<td>02/28/17</td>
<td><a href="http://www.networkforgood.com/non-profit-fundraising-resources/">http://www.networkforgood.com/non-profit-fundraising-resources/</a></td>
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<td>Other</td>
<td>Discount on computer hardware and software for nonprofit organizations</td>
<td>TechSoup.org</td>
<td>10/31/16</td>
<td><a href="http://www.techsoup.org">http://www.techsoup.org</a></td>
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<td>Grant/Awards</td>
<td>Creative Economy Innovation Grant Awards</td>
<td>The Ovation Foundation</td>
<td>10/28/16</td>
<td><a href="http://www.TheOvationFoundation.org">http://www.TheOvationFoundation.org</a></td>
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<td>Report</td>
<td>Resilience in Action - Early Insights into How Cities are Institutionalizing Resilience (October 2016)</td>
<td>The Rockefeller Foundation / 100 Resilient Cities (100RC)</td>
<td>N/A</td>
<td><a href="http://www.100resilientcities.org/page/content/resilience-in-action">http://www.100resilientcities.org/page/content/resilience-in-action</a></td>
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<td>Loan</td>
<td>FSA Guaranteed Express (Farm Loan Programs)</td>
<td>U.S. Department of Agriculture (USDA) / Farm Service Agency (FSA)</td>
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<td>Grant</td>
<td>NPS FY2016 African American Civil Rights Grant Program (CFDA No. 15.904)</td>
<td>U.S. Department of the Interior (DOI) / National Park Service (NPS)</td>
<td>10/21/16</td>
<td><a href="http://www.grants.gov/web/grants/view-opportunity.html?oppId=287536">http://www.grants.gov/web/grants/view-opportunity.html?oppId=287536</a></td>
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<td>Webinar</td>
<td>Leveraging Donor Data to Create Your 2017 Fundraising Plan</td>
<td>Network for Good</td>
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<td><a href="http://www.networkforgood.com/non-profit-fundraising-resources/">http://www.networkforgood.com/non-profit-fundraising-resources/</a> (FREE)</td>
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<td>Webinar</td>
<td>Incorporating Climate Solutions into Day to Day Adaptation</td>
<td>U.S. Environmental Protection Agency</td>
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<td>Capital Campaigns - Best Practices, Common Mistakes</td>
<td>Bloomerang</td>
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<td>Peer-to-Peer Fundraising Done Right</td>
<td>The Chronicle of Philanthropy</td>
<td>03/16/17</td>
<td>PNAVTOP ($99 / register by February 2 to get the early-bird rate of $79)</td>
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<td>How Agencies Can Quickly Transform Service Delivery With the Cloud and Drupal GovLoop Academy</td>
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<td>Foundation Center - Marketplace</td>
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<td>GovLoop Resources</td>
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<td>Embracing Data Analytics - Common Challenges and How To Overcome Them</td>
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<td>Converged Infrastructure - Putting Public Sector IT Ahead of the Curve</td>
<td>GovLoop Resources</td>
<td>N/A</td>
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<td>Nonprofit 911 - How to Write a Winning Year-End Appeal</td>
<td>Network for Good</td>
<td>10/18/16</td>
<td><a href="http://learn.networkforgood.com/nonprofit911-101816-how-to-write-a-winning-year-end-appeal.html?utm_medium=email&amp;utm_source=webinv&amp;utm_campaign=n911__nonprofit911-101816-how-to-write-a-winning-year-end-appeal&amp;mkt_tok=eyJpIjoiTk8yMjB0aW5mY2FjdSIsInQiOiIiLCJfIjoiaHR0cHM6Ly9wLmRldmFsaXR5cnMuaW50YW4tY29tL25ld3MvZmFsc2UvMjI2Nzc1Iiwic2Nya1wiOlwiXSwiaG9pbnMiOnsid2l6ZS1pZCI6IjIwMiIsInR5cGUiOiJodHRwczovL3d3dy5nYWNrZW50cy5nb29nbGUvU29yZGVkL3VwbG9hZ2UvMjI2Nzc1IiwiZGVpZ2h0IjoiNDI4IiwicGF0aCI6MjE4OCwiZW5jZSI6MjE4OCwiZXhwIjoxMjk3MzIwNjIzLCJ3aWR0aGUiOjE2MDQzOCwiaGFyZ3MiOm51bGwsImF1YWxpdHkiOiIyMzIzNDI4IiwiZnJvbGxlY3Rpb25zIjpcImluc3QgY29uZGl0eSIsImNvbnRlbnRfZGF0YSI6MjE4OCwiZGV2aWV3IjpcImluc3QgY29uZGl0eSIsImNvbnRlbnRfZm9ybWF0IjpcImluc3QgY29uZGl0eSIsImJlbGFuZ3VzIjpcInpcIiwiZGV2aWV3IjpcInpcIiwiZGV2aWV3IjpcImluc3QgY29uZGl0eSIiLCJlYXN0ZSI6ImNvbnRlbnQifQ%3D%3D">http://learn.networkforgood.com/nonprofit911-101816-how-to-write-a-winning-year-end-appeal.html?utm_medium=email&amp;utm_source=webinv&amp;utm_campaign=n911__nonprofit911-101816-how-to-write-a-winning-year-end-appeal&amp;mkt_tok=eyJpIjoiTk8yMjB0aW5mY2FjdSIsInQiOiIiLCJfIjoiaHR0cHM6Ly9wLmRldmFsaXR5cnMuaW50YW4tY29tL25ld3MvZmFsc2UvMjI2Nzc1Iiwic2Nya1wiOlwiXSwiaG9pbnMiOnsid2l6ZS1pZCI6IjIwMiIsInR5cGUiOiJodHRwczovL3d3dy5nYWNrZW50cy5nb29nbGUvU29yZGVkL3VwbG9hZ2UvMjI2Nzc1IiwiZGVpZ2h0IjoiNDI4IiwicGF0aCI6MjE4OCwiZW5jZSI6MjE4OCwiZXhwIjoxMjk3MzIwNjIzLCJ3aWR0aGUiOjE2MDQzOCwiaGFyZ3MiOm51bGwsImF1YWxpdHkiOiIyMzIzNDI4IiwiZnJvbGxlY3Rpb25zIjpcImluc3QgY29uZGl0eSIsImNvbnRlbnRfZGF0YSI6MjE4OCwiZGV2aWV3IjpcImluc3QgY29uZGl0eSIsImNvbnRlbnRfZm9ybWF0IjpcImluc3QgY29uZGl0eSIsImJlbGFuZ3VzIjpcInpcIiwiZGV2aWV3IjpcInpcIiwiZGV2aWV3IjpcImluc3QgY29uZGl0eSIiLCJlYXN0ZSI6ImNvbnRlbnQifQ%3D%3D</a></td>
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<td><strong>Tool</strong></td>
<td>Who’s Eligible for Federal Funding?</td>
<td>The Grantsmanship Center</td>
<td>N/A</td>
<td><a href="https://www.tgci.com/print/blog/2015/03/whos-eligible-federal-funding">https://www.tgci.com/print/blog/2015/03/whos-eligible-federal-funding</a></td>
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<td><strong>Webinar</strong></td>
<td>Revitalizing Rural Communities With Telepharmacy</td>
<td>National Rural Economic Developers Association (NREDA)</td>
<td>12/07/17</td>
<td><a href="http://www.nreda.org/core/events/eventdetails.aspx?meeting=WEB1216&amp;utm_source=Informz&amp;utm_medium=Email&amp;utm_campaign=Insert+Campaign+Name+Here">http://www.nreda.org/core/events/eventdetails.aspx?meeting=WEB1216&amp;utm_source=Informz&amp;utm_medium=Email&amp;utm_campaign=Insert+Campaign+Name+Here</a></td>
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<td><strong>Cooperative Agreement</strong></td>
<td>National Training and Technical Assistance Cooperative Agreements (CFDA No. 93.129)</td>
<td>U.S. Department of Health and Human Services (HHS) / Health Resources and Services Administration (HRSA)</td>
<td>12/12/16</td>
<td><a href="http://www.grants.gov/web/grants/view-opportunity.html?oppId=284908">http://www.grants.gov/web/grants/view-opportunity.html?oppId=284908</a></td>
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<td>State and Regional Primary Care Association Cooperative Agreements (CFDA No. 93.129)</td>
<td>U.S. Department of Health and Human Services (HHS) / Health Resources and Services Administration (HRSA)</td>
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<td>Minority Youth Violence Prevention II (CFDA No. 93.137)</td>
<td>U.S. Department of Health and Human Services (HHS) / Office of the Assistant Secretary for Health (OASH)</td>
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<td><strong>Cooperative Agreement</strong></td>
<td>Partnerships to Achieve Health Equity (CFDA No. 93.137)</td>
<td>U.S. Department of Health and Human Services (HHS) / Office of the Assistant Secretary for Health (OASH)</td>
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<td>Family Planning Services Grants (CFDA No. 93.217)</td>
<td>U.S. Department of Health and Human Services (HHS) / Office of the Assistant Secretary for Health (OASH)</td>
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<td><a href="http://www.grants.gov/web/grants/view-opportunity.html?oppId=287978">http://www.grants.gov/web/grants/view-opportunity.html?oppId=287978</a></td>
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<td>EPA Offers Assistance to Help Rural Communities Revitalize Downtowns (Rural Advantage Program)</td>
<td>U.S. Environmental Protection Agency (EPA)</td>
<td>N/A</td>
<td><a href="https://www.epa.gov/newserleases/epa-offers-assistance-help-rural-communities-revitalize-downtowns">https://www.epa.gov/newserleases/epa-offers-assistance-help-rural-communities-revitalize-downtowns</a></td>
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<td>Healthy Places for Healthy People</td>
<td>U.S. Environmental Protection Agency (EPA) / Smart Growth</td>
<td>11/06/16</td>
<td><a href="https://www.epa.gov/smartgrowth/healthy-places">https://www.epa.gov/smartgrowth/healthy-places</a></td>
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<td>Cool &amp; Connected</td>
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<td>Catapult</td>
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<td><a href="http://www.rudybruneraward.org/">http://www.rudybruneraward.org/</a></td>
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<td>Training</td>
<td>Government Innovators Virtual Tech Day - Accelerating DevOps and Innovating with Containers</td>
<td>GovLoop Academy</td>
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<td><a href="http://direct.govloop.com/2016-virtual-tech-day-schedule?elqTrackId=7e30f1ae442544ea21db53fa8f591e1b&amp;elqcid=62e0b32c00b44ebf4df8920f56&amp;elq=62e0b32c00b44ebf4df8920f56&amp;elqaid=12279&amp;elq=1&amp;elqCampaignId=9629">http://direct.govloop.com/2016-virtual-tech-day-schedule?elqTrackId=7e30f1ae442544ea21db53fa8f591e1b&amp;elqcid=62e0b32c00b44ebf4df8920f56&amp;elq=62e0b32c00b44ebf4df8920f56&amp;elqaid=12279&amp;elq=1&amp;elqCampaignId=9629</a></td>
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<td>Grant</td>
<td>The Year-End Game-Changer - Your Team of Messengers</td>
<td>Network for Good</td>
<td>10/06/16</td>
<td><a href="http://learn.networkforgood.com/nonprofit911-100616-the-year-end-game-changer-your-team-of-messengers.html?utm_medium=email&amp;utm_source=webinvlcb&amp;utm_campaign=n911__nonprofit911-100616-the-year-end-game-changer-your-team-of-messengers&amp;utm_tk=t3plpajeTW1VMi6JTF2bVpTrTkdpIClsQj0i72kRE78hRGlS5lJYXXbYxhK5DAz3+jwNwLjuu25S3FT0Dg3d0FH4nBGOWY2QmpGbD7VH5nSxZ1NzXRcYlFR1w5Sj5RtFvC3pT5FwW0WNX8ZvMttjV49UzFUBhD49N4DlWAVYVlDREGMB">http://learn.networkforgood.com/nonprofit911-100616-the-year-end-game-changer-your-team-of-messengers.html?utm_medium=email&amp;utm_source=webinvlcb&amp;utm_campaign=n911__nonprofit911-100616-the-year-end-game-changer-your-team-of-messengers&amp;utm_tk=t3plpajeTW1VMi6JTF2bVpTrTkdpIClsQj0i72kRE78hRGlS5lJYXXbYxhK5DAz3+jwNwLjuu25S3FT0Dg3d0FH4nBGOWY2QmpGbD7VH5nSxZ1NzXRcYlFR1w5Sj5RtFvC3pT5FwW0WNX8ZvMttjV49UzFUBhD49N4DlWAVYVlDREGMB</a></td>
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<td>The N7 Fund</td>
<td>Nike</td>
<td>12/15/16</td>
<td><a href="http://n7fund.com/about/">http://n7fund.com/about/</a></td>
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<td>Grant</td>
<td>Nature Works Everywhere Grants for K-12 Schools</td>
<td>The Nature Conservancy</td>
<td>10/31/16</td>
<td><a href="https://www.natureworkseverywhere.org/grants/">https://www.natureworkseverywhere.org/grants/</a></td>
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<td>Report</td>
<td>Opportunities for Promoting Credit for Affordable Housing in Rural America</td>
<td>Center for American Progress; White House Rural Council; U.S. Department of Agriculture</td>
<td>N/A</td>
<td><a href="https://www.americanprogress.org/issues/housing/report/2016/09/13/143966/opportunities-for-promoting-credit-for-affordable-housing-in-rural-america/">https://www.americanprogress.org/issues/housing/report/2016/09/13/143966/opportunities-for-promoting-credit-for-affordable-housing-in-rural-america/</a></td>
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<td>Report</td>
<td>Key Housing Organizations take Coordinated Approach to preserving rural Minnesota’s Affordable Rentals</td>
<td>Federal Bank of Minneapolis</td>
<td>N/A</td>
<td><a href="https://www.minneapolisfed.org/publications/community-dividend/key-housing-organizations-take-coordinated-approach-to-preserving-rural-minnesota%E2%80%99s-affordable">https://www.minneapolisfed.org/publications/community-dividend/key-housing-organizations-take-coordinated-approach-to-preserving-rural-minnesota’s-affordable</a></td>
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<td>Report</td>
<td>Not Telling the Whole Story - Media and Advocacy Discourse about Affordable Housing</td>
<td>FrameWorks Institute</td>
<td>N/A</td>
<td><a href="http://frameworksinstitute.org/housing.html">http://frameworksinstitute.org/housing.html</a></td>
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<td>Report</td>
<td>A House, a Tent, a Box - Mapping the Gaps Between Expert and Public Understandings of Healthy Housing</td>
<td>FrameWorks Institute</td>
<td>N/A</td>
<td><a href="http://frameworksinstitute.org/housing.html">http://frameworksinstitute.org/housing.html</a></td>
</tr>
<tr>
<td>Grant</td>
<td>Fuel Up to Play 60 - Jump Start Healthy Changes Grant Program</td>
<td>National Dairy Council</td>
<td>11/02/16</td>
<td><a href="https://www.fueluptoplay60.com/funding/general-information">https://www.fueluptoplay60.com/funding/general-information</a></td>
</tr>
<tr>
<td>Report</td>
<td>Paycheck to Paycheck</td>
<td>National Housing Conference</td>
<td>N/A</td>
<td><a href="http://www.nhc.org/2016-paycheck-to-paycheck">http://www.nhc.org/2016-paycheck-to-paycheck</a></td>
</tr>
<tr>
<td>Other</td>
<td>Not All Community Organizations Have the 'Next Big Idea' Yet</td>
<td>National Housing Institute: Rooflines</td>
<td>N/A</td>
<td><a href="http://rooflines.org/4593/not_all_community_organizations_have_the_next_big_idea_yet?utm_source=4+Awesome+Ways+LA+Metro+Increases+Afford-Hsg.&amp;utm_campaign=4+Ways+LA+Metro+Increases+Afford-Hsg&amp;utm_medium=email">http://rooflines.org/4593/not_all_community_organizations_have_the_next_big_idea_yet?utm_source=4+Awesome+Ways+LA+Metro+Increases+Afford-Hsg.&amp;utm_campaign=4+Ways+LA+Metro+Increases+Afford-Hsg&amp;utm_medium=email</a></td>
</tr>
<tr>
<td>Report</td>
<td>How Western Virginia Tackled the Rural Health Problem</td>
<td>Politico Magazine (Publication)</td>
<td>N/A</td>
<td><a href="http://www.politico.com/magazine/gallery/2016/09/roanoke-virginia-photo-gallery-000672?slide=0">http://www.politico.com/magazine/gallery/2016/09/roanoke-virginia-photo-gallery-000672?slide=0</a></td>
</tr>
<tr>
<td>Type</td>
<td>Title</td>
<td>Author/Creator</td>
<td>Date</td>
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<tr>
<td>Report</td>
<td>Bridging Farm and Table - The Harvest to Market Innovation</td>
<td>The Carsey School of Public Policy</td>
<td>N/A</td>
<td><a href="https://carsey.unh.edu/publication/harvest-to-market?utm_source=2016_09_08_Walters_Allard&amp;utm_campaign=2016_09_08_Walters_Allard&amp;utm_medium=email">https://carsey.unh.edu/publication/harvest-to-market?utm_source=2016_09_08_Walters_Allard&amp;utm_campaign=2016_09_08_Walters_Allard&amp;utm_medium=email</a> (a new online platform, Harvest to Market, makes it easier for small farmers to sell their products directly to local consumers)</td>
</tr>
<tr>
<td>Report</td>
<td>Conversations on Community Wealth Build</td>
<td>The Democracy Collaborative</td>
<td>N/A</td>
<td><a href="http://democracycollaborative.org/conversations">http://democracycollaborative.org/conversations</a> (a collection of interviews with leaders in the field and the movement to build community wealth, from community development and social enterprise to land banks and worker cooperatives)</td>
</tr>
<tr>
<td>Tool</td>
<td>Hospitals Aligned for Healthy Communities</td>
<td>The Democracy Collaborative</td>
<td>N/A</td>
<td><a href="http://frameworksinstitute.org/housing.html">http://frameworksinstitute.org/housing.html</a> (produced with the support of the Robert Wood Johnson Foundation and designed to help hospitals and health systems build community wealth through inclusive hiring, investment, and purchasing).</td>
</tr>
<tr>
<td>Grant</td>
<td>Arts and Culture Program</td>
<td>The Kresge Foundation</td>
<td>Ongoing</td>
<td><a href="http://kresge.org/programs/arts-culture/local-systems">http://kresge.org/programs/arts-culture/local-systems</a> (incorporation of art and culture into local systems such as municipal departments, community financial networks, comprehensive planning efforts, human services networks, comprehensive planning efforts, human services networks, regional food hubs, etc.)</td>
</tr>
<tr>
<td>Tool</td>
<td>Housing Development Toolkit</td>
<td>The White House</td>
<td>N/A</td>
<td><a href="https://www.whitehouse.gov/sites/whitehouse.gov/files/images/Housing_Development_Toolkit%20for%20Rural%20Communities.pdf">https://www.whitehouse.gov/sites/whitehouse.gov/files/images/Housing_Development_Toolkit%20for%20Rural%20Communities.pdf</a> (addresses local land use strategies to increase supply like inclusionary zoning and by-right development, as well as barriers like lengthy approval processes, parking requirements, and limits on accessory dwellings)</td>
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<td>Type</td>
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<td>Organization</td>
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<tr>
<td>Grant</td>
<td>Adapt Alaska Planning Workgroup Plans and Resources Inventory</td>
<td>FEMA Recovery Resources</td>
<td>Aug 2017</td>
<td><a href="https://ami.grantsolutions.gov/HHS-2015-ACF-OCS-1005">Link</a></td>
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<tr>
<td>Grant</td>
<td>Assets for Independence Demonstration Program</td>
<td>U.S. Department of Health and Human</td>
<td>10/31/16</td>
<td><a href="http://www.grants.gov/web/grants/view-opportunity.html?oppId=288730">Link</a></td>
</tr>
<tr>
<td>Grant</td>
<td>Community Economic Development Healthy Food Financing Initiative Projects (CFDA No. 93.570)</td>
<td>U.S. Department of Health and Human</td>
<td>04/28/17</td>
<td><a href="https://www.wholekidsfoundation.org/index.php/schools/programs/school-garden-grant-program">Link</a></td>
</tr>
<tr>
<td>Webinar</td>
<td>Living the Cause - Founders Share Their Startup Stories</td>
<td>Foundation Center - Marketplace</td>
<td>10/25/16</td>
<td><a href="http://direct.govloop.com/One-View-One-Government?elqTrackId=ab11574860444dc88f90dd1e995f4c1&amp;elq=907f73d254874178aa0484b8f1f2f">Link</a></td>
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<tr>
<td>Training</td>
<td>Transforming Local Governments - One Government, One Response</td>
<td>GovLoop Academy</td>
<td>10/13/16</td>
<td><a href="https://schoolnutrition.org/Webinars/">Link</a></td>
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<tr>
<td>Webinar</td>
<td>Training Adult Learners Partners for Breakfast in the Classroom (PBIC)</td>
<td>School Nutrition Foundation</td>
<td>12/14/16</td>
<td><a href="https://schoolnutrition.org/Webinars/">Link</a></td>
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<tr>
<td>Webinar</td>
<td>Resilience Mitigation Financing</td>
<td>U.S. Environmental Protection Agency (EPA)</td>
<td>12/07/16</td>
<td><a href="https://www.eventbrite.com/e/resilience-mitigation-financing-tickets-28791849196">Link</a></td>
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<td>Webinar</td>
<td>Disaster Recovery Financing</td>
<td>U.S. Environmental Protection Agency (EPA)</td>
<td>11/22/16</td>
<td><a href="https://www.eventbrite.com/e/disaster-recovery-financing-tickets-28791523221">Link</a></td>
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<tr>
<td>Conference</td>
<td>National Summit on Coastal and Estuarine Restoration (New Orleans, Louisiana)</td>
<td>Restore America's Estuaries; The Coastal Society</td>
<td>12/10/17</td>
<td><a href="https://www.estuaries.org/Summit">Link</a></td>
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<tr>
<td>Grant</td>
<td>Sustainable Environments Program Marketing Costs for Environmental Organizations Supported</td>
<td>Surdna Foundation</td>
<td>Ongoing</td>
<td><a href="http://www.surdna.org/what-we-fund/sustainable-environments.html">Link</a></td>
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<tr>
<td>Grant</td>
<td>Fermenting Success - Capturing the Economic Opportunity of Craft Beverages</td>
<td>International Economic Development Council (IEDC)</td>
<td>12/15/16</td>
<td><a href="http://www.iedconline.org/events/2016/12/14/Training-course/fermenting-success-capturing-the-economic-opportunity-of-craft-beverages">Link</a></td>
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<tr>
<td>Type</td>
<td>Description</td>
<td>Organization</td>
<td>Date</td>
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<tr>
<td>Grant</td>
<td>Grants Program (provides support to conserving buildings, landscapes, sites, and collections)</td>
<td>U.S. Department of the Interior (DOI) / National Park Service (NPS)</td>
<td>11/03/16</td>
<td><a href="https://www.ncptt.nps.gov/grants/2017-preservation-technology-and-training-grants/">https://www.ncptt.nps.gov/grants/2017-preservation-technology-and-training-grants/</a></td>
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<tr>
<td>Tool</td>
<td>Climate Resilience Evaluation and Awareness Tool</td>
<td>U.S. Environmental Protection Agency (EPA)</td>
<td>N/A</td>
<td><a href="https://www.epa.gov/crwu/build-climate-resilience-your-utility">https://www.epa.gov/crwu/build-climate-resilience-your-utility</a></td>
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<tr>
<td>Grant</td>
<td>Unitarian Universalist Veatch Program at Shelter Rock</td>
<td>Unitarian Universalist Congregation at Shelter Rock</td>
<td>N/A</td>
<td><a href="http://www.uucsr.org/faithinaction/unitarian-universalist-veatch-program-at-shelter-rock/">http://www.uucsr.org/faithinaction/unitarian-universalist-veatch-program-at-shelter-rock/</a> (Grant categories include community organizing, democratic participation, civil and constitutional rights, environmental justice, global democracy, economic equity and democracy, progressive philanthropy, and workplace organizing)</td>
</tr>
<tr>
<td>Webinar</td>
<td>Power Up Your Organization with Microsoft’s Power BI</td>
<td>TechSoup / By the Cup (Newsletter)</td>
<td>11/15/16</td>
<td><a href="https://cc.readytalk.com/registration/#/?meeting=8spfykw934qa&amp;campaign=kighjlje1hm">https://cc.readytalk.com/registration/#/?meeting=8spfykw934qa&amp;campaign=kighjlje1hm</a></td>
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<tr>
<td>Webinar</td>
<td>What Microsoft’s Cloud Services Can Do for Your Nonprofit</td>
<td>TechSoup / By the Cup (Newsletter)</td>
<td>10/27/16</td>
<td><a href="https://cc.readytalk.com/registration/#/?meeting=ulenr8qu2m28&amp;campaign=p3jgwdoabets">https://cc.readytalk.com/registration/#/?meeting=ulenr8qu2m28&amp;campaign=p3jgwdoabets</a></td>
</tr>
<tr>
<td>Webinar</td>
<td>Introduction to Technology Planning for Nonprofits</td>
<td>TechSoup / By the Cup (Newsletter)</td>
<td>10/26/16</td>
<td><a href="https://cc.readytalk.com/registration/#/?meeting=giq55n752gqns&amp;campaign=12b2janojoxb">https://cc.readytalk.com/registration/#/?meeting=giq55n752gqns&amp;campaign=12b2janojoxb</a></td>
</tr>
<tr>
<td>Webinar</td>
<td>Show Your Impact! Introduction to Data Visualization with Tableau</td>
<td>TechSoup / By the Cup (Newsletter)</td>
<td>10/25/16</td>
<td><a href="https://cc.readytalk.com/registration/#/?meeting=7rnts099ke16&amp;campaign=gct4huvbha6">https://cc.readytalk.com/registration/#/?meeting=7rnts099ke16&amp;campaign=gct4huvbha6</a> (FREE)</td>
</tr>
<tr>
<td>Webinar</td>
<td>Fix It at the Library with DIY Repair Programs</td>
<td>TechSoup for Libraries</td>
<td>11/16/16</td>
<td><a href="https://cc.readytalk.com/registration/#/?meeting=avafubhks2&amp;campaign=k12bcf2jym6">https://cc.readytalk.com/registration/#/?meeting=avafubhks2&amp;campaign=k12bcf2jym6</a></td>
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<td>Type</td>
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<tr>
<td>Webinar</td>
<td>Introduction to Data Visualization with Tableau</td>
<td>TechSoup for Libraries</td>
<td>10/25/16</td>
<td><a href="https://cc.readytalk.com/registration/?meeting=7mtsn99rex1&amp;campaign=c00rh84comx1">https://cc.readytalk.com/registration/?meeting=7mtsn99rex1&amp;campaign=c00rh84comx1</a></td>
</tr>
<tr>
<td>Tool</td>
<td>Empowers relief organizations to instantly coordinate response efforts in real time</td>
<td>CrisisCleanup.org</td>
<td>N/A</td>
<td><a href="https://www.crisiscleanup.org/">https://www.crisiscleanup.org/</a></td>
</tr>
<tr>
<td>Technical Assistance</td>
<td>Contract Services to assist with grant writing, prospect identification, and funder cultivation</td>
<td>Elevate - Smart Grants for Powerful Social Change</td>
<td>N/A</td>
<td><a href="https://www.elevatedeffect.com/?utm_source=Grant%20Station%20Jan%2015&amp;utm_medium=banner&amp;utm_campaign=general%20services">https://www.elevatedeffect.com/?utm_source=Gra nt%20Station%20Jan%2015&amp;utm_medium=ba rrer%20ad- website&amp;utm_campaign=general%20services</a></td>
</tr>
<tr>
<td>Grant</td>
<td>Ford Disaster Relief Mobility Challenge</td>
<td>Ford Motor Company</td>
<td>10/31/16</td>
<td><a href="http://www.fordbetterworld.org/content/ford-disaster-relief-mobility-challenge">http://www.fordbetterworld.org/content/ford-disaster-relief-mobility-challenge</a></td>
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<tr>
<td>Training</td>
<td>Becoming an Agile Agency - Tips to Better Websites and Citizen Services</td>
<td>GovLoop Academy</td>
<td>10/06/16</td>
<td><a href="https://www.govloop.com/Training/becoming-agile-agency-tips-better-websites-citizens-services/?elqTrackId=cf18c6e1e1bb338589c886b8e8bf6d8&amp;elqsp=4447e9e89648f7825600e096ac1008elqpid=121378&amp;elqta=1&amp;elqCampaignId=9523">https://www.govloop.com/Training/becoming-agile-agency-tips-better-websites-citizens-services/?elqTrackId=cf18c6e1e1bb338589c886b8e8bf6d8&amp;amp;elqsp=4447e9e89648f7825600e096ac1008elqpid=121378&amp;amp;elqta=1&amp;amp;elqCampaignId=9523</a></td>
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<tr>
<td>Grant</td>
<td>2016 Grants to Organizations</td>
<td>Graham Foundation</td>
<td>02/25/17</td>
<td><a href="http://www.grahamfoundation.org/grant_program/s?mode=organization">http://www.grahamfoundation.org/grant_program/s?mode=organization</a></td>
</tr>
<tr>
<td>Other</td>
<td>GrantHub (intuitive grants management solution)</td>
<td>GrantHub</td>
<td>Ongoing</td>
<td><a href="https://info.foundant.com/GS-FreeDrawing16.html">https://info.foundant.com/GS-FreeDrawing16.html</a></td>
</tr>
<tr>
<td>Webinar</td>
<td>&quot;Go! Conducting Your Community Food Sovereignty Assessment&quot;</td>
<td>First Nations Development Institute</td>
<td>12/13/16</td>
<td><a href="https://attendee.gotowebinar.com/register/34224">https://attendee.gotowebinar.com/register/34224</a></td>
</tr>
<tr>
<td>Webinar</td>
<td>&quot;Set! Designing Your Community Food Sovereignty Assessment&quot;</td>
<td>First Nations Development Institute</td>
<td>11/15/16</td>
<td><a href="https://attendee.gotowebinar.com/register/70490">https://attendee.gotowebinar.com/register/70490</a></td>
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<td>Type</td>
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<td>Organization</td>
<td>Start Date</td>
<td>End Date</td>
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<tr>
<td>Webinar</td>
<td>&quot;Ready! Starting the Community Food Sovereignty Assessment Process&quot;</td>
<td>First Nations Development Institute</td>
<td>10/18/16</td>
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<tr>
<td>Grant</td>
<td>Indian Homeland Recovery Initiatives</td>
<td>Indian Land Tenure Foundation</td>
<td>Ongoing</td>
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<tr>
<td>Webinar</td>
<td>Financial Inclusion Grant Program</td>
<td>MetLife Foundation</td>
<td>Ongoing</td>
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<td>Technical Assistance</td>
<td>Strengthening Rural Communities Program</td>
<td>Minnesota Housing Partnership</td>
<td>09/30/16</td>
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<tr>
<td>Conference</td>
<td>- Rural Creative Placemaking Summit</td>
<td>National Endowment for the Arts (NEA)</td>
<td>10/12/17</td>
<td>14-2016/</td>
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<tr>
<td>Webinar</td>
<td>Water Research Webinar Series Local Food, Local Places; Cool &amp; Connected; Healthy Places for Healthy People</td>
<td>U.S. Environmental Protection Agency (EPA) / Smart Growth</td>
<td>10/26/16</td>
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<tr>
<td>Webinar</td>
<td>- U.S. Environmental Protection Agency (EPA) / Smart Growth</td>
<td>U.S. Environmental Protection Agency (EPA) / Smart Growth</td>
<td>10/20/16</td>
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<tr>
<td>Grant</td>
<td>Research - Art Works</td>
<td>National Endowment for the Arts (NEA)</td>
<td>10/11/16</td>
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<tr>
<td>Webinar</td>
<td>In-Kind Contributions Programs - A Must for All Nonprofits</td>
<td>GrantStation.com</td>
<td>11/02/16</td>
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<tr>
<td>Training</td>
<td>Innovative Volunteer Agreements</td>
<td>National Forest Foundation (NFF)</td>
<td>09/28/16</td>
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<tr>
<td>Webinar</td>
<td>- Capital One</td>
<td>N/A</td>
<td>N/A</td>
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<tr>
<td>Grant</td>
<td>Artist Grants</td>
<td>Puffin Foundation</td>
<td>12/31/16</td>
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<tr>
<td>Webinar</td>
<td>The Golden Key to Successful Grant Requests</td>
<td>GrantStation.com</td>
<td>10/25/16</td>
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<tr>
<td>Webinar</td>
<td>How to Secure Funding from Foundations</td>
<td>GrantStation.com</td>
<td>10/20/16</td>
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<tr>
<td>Type</td>
<td>Title</td>
<td>Organization</td>
<td>Date</td>
<td>URL</td>
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<td>Grant</td>
<td>FY 17 Farm to School Grant Program (CFDA No. 10.575)</td>
<td>U.S. Department of Agriculture (USDA) / Food and Nutrition Service</td>
<td>12/08/16</td>
<td><a href="http://www.grants.gov/view-opportunity.html?oppid=288870">http://www.grants.gov/view-opportunity.html?oppid=288870</a> Award Ceiling = $100,000 / Award Floor = $15,000</td>
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<tr>
<td>Webinar</td>
<td>Building a Powerful Grants Strategy for 2017</td>
<td>GrantStation.com</td>
<td>10/11/16</td>
<td><a href="https://www.grantstation.com/Programs/Webinars.aspx">https://www.grantstation.com/Programs/Webinars.aspx</a> ($69 per person / $149 per site)</td>
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<tr>
<td>Webinar</td>
<td>Leveraging Social Media and Events to Engage Millennials</td>
<td>GrantStation.com</td>
<td>10/05/16</td>
<td><a href="https://www.grantstation.com/Programs/Webinars.aspx">https://www.grantstation.com/Programs/Webinars.aspx</a> ($69 per person / $149 per site)</td>
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<tr>
<td>Grant</td>
<td>Environmental Regulatory Enhancement (CFDA No. 93.581)</td>
<td>U.S. Department of Health and Human Services (HHS) / Administration for Children and Families (ACF) / Administration for Native Americans (ANA)</td>
<td>03/10/17</td>
<td><a href="http://www.grants.gov/web/grants/view-opportunity.html?oppid=288552">http://www.grants.gov/web/grants/view-opportunity.html?oppid=288552</a> Award Ceiling = $300,000 / Award Floor = $100,000</td>
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<tr>
<td>Webinar</td>
<td>Responding To Drought and Water Challenges</td>
<td>U.S. Department of Agriculture (USDA)</td>
<td>10/04/16</td>
<td><a href="http://www.climatewebinars.net/webinars/drought-and-water-challenges">http://www.climatewebinars.net/webinars/drought-and-water-challenges</a> (encourages communities to install hundreds of air quality sensors and manage the resulting data) - Cash Award = $40,000</td>
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<tr>
<td>Grant</td>
<td>Writing For Humans - 10 Tips to Defeat Robot Overlords of Copy</td>
<td>Louisiana Association of Nonprofit Organizations (LANO)</td>
<td>09/22/16</td>
<td><a href="http://www.lano.org/events/EventDetails.aspx?id=824178&amp;group=">http://www.lano.org/events/EventDetails.aspx?id=824178&amp;group=</a></td>
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<td>Award Ceiling / Floor</td>
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<td>Grant</td>
<td>Encouraging Appropriate Care Using Behavioral Economics through Electronic Health Records (CFDA No. 93.279)</td>
<td>U.S. Department of Health and Human Services (HHS) / National Institutes of Health (NIH)</td>
<td>01/30/17</td>
<td>$200,000</td>
</tr>
<tr>
<td>Webinar</td>
<td>Asking as an Intentional Conversation - A Better Way to Get What You Want</td>
<td>Bloomerang</td>
<td>10/06/16</td>
<td>$100,000</td>
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<td>10/12/16</td>
<td>Technical Assistance Building Blocks for Sustainable Communities (FREE to 25 communities)</td>
<td>U.S. Environmental Protection Agency (EPA)</td>
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<td>09/22/16</td>
<td>Webinar The Value of Time Management - A Business Asset</td>
<td>U.S. Small Business Administration (SBA)</td>
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<td>09/29/16</td>
<td>Webinar Performing Under Pressure - Learn How To Do Your Best and Help Your Staff When It Matters Most</td>
<td>CausePlanet</td>
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<td>10/26/16</td>
<td>Webinar Creating a Disaster Communication Plan</td>
<td>Center for Disaster Philanthropy (CDP)</td>
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<td>10/20/16</td>
<td>Webinar The ABCs of Forming Your 501c3</td>
<td>GrantSpace</td>
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<td>Grant Report</td>
<td>Delta Health Care Services Grant Program (CFDA No. 10.874)</td>
<td>U.S. Department of Agriculture (USDA) / Rural Business-Cooperative Service</td>
<td>Collaborating to Improve Community Infrastructure</td>
<td>11/07/16</td>
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<td>Webinar</td>
<td>Tour of the GrantStation Website</td>
<td>GrantStation.com</td>
<td>10/04/16</td>
<td>FREE</td>
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<td>Tool</td>
<td>FDO Preferred / FDO Professional</td>
<td>Foundation Center</td>
<td>Louisiana Association of Nonprofit Organizations (LANO)</td>
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<td>Webinar</td>
<td>By the People - Designing a Better America</td>
<td>National Endowment for the Arts (NEA)</td>
<td>Heart &amp; Soul Talks - Engaging the Arts in Heart &amp; Soul</td>
<td>10/19/16</td>
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<td>Other</td>
<td>Reduced Administration Fees on all Windows 7-based refurbished computers</td>
<td>TechSoup.org</td>
<td>09/30/16</td>
<td>$99 - that's a $600 savings on the regular price and $200 off TechSoup's discounted offering</td>
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<td>Other</td>
<td>Discounted GrantStation subscription service for one year</td>
<td>TechSoup.org</td>
<td>09/21/16</td>
<td><a href="https://www.techsoup.org/">Link</a></td>
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<td>Heart &amp; Soul Talks - Engaging the Arts in Heart &amp; Soul</td>
<td>Orton Family Foundation</td>
<td>09/29/16</td>
<td><a href="https://www.orton.org/events/heart-soul-talks-engaging-arts">Link</a></td>
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<td>Webinar</td>
<td>Bicycling and Walking Excellence by MPOs - From Policy to Projects in Four Metropolitan Regions</td>
<td>Transportation for America Corporation for National and Community Service (CNCS)</td>
<td>09/22/16</td>
<td><a href="https://www.apha.org/events-and-meetings/apha-calendar/webinar-events/2016/bicycling-and-walking-excellence">Link</a></td>
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<td>Tool</td>
<td>SERVICE PROJECT TOOLKITS</td>
<td>Corporation for National and Community Service (CNCS)</td>
<td>N/A</td>
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Webinar Embedding Creativity in City Agencies with Artist in Residence Programs
Transportation for America
https://cc.readytalk.com/registration/#/?meeting=id965y8zo3i8i&campaign=433bs84i0dmt
09/21/16

Webinar Farm to School Grant Program for Tribal Organizations
U.S. Department of Agriculture (USDA) / Food and Nutrition Service
https://cc.readytalk.com/registration/#/?meeting=ib9as2v4c0t6d&campaign=3wwv99s0p3ij
10/06/16

Webinar Farm to School Grant Program for State Agencies
U.S. Department of Agriculture (USDA) / Food and Nutrition Service
https://cc.readytalk.com/registration/#/?meeting=ihc0a1i897i6j&campaign=et1p2qwu9sjp
10/04/16

Grant NEED-BASED GRANTS for small businesses
D-I-Y Year-End Fundraising Campaign Planner
Louisiana Small Business Rebirth Fund
https://ccots.formstack.com/forms/labirdbirth_ap
09/16/16

Tool D-I-Y Year-End Fundraising Campaign Planner
Network for Good
http://www.networkforgood.com/resources/
N/A

Cooperative Agreement Accountable Health Communities Track 1 - Awareness (CFDA No. 93.650)
U.S. Department of Health and Human Services (HHS) / Centers for Medicare & Medicaid Services
11/03/16
Award Ceiling = $1,170,000 / Award Floor = $100,000

Grant RESTORE Act Direct Component - Non-federal Share of Another Federally Funded Activity Involving Non-construction or Real Property Activities (CFDA No. 21.015)
U.S. Department of the Treasury
12/02/16
Award Ceiling = $65,460,782

Grant RESTORE Act Direct Component - Real Property Activities (CFDA No. 21.015)
U.S. Department of the Treasury
12/02/16
Award Ceiling = $65,460,782

Grant RESTORE Act Direct Component - Construction Activities (CFDA No. 21.015)
U.S. Department of the Treasury
12/02/16
Award Ceiling = $65,460,782

Webinar Farm to School Grant Program
U.S. Department of Agriculture (USDA) / Food and Nutrition Service
https://cc.readytalk.com/registration/#/?meeting=id789foa16vmz&campaign=kwooxio0eb7
09/29/16

Webinar Community Discussion - Active Shooter Preparedness
https://events-na11.adobeconnect.com/content/connect/c1/1087126544/en/events/event/shared/default_template_simple/event_registration.html?SCO-id=1529515646&_charset_=utf-8
09/29/16

Technical Assistance 2017 Technical Assistance Workshop
Smart Growth America
http://www.smartgrowthamerica.org/technical-assistance/free-annual-workshops
10/06/16
FREE

Webinar Cyber Security Evaluation Tool
U.S. Department of Homeland Security (DHS)
https://attendee.gotowebinar.com/register/81050
66833474858754?utm_medium=email&utm_source=egovdelivery
09/20/16

Grant Environmental Sustainability Grant (CFDA No. 47.041)
National Science Foundation
10/20/16
typical award = $100,000 for 1-3 years
First Steps Toward Developing Renewable Energy and Energy Efficiency on Tribal Lands
U.S. Department of Energy (DOE) / Office of Indian Energy Policy and Programs
http://www.energy.gov/indianenergy/articles/doe-makes-3-million-available-fund-first-steps-toward-developing-renewable
(awards ranging from $50,000 to $250,000)

Small Business Innovation Research (SBIR) Program
U.S. Environmental Protection Agency (EPA)
(Phase I = $100,000 / Phase II = $300,000 / Commercialization Option = $100,000)

What Climate Change Means for Louisiana
U.S. Environmental Protection Agency (EPA)
https://www3.epa.gov/climatechange/impacts/stat e-impact-factsheets.html

Assistance to Firefighters Grant (CFDA No. 97.044)
http://www.grants.gov/web/grants/view-opportunity.html?oppId=288278

International Economic Development Council (IEDC)
http://www.iedconline.org/
($95 for IEDC members / $135 for nonmembers / discounted rate of $395 for entire series)

Focusing Your Special Event Appeal Story
Bloomerang
http://www.networkforgood.com/resources/
(FREE)

Mitigating Risk in Your Organization Using Data and Your Board to Maximize Year-End Fundraising
Mississippi Center for Nonprofits
https://www3.epa.gov/climatechange/impacts/stat e-impact-factsheets.html

Nonprofit 911 - How to Use Data to Beat Your Year-End Goals
Network for Good
https://learn.networkforgood.com/nonprofit911-091316-how-to-use-data-to-beat-your-year-end-goals.html

If You Do Nothing Else this Year
U.S. Small Business Administration (SBA); Agility Recovery
https://www.agilityrecovery.com/buildingblocks/?utm_medium=email&utm_source=govdelivery

The Top 10 Most Common Mistakes During a Crisis Green Streets - Filtering and Slowing Stormwater, Revitalizing Neighborhoods, and Making Streets Safer
River Network; Urban Waters Learning Network

Building a Powerful Grants Strategy for 2016-2017
TechSoup.org
https://cc.readytalk.com/registration/
(FREE / regularly $69)
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<th>Website</th>
<th>Location</th>
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<tr>
<td>Other</td>
<td>Largest Nonprofit Fair in Northwest Louisiana Disaster Assistance Relief Fund (up to $25,000)</td>
<td>Community Foundation of Louisiana / Rotary Club of Shreveport</td>
<td><a href="https://www.evenbrite.com/e/serve-for-good-nonprofit-fair-2016-tickets-26104370876">https://www.evenbrite.com/e/serve-for-good-nonprofit-fair-2016-tickets-26104370876</a></td>
<td>Red River District (under the Texas Street Bridge) / 450 Clyde Fant Parkway / Shreveport, LA 71101</td>
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<tr>
<td>Tool</td>
<td>Small Business Preparedness Expanded Guide</td>
<td>U.S. Chamber of Commerce Foundation</td>
<td><a href="https://www.uschamberfoundation.org/node/4315">https://www.uschamberfoundation.org/node/4315</a></td>
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<td>Grant</td>
<td>Investing in Innovation Fund-Development Grants (CFDA No. 84.411C)</td>
<td>U.S. Department of Education</td>
<td><a href="https://federalregister.gov/a/2016-20268">https://federalregister.gov/a/2016-20268</a></td>
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<td>Grant</td>
<td>Cooperative Agreement</td>
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<td>Sustainable Employment and Economic Development Strategies - SEEDS (CFDA No. 93.612)</td>
<td>System Development and Data Collection, Analysis, and Reporting for the Community Services Block Grant Program (CFDA No. 93.569)</td>
<td>Community Services Block Grant Training and Technical Assistance Program - Learning Communities Resource Center (CFDA No. 93.569)</td>
<td>Title X Family Planning Grants for the State of Louisiana (CFDA No. 93.217)</td>
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<td>06/02/17</td>
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</table>

**Technical Assistance**

**The Transit-Oriented Development technical assistance initiative**

Federal Transit Administration (FTA) / Smart Growth America

- Webinar: Community Leadership and Community Foundations (CFDA No. 93.612)
  - Foundation Center - Marketplace
  - 09/27/16

- Webinar: Public Assistance 2016 Stakeholder Outreach (Lafayette)
  - Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP)
  - 08/25/16
  - http://www.go.la.gov/resources/training-events-schedule
  - South Louisiana Community College Auditorium / 1011 Bertrand Drive / Lafayette, LA 70506

- Webinar: Small Business Saturday and the Shop Small Movement (FREE)
  - International Economic Development Council (IEDC)
  - 10/06/16

- Webinar: Story Maps Tell the Tale of Your Community
  - International Economic Development Council (IEDC)
  - 09/08/16

- Webinar: 5 Ways to Prioritize What Social Network Your Business Should Invest In
  - Network for Good
  - 08/30/16
  - http://learn.networkforgood.com/

- Webinar: Get to Know GrantStation
  - U.S. Small Business Administration (SBA)
  - 08/30/16
  - https://www.sba.gov/event/1537510

- Webinar: The Transit-Oriented Development technical assistance initiative
  - Federal Transit Administration (FTA) / Smart Growth America
  - 09/07/16

- Technical Assistance: FREE MAPPING SERVICES FROM ESRI
  - Recovery Diva
  - N/A

- Webinar: The Case for Integrated Planning
  - Bloomerang
  - 09/08/16

**FREE**
<table>
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<th>Type</th>
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<th>Date</th>
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<td>Webinar</td>
<td>Building Your Nonprofit Internship Program - First Steps</td>
<td>Bloomerang</td>
<td>08/25/16</td>
<td><a href="https://cc.readytalk.com/registration/#/?meeting=f07tvn3bm0&amp;campaign=faf19twoz51y">https://cc.readytalk.com/registration/#/?meeting=f07tvn3bm0&amp;campaign=faf19twoz51y</a></td>
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<td>Other</td>
<td>Resources for Businesses Affected by Louisiana Flooding</td>
<td>U.S. Chamber of Commerce Foundation / Corporate Citizenship Center (CCC)</td>
<td>N/A</td>
<td><a href="https://www.uschamberfoundation.org/blog/post/resources-businesses-affected-louisiana-flooding?utm_medium=Email&amp;utm_source=ExactTarget&amp;utm_campaign=digest&amp;utm_content=">https://www.uschamberfoundation.org/blog/post/resources-businesses-affected-louisiana-flooding?utm_medium=Email&amp;utm_source=ExactTarget&amp;utm_campaign=digest&amp;utm_content=</a></td>
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<td>Grant</td>
<td>2017 AmeriCorps State and National Grants (CFDA No. 94.006)</td>
<td>Corporation for National and Community Service (CNCS)</td>
<td>01/18/17</td>
<td><a href="http://www.grants.gov/web/grants/view-opportunity.html?oppid=287588">http://www.grants.gov/web/grants/view-opportunity.html?oppid=287588</a></td>
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<td>Webinar</td>
<td>Pressure Reduction - The Key to Better Performance and Helping Your Staff</td>
<td>CausePlanet</td>
<td>08/31/16</td>
<td><a href="https://cc.readytalk.com/r/n5efo536o80r&amp;eom">https://cc.readytalk.com/r/n5efo536o80r&amp;eom</a></td>
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<td>Moving Your Board From Good To Great</td>
<td>Foundation Center / Grantspace</td>
<td>09/15/16</td>
<td><a href="http://grantspace.org/Training/calendar/online/moving-your-board-from-good-to-great-2016-09-15?utm_medium=email&amp;utm_source=adhoc&amp;utm_campaign=grantspace20160818">http://grantspace.org/Training/calendar/online/moving-your-board-from-good-to-great-2016-09-15?utm_medium=email&amp;utm_source=adhoc&amp;utm_campaign=grantspace20160818</a></td>
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<td>Tool</td>
<td>120-Day Fundraising Plan For Small Nonprofits</td>
<td>Network for Good</td>
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<td>Webinar</td>
<td>Meet the Changemakers - Funding Resilience, Building Leadership Capacity</td>
<td>Foundation Center / Grantspace</td>
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<td>Webinar</td>
<td>Community Connectivity Webinars</td>
<td>National Telecommunications and Information Administration (NTIA)</td>
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<td>Grant</td>
<td>Assets for Independence Demonstration Program (CFDA No. 93.602)</td>
<td>U.S. Department of Health and Human Services (HHS) / Administration for Children and Families (ACF) / Office of Community Services (OCS)</td>
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<td>Grant</td>
<td>Veterans Employment Pay for Success Grant Program (CFDA No. 64.052)</td>
<td>U.S. Department of Veterans Affairs (VA)</td>
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<td>120-Day Plan to Jumpstart Fundraising Five (5) Simple Steps to Turn Board Members into Fundraisers</td>
<td>Network for Good</td>
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<td>Webinar</td>
<td>Creating Evacuation &amp; Shelter-In-Place Plans</td>
<td>Agility Recovery</td>
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<td>Placemaking as an Economic Development Tool</td>
<td>Center for Creative Land Recycling</td>
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<td>How To Pave The Way For A Successful #GivingTuesday</td>
<td>Louisiana Association of Nonprofit Organizations (LANO)</td>
<td>08/11/16</td>
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<td>Office Productivity in the Cloud</td>
<td>TechSoup.org</td>
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<td>Nonprofit organizations can save up to 40 percent on new Dell PCs, software, etc.</td>
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<td>Unemployment and Human Resources Liability Control 101</td>
<td>Louisiana Association of Nonprofit Organizations (LANO)</td>
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<td>Webinar</td>
<td>ADA &amp; Aging Americans</td>
<td>National Aging and Disability Transportation Center (NADTC)</td>
<td>08/10/16</td>
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<td>Lessons Learned in Green Infrastructure</td>
<td>U.S. Environmental Protection Agency (EPA)</td>
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<td>NADTC Innovations in Accessible Mobility Grant</td>
<td>National Aging and Disability Transportation Center (NADTC)</td>
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<td>Webinar</td>
<td>Building Resilience in Rural and Small Communities</td>
<td>International Economic Development Council (IEDC)</td>
<td>10/13/16</td>
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<td>2016 Barrett Foundation Business Concept Challenge</td>
<td>National Forest Foundation (NFF)</td>
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<td>National Pedestrian and Bicycle Information Center (CFDA No. 20.200)</td>
<td>U.S. Department of Transportation (DOT) / Federal Highway Administration (FHA)</td>
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<td>Data Excellence for Business Attraction</td>
<td>International Economic Development Council (IEDC)</td>
<td>08/17/16</td>
<td>($95 for IEDC members / $135 for nonmembers)</td>
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<td>Workshop</td>
<td>Hot Topics - Equip and Empower Over Your Lunch Hour</td>
<td>Rural Development Initiatives, Inc.</td>
<td>12/14/16</td>
<td><a href="http://events.r20.constantcontact.com/register/event?oeidk=a07ed1111zv43d55a7d&amp;llr=utfq5srab">http://events.r20.constantcontact.com/register/event?oeidk=a07ed1111zv43d55a7d&amp;llr=utfq5srab</a></td>
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<td>Workshop</td>
<td>Grantwriting for Beginners</td>
<td>The Funding Seed</td>
<td>09/13/16</td>
<td>($40 registration fee) Ashe Cultural Arts Center / 1712 Oretha Haley Boulevard / New Orleans, LA  70113</td>
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<td>Delta Development Workshop and &quot;Meet the Funders&quot; Forum</td>
<td>Mississippi Center for Nonprofits</td>
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<td>Training</td>
<td>Signs of the Land: Reaching Arctic Communities Facing Climate Change</td>
<td>AINE &amp; IARC</td>
<td>2014</td>
<td>Tanana River, AK</td>
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<td>Training</td>
<td>Tribal Climate Change Adaptation Planning Workshop</td>
<td>ITEP</td>
<td>2014</td>
<td>Portland, OR</td>
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<td>Training</td>
<td>Climate Conservation Training w/ Scenario Planning</td>
<td>NWBLCC &amp; NCTC</td>
<td>2015</td>
<td>Fairbanks, AK</td>
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<td>Climate Change Adaptation Training</td>
<td>ITEP, NPLCC, CCTH</td>
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<td>2016</td>
<td>Tanana River, AK</td>
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<td>National Tribal Climate Boot Camp</td>
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<td>McCall, Idaho</td>
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Science, Natural Resources, and Subsistence in Alaska’s Arctic Lands and Waters: A Continuing Dialogue on Working Together to Understand our

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<td>Focus on identifying weak spots in system; prep for mitigation planning. There are various types of vulnerability assessments; search by relevant subject or entity.</td>
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<td>Communities that meet one or more climate change criteria</td>
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<td>Tribes participating in IGAP Communities, land/ resource management units (BIA currently funding some Tribes)</td>
<td>EPA $ for certain activities in plan (incl. climate change component) Focus on proactive response to climate change. EPA may start to require as part of iGAP.</td>
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<td>Resource managers (with community input)</td>
<td>Guidance for decision-making, regulations.</td>
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1. Preparedness

- The first step to being prepared for a disaster is to take responsibility for yourself and your household.
- Emergency Preparedness Kits are important to have on hand.
- Case Study: Kivalina-building disaster kits

2. Get Organized

- Once individuals are prepared, it's important to set up community-wide resources, such as a SCERP.
- Tools: SCERP

3. Community Leadership/Devote staff

- Having a Hazard Mitigation Plan is key to reducing disaster risk and opening your community up to grant funding.
- Tools: FEMA-Approved Hazard Mitigation Plan
- Tools: SCERP

4. Mitigation

- Engaging in hazard identification can help your community understand risks and develop strategies to mitigate them.
- Disaster Recovery Resources

5. Stay Prepared

- It's important to stay prepared and continue to develop resilience in communities.
- Resources on assembling personal emergency resources.
- Tools: FEMA

Case Study

- The following resources can connect you to crucial information in a disaster:
- Emergency Management connections at the state and federal levels
- Tribal Contacts
- Disaster Declaration Resources

Funding

- The following measures can connect you to crucial information in a disaster:
- Self-Community

Devote Staff...
Attachments: Best Practices and Lessons Learned

Let Your Assets Be Your Guide
Let Your ASSETS Be Your Guide:

A Handbook for Community Planning

Prepared by Rural Alaska Community Action Program in partnership with the Denali Commission

January 2007
This handbook was prepared by the Rural Alaska Community Action Program (RurAL CAP). RurAL CAP is a private, statewide, nonprofit organization working to improve the quality of life for low-income Alaskans.

Rural Alaska Community Action Program, Inc.

David Hardenbergh, Executive Director
Mitzi Barker, Director, Rural Housing & Planning
Erica Mensch, Community Planning Denali Commission Intern, co-author
Annette Stepetin, Community Planning Intern, co-author

Denali Commission

Financial assistance and support for this document provided by the Denali Commission. The Denali Commission is an innovative federal-state partnership designed to provide critical utilities, infrastructure and support for economic development in Alaska by delivering federal services in the most cost-effective manner possible.

George Cannelos, Federal Co-Chair, Denali Commission
Gov. Sarah Palin, State Co-Chair, Denali Commission
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What Is Planning?

A Community Plan is a document that reflects a community’s story, and lists its goals and steps to achieving them.

Planning is:

- A tool that enables people to take greater control over the forces that shape their communities and their lives.
- A process of setting priorities by creating goals.
- A way to decide where you want to be in the future.
- A way of communicating a community’s wants and needs.
- A way to use traditional knowledge.
- A process that promotes creativity.
- A process that combines talking about what people want with information about the area they live in.

Remember, Planning is not just:

- just a way to secure grant funding for your community.
- creating a wish list.

“Failing to plan is planning to fail.”

~ Allen Lakein
Why Plan?

Reasons to plan:

- To make the community strong – planning can unify people to think about their future.
- To feel pride in the community.
- To make things happen and guide change.
- To meet the future head-on and get things done instead of avoiding decisions.
- To solve old problems by setting new goals.
- To save money – planning may keep the community from making expensive mistakes.
- To balance what your community has and wants to become.
- To create a framework from which you can evaluate new projects or elements of change in your community.
- To secure funding – agencies that provide money for projects often require a plan. A plan shows them that your community is organized and has thought about how it will operate and maintain new projects and programs. By having a good plan, you are more likely to get funding.

Doing a plan for your community is just like planning for any other activity you might undertake. For example, if you’re going hunting, you’ll plan what to bring and where to go before you leave, so you don’t waste time and resources.
A New Framework for Planning: The Planning Dimensions

A planning framework is a basic structure by which a plan can be organized. The planning framework outlined in this handbook is based on the idea of eight “planning dimensions”. Every village, town, or city has different components (“dimensions”) that together encompass aspects of community life relevant to planning. Although the community functions as a whole, taking into account the distinct components that comprise a community may help to simplify the planning process. The dimensions are: The Land, Housing, Culture and Tradition, Economy, Public Facilities, Transportation, Wellness and Safety, and Environment.

Using the planning dimensions is a simple way to organize community planning.
Before moving on, it’s important to have a clear understanding of how each planning dimension is defined.

**Culture & Tradition:** The culture of a community is composed of behavior patterns, arts, beliefs, institutions and products of human work and thought. Tradition is the passing down of elements of a culture from generation to generation.

**Economy:** The system or range of economic activity in a community, including how people are employed and how income is generated.

**Environment:** The natural ecological setting of a community including vegetation, water, animals, air quality, and surrounding natural features.

**Housing:** Buildings or other shelters in which people live.

**Land:** Territorial possessions or property that may be owned.

**Public Facilities:** Infrastructure such as electrical, sewer and water systems, and also the buildings housing public entities such as government offices, clinics, or schools.

**Transportation:** The means and equipment necessary for the movement of passengers or goods.

**Wellness & Safety:** Things within a community that contribute to the condition of good physical and mental health as well as the general safety of community members.
There are many approaches to community planning. This handbook offers a philosophy of planning that is “asset-based” rather than “need-based”. A “need-based” approach to planning focuses on community problems and might cause residents to think their community is fundamentally deficient, and that they are incapable of taking charge of their lives and their community’s future. An “asset-based” approach to planning does the opposite. It allows the community to concentrate on their strengths rather than their needs. An asset is a useful or valuable quality, person, thing or resource. In a community, an asset can be the strengths of the people, the infrastructure, the organizations, or the programs. By focusing on positive aspects of their community, people are more likely to become committed to investing themselves and their resources in the effort of community development.

“Each community boasts a unique combination of assets upon which to build its future.”

~Leadership Plenty Training Guide
Discovering Assets Through Planning Dimensions

In the planning process, assets may be reflected within the eight planning dimensions. By focusing on the assets within each dimension, community residents may find it easier to identify the gifts and resources in their communities, and to mobilize these capacities to make and meet goals.

Using the planning dimensions to stimulate a discussion of community assets and to generate goals may make the work of planning easier.

Asset-based planning strengthens the ability of community members to determine their future by helping them know what resources they can use to grow with.

The Asset-Based Philosophy of Planning shows that:

- Alaskans are rich in culture and traditional knowledge.
- Planning is most effective when it emerges from the community’s story.
- Planning is a tool that enables people to take greater control over the forces that shape their communities and their lives.

Assets within Planning Dimensions:

By considering the assets within each planning dimension, community residents are empowered to use their resources for community development. Assets may fit into more than one dimension; for example, natural resources may be used to both grow the economy and to continue the tradition of subsistence. Here are some examples of assets within each dimension:

**Culture & Tradition:** Community Elders, Traditional Practices such as Talking Circles

**Economy:** Existing Businesses, Natural Resources

**Environment:** Wildlife and Vegetation for Subsistence

**Housing:** Existing Homes

**Land:** Village Corporation Land Ownership

**Public Facilities:** Government Offices, Water/Sewer System

**Transportation:** Airport, City Dock

**Wellness & Safety:** Community Clinic, Public Safety Office

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**Remember:** Aspects of community life may fit into more than one dimension.
What Makes a Plan Successful?

The following helps make a plan successful:

- **Focus** on community **Assets**
- **Organize** around **Planning Dimension**
- **Get a commitment** from community leaders
- **Understand** that planning is a form of self-determination
- **Involve Leadership** in the planning process
- **Involve** local people
- **Encourage Open Communication** between all people involved in planning

“The more successful plans clearly have more interest and involvement from local people, and the less successful plans do not. If you look down across the failures, one of the elements in every case is a lack of interest in planning.”

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~Alaska Sanitation Planning Guide
Who Initiates Planning?

Anyone can!

Who Should be Involved in Planning?

Everyone! . . . The plan will belong to your community, and your community knows what it wants. Planning leads to greater self-determination and allows people to ‘tell their story’. This means the most important people to be involved in the plan are your fellow neighbors, friends and leaders. There are many ways to involve the entire community. (See Appendix A: Techniques for Public Participation)
Some kind of community group should LEAD the planning process—we can call this the planning “workgroup.”

It is important that the workgroup should represent stakeholders (everybody who has an interest in the plan). These are people who may be:

- Particularly interested in the group’s efforts
- Affected by the Plan
- Knowledgeable about the community

The workgroup may have representatives from several community groups.

- **Community Members:**
  interested people from tribal government, village corporation, city government, school, store, other businesses, health clinic, as well as other interested people such as elders, youth, etc.

- **Regional Representatives:**
  regional corporation, regional non-profit, housing authority, regional health organization

- **Agency Representatives** (if available):
  State, Federal, and non-profit agencies
Appoint a Planning Coordinator

One of the workgroup members should be appointed as the “Planning Coordinator.”

The Planning Coordinator:

- Is committed to the plan and to making sure it happens.
- Gathers information.
- Organizes meetings and makes sure everyone in the group knows when the meetings are.
- Records minutes and decisions from meetings.
- Encourages people to participate.
- Talks with agencies and officials.
- Makes sure important things get done.
- Is very familiar with the planning process.
- Helps the workgroup go through the steps in the planning process.

*The community should strongly consider paying the planning coordinator if it is not somebody already on staff with one of the local entities. This position requires a lot of work and can take a great deal of time.*
The Planning Process

Step 1: Getting Ready to Plan

Step 2: Telling your Story

Step 3: Assets, Values, and Vision

Step 4: Goals, Objectives, and Activities

Step 5: Putting the Plan Together

Step 6: Putting the Plan into Action
Step 1: Getting Ready to Plan

Four Keys to Success in Getting Ready to Plan:

Gain Commitment

Because a community plan requires considerable time and energy, community and leadership support is necessary.

Form a Workgroup

Invite potential stakeholders, plan an initial meeting, explain the workgroup’s mission, and plan ongoing workgroup meetings.

Open a Dialogue with the Public

Have community meetings to inform residents about the planning process and to encourage more people to join the workgroup. Survey households for opinions. Let people know you care about what they think.

Recruit a Planning Coordinator

A planning coordinator is a resident, city staff person, or leader the community designates to run the day-to-day planning.
If you’ve made use of the four **keys to success**, you may now be ready to move on to the next steps of the planning process:

**Set up a schedule for regular workgroup meetings.**

- Usually, the small workgroup ultimately leads the planning process.

- At a minimum, the workgroup should ask for public comment during each stage of planning to determine community wants and needs.

- Inform the community of the schedule.

**During the initial workgroup meetings, organize the first community meeting to continue to inform the public and invite more participation.**

- Start advertising the community meeting through posters, radio announcements, and newsletters.

- If the community is small, going door-to-door to invite people is also useful.

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*Never doubt that a small group of committed citizens can change the world. Indeed, it’s the only thing that has.*”

~Margaret Mead
Hold a Community Meeting

For a detailed discussion of how to hold a public meeting, see Appendix A: Technique 2 – Public Meetings.

At the meeting . . .

Describe why planning is important and discuss details of the planning process.

(See Appendix B: Simplified Handout on Planning Process—this may be copied and distributed.)

Explain why the planning workgroup is important, and invite everyone to join it.

- Encourage key people to be on the workgroup by pointing out the advantages of their involvement.

- You will be asking them to volunteer their time, the volunteers will be satisfied knowing they have made a contribution that will enhance the community and strengthen self-determination.
Are You Ready to Move on?

- Are leaders and residents solidly behind the planning process?
- Has a workgroup of willing participants been formed?
- Have you identified a planning coordinator?
- Are residents aware of the plan and interested in it?
- Will groups be able to work together and agree on important decisions?
Now that you have an active workgroup in place and have a planning coordinator, you can start writing the plan.

The Next Steps Will Include:

- Appoint workgroup members or planning coordinator to start compiling background information—“the story”.
- Plan regular workgroup meetings to begin discussion of community Assets.
- Through discussions of Assets, begin identifying community Values and Vision.
- Present Values and Vision at a community meeting.
- Use Planning Dimensions while gathering community input on “Goals, Objectives, and Activities”.
- Present this community input at a community meeting.

“No matter what we plan for, by thinking a project through in the beginning, we usually end up with better results.”

~Alaska Sanitation Planning Guide
Plan Components

The planning process is organized by planning dimensions and stimulated by assets. As the various plan components (to be described in the next section of this handbook) begin to emerge, they will reflect the assets by planning dimension.

As the planning process unfolds, remember to include a discussion of assets every time you gather public input. For example, bring up community assets at the beginning of every meeting and include questions that stimulate a discovery of assets.

These are the components to include in the final plan:

- **Executive Summary** *(to be written at the end of the planning process)*, including:
  - The Community—very brief description
  - Community Involvement—who participated
  - Framework for the Plan—the planning method
  - Purpose—why the community chose to do the plan
  - Planning Process—A written description of what your community did to create the plan
  - Summary of Critical Issues
  - Prioritized Goals

- **Body of Plan** *(Recap the process—Why plan? Why now?)*
  - Story
  - Assets
  - Values
  - Vision
  - Goals, Objectives, and Activities arranged around Planning Dimensions
  - Next steps in the planning process
  - Sources, Resources, Contact Information
Step 2: Telling Your Story
Who are we? What is here? Where have we been?

How do you pick a site for a new building or sewage lagoon? How do you plan a new program that will best benefit your community?

In order to answer these important planning questions, you need to consider how these choices relate to the story of your community.

One of the pieces of the overall Community Plan will be the community’s “story” or background. The story is a summary of the most interesting information about the community. The story can contain information about the people, history, culture, governance, and any other information that strongly portrays a sense of your community. Describing your community’s story will help guide your path to community planning and will give a strong sense of where you may be going.

It may be helpful to organize the story information around planning dimensions (see diagram on page 4). The story information may be included at either the beginning or end of the community plan.

You can’t get where you’re going until you know where you’ve been.

~Anonymous
Here are examples of the things you may want to include in your story.

*Community Descriptions

- Location
- History and Culture
- Language
- Religion

*Demographic Profile

- Population
- Immigration and out-migration rates
- Age, birth rate, and mortality

*Local Government Organization Roles

- Tribal Council
- City Government
- Village and Regional Corporation
- Relationships between governments
*Wellness and Safety
- Available health services
- Available social services
- Description of Regional Health Corporation/Health Clinic
- Public Safety
- Fire Safety

*Public Facilities
- Water and Sewer
- Solid Waste
- Bulk Fuel Storage and Electricity
- Equipment
- School
- Gym

*Local Economy
- Employment
- Local businesses
- Household income data
- Subsistence information

*Transportation
- Airport
- Waterways
- Roads

*Housing
- Existing housing
- Future needs
- Housing Program details
*School/Activities for Youth
- Bilingual Program
- Youth Group
- Dance Group

*Environment
- Climate (Temperature, Rain/snowfall, winds, etc)
- Fish and Wildlife
- Vegetation
- Flooding (if relevant)
- Important features of the environment

*Culture and Tradition
- Details about Culture
- Details about Traditions
- Culturally Sensitive Areas

*Land
- Land ownership and availability
- Land area of community importance

The information and data that is collected will help explain the story of your community. It may help you to answer questions about how today is different from the past. It may help you predict trends for the future. Focus on the assets of your community, and how you can use these to grow.
Organize Your Efforts

When you begin collecting information, it may seem like an enormous task. Organizing your efforts may help. Start by making a list — this list may be changed as you gather more information and learn about how assets address your needs.

**METHODS OF GATHERING INFORMATION ABOUT THE COMMUNITY**

- **Community Members**

  Elders and knowledgeable people are the best place to begin collecting information about the community. Traditional local knowledge, including the community’s history, is an important part of the information about the community. Remember, long-time resident are very knowledgeable.

- **Mapping**

  At a meeting or during your everyday conversations encourage people to mark traditional sites, important areas, and other information you need on a map or aerial photo of the community. Mapping is a good way to get people talking and it’s easy to document what they have to say. A good resource for maps can be found online at http://www.dced.state.ak.us.

- **Community Surveys and Assessments**

  These are a good way to evaluate your community. For methods of conducting surveys, see *Appendix A: Techniques for Public Participation, Technique 5—Public Survey.*
• **State and Federal Agencies:**

These may have written reports about your community or region. Contact these agencies for background information to include in your plan.

• **Nonprofit Organizations:**

Organizations like your regional health corporation, your regional non-profit organization, the University of Alaska, or statewide tribal organizations may have valuable background information on your community or region.

• **Internet:**

If your community has internet access, you may want to try gathering background information by doing an internet search directly. You can gather important statistical data on your community through the internet at:

- [www.census.gov](http://www.census.gov) (for state and national statistics)
- [www.library.state.ak.us/asp/statisticsPQ.html](http://www.library.state.ak.us/asp/statisticsPQ.html) (for Alaska statistics)

For specific information on labor statistics, go to [http://almis.labor.state.ak.us](http://almis.labor.state.ak.us).

The Department of Commerce, Community, and Economic Development offers useful information regarding Alaskan communities:

- [www.commerce.state.ak.us/dca/commdb/CFCOMDB.htm](http://www.commerce.state.ak.us/dca/commdb/CFCOMDB.htm)
Use key words like the community’s name, issues, and resources. Try a variety of “search engines” to gather information (Google.com is a useful search engine). Children are often taught how to use the Internet at school. Having school children help with your Internet search gets kids involved and can be very helpful if you are unfamiliar with the Internet.

- Libraries:

Libraries always have useful information. If your community does not have Internet access, you can get help from many libraries by calling directly and asking the reference desk for assistance. It is helpful if you know the specific type of information you need before calling.

If your community does not have a public library, you may receive library materials through the mail.

Contact: Fairbanks Regional Services
Phone: (907) 459-1030
E-Mail: regional@fnsb.lib.ak.us

If you’d like assistance from one of the large libraries, contact one of the following:

University of Alaska Fairbanks Elmer E. Rasmuson Library

Phone: (907) 474-7481
Website: www.uaf.edu/library
While collecting the background information, the information should be organized and written in a clear format.

There are various community plans that can be used as a model. These can be accessed on the following website:

www.commerce.state.ak.us/dca/commdb/CF_Plans.cfm.
Are You Ready to Move on?

- Have you collected all the existing background information you need in order to tell your story?

- Have you organized the information and written it out in a way you can understand and use as you plan?
The Next Two Steps Will Include How to Identify Assets, Values, Vision, Goals, Objectives, and Activities

Setting goals and defining your community’s vision for the future provides answers to key questions such as:

- Where have we come from?
- Where are we headed?
- What values do we find most important?
- What kind of future do we want to create?
Step 3: Identifying Community Assets, Values, and Vision

Values through Assets Discussion

Part of the planning process is taking a look at community assets. Each community boasts a unique combination of assets upon which to build its future. A thorough list of those assets would begin with an inventory of the gifts, skills, and capacities of the community’s residents.

When you ask questions to draw out the assets, you are also beginning to brainstorm about values. Questions may include:

1. What do you treasure most about your community?
2. What are your most valuable natural resources?
3. What do you appreciate about your location?
4. What do you value most about your local culture?
5. What are the talents and strengths that reside in the people?
6. What do you consider to be economic assets of your community?
Invite all community members to a meeting that includes discussions of both assets and values. In the plan, include a description of both assets and values as a way to highlight the positive aspects of your community.

Values

Values, the foundation of your beliefs, help in creating your plan. Your values create your vision for the future and lead to defining what you want your community to be. They help you understand who you are as a community and are tools you can use as a guide. Values can be listed as phrases or words that are meaningful for the community. Using values as a starting point, community members can create a vision statement.

During a community meeting, the following questions may help stimulate ideas for Community Values:

1. What do you like about your community?
2. What about your community makes you proud?
3. What about your community do you want to maintain?
4. Why do you stay?
A way to get answers to these questions is to ask everyone in the room to write a brief response. Traditional talking circles or breaking into small groups may be useful. Once people have had a chance to talk about their answers to these questions, go around the group and ask for volunteers to say their response. Write the answers on a big sheet of paper.

The Community’s Values are reflected in the common things that people list. In your Community Plan, you may list the top things that people commonly value.

Here are some examples of Values:

**One Word Values:**

- Respect
- Elders
- Subsistence
- Health
- Culture

**Phrases as Values:**

- Safe place to live and work
- Happy, healthy children
- Good health, long lives
- Subsistence lifestyle
Community planning requires that people look at what is and envision what could be. A community vision is a description of a desired future. It is based on the community’s top values and assets, and carries a powerful message. A vision is an overall picture of what the community wants to be. Be daring with your vision! Even if it seems hard to accomplish, your vision will give you focus and direction.

A vision can be a series of statements that summarize the community values and help you imagine your community’s future. Once a community has a vision of the future, other planning efforts are often less difficult because the community can look at the “big picture.” “Visioning,” as it is sometimes called, leads to setting goals for the community.
Example of a Vision Statement:

“We take pride in who we are by making sure we have a safe place to live for our children and elders. We show strong family values through our culture, religion, education, and subsistence. Subsistence is critical to our way of life because it provides food and enriches our economy. We value our land and the abundance of wildlife it provides for usage.

We believe in keeping our community clean and beautiful through education and through showing respect for land, water, nature, and our heritage.

We provide education, training, and job opportunities by utilizing our community entities and relying on the wisdom of our elders for guidance. We have a stable future where people live socially and economically sustainable lives.”

—Vision Statement of Russian Mission, Alaska
Invite everyone in the community to participate in the visioning process. Community planning will have greater support if the community is involved. Encourage children, adults, and elders to participate in the visioning process.

Here are some steps which will help you define your vision:

- Envision how you want your community to be. Do not think about constraints such as lack of resources or current capacity.

- Read your community values out loud and use these to reflect on a desired future through group discussion.

- You may turn your values into sentences that can be combined into an overall vision statement.

- As a group, come up with a statement that best expresses a common vision.

- You may want to vote on a final vision once you have refined two or three possible vision statements.

The final vision statement will be included in the community plan. You may use this statement as a reminder of what is important to the community. It expresses the guiding principles of the community and will be used as a focal point. The goals you will identify next must relate to and support this vision. In fact, all future community actions should take into account your vision.
Step 4: Identifying and Prioritizing Goals, Objectives, and Activities

The workgroup continues the planning process by determining community concerns in each planning dimension and beginning to form ways to address these using community assets.

The Goals, Objectives, and Activities that are written for the Community Plan will be methods for addressing community concerns and supporting work that is already being done to help the community. It is essential that the workgroup now lead the effort to identify and prioritize Goals, Objectives, and Activities by planning dimension.

Definitions:

A GOAL:

- Is a broad statement designed to address one or more of the identified community concerns.

- Is a guiding statement of what the community would like to become in the future.

- Supports the overall community vision.

Example Goal: We have adequate housing that meets the needs of our current and growing population.
AN OBJECTIVE:

- Is a specific way to achieve a broader goal.
- Is a major change that will move the community toward the goal and vision.
- Is measurable.
- Identifies generally what will be done to achieve the goal.
- Guides action.

Example Objective: Build 20 new homes in a subdivision in the west part of the community.

AN ACTIVITY:

- Is more specific than an objective.
- Lists the steps and actions to take to meet the objective, when they will be done, and who will do them.
- Is measurable.

Example Activity: The Tribal Administrator may write and post a job description for a housing officer by the end of the month.
Identifying Goals, Objectives, and Activities within Planning Dimensions:

Continue to incorporate the planning dimensions (Culture & Tradition, Economy, Environment, Housing, Land, Public Facilities, Transportation, and Wellness & Safety) into the planning process. Collect and organize Goals, Objectives, and Activities by planning dimensions. For example, if using a survey, you may wish to organize the survey questions by planning dimension. This will make the information much more structured and accessible. You may also gather information through community meetings.

The community should use the dimensions to organize its Goals, Objectives, and Activities to see that every part of community life is considered. An Objective can fit into more than one dimension because elements in communities overlap. When organizing information, objectives may be detailed under one dimension, and be referred to under another.

There are many questions your community can ask to help identify Goals, Objectives, and Activities. Have a community meeting where Goals, Objectives, and Activities within each planning dimension may be discussed.
The following are suggested questions that can be used:

- What do we want for the future and how can we achieve it?
- What is the condition of our current programs and facilities?
- What will change and how?
- What is our primary concern with regard to ____________ (ask about a specific dimension such as the economy, environment, etc.)?
- What overall goal would we like to see for ____________ (ask about a specific dimension)?
- Are there any improvements we’d like to see in ____________ (for example, health care or public safety)?
- What role do we want our community entities to play in providing ____________ (for example, cultural preservation, environmental protection, etc.)?

Be creative with suggestions that community members offer. Some of the Objectives and Activities may be feasible and realistic, and others may not. Combine ideas. Write all of them down, even if they do not seem realistic. The workgroup may make a list of as many options as possible because:

- Good ideas may be generated out of seemingly weak suggestions.
- Good ideas are less likely to be overlooked.
- By considering everyone’s ideas, you will gain community support for the final Objectives and Activities selected.
- Remember that only those Goals, Objectives, and Activities that represent the community as a whole should be included in the final plan.
This is the real work of the workgroup—to take the raw ideas and narrow them into realistic Goals and Objectives.

- **Community Input**: Does the Goal, Objective, or Activity do what the community wants?

- **Vision**: Will the Goal, Objective, or Activity work in the future, based on the community’s Vision?

- **Community’s Infrastructure**: Will the Goal, Objective, or Activity work considering the community’s buildings, land ownership, etc.?

- **The Land, Water and Wildlife**: Does the Goal, Objective, or Activity harm the land or wildlife that is important to the community?

- **Effects on Residents**: Will residents be willing to pay for some of these new Goals, Objectives, or Activities? Or will they be willing to do the work necessary to implement these new ideas?

- **Experiences of Other Communities**: Have the Goals, Objectives, or Activities worked well in other communities?

- **The Community’s Capacity**: Think about how your community would address each Goal, Objective, or Activity. What kinds of management will the Goals, Objectives, or Activities require? Consider the reliability of your workforce, training needs, etc.
Next Steps:

- After collecting and organizing input from the public and coming up with realistic Goals, Objectives, and Activities, the workgroup may present the information to the public for reviewing and prioritizing.

- One suggestion of how to present and prioritize the information is to write all of the suggested Goals, Objectives, and Activities in a handout and ask participants to prioritize the information by Goal and Objective.

- In a separate workgroup meeting, the workgroup can then evaluate the results of the prioritizing. The workgroup should write a final draft form of the prioritized Goals, Objectives, and Activities, and hold another community meeting to present the priorities to the public.

- After this public meeting, the workgroup may write a final product that includes all prioritized Goals, Objectives, and Activities for inclusion in the final community plan.

- This meeting can also serve as a public hearing by the body(ies) who will finally adopt the plan.

- It is important that there is general consensus among those present at the community meeting about the Goals, Objectives, and Activities for the Community Plan.
Are You Ready to Move on?

- Have you identified assets and values, and used them to write a vision statement?

- Did the workgroup consult the community to come up with Goals, Objectives, and Activities?

- Did the community prioritize the Goals, Objectives, and Activities?

- Are the Goals, Objectives, and Activities put into a final draft form that is usable for the plan, taking public comment and priorities into account?
Step 5: Putting the Plan Together

Organize the various components in writing to create a draft plan:

- Include the Executive Summary (explained in detail on the following 2 pages)
- The Story (or background information)
- Assets, Values, Vision Statement
- Goals, Objectives, and Activities
- Next Steps in the Planning Process
- Sources, Resources, Contact Information
Begin to Write the Executive Summary:

The Community
Provide a brief description of the community. Provide the most essential information such as the location and population characteristics.

Community Involvement
Provide information about the people who were primarily involved in the process. Include community entities such as the Tribal Council or City Council and perhaps a list of the workgroup members.

Framework for the Plan
Include a description of the planning dimensions and the asset–based planning method. It may be based on information from this handbook.

Purpose of the Plan
Describe why community planning was desired and necessary in the community.
Planning Process

Provide a brief description of the planning process your community experienced. Explain what was accomplished at the various meetings, and how other methods of public participation were utilized. List key people who were involved.

Summary of Critical Issues

Even though the planning process may be “asset-based”, it is helpful to have a list of the most critical issues facing a community.

Prioritized Goals

The community should prioritize the Goals. This may be done in a variety of ways. The Goals may be prioritized within each planning dimension, or all Goals (from all planning dimensions) may be listed in order of priority. It is important to list the Goals by priority so that: 1) the community has a sense of how to proceed with fulfilling its Goals, and 2) agencies reading the plan may quickly understand the community’s priorities.

Considering both the Critical Issues and Prioritized Goals will give both the community and the readers a strong sense of how to fulfill the plan.
Request Public Comment about the Draft Plan:

The draft plan can be given to community members and distributed in public places such as the City or Tribal Council offices, library, school, stores, etc. This will give the public a chance to review the plan. Comments regarding the plan and any suggestions for changes can be solicited from the public and community leaders through a variety of methods:

- Another public meeting can be held for a final discussion.
- Phone calls can be made to request comments.
- Forms may be distributed with the draft, to be filled out with comments, and returned anonymously to a drop-off box.

Use community comments to revise the plan. While the plan is in draft form, there is still an opportunity to refine or change aspects of the plan.
Once your community has agreed on the draft community plan revisions, publish final copies and organize a **celebration**! This gathering may act as a continuation of the work yet to come—implementing the plan!

Your community has worked hard to get to this point, and it should be a time for celebration. The city, tribal government, and local Native corporation can jointly adopt the final plan by passing a resolution or signing a formal letter. Funding agencies like to see this formal step to show that your community has accepted the final plan. A **resolution** provides a means of documenting your community’s decisions *(See Appendix D: Resolution for Adoption of Community Plan)*.

One way to bring the community together to celebrate the hard work could be a “signing ceremony”, where the community leaders sign the resolution. Another suggestion might be to have all those involved in the planning process sign and then frame the resolution to put on the wall.
Are You Ready to Move on?

- Have the wants and needs of the community been reflected in the Community Plan?

- Have all the necessary information and plan components been included in the Community Plan?

- Has the draft plan been updated based on the comments from the public?

- Has the final Community Plan been written?

- Have the City, Tribal Council, and/or Native Corporation signed a resolution approving the final Community Plan?
Step 6: Putting the Plan into Action

Distribute copies of the plan to all community entities, leaders, and members. Send the plan to the Alaska Department of Commerce, Community and Economic Development (DCCED) to be posted on their website. To do this, contact the DCCED by phone at (907) 269-4568, by fax (907) 269-4539, or by e-mail at: questions@commerce.state.ak.us.

Organize a planning group, such as the existing workgroup, the Tribal Council, or the City Council, to begin implementing the plan. Or, the Planning Workgroup may delegate the activities to the specific entities. The planning group may be divided into committees to work on achieving objectives in each planning dimension. During regular Tribal Council and City Council meetings, the council members should consider the activities in the plan, and assign staff members to carry them out as appropriate.

Develop ways to measure progress for each Objective and Activity. For example, if the activity is to build three new homes, the way to measure progress is to ask “How many new homes have been built in the last year?” Consider creating a “scorecard” to keep track of activities as they are completed.

It takes discipline to stick with the plan and make sure it gets carried out.
Things change. Goals are met. New challenges emerge. The Community Plan must be updated periodically. The final plan should describe how and when to do the updates. The community will need to revise the Goals, Objectives, and Activities at least once every two years. By updating the plan often, the plan will continue to be a relevant tool to move your community forward.

An update will include:

- Recording which Activities, Objectives, and Goals have been reached since the last update.

- Reviewing the Vision, and making certain all Goals still support the overall community Vision.

- Reading all background information, changing outdated descriptions, and adding missing information as necessary.

- Reassessing current development opportunities and challenges that the community faces, and reevaluating Goals, Objectives, and Activities in light of these.

- Making needed changes or additions to Goals, Objectives, and Activities based on the current status of the community.

- Updating Resource and Contact information.
Congratulations!

You’ve taken some big steps toward writing the next chapter of your community’s story. Take time to celebrate and reflect on how far you’ve come and where your vision and this planning process will take you. Be sure to thank everyone who participated in or contributed to the effort.
APPENDIX

Appendix A: Techniques for Public Participation

Appendix B: Simplified Handout on Planning Process

Appendix C: Workgroup Member Responsibilities

Appendix D: Sample Resolution for Adoption of Community Plan
Appendix A: Techniques for Public Participation
Technique 1 – Informal Small Group Discussion

One of the most common ways people communicate in Alaska is through informal discussions – at the post office, store, or tribal office. The plan coordinator should keep a notebook to record comments and concerns gathered in this traditional way. Remember, it can be important for people to be able to comment without having to give their names.

Technique 2 – Public meetings

Public meetings are a good way to present information to the public and get comments from community members. Such meetings are one of the best ways to involve everyone in community planning. Flexible public meetings should be held throughout the planning process to address specific issues or steps of planning. For example, hold a public meeting in the beginning to get early input from residents. Hold additional public meetings to gather traditional and local knowledge, and to get input on Goals, Objectives, and Activities and how to best prioritize these.
A public meeting should be posted to attract all interested community members. During a public meeting, a facilitator may be needed to help with brainstorming, visioning, and some type of structured technique may be used.

Requirements for a successful meeting:

- Post notices within the community for good meeting attendance, such as at the post office, A/C store, etc.
- Consider incentives for attending the meeting (raffle, food, etc.).
- Reserve a meeting place (community center, classroom, gym).
- Develop an agenda and have a stated purpose for the meeting.
- Copy handouts beforehand.
- Have a facilitator or meeting chairperson.
- Write and display important points on a black board or flip chart, or use an overhead projector.
- Have a secretary or note taker record the discussions and provide notes to interested participants.
- Allow participants to share their opinion in writing, as not everyone feels comfortable sharing his or her opinion in a group setting.
Techniques for Increasing Attendance at Public Meetings:

- Have a public meeting in conjunction with a potluck/doughnuts/good food. Invite community dancers or a speaker to open the meeting.

- Put up large, colorful flyers throughout the community (post office, store, school, airport, clinic, etc.) inviting everyone interested.

- Personally invite people. Tell them their input is essential (it is!) and will directly affect the plan’s outcome.

- Plan meetings at times when nothing else is going on (you may not have many attendees during a basketball tournament or a fishing opening).

- If someone doesn’t show for the first meeting don’t count him or her out. Invite everyone to every meeting – some people need more time to warm up to the process.
Technique 3. Facilitation

A facilitator is a leader who helps a group work towards a decision based on general agreement. A facilitator should be a leader who is respected, confident, and perceptive. The Planning Coordinator may be the facilitator. Sometimes an unbiased facilitator must come from outside the group or even outside the community, particularly if there are people or groups at the meeting that do not get along. However, if an outside facilitator is invited, he or she should be aware of community issues and culture.

A facilitator should:

- **Lead**: A facilitator should provide a group with leadership.
- **Focus**: Provide a focus for the group.
- **Stimulate**: Encourage constructive discussion between group members.
- **Support**: Bring out information from quiet members of the group and allow new ideas to be submitted.
- **Participate**: Promote new discussion when the group is interacting poorly or off the subject.
- **Build Team**: Form a close, productive team.
A facilitator should act as a referee.

The facilitator should:

- **Regulate**: Maintain order and discourage participants from talking at the same time or dominating the meeting.
- **Protect members**: Ensure that all comments are treated equally and that no one is “put down” for their input.
- **Deal with Problems**: Control problem people within the group and allow everyone to participate freely.
- **Keep Time**: Adhere to the meeting timetable to ensure completion of the agenda.
- **Be sensible**: Take a detached look at the discussion and view each point on its merits.
- **Encourage Feedback**: Promote discussion of each point raised by all members of the group.
Technique 4. Brainstorming

Brainstorming is a process where a person or group generates as many ideas or solutions to a problem as possible in a set amount of time.

- Brainstorming sessions are frequently used when a group is starting a planning process or a new phase of planning.

- A group should have brainstorming sessions without criticism or evaluation to come up with possible solutions.

- A free-thinking atmosphere will encourage bright ideas that may seem outrageous at first but outstanding in the end.

- A brainstorming session will also help reduce conflict by helping participants see other points of view and possibly change their perspective on problems.

- Finally, brainstorming sessions are beneficial because all participants have an equal status and an equal opportunity to participate.

- It may be particularly useful to give participants a chance to write down their thoughts or opinions in brainstorming sessions, as not everyone feels comfortable sharing ideas in a group setting.
Brainstorming Session Rules:

- No criticism.
- Wild ideas are welcome.
- The greater the number of ideas, the better.
- Combinations and improvements to ideas are excellent.
- Everyone is encouraged to contribute.
- Listen and contribute.

“The future belongs to those who believe in the beauty of their dreams.”  
~ Eleanor

“It is time to give Alaska’s Native Villages the tools they need to assume responsibility...empowering and funding local solutions...I believe you have a historic opportunity to make a real difference in the lives of Alaska Natives.”  
~ Julie Kitka

“There is nothing like a dream to create the future”  
~ Victor Hugo

“If you can dream it, you can do it.”  
~ Walt Disney
Technique 5. Public Survey

A survey can determine public opinion and can be useful in community planning.

- A survey can be written (a questionnaire), or it can be spoken (an interview). An interview can be conducted either face-to-face or over the phone. A better response rate is usually obtained by having someone do the survey in person.

- Surveys can include multiple-choice questions or open-ended questions. Open-ended questions allow people to say or write what they want, but are harder to analyze.

- If the community is small enough, you might consider surveying every adult or every household to determine the entire community’s views and to allow everyone to feel heard. When a community is too large to survey everyone, a representative group of people can be questioned.

Voluntary surveys do not put people “on the spot”. They may be a good way to get an idea of general attitudes outside the public meeting process.
The Survey Process:

Stage 1: Determine what information is needed and whether a survey is the best way to get the information.

Stage 2: Make a survey time line and budget.

Stage 3: Determine how many people to question to get an accurate representation of the community.

Stage 4: Design the survey by writing well-thought-out questions that provide answers to things you truly need to know.

Stage 5: Practice the survey with someone to determine whether it is easily understood.

Stage 6: Select and train interviewers.

Stage 7: Have residents complete the survey.

Stage 8: Tally the survey results.

Stage 9: Analyze the data and use the findings in the Planning process to help create Goals, Objectives, and Activities.
**Technique 6. Intensive Interviewing**

Unlike surveying at random, where many people are asked questions to determine the opinions of the community as a whole, “intensive” interviewing involves talking to key people or those who have a special knowledge of an event or process. This can be a helpful way to gather data.

- Some of the best information related to community planning could come from people who may be unable or unwilling to attend public meetings or respond to written questionnaires.

- Elders or long-time community leaders may have traditional or local knowledge that could be important in the community planning process.
Special considerations must be taken when interviewing people in the community.

- The interviewer may want to start with small talk, thanking the person for taking the time to answer questions, before moving on to business.

- The interviewer should ask simple, factual questions in the beginning and move towards more complex ones.

- Open-ended questions usually work best in interviews.

- All the questions should be prepared beforehand and should be simple, short, and clear.

- The interviewer should be a good note taker or use a tape recorder, if the person being interviewed is comfortable with it.
Sample Open-Ended Interview Questions:

- What resources does this community have and need?
- How do you see the future of our community?
- What is your primary concern with ____________ (ask about a specific dimension such as the economy, environment, etc.)?
- What overall goal would you like to see for ________ (ask about a specific dimension)?
- What ideas do you have for solving ________ (explain problem)?
- Are there any improvements you’d like to see in ________________(for example, health care or public safety).
- How do you feel about local employment opportunities?
- Do you have any ideas for methods of stimulating the economy?
- What role do you want our community entities to play in providing ____________ (for example, cultural preservation, environmental protection, etc.)
- What is your primary concern with regard to housing in our community?
- What are the goals for our community with regard to efficient land use?
Appendix B: Simplified Handout on Planning Process
Planning is important because it helps a community chart its future and build things in an orderly fashion.

Planning may help to:

- Make the community strong – planning can bring people together to think about their future. A unified community is healthy and strong.
- Promote pride in the community.
- Make things happen and guide change.
- Look to the future and get things done instead of avoiding decisions.
- Solve old problems by setting new goals.
- Save money – planning may keep the community from making expensive mistakes.
- Balance what your community is with what it has and wants to become.
- Create a framework from which you can evaluate new projects or elements of change in your community.
- Get funding – agencies that provide money for projects like to see a plan. A plan shows them that your community is organized and has thought about how it will operate and maintain new projects and programs. By having a good plan, you are more likely to get funding.


The following page contains a table listing the steps and tasks of the planning process.
# PLANNING PROCESS

<table>
<thead>
<tr>
<th>Step</th>
<th>Task Checklist</th>
<th>What does it mean?</th>
</tr>
</thead>
</table>
| 1. Getting ready to plan | • Keys to Success  
- Gain Commitment  
- Form a workgroup  
- Open a dialogue with the public.  
- Recruit a planning coordinator. | • Do people want to plan?  
• Who is leading?  
• Are we ready to begin our plan? |
| 2. Telling your story | • Gather and organize information | • What is here?  
• Where have we been?  
• How does the community look overall? |
| 3. Identifying Assets, Values, and Vision | • Hold community meetings to determine Community’s Assets, Values, and Vision  
• Write Values and Vision in condensed form | • What do people treasure about the community?  
• What are the talents and strengths of the people?  
• What are the assets that reside in the place, culture, and economy? |
| 4. Identifying and Prioritizing Goals, Objectives, and Activities | • Identify information in the form of Goals, Objectives, and Activities (by planning dimension)  
• Prioritize for direction on how to implement the plan | • What are our Goals for the community?  
• What are our Objectives?  
• What actions can we take to meet these objectives and goals?  
• What are our priorities? |
| 5. Putting the Plan Together | • Develop a draft Community Plan  
• Have the community review the draft  
• Develop a final Community Plan | • Put our decisions in writing so that everyone else will know what we want, and how to achieve it |
| 6. Putting the Plan into Action | • Organize and complete Activities, which lead to the accomplishment of achieving Objectives and fulfilling overall Goals | • Arrange action committee to start taking action steps  
• Arrange funding |
Appendix C: Workgroup Member Responsibilities
Workgroup members must:

- Voice the knowledge and opinions of those they represent at workgroup meetings.

- Take information, decisions, and questions from the workgroup back to those they represent.

- Actively attend workgroup meetings and complete special projects, as necessary.

- Represent the workgroup by listening to and answering questions outside of meetings. For example, if stopped at the store, the representatives should be prepared to listen and respond.

Although everyone in the community is encouraged to attend planning meetings, it is usually the small workgroup that ultimately leads the planning process.
Appendix D: Sample Resolution
Resolution for Adoption of Community Plan

WHEREAS, this community plan is important to the future growth and development of ________________________________; and,

(community name)

WHEREAS, this plan was created through a public process which captured the values and goals of our community; and,

WHEREAS, this plan is a tool that helps us manage change in our community; and,

WHEREAS, this plan is intended to coordinate future community development and service delivery; and,

WHEREAS, we ask all public, private, and non-profit entities serving our community to recognize and use this plan;

NOW THEREFORE BE IT RESOLVED, that this plan is adopted by the community of _________________________________; and,

BE IT FURTHER RESOLVED, that the parties of this resolution agree to work together to pursue the values, goals, and vision expressed in this plan.

Certification

We hereby certify that this resolution was duly passed and approved by the following parties:

______________________________                  _______________
Tribal Government                  Date

______________________________                  _______________
Municipal Government               Date

______________________________  _______________
ANCSA Village Corporation   Date
Glossary of Terms

Activities: Actions taken to meet a specific objective.

Asset: A useful or valuable quality, person, thing, or resource.

Community Plan: A document that reflects a community’s story, and lists its goals and steps to achieving them.

Community Planning: Process of formulating methods and programs for the accomplishment of community improvement.

Facilitation: Helping make the process easier; an improvement.

Framework: A basic structure for developing a plan.

Goal: A broad statement that details what the plan intends to achieve, or the purpose toward which an endeavor is directed.

Objective: A specific and measurable way to achieve a broader goal.

Planning Coordinator: A person appointed or hired to lead and facilitate the community planning process.
Planning Dimensions: Aspects of community life to be considered while planning: Culture & Tradition, Economy, Environment, Housing, Land, Public Facilities, Transportation, and Wellness & Safety.

Self-Determination: Freedom of a people of a given area to determine their own course of action.

Stakeholders: Everybody who has an interest in the plan.

Value: A principle, standard, or quality considered worthwhile and
Sources:


Attachments: One-Page Summary Plan Template

Sample One-Page Summary Plan Template
**Our Community:**

Alaska Town

<table>
<thead>
<tr>
<th>What is our community like now?</th>
<th>What do we want for our future?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alaska Town is a beautiful place off the road system. There aren’t enough jobs for everyone, so some families are moving out and the school is losing students. We live off the land as much as possible.</td>
<td>We continue to live off the land and keep our traditions. The school is full of students because there are more jobs for us at the Refuge, and now that we have affordable energy and high-speed internet, we have created new online businesses and can visit other places for fun, business, medical etc. much more easily.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How do we get there?</th>
<th>Actions</th>
<th>Who</th>
<th>When</th>
<th>Resources Required</th>
</tr>
</thead>
</table>
Attachments: Alaska Universal Plan Template

Community Strategic Plan Guide and Form (USDA 2001)

2000 - 2003 Original MOU

2005 DRAFT MOU Annual Report
Memorandum of Understanding

Among the Following Agencies:

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- Department of Military and Veterans Affairs; (DMVA)
- Department of Natural Resources; (DNR)
- Department of Transportation and Public Facilities; (DOT&PF)
- University of Alaska; (U of A)
- Denali Commission;
- U. S. Department of Agriculture, Rural Development, Alaska Office;
- U. S. Department of Agriculture, Forest Service;
- U. S. Department of Commerce Economic Development Administration, Western Region (EDA); U.S. Commercial Service;
- U. S. Department of Housing and Urban Development (HUD);
- U. S. Department of Interior Bureau of Indian Affairs (BIA), Alaska Office;
- Indian Health Service, Alaska Area Native Health Service;
- U. S. Army Corps of Engineers;
- Federal Aviation Administration;
- U. S. Environmental Protection Agency

Background

The Denali Commission Act of 1998, as amended (Division C, Title III, PL 105-277) (Act) states that the purposes of the Denali Commission are to:

1. Deliver the services of the Federal Government in the most cost-effective manner practicable by reducing administrative and overhead costs;
2. Provide job training and other economic development services in rural communities, particularly distressed communities; and
3. Promote rural development, provide power generation and transmission facilities.

The Act recognizes that these purposes can only be accomplished through a collaborative, coordinated effort by the State of Alaska and key federal agencies. The State of Alaska also recognizes the above benefits can be furthered if State agencies work in a collaborative and coordinated effort.

Purpose

This Memorandum of Understanding (MOU) outlines some points of agreement that will facilitate the collaboration and coordination necessary for achievement of the purposes of the Denali Commission and related missions of agencies who are parties to this MOU.
Points of Agreement

The parties to this MOU agree the following are a key element in achieving shared goals:

1) Community plans. A single community strategic plan should be sufficient to identify and establish the priorities of each rural community. To be effective, the plan must be value-based; based on significant community participation and support; approved by the city and tribal councils and village corporation (if these entities exist); and take into account regional priorities.

The parties to this MOU agree to:

a) Support the development of comprehensive community plans where an acceptable comprehensive plan does not now exist; (USDA Rural Development, in collaboration with the Denali Commission, has developed a model planning process);

b) Support the concept of a single comprehensive community plan and utilize comprehensive community plans (or other acceptable plans that currently exist) as the basis for determining priorities in a community;

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c) Utilize RAPIDS as a management tool to achieve coordination and maximize the efficient use of available resources.

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the AEIS include but are not limited to DCED’s Economic Data Mapping Project, Community Database, and Rural Alaska Project Identification Delivery System (RAPIDS); and, DOL’s "Polaris" Project. The AEIS will provide information for decision-making and be a vehicle for coordination and collaboration between local, regional, State and federal entities.

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USDA-Rural Development

Colleen Bickford
State Director
US HUD

Patrick Poe
Regional Administrator
FAA

Christopher Mandregan, Jr., MPH
Director
IHS, Alaska Area Native Health Service

Colonel Steven Perrenot
District Engineer
U.S. Army Corps of Engineers

Charles Becker
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United States Department of Commerce

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Director
EDA

Niles Cesar
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BIA

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**Collaboration Highlight**

**Initiative for Accelerated Infrastructure Development**

(Community Profile Mapping)

The Initiative for Accelerated Infrastructure Development (IAID) is designed to increase the inventory of publicly-available, high-quality, aerial photo-based maps of rural communities. Multiple agencies have teamed with regional organizations and local communities to share the production costs of this critical economic development activity.

When communities arrange for aerial photography and map production on a regional basis, the cost is significantly reduced. Average production cost per map with this program is $35,000. Local communities provide 50% matching funds. The goal is to have all rural communities mapped within five years. As maps are completed they are added to the community mapping inventory which can be found on the Alaska Department of Commerce, Community and Economic Development’s website. (or ftp://ftp.dbcd.dced.state.ak.us/profiles/profile-maps.htm). The maps are available to the public and to agencies that may be planning projects in the communities.

**2005—**Organizations that have coordinated community mapping projects include the Aleutians East Borough (AEB), Lake and Peninsula Borough (LPB), Bristol Bay Native Association (BBNA), Kaveraik, Inc., Tlingit Haida Regional Housing Authority, and Coastal Villages Region Fund.

For more information regarding the community mapping program please contact Ruth St. Amour, Development Specialist at the Alaska Department of Commerce, Community and Economic Development or DCCED. (907) 269-4527 or ruth_st.amour@commerce.state.ak.us.

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**MEMORANDUM OF UNDERSTANDING**

The Denali Commission Act of 1998, as amended (Division C, Title III, PL 105-277) states that the purposes of the Denali Commission are to:

1. Deliver the services of the Federal Government in the most cost-effective manner practicable by reducing administrative and overhead costs;
2. Provide job training and other economic development services in rural communities, particularly distressed communities; and
3. Promote rural development, provide power generation and transmission facilities, modern communication systems, bulk fuel storage tanks, water and sewer systems and other infrastructure needs.

The Act recognizes that these purposes can only be accomplished through a collaborative, coordinated effort by the State of Alaska and federal agencies. The state and federal agencies signing this agreement recognize the above benefits can be furthered only if all agencies work in a collaborative and coordinated effort.

**A UNIQUE COLLABORATION OF STATE AND FEDERAL AGENCIES**

This Memorandum of Understanding (MOU) outlines a one-of-a-kind interagency agreement to facilitate the collaboration and coordination necessary to achieve the purposes of the Denali Commission and related missions of agencies who are parties to this MOU.

**State Signatories:**

- Office of the Lt. Governor
- Department of Commerce, Community and Economic Development
- Department of Education and Early Development
- Department of Environmental Conservation
- Department of Health and Social Services
- Department of Labor and Workforce Development
- Department of Natural Resources
- Department of Revenue
- U.S. Department of Agriculture – Rural Development
- U.S. Department of Housing and Urban Development
- U.S. Army Corps of Engineers
- U.S. Department of Health and Human Services
- U.S. Department of Transportation
- U.S. Department of the Interior
- U.S. Environmental Protection Agency
- Co-Chairs of the Alaska Legislature
- Alaska Department of Commerce, Community and Economic Development
- University of Alaska
- Department of Corrections
- Department of Public Safety
- Department of Fish & Game
- Department of Law
- Department of Military and Veterans Affairs
- U.S. Department of Agriculture
- U.S. Department of Commerce
- U.S. Department of the Interior
- Denali Commission
- Alaska Department of Transportation
- Alaska Department of Education and Early Development
- Alaska Department of Natural Resources
- Alaska Department of Labor and Workforce Development
- Alaska Department of Health and Social Services
- Alaska Department of Environmental Conservation
- Alaska Department of Revenue
- Alaska Department of Commerce, Community and Economic Development

**In addition to the Federal and State Co-Chairs, the Denali Commission Act provides for a five member panel of statewide organization presidents, or their designees, to be appointed by the Secretary of Commerce:**

- President of the Alaska Municipal League
- President of the Alaska Federation of Natives
- President of the University of Alaska
- Executive President of the Alaska State AFL-CIO
- President of the Associated General Contractors of Alaska

The law further provides that the Governor of Alaska serve as the State Co-Chair. The Federal Co-Chairman is nominated by the United States Senate and the U.S. House of Representatives and appointed by the U.S. Secretary of Commerce.

Initially, membership of the following MOU workgroups consisted of only those agencies that signed the Denali Commission MOU. To allow for maximum stakeholder participation work group membership is open to any agency or organization that wishes to participate. Appointment to work groups is made by the MOU Implementation Chair with concurrence of Commission Co-Chairs.
Sustainable Utilities

- **State Co-Chair**: Kurt Fredriksson, Commissioner, Alaska Department of Environmental Conservation (907) 465-5066
- **Federal Co-Chair**: Bill Allen, State Director, USDA Rural Development (907) 761-7701

**Objectives 2005-2006**

- Definition of sustainability has been established for the purposes of those agencies that have signed the Denali Commission MOU.
- USDA Rural Development is providing up to $35,000 per rural community for community planning in conjunction with scheduled water and sewer projects.
- An integrated federal and state fund planning process has been developed which includes a streamlined application process for rural teacher housing projects funded by the Denali Commission and Alaska Housing Finance Corporation (AHFC).
- Established Elder Supportive Housing prioritization for both licensed care and independent living projects. The Denali Commission is working in partnership with the Alaska Department of Health and Social Services (DHSS), Alaska Native Tribal Health Consortium (ANTHC) and the Alaska Housing Finance Corporation (AHFC) to assess the statewide need for future elder housing which includes special needs housing.
- Housing and Infrastructure work group agencies including the U.S. Department of Housing and Urban Development (HUD), Alaska Housing Finance Corporation, and USDA Rural Development organized a session for the Alaska Municipal League’s annual convention that included state and federal agencies, developers, and a regional housing authority to (1) illustrate the need for collaboration and (2) demonstrate the effectiveness of leveraging various funding streams.

**Major Accomplishments**

1. Amend Regulatory Commission of Alaska (RCA) regulations to allow future capital replacement costs for water/sewer/electric utilities to be included in the rate base.
2. Support Governor’s Administrative Order 224 which established sustainability as an official policy of the State of Alaska.
3. Develop a proposal to set aside a portion of utility grant funds for future capital costs. Includes establishing realistic amount for set aside including creation of a protocol for calculating set-aside amount.
4. Develop recommendations for use by granting agencies to develop and modify criteria used to allocate grant funds amongst competing applications.
5. Establish incentives for consolidation of rural utility systems.

Housing and Infrastructure

- **State Co-Chair**: Daniel R. Fauske, Executive Director/CEO Alaska Housing Finance Corporation (907) 330-8452
- **Federal Co-Chair**: Colleen K. Bickford, Field Office Director, Anchorage Field Office, U.S. Department of Housing and Urban Development (907) 677-9830

**Objectives 2005-2006**

1. Support regional planning efforts that demonstrate local initiative.
2. Continue to support the development of community plans, and initiate community planning forums and training when invited.
3. Continue to promote and enhance the DCCED / IAID community planning requirement, a recommended community planning checklist was developed and posted on the Commission’s website. The checklist provides a list of items that communities should consider adding to an existing community plan and identifies which state or federal agency to contact in order to collect items in the checklist.
4. Establish coalition for economic development in Alaska that includes coordination of state and federal resources.
5. Survey agencies, rural communities, and tribes regarding training needs and community development issues in preparation for developing future Building Our Communities workshop.

**Major Accomplishments**

1. Update procedures to insure proper planning and coordination of new housing and infrastructure including identification of funding sources for each component and the roles of the different partners.
2. Continue to enhance programs designed to provide standard housing for teachers, health professionals and law enforcement personnel stationed in rural Alaska.
3. Explore requests by local foundations to consider creating a pre-development fund for rural infrastructure projects.
4. Assess electronic data and information needs among housing and infrastructure agencies. Develop strategy for supporting one information system that would make information readily available to possible partners in rural project.
5. Continue to improve housing and infrastructure coordination between agencies, regional non-profits, boroughs, cities and tribes.

Planning

- **State Chair**: Michael Black, Director, Division of Community Advocacy (DCA), Alaska Department of Commerce, Community and Economic Development (DCCED) (907) 269-4880
- **Federal Co-Chair**: Bernhard Richert, Director, Anchorage Field Office and Economic Development Representative, United States Department of Commerce, Economic Development Administration (907) 271-2272

**Objectives 2005-2006**

1. Support regional planning efforts that demonstrate local initiative.
2. Continue to support the development of community plans, and initiate community planning forums and training when invited.
3. Continue to promote and enhance the DCCED / IAID community planning requirement, supporting the mapping process as well as storage for easy access and utilization. Promote the completion of the 14 (c) (3) conveyances for rural communities.
4. Identify and establish state coordination for economic development in Alaska that includes coordination of state and federal resources.
5. Survey agencies, rural communities, and tribes regarding training needs and community development issues in preparation for developing future Building Our Communities workshop.

**Major Accomplishments**

- The Initiative for Accelerated Infrastructure Development (community aerial mapping program) has been expanded through inter-agency cooperation and funding to include DCCED, DOT&PF, USDA RD, AVEC and the Denali Commission.
- To coincide with the Commission’s community planning requirement, a recommended community planning checklist was developed and posted on the Commission’s website. The checklist provides a list of items that communities should consider adding to an existing community plan and identifies which state or federal agency to contact in order to collect items in the checklist.
- A community plan inventory has been built and is hosted on the Alaska Department of Commerce, Community and Economic Development’s (DCCED) website under the Division of Community Advocacy. The inventory is organized by community. As plans are located they are either posted to the website or listed with the name of the state or federal agency that may have the plan.
- A web-based regional Native non-profit directory has been created which identifies, by region, a regional housing authority, regional health corporation, and regional non-profit and communities they serve. An explanation of how the regional non-profits coordinate through their respective statewide organization is included which provides background and web access to the Alaska Federation of Natives (AFN), Alaska Native Tribal Health Consortium (ANTHC), and the Alaska Association of Housing Authorities (AAHA). The regional non-profit directory can be found on the Denali Commission website under Government Coordination.

- To promote inter-agency coordination in community planning, community mapping, regional funding summits, regional governance, and economic and workforce development.
- Membership of the Work Group primarily consists of representatives from relevant federal and state agencies. Participation by local governments and other entities is regularly scheduled.
Attachments: Climate Adaptation Planning

Alaska SeaGrant Climate Change Adaptation Planning Manual for Coastal Alaskans and Marine-Dependent Communities (2011)

Alaska SeaGrant and ACCAP, Alaska Climate Change Adaptation Planning Tool
Climate Change Adaptation Planning Manual
For Coastal Alaskans and Marine-Dependent Communities

Alaska Sea Grant Marine Advisory Program
University of Alaska Fairbanks
2011

Terry Johnson
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Community Adaptation Planning

“Climate is what you expect; weather is what you get.”—Robert A. Heinlein

Alaska is changing before our eyes. Some changes are dramatic, others subtle, some rapid and some gradual, but there is no question that our physical environment is undergoing change, much of it related to temperature, weather and climate. People who live close to the land or depend on the sea for sustenance and income are reporting many observations of a changing environment. For example:

- Storms apparently are becoming more frequent and severe.
- Disastrous floods are occurring more often.
- Spring is coming earlier and freeze-up later.
- Permafrost is thawing in places where it never did before.
- Some parts of the state are getting more snow, and others less.
- Sea ice is thinner, forms later, and retreats farther from land.
- Glaciers are melting.

People are observing these trends and research is confirming the observations.

What’s more, scientists who study the environment believe that even greater change is coming to coastal Alaska between now and the end of the century:

- Sea level is expected to rise enough that some low-lying parts of the Alaska coast will be under water.
- Ocean chemistry is expected to change so much that some kinds of sea life may not survive, including a few keystone species in the oceanic food web.
- Rising air temperatures are likely to raise water temperatures in many streams to the point that they will not support spawning and rearing salmon.

**Not all change is harmful,** and some may be beneficial. Milder winters may lower heating costs, longer summers may boost tourism and outdoor recreation, some kinds of fish and wildlife will prosper under milder conditions, ranges of commercially valuable fish stocks may expand, and a longer ice-free navigation season and larger ice-free areas of the sea may lower transportation costs and open up new economic opportunities in the north.

**Why Adaptation?**

The exact causes of these climate-related changes are not in all cases well understood, and discussion continues about what can be done in the long term to slow and eventually halt them. While many people are working on that problem, we have an important and urgent task: deciding how to respond to change. If we think it through and plan to respond in appropriate ways, we can minimize the harm to our communities, businesses and lifestyles that these changes are bringing, and in some cases we may find ways to benefit from them.

Human beings are adaptive creatures, and as a species we have adapted to many kinds of change—environmental, social, technological and economic—throughout our history.

The archeological record shows that ice ages have come and gone, sea level has risen and fallen, forests and plains have turned to deserts, and in turn people have turned deserts into farms,
orchards and golf courses. The climate that we think of as normal has only been this way for a few thousand years or less, and humans have experienced and adapted to an endless series of climate-related changes.

Humans have adapted by developing technologies and by changing behaviors. Relocation, for example from a flood-prone area to higher ground, has long been an adaptive response to environmental change, as has been channeling, constructing dikes, and building on pilings. Modern science and new technologies are making adaptation if anything less disruptive and easier to plan and implement.

Two factors set apart the current changes from many we have dealt with before. One is that they will be long-term (essentially permanent), unlike so many of the floods, droughts and other changes that have come and gone in the past. The other is that we have the knowledge and capabilities to plan for them and begin to adapt before the worst hits, rather than after.

**Why Start Planning for Climate Change Adaptation Now?**

- Some effects are already upon us, and others are coming soon.
- Proactive (planned in advance) adaptation is usually more effective, and less expensive, than reactive adaptation (responding after change has occurred).
- Planned adaptation can provide immediate benefits because measures designed to address future climate effects can help a community deal with more immediate weather events.

What do we mean by “adaptation”? The United Kingdom Climate Impacts Programme (UKCIP), a world leader in adaptation planning, defines it this way: An adjustment in natural or human systems in response to actual or expected climatic stimuli or their effects, which moderates harm or exploits beneficial opportunities.

Adaptation is distinguished from mitigation, which involves measures to cut emissions of climate-altering “greenhouse gases” in order to slow or halt climate change itself. In some cases, however, mitigating specific impacts of change can be part of an overall adaptation strategy.

The purpose of adaptation is to develop a resilient community. This is one that takes proactive steps to prepare for the impacts of projected climate change. It results from deliberate decisions by members or representatives (called stakeholders) of the affected communities. As member of communities currently or likely to be affected by climate change, we are stakeholders.

Adaptation is a collaborative process. Stakeholders should work together to devise strategies for adaptation. Adaptation planning can be done in a series of steps, each of which is relatively simple to accomplish.

**About This Adaptation Planning Manual**

This manual is for extension professionals, community organizers, local planning officials, teachers, or anyone else whose task is to help individuals, families, businesses, communities, and local governments think through the meaning of climate change on the local scale, assess vulnerabilities, devise strategies for improving resilience, locate tools and resources that will help, and develop and implement plans for adaptation.
Appendices include an adaptation checklist, talking points for leading adaptation discussions, a checklist of items to take to a village meeting, a roughly-drafted sample community adaptation plan, selected resources, sample preparedness measures, and samples of goals, objectives and measures. The final appendix contains a set of worksheets with spaces for stakeholders to enter answers to questions about observed climate-related changes, adaptation measures, risks, and others.

This manual has a companion document called the *Alaska Climate Change Adaptation Planning Tool*, which is an abbreviated (7-page) version of the eight steps to adaptation planning outlined in this manual. The *Planning Tool* is intended to be used in community planning sessions and is the document stakeholders are likely to work with directly.

Also available as part of this climate change adaptation project are an Alaska-specific climate change introduction video, Alaska-specific climate change fact sheets, and a related website.

Notes:
Climate Change Adaptation Messages

1. **Climate change is real**, it’s happening now, and it will become much more evident in the coming years.
   - There is no real scientific debate about its existence. There is some debate about causes.
   - Even if strict limits on greenhouse gases were to be put in place soon, climate change would continue to increase for decades.
   - Not all extreme weather events result from climate change. Some climate change effects will develop subtly and over time will turn into major, long-lasting changes to our environment.
   - Alaska already is experiencing more direct effects than most of the United States due to its northern location, and scientists predict the north will experience more extreme impacts than many other places.
   - Many of those impacts are likely to affect residents’ health, safety, comfort, and financial well-being. They may alter community structure, cultural traditions, business, recreation, and overall lifestyle.
   - Not all impacts are bad, and some may bring new opportunities.

2. **It doesn’t matter whether observed changes are direct results** of “global warming” or climate change or not.
   - Many people—for political, philosophical, religious, social or other reasons—do not believe that observed changes result from climate. In some cases it may turn out that they are right.
   - The focus of adaptation planning should be on the trends or events, not causes. Many weather-related events may or may not be intensified by climate change, but the preparation is the same in any case. Hazard mitigation is climate change adaptation.

3. **Human beings are adaptive**, and can understand, anticipate, and adapt to the inevitable changes that are coming and are now under way. Chances are you may already have begun to do so, possibly without realizing it.
   - Adaptation comes in many forms, some dramatic, others subtle. Some are very expensive and disruptive, while others cost little time and effort.
   - Some kinds of adaptation can only be done by government, but individuals and communities can take some adaptive measures on their own.
   - Adaptation can be proactive or reactive. Generally, reactive adaptation is more expensive, more disruptive, and less effective. This project is directed at proactive adaptation.

4. **A great deal of scientific research and monitoring is under way**, and climate change data are piling up. Some of this information is helpful to individuals and communities trying to predict the impacts of climate change on them. However,
   - Decisions regarding how to adapt must come from the people affected, and should be made with the best available information and through group effort.
   - There is much to be gained in working cooperatively where possible.
   - Adaptation methodologies are similar to those of other kinds of risk management and decision-making under conditions of uncertainty.
5. This manual lists some of the kinds of climate change impacts that some Alaskans currently experience or are likely to experience in the foreseeable future. Discussion is confined to the 21st Century, about 90 years or the potential lifetimes of children just being born and their children.

Notes:
Eight Steps to Adaptation

1. **Define your community and specify your adaptation planning area.** Determine boundaries for the geographical area, or combination of areas, or otherwise define the community for which you want to develop adaptation planning.

2. **Determine your motives for adaptation.** What do you want to achieve? Are you trying to avoid damage to property or community infrastructure, plan for the future of your business, foresee changes in traditional lifestyle, identify future business opportunities, or simply raise awareness in your community?

3. **Identify categories of change to which adaptation may be needed.** Many different kinds of change are now occurring, and many more are predicted. Some of these will have no impact on you, and some may be things that you can’t do anything about. It’s helpful to catalog kinds of change.

4. **Conduct a climate change vulnerability assessment and a risk assessment.** Determine what kinds of environmental change are likely to affect your community, business or family; how they will affect you; and how severe the impacts may be. Include not only those that you can directly attribute to climate change, but also other geographical, social, economic or technological changes that affect you and might be made more extreme by climate effects. Having identified your community’s vulnerabilities, determine what are the greatest threats (and opportunities). Make a list of priorities for adaptation planning.

5. **Set goals and objectives for preparedness.** Spell out what you want to happen in response to current or predicted changes. Specify objectives for reaching those goals.

6. **Identify Adaptive Measures for Meeting Goals and Objectives.** List and classify actions that build adaptive capacity or produce adaptive benefits.

7. **Begin implementing your plan.** These actions may take time and money, and you may not see immediate results. But all adaption begins with initial steps, and some of those can begin immediately.

8. **Evaluate your progress, and report and share your experiences with others.**
1. Defining Your Community

A community can be a town or village, a tribe, or a group of people with common interests, such as fishermen or property owners.

**Step 1:** Identify the community or communities of which you are a member. It can be as large or small as you wish. Explain in what way you are a stakeholder.

Notes:
2. Motivations

Decide what you want to accomplish by planning for climate change adaptation.

People in many different situations are thinking about adapting to change.

- Some are just **curious**. They're not sure climate change is really happening, or whether it has any real implications for them. They just want to learn what all the fuss is about.
- Some believe change is happening, and they want to **raise awareness** in their communities that might lead to action.
- Some are **concerned about their property or about community infrastructure**. If their land is eroding, they’re worried their house will fall into the water, or be inundated by storm surges or sea level rise. They may be concerned about the town’s seawalls, bridges or roads.
- Others may **wonder if the family’s fishing or other business has a future**, given the threat of ocean acidification or changes in fish abundance.
- For some the big **concern is how to continue traditional subsistence** hunting, fishing and food gathering.
- Some business owners may **see new opportunities**. Tourism and farming may look forward to longer seasons and more outdoor activities in a milder climate. A changing environment may open up markets for new insurance or financial products or expand demand for technologies that don’t currently exist in Alaska.

**Step 2.** Write one or a few sentences defining what your motivations are for doing this exercise, and what you plan to get out of it.

**Notes:**
3. Kinds of Change

“The future ain’t what it used to be.”—Yogi Berra

Many kinds of change challenge our ability to survive and prosper. We confront social, political, economic and technological change in our communities, state and nation. This manual can help you adapt to changes in the physical environment, especially those whose causes are related to climate change.

Weather describes meteorological conditions at a particular time and in a specified location. Climate refers to the average weather over a given time. Thirty years is sometimes used as the time interval for describing climate.

An important step to adaptation is to identify which kinds of change are most likely to affect each of us or our communities, and then to isolate the specific changes within those categories that present the biggest threats or opportunities.

Humans instinctively fear change. It can be profoundly disrupting to life; it usually produces winners and losers. Information is the best tool in preparing for change.

Categories of Changes

The Adaptation Advisory Group (AAG) to the Alaska Governor’s Climate Change Sub-Cabinet has identified four broad categories of climate change effects that residents of the state are now experiencing or are likely to face in the future:

Natural Systems—Alaska’s natural systems provide a range of goods and services that benefit people. For example:

- Waters that provide fish for commercial, subsistence and recreational users.
- Habitat for valuable game animals and birds
- Ice that provides a platform for hunters and their prey, and acts as a buffer that smooths winter seas to reduce shoreline damage

Public Infrastructure—This is known as the “built environment” and includes:

- Docks and boat harbors
- Seawalls to protect shoreline
- Municipal water and sewage systems

Health and Culture—This includes personal and public health, and factors relating to lifestyles, traditions and material culture, including:

- Disease and injury
- Sanitation
- Subsistence and traditional arts and crafts
**Other Economic Activities**—The Adaptation Advisory Group defines this as sectors of the Alaska economy not directly supported by living systems, including:

- Oil and gas
- Mining
- Recreation and tourism

### Alaska’s Changing Environment

**Atmospheric temperatures all over the world have risen measurably in the last half century**, and the increase is greater nearer the poles than at lower latitudes. Average annual temperatures in Alaska have increased twice as much as in other parts of the United States.

- Since 1949 the statewide annual average temperature has increased by 3.1 degrees F. Some communities have experienced minimal increase, others as much as 5 degrees F.
- Winter temperatures have increased more on average (6.0 F) than summer (2.1 F), and winter temperatures in the Arctic have warmed more than elsewhere in the state. Winter temperatures in the Arctic and Interior have increased by as much as 6 to 9 degrees F in winter and 1 to 3 degrees F in summer.

Scientists predict that over the next century, the temperature increase will be twice as much over the long-term norm as it is now. Statewide average annual temperatures could rise from current levels by as much as 5 to 13 degrees, and average winter temperatures could rise by as much as 22 degrees F in certain locations.

- In the north, rain and snowfall has increased during winter, spring and summer, and has decreased in autumn. Total Alaska precipitation is expected to increase again by 20 percent. Snowfall amount and distribution is changing, with greater snowpack (and greater potential for avalanches) in many areas, while in others higher temperatures and a shorter period of snow accumulation is causing reduced snowpack.
- Greater precipitation, compressed into limited periods in the year, will cause more flooding and more destructive riverbank erosion.
- Most of Alaska’s glaciers are retreating, indicating that the amount of snowfall is not keeping pace with melting due to higher temperatures.
- Permafrost is thawing in places where it never did before. Roads and buildings tilt or settle, and there are more landslides. Thawing permafrost increases river and coastal erosion, which damages infrastructure.
- Sea ice off the coasts of the Bering, Chukchi and Beaufort Seas is thinning and retreating. Studies indicate that across the Arctic over the last few decades, the extent of annual sea ice has decreased by 5 to 10 percent and thickness has decreased by 10 to 15 percent.
- Weakening and retreat of sea ice makes access difficult and hazardous for subsistence hunters.
- Ice-dependent species like walruses, polar bears and some kinds of seals, are losing their platforms for resting, mating and foraging. Already there are signs that some of these species are headed for a steep decline.
- The buffering effect that sea ice has on shorelines hammered by storm waves is being lost in many areas, causing increased coastal erosion. At least six Alaska villages are already facing relocation due to loss of shoreline, and more than 30 are in danger of eventually being taken by the sea.
• On the other hand, **navigation** in Arctic waters may benefit from the retreat of sea ice, lengthening the shipping season, lowering costs, and opening new sea lane routes.

• **Global sea level has risen** about half a foot due to **thermal expansion** of the oceans’ waters, increased runoff from the land, and melting of the Antarctic and Greenland ice caps. Scientists predict that by the end of this century the **average height** of the world’s ocean will be about a foot and half higher than now. On most of the Alaska coast this isn’t a problem because the land is still rising after melting of the ice caps following the end of the last ice age, and because of **tectonic deformation** caused by the earth’s surface plates crunching together. But in **low-lying areas of western Alaska**, such as the Yukon-Kuskokwim Delta, a foot of sea level rise could flood large areas.

• Saltwater could infiltrate domestic water supplies and kill coastal vegetation, and **storm surges** caused by a common combination of high tides, low atmospheric pressure, and high winds (also an effect of a warming climate), could push the sea up into villages, causing significant damage.

**Changes in diversity, abundance and distribution of species** are likely to affect commercial, subsistence and recreational users of Alaska’s fish and wildlife.

• In the Bering Sea, both **crab and pollock** stocks have expanded their range or shifted north.

• **Salmon** stocks have expanded their range northward and have become established in some Arctic coast systems where the local language doesn’t even have a name for them.

• Some migratory birds, like the black brant goose, have increasingly **overwintered in Alaska rather than migrating** to Mexico. Biologists say this behavior renders them vulnerable to catastrophic die-offs if a temporary severe winter freeze catches them in a location where they can’t feed.

• Many species appear to **benefit from slightly warmer temperatures, particularly in the winter**. Sustained periods of excellent salmon production may result from shorter ice-covered periods in freshwater habitat and better conditions for plankton blooms at sea.

• However, for every species and stock there is an **upper limit** for the temperatures and conditions in which those benefits are enjoyed. As one biologist puts it, “warm is good, warmer is bad.”

**Invasive and eruptive species are beginning to displace native species** in some cases, and are causing harm to some ecosystems as well as to human health and well being. Some invasives are simply shifting their ranges northward in response to warming conditions; others have been intentionally or inadvertently introduced but are finding conditions hospitable.

• **Atlantic salmon** (fish-farm escapees from British Columbia) are showing up in Alaska waters, where they compete with wild fish for food and habitat.

• **Bacterial enteric** (digestive system) **diseases** are becoming more common where water sources are compromised due to warming.

• **Harmful algal blooms** are becoming more frequent and widespread, increasing the risks of people becoming sick or even dying from paralytic shellfish poisoning and domoic acid. A disease-causing bacterium known as *Vibrio parahaemolyticus* has shown up in samples of Alaska-grown shellfish.

• A warming Yukon River appears to be linked to a destructive **fish disease** caused by a fungus-like parasite known as *Ichthyophonus*.

**Ocean acidification could have profound effects on all marine natural systems.** Over the last 200 years ocean acidity has increased by 30 percent. Ocean acidification is a separate condition
resulting from the same cause as the warming climate—atmospheric carbon dioxide. About a third of the carbon dioxide released into the atmosphere falls into the world's oceans where it dissolves in seawater, lowering the pH. Acidification lowers the amount of saturated calcium available to shell-building organisms.

Corals, most shellfish, and many of the phytoplanktons that form the base of the oceanic food web build calcareous shells, structures made up of calcium carbonate. An important example is the pteropod, a tiny pelagic swimming sea snail that is a primary prey of juvenile salmon.

**Step3:** Examine the above list of environmental changes currently being reported or projected to occur in coming years. Note those that you or other members of your community have observed. Place them in the appropriate AAG categories listed above. Some may apply to more than one category. Look for positive as well as negative effects. Specify the consequences of each for your community.

**Notes:**
4. Vulnerability

Every community is vulnerable to the impacts of change, environmental as well as social and economic. A simple vulnerability assessment can help to identify impacts that stakeholders most need to address in adaptation planning. Vulnerability has four components:

- The projections for change at the local or regional scale. The previous section identified most of these.
- Exposure and sensitivity—the assets at risk and the potential for harm (or benefit in some cases).
- Risk.
- Adaptive capacity.

**Vulnerability** means “capacity to be harmed.” It is the degree to which a system or entity is susceptible to—and unable to cope with—adverse impacts. It is a function of sensitivity (to variability or change), exposure to risk, and adaptive capacity. A vulnerability assessment indicates the subject community’s net vulnerability.

The opposite of vulnerability—and the goal of adaptation planning—is **resilience**. Resilience is a community’s ability to absorb disturbance while retaining its basic structure and function.

**Exposure** refers to the types of assets at risk. They can include property, infrastructure, natural resources, and the services those natural resources can provide (protection of health, provision of food or water, etc.).

**Sensitivity** is the degree to which a system (natural, human, or built) is likely to be affected by change, such as climate-related environmental change.

**Risk** is a measure of the consequence (severity or sensitivity) and likelihood (probability) of potential impact.

**Adaptive capacity** is the ability of a community or system to mitigate, cope with, or accommodate change.

A vulnerability assessment is composed of two parts: a **sensitivity analysis** and a **risk assessment**.

**Sensitivity Analysis**

A good proxy for future climate change is **past weather events**. Not all climate change is expressed as weather, and not all extreme weather is caused by climate change. But previous extreme weather events can present some idea of what impacts future climate change will impose.

Has your community suffered flooding following storms or storm surges? What about rapid and damaging erosion? If these events have been more frequent or severe in recent years, they may be indicators of coming climate-related change that warrant planning and preparation. Some changes will not have direct impact on your community, so select carefully to ensure that you are assessing threats that are realistic to your situation.

Try to identify **critical thresholds** for those climate/weather events that apply to your community. Critical thresholds are the points at which if a level of effect is exceeded, unacceptable
harm will occur. For example, if the river floods but the water does not reach any structures, flooding may not have exceeded a critical threshold, but if water enters buildings, the threshold has been reached.

There may also be indirect climate effects. For example, transport of supplies and materials to your location may be disrupted or made more expensive.

Past weather events probably do not encompass the full range of future weather/climate related changes. Review the list you made in Step 3 to see projected climate-related effects that have not yet occurred.

Not all threats are climate- or weather-related. It is important also to list non-climate threats, particularly those that may interact with climate threats. Some may have synergistic interactions that make climate effects worse, or climate effects may make non-climate threats worse. These could include, for example, non-climate-induced changes in fish abundance and local or even global economic shifts.

**Risk Assessment**

A risk assessment considers potential hazards, estimating the likelihood or probability of those impacts actually occurring and the consequences or potential harm that would result.

A risk assessment can be quantitative (assigning numerical values; for example, low = 1, medium = 3, high = 5) or qualitative (assigning values in words, such as low, medium or high). Another quantitative approach is to estimate financial consequences (how much it would cost to repair the damages).

A risk matrix helps you express either qualitative or quantitative values. On the matrix the lowest values for both consequences and probability would go in the lower left-hand corner, and the highest would go in the upper right-hand corner (a blank matrix appears at the end of this manual). If a hazard has a higher probability or presents more severe consequences, it appears higher and more to the right, and those with the highest values (closest to the upper right-hand corner) present the greatest need for adaptation and should be considered priority planning areas.

Risk assessment outcomes may be modified by other factors, including:

- The geographic scale of the assessment. What is the size of the area that is being considered and what are the geographic boundaries?
- The time frame of the assessment; a decade, a century? An impact is less of a priority if it is expected to develop over a longer period because technological or other changes may overcome it. A 50-year time frame will be more helpful than one that extends out centuries.
- Your or your community’s risk tolerance. People who live in unstable environments and who experience frequent extreme weather events, earthquakes or other kinds of rapid and dramatic change, may be more risk tolerant. Those in stable (especially urban) environments may place a higher priority on immediate action.
Adaptive Capacity

Your community may already have adapted to climate-related changes. If your community is susceptible to flooding, for example, but bulkheads in place are adequate to protect it, you have one kind of adaptive capacity. If you have a local planning committee that assesses the potential for problems and makes recommendations to agencies who can fund proactive protective measures, you have another type of adaptive capacity.

On the other hand, if local law, tradition or social factors prevent decision-making and action based on the best available science, adaptive capacity may be compromised. The same may be true if no money is available for implementing adaptive planning, or if local geographical, physical or biological barriers prevent effective action.

It’s difficult to quantify adaptive capacity, but it should be factored in when assessing vulnerability and identifying priority planning areas.

Step 4: (a) Based on the list of effects noted in Step 3 or on predicted future effects, do a vulnerability assessment for each and prioritize them based on urgency. (b) Write out a short assessment that includes all of your community’s vulnerabilities. The assessment can be qualitative or quantitative. Note where insufficient information is available.

Notes:
5. Goals for Preparedness

“It’s not the strongest...that survives, nor the most intelligent...It is the one that is most adaptable to change.”—a paraphrase of Charles Darwin

A key step in planning is to determine what you want to accomplish. State some goals you want to achieve, and some objectives to reach in pursuit of those goals, and then select some measures that will help you achieve the objectives that contribute to meeting your goals.

**Goals** are general statements about desired long-term outcomes. A goal should reflect a realistic accomplishment. A goal statement could be, “Prevent damage or loss of property to flooding or inundation resulting from heavier storm events and sea level rise.”

One broad goal could be to make yours a “climate resilient community,” which is defined as one that takes proactive steps to prepare for projected climate change impacts. The King County/ICLEI guidebook (see Sources, Appendix F) recommends five guiding principles for resilience:

1. Increase public awareness of climate change and its community impacts.
2. Increase the community’s technical capacity to prepare for climate change.
3. Incorporate climate change preparedness into policy decisions.
4. Increase the adaptive capacity of your community’s systems (built, natural and human).
5. Strengthen community partnerships to reduce vulnerability.

**Objectives** are statements about specific accomplishments or outcomes that are important to achieve on the way to reaching a goal. Objectives should be quantifiable (they can be expressed in numerical terms) and limited to a particular time period for achievement. An objective statement could be, “Ensure that by 2020 at least 90 percent of residents’ homes are safe from flooding and inundation.”

Planners use the expression **SMART objectives** to describe objectives that are specific, measurable, achievable, results-oriented, and time-bound.

Some measures, or preparedness actions, can be taken only by governments, such as creating zoning laws to prohibit construction in flood zones, or moving whole existing villages out of flood zones. Individuals can take other actions, such as putting buildings on pilings to keep them above flood level.

**First tier** objectives can be planned and implemented in the current planning process. **Second tier** could be planned and implemented in the future but require additional information, resources or authority to implement. It may be good to start planning them soon, realizing that action will come later when more resources are in place. **Third tier** objectives are ones you probably can’t address in the foreseeable future.

Sometimes goals, objectives and measures are easier to establish if they are measured against adaptation strategies. The UKCIP has outlined four strategies that may be appropriate for your community:

1. **Accept the impacts and bear the losses** of changes that are occurring or will occur. This may involve letting assets deteriorate and closing access to existing facilities. It includes what is known as the “managed retreat option.”
2. **Offset losses by spreading or sharing the risks or losses.** Attempt to reduce financial loss and social disruption by using insurance or by establishing partnerships to spread the risk or share the losses.

3. **Prevent effects or reduce risks** with measures that reduce the community’s exposure. It can include moving away from risk areas, improving technical standards for facilities, and implementing contingency and disaster planning. *This is the strategy that most of this adaptation planning manual is about.*

4. **Exploit positive opportunities** by introducing new activities, establishing new businesses or expanding existing businesses, developing new markets for goods or services, and putting into productive use areas, locations or resources that previously have been marginal or unproductive.

Step 5: (a) Based on exposure and risk assessments from the preceding section, select the highest priority potential impacts to address. Set an appropriate time frame. Address potential problems that can be solved through adaptation. (b) Write a one- or two-sentence goal statement for each one. (c) Write one or more objective statements for each one. (d) Prioritize in terms of urgency and importance.

Notes:
6. Selecting Measures

There is likely to be a range of adaptive measures a community could take. A single measure alone probably won’t achieve large-scale goals such as would relate to climate change adaptation. More likely, communities and their members will need to combine complementary measures.

Adaptive measures can be organized into two categories:

1. Those that **build adaptive capacity**. They create information (through research, monitoring and awareness-raising), support organizations including governments and partnerships, and back up adaptive actions.
2. Those that **deliver adaptation actions**. This could include improving management structures (such as creating buffer zones where building is not allowed), building or modifying infrastructure and other structures, or applying new technology that physically improves the community’s climate resilience.

Each community has to find approaches that work for its situation. Creative thinking is needed. Guidance may be available from state and federal agencies, but ultimately the members of the community will have to make the hard decisions.

Adaptation measures should be considered in light of these criteria:

- Do they provide direct **benefits** such as protecting property, preserving health or lowering costs?
- How **effective** are they at solving the problems they are intended to address?
- How much do they **cost**, and who will pay? Do they show a positive benefit-cost ratio?
- Is implementation **practical**? Are they technically feasible in your location? Are they socially and culturally acceptable? Are they equitable; do they help at least some individuals without harming others?

**No-regrets** measures produce benefits that are independent of any climate change-related effects. The benefits exceed costs whether there is climate change or not. They make the community safer and more livable and clearly would increase the community’s resiliency in the face of the predicted effects. They provide benefits now and in the future. An example would be reducing leakage from a community water supply facility.

**Low-regrets** options can produce big benefits for relatively low cost and produce a high return on investment or benefit-cost ratio. An example would be several communities getting together to build a larger water storage facility.

**Win-win** measures enhance adaptive capacity or have other social or economic benefits. They address climate impacts while helping to solving other community problems. An example would be creating a community reservoir that would enhance water supply capacity in case of future drought while providing immediate opportunities for recreational fishing, boating and skating.

**Flexible** or **adaptive management** options can be applied **incrementally**, one step at a time rather than all at once. Adaptive management means not committing all resources to a fixed project but instead designing the response so that different approaches can be taken as new information or resources become available. Choosing to delay or take incremental steps can buy time to get more complete information and can reduce the risk of taking inappropriate or ineffective measures.
A final option is to **do nothing**, which may be appropriate for low-priority impacts or where other factors clearly outweigh climate-related risks. However, doing nothing shouldn’t be the default response whenever there isn’t enough information.

**Step 6:** (a) Make a list of potential measures for current or anticipated climate change effects that may concern your committee. Focus on the four that you identified in previous sections. (b) Note which categories (capacity building or delivering actions), and which strategies they include. (c) Write a brief statement for each about their benefits, costs, effectiveness and practicality.

**Notes:**
7. Implementation

Implementation means putting into place the measures identified for meeting goals and objectives. You probably won’t be able to implement all your measures at once or over a short period of time. Implementation is a process that is likely to take years.

Individuals or families can implement some measures. For example, they could adapt to the increased risk of occasional flooding due to storm surge by putting their homes on pilings. They could adapt to the threats to their fishing by diversifying their operations, or by preparing for supplementary or alternative occupations.

In most cases implementation requires the assistance of local governments, state and federal agencies, and other organizations whose mission it is to help communities deal with change. This means building a team.

Individuals and communities need to direct and motivate their governments and agencies. Even if stakeholders see themselves as “just” community members they still have an important role in helping to plan and ensure that governments or agencies see their vision and respond to their needs.

It may be useful to write up a brief adaptation strategy document to record the thinking on the strategy applied to each climate change impact issue addressed. Include a brief explanation of why each strategy is selected.

An effective adaptation strategy will guide adaptation efforts for years. It may be some time before you know how effective it actually is. Here are some questions you can ask members of your community to help decide whether they are on the right track:

- Does the adaptation strategy fit the purpose; will it help you lessen the negative (or enhance the positive) impacts of climate change?
- Does it address the goals and objectives of your program?
- Is it financially viable; does it have a positive benefit/cost ratio?
- Does it contribute to meeting other social, economic or environmental goals?
- Is it practical; can it be implemented with existing or available resources?
- Is it flexible enough to allow you to adjust to changing circumstances or new information?
- Is it understandable and equitable to all the stakeholders?

Implementation is best accomplished where measures are integrated into normal planning and operations, rather than set apart and acted upon as part of a separate climate change related action.

The implementation plan will reflect the stakeholder’s or agency’s role. Stakeholders planning for their personal, family, or community preparedness will produce a simple and more general plan. A local government or agency may have to meet more complex and rigid criteria. In either case, the plan should address:

1. The specific threats (or opportunities) being considered
2. The strategies for dealing with them
3. The proposed measures to be applied.
4. The legal, administrative, or bureaucratic structure involved (if any)
5. Sources of funds or financial basis
6. Partners, collaborators, other individuals or groups that may be involved
7. Sources of technical assistance (if needed)
8. A timeline
9. A method of evaluating progress
10. A method for modifying the project if and when appropriate

**Step 7:** Write up a brief implementation plan for your community’s climate change adaptation program. Try to include a statement on each of the ten points listed above. Feel free to include more detailed explanation or justification if you think it would be helpful.

**Notes:**
8. Evaluation, Reporting and Sharing

Evaluation is a formal or informal process of reviewing and analyzing a project to determine whether it is effective. It is systematic collection of information about the activities and outcomes of a project. For government and agency programs, evaluations may have to be done in accordance with a specified and detailed format. Funders may require evaluations for projects they support. Individuals and communities can do informal evaluations. In either case, the purpose is to determine whether the adaptation measures are meeting expectations, and to guide changes if warranted.

Because most climate change effects occur over time, and adaptation measures show results over years, it is difficult to do a meaningful evaluation after just a brief period. However, planning for evaluation should begin immediately, and some measures may be evaluated for early effectiveness soon after implementation.

For guidance on doing a formal evaluation, consult any of several guides to project management and follow the sequence of steps outlined. (See, for example, pp. 65–68 in Adapting to Coast Climate Change: A Guidebook for Development Planners, published by USAID; Chapter 12, “Measure Progress and Update Your Plan,” in the King County/ICLEI guidebook Preparing for Climate Change; or pp. 119–136 in Project Design and Implementation, published by the NOAA Coastal Services Center.)

The process of informal evaluation is simple:

1. Review your adaptation goals and objectives.
2. List all adaptation measures applied. Include any that address indirect effects of climate change or effects of other kinds of change (social, economic, environmental) that could affect or be affected by climate.
3. Compare 1 and 2 above, looking for measurable indicators of adaptation.
4. Assess whether measures had identifiable effect toward achieving goals and objectives. If not, or if effects were inadequate, note the problems and how they can be solved. Look for unintended consequences, good or bad.
5. Record results, and write up a report that can be shared with others. Communicate results to partners and other communities with similar issues.

Do not confuse correlation with causality. Determine whether a change that occurred was the direct result of your adaptation measures, or simply occurred at the same time.

The desired effect of a goal or an objective may be that nothing changes. It is hard to demonstrate that no change is the result of adaptation measures taken. This points out the advantage of setting objectives that are measureable or observable.

If your initial evaluation indicates a need for changes in your strategies and measures, determine whether the poor results are due to flaws in design or implementation or both. If the flaws are in the strategy or planning, you need to determine whether current measures can be adjusted to obtain the desired results or if new measures are required. If new or modified measures are needed, you will probably need to revise the strategies and implementation plan. This approach is an example of “adaptive management” as outlined in the USAID publication Adapting to Coastal Climate Change.
Follow-up and Sharing Results

**Follow-up** includes further actions taken after an adaptation plan is developed and implemented, and an initial evaluation is done. ICLEI recommends four steps:

1. **Measure your progress.** Attempt to quantify or characterize progress.
2. **Periodically review assumptions** about the community’s vulnerability, risks, goals, and the rest of the adaptation plan.
3. **Update plans and actions regularly,** based on new information and developments in your community’s social, economic and environmental status.
4. **Share your learning** with other communities with situations similar to yours.

**Step 8:** Jot down ideas for evaluating your adaptation measures, and for sharing climate change adaptation information with other similar communities. What kinds of information might your stakeholders want to share and how would it be presented? Will it include written reports, multimedia presentations, in-person visits, working through governments or agencies? How will you get other communities to share with you?

**Notes:**
Appendix A: Adaptation Checklist

The United Kingdom Climate Impacts Programme, a leader in adaptation planning, offers the following checklist of characteristics of effective adaptation processes:

- Work in partnership and ensure that partners are well informed.
- Understand risks and thresholds, including associated uncertainties.
- Frame and communicate SMART objectives/outcomes (specific, measurable, achievable, results-oriented, and time-bound).
- Manage climate and non-climate risks using a balanced approach.
- Focus on actions to manage priority climate risks.
- Address risks associated with today’s climate variability and extremes as a starting point toward taking actions to address risks and opportunities presented by long-term climate change.
- Use adaptive management to cope with uncertainty, and recognize the value of a phased approach to deal with uncertainty.
- Recognize the value of no/low regrets and win-win adaptation options.
- Avoid actions that foreclose or limit future adaptations or restrict adaptive actions of others.
- Review the continued effectiveness of your adaptation decisions by adopting a continuous improvement approach that includes monitoring and re-evaluations of risk.
Appendix B: Talking Points for Village Climate Change Meetings

Climate change is unavoidable, it’s already under way, and the observable effects are likely to increase with time.

Climate is always changing, but recent decades it’s been changing too quickly.

Show a map of Alaska indicating the annual average temperature increase of 3 degrees F, greater in winter and in the north.

In the next century, predicted changes of 3 to 10 degrees F are predicted. Small changes in temperature will cause big changes to life on earth.

People are adaptable. With planning we can minimize the potential harm from coming changes, and in some cases even find opportunities.

Planned adaptation is usually more effective and less costly that reactive adaptation.

It is important to work together, within your community and with other communities.

Many resources are available to help.

Focus on reducing your community's vulnerabilities and risks by reducing sensitivity or by building adaptive capacity.

Remain flexible and don’t be surprised when the unexpected occurs.

Most planning for future climate change adaptation is simply a matter of addressing current effects of weather extremes.

As they say in the field, “Hazard mitigation is climate adaptation.”

What are you observing?

- Wear and tear on roads? Mild winters = thawed ground.
- Threats to your village water system?
- Reduced or less predictably safe travel on winter travel routes, hunting on ice, river ice?
- Storms, strong winds? Less productive (or more productive) berry crops?

Other Strategies for Community Discussion

Use maps, get good background information on local environment, conditions, use “community story.”

Do brainstorming on chart paper. Bring chart paper, different color markers, and tape or sticky tack for posting ideas on the wall.
Hold an informal discussion, or roundtable discussion, or hand out index cards:

- Ask people to think about changes observed in winter, spring, summer and fall.
- Ask how these changes have impacted the things people do in the community in the categories of environment, economy, society and culture. Create a matrix by season and impact categories.
- Be inclusive of all individuals, and be sure everyone can speak. Record all observations.
- Emphasize the input of elders.

Discuss the community’s vulnerability:

- Review the list of impacts.
- Prioritize vulnerabilities—sensitivity (severity of impact) x risk (probability or duration) minus adaptive capacity. Consider in light of environment, economy, society and culture.

Discuss building adaptive capacity, taking adaptive measures:

- List vulnerabilities and impacts
- Refer back to community vision—ask what do you want your community to be? List adaptive measures. Are they feasible here?

Ask what kind of help do you need to take these measures, and to achieve the community in your vision?
Appendix C:
Preparing for Village Climate Change Workshops

Items To Bring to Workshops

☐ This manual for reference in planning.
☐ Copies of the condensed adaptation planning tool.
☐ Fact sheets—acidification, sea level rise, subsistence, and permafrost—that are appropriate to the audience.
☐ Other area-specific climate observations, data.
☐ List of resources participants can go to for technical or financial assistance.
☐ A good map of the area, camera, business cards.
☐ Computers, projector (or check to ensure one is available), large tablets, pens and tape.
☐ Sample climate change adaptation plan.
☐ Workshop evaluation survey.

To Prepare Before Workshop

☐ A draft survey form for participants to use to record/document observations of changes in their environment, to express concerns, and to write questions.
☐ Get websites for resources mentioned in the planning tool. Augment that list.
☐ Get a clearer idea of hosts’ expectations for the session(s).
☐ Talk to school principal, figure out what grade(s) to visit, how much time in each class, and what you are expected to accomplish. Ask whether any teachers are already on the subject, and if they have any tools (videos, PowerPoint presentations, curricula) that the students haven’t already seen that could be used.
☐ Door prizes, or other enticements?

Sample Agenda for an Evening Meeting

1. Introductions.
2. Why we’re here.
3. What is climate change?
4. Ask participants if they have noticed changes in their environment.

5. What the scientists say, and how that squares with local observations.

6. How are these changes affecting participants and their community?

7. What threats do they see coming from these or other anticipated climate-related threats?

8. Why adapt?

9. How do they perceive the risks? (Likelihood and severity minus adaptive capacity.)

10. What would they like to happen? Describe a vision of their community in 10 years.


12. What kind of help is needed? Who has the funding, technical expertise?

13. What can we do to help?

14. Do you want to continue this process (tomorrow, or in the future)?
Appendix D: Sample Climate Change Adaptation Plan

1. Community
Primary community is the southern Kenai Peninsula, including Homer and other small towns on lower Cook Inlet. Total area population is about 12,000.

2. Motivations
This adaptation plan is intended to help residents avoid physical damage to homes and property, to survive and prosper financially, and to adjust psychologically to alterations to a physical environment and lifestyle they treasure. The desire is to foster a resilient community that supports an attractive quality of life and a sustainable economy.

3. Observed, Measured and Predicted Changes

- Increased frequency of storms (marine navigation hampered, wind damage)
- More frequent flooding of Anchor River, local creeks (property loss due to bank erosion, disruption of travel, possible loss of salmon, trout rearing)
- More bluff erosion and coastal low-area damage from storm surges (property loss)
- Forest and timber loss to spruce bark beetle (fire threat), (but possibly improved understory growth, improving habitat for moose, other wildlife)
- Invasive invertebrates in Kachemak Bay (impacts unknown)
- Decreasing snowpack (possibly reducing reservoir water storage), (but improved road transportation during winter, possibly less winter kill of moose)
- Projected decrease in key commercial fisheries species (impacts unknown)
- Harmful algal blooms (possible paralytic shellfish poisoning, *Vibrio parahaemolyticus*, domoic acid events which could damage the aquaculture industry, and endanger health of recreational harvesters
- Higher stream water temperatures in summer (possibly too high for instream survival of salmonids, at least during summer droughts)

4. Vulnerability

<table>
<thead>
<tr>
<th>Exposure Rank</th>
<th>Sensitivity</th>
<th>Risk</th>
<th>Adapt. Capacity</th>
<th>Vulnerability</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Increased storm frequency</td>
<td>3</td>
<td>3</td>
<td>1</td>
<td>8</td>
</tr>
</tbody>
</table>

*Fishermen/boaters and some outdoor workers and recreationists likely to suffer from increased storm activity. More blowdown of beetle-killed spruce. Towns not likely to be greatly affected other than possibly power lines down. Adaptive capacity limited because not much to be done about increased frequency of storms.*

<table>
<thead>
<tr>
<th>Exposure Rank</th>
<th>Sensitivity</th>
<th>Risk</th>
<th>Adapt. Capacity</th>
<th>Vulnerability</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Bluff, bank erosion, inundation</td>
<td>2</td>
<td>5</td>
<td>3</td>
<td>7</td>
</tr>
</tbody>
</table>

*Bluff erosion of waterfront properties occurring in some locations, though consequences limited to specific sites. High adaptive capacity through land use zoning and in some cases uses of seawalls or bulkheads.*
Exposure Rank       | Sensitivity | Risk | Adapt. Capacity | Vulnerability |
---|---|---|---|---|
3. Forest loss to beetle | 2 | 5 | 4 | 6 |

Most of the mature spruce forest already beetle killed but spread has slowed. Considerable timber lost, with some damage to watersheds. Biggest threat now is wildfire. Clearing firebreaks, improving fire response systems can improve adaptation.

Exposure Rank       | Sensitivity | Risk | Adapt. Capacity | Vulnerability |
---|---|---|---|---|
4. Higher anadromous stream temperatures | 2 | 4 | 2 | 6 |

Already frequently recorded. So far limited impacts observed, but streams highly vulnerable to loss of productive capacity if temperature maximums exceeded. Communities have little ability to increase adaptive capacity.

Exposure Rank       | Sensitivity | Risk | Adapt. Capacity | Vulnerability |
---|---|---|---|---|
5. Harmful algal blooms | 2 | 4 | 3 | 5 |

Few reported to date, but impacts can be sickness or death to persons who eat infected shellfish, and diminished value of farmed shellfish, so risk is high. Adaptive capacity can include increased monitoring, developing technologies/methodologies for reducing farmed shellfish exposure.

Exposure Rank       | Sensitivity | Risk | Adapt. Capacity | Vulnerability |
---|---|---|---|---|
6. Stream flooding | 3 | 3 | 5 | 4 |

Numerous streams in the area are susceptible to bank erosion. Cause bridge, road and property damage and loss. Effects likely to be fairly common, though consequences limited to part of the population. Communities have high adaptive capacity because potential for strengthening bridges, bulk-heading stream banks.

Exposure Rank       | Sensitivity | Risk | Adapt. Capacity | Vulnerability |
---|---|---|---|---|
7. Decreasing snowpack | 2 | 3 | 3 | 3 |

Decreased snowpack should make life easier for most residents, making roads less hazardous, reducing snow damage to homes and structures. However, communities have limited storage capacity for domestic water so may need to develop new water storage reservoirs. May improve moose survival. Recreational skiers and winter recreation businesses could suffer reductions in revenues and shorter seasons. They might be able to adapt by developing more “shoulder season” activities.

5. Goals for preparedness

Priority 1 – Increased storm frequency
Goal: Protect life and property from effects of more frequent storms
Objectives:
- Bring storm-related boating fatalities to zero over five years.
- Eliminate storm damage to structures, infrastructure.

Priority 2 – Bluff erosion, coastal inundation
Goal: Safeguard homes, personal property, infrastructure.
Objectives:
- In 5 years, ensure no losses to bluff erosions.
- In 5 years, ensure homes, infrastructure protected from inundation.
- In 5 years have area plans in place to prevent future losses.
Priority 3 – Forest and timber losses to spruce bark beetle
Goal: Adjust to forest loss, safeguard property from wildfires. Exploit opportunities.
Objectives:
Beginning immediately, safeguard property from wildfire damage.
Develop information/education on causes and effects of beetle attack.
In 5 years, find productive uses of formerly spruce-forested areas.
In 3 years, develop strategies for combating future insect infestations.

Priority 4 – High water temperatures in anadromous fish streams
Goal: Expectations for stream productivity reconciled with a changing environment.
Objectives:
In 1 year, development of monitoring focused on stream temperature impacts.
In 3 years, develop understanding of likely long-term stream temperature impacts.
In 5 years, develop a plan for mitigating productivity losses due to temperatures.
In 5 years, have a stream temperature plan that includes new or improved opportunities for rearing more heat-tolerant stocks of native fish.

Priority 5 – Harmful algal blooms
Goal: Continuing prosperous shellfish industry, safe shellfish use for recreation.
Objectives:
Within 1 year, monitoring program in place to detect HAB blooms.
In 3 years, research conducted on ways to prevent HAB contamination.
In 4 years, develop production insurance program for shellfish farmers.
In 5 years, management program operational that protects farms, users from HABs.

Priority 6 – More frequent flooding, bank erosion, road and bridge damage
Goal: Safeguard homes, personal property and infrastructure from damage.
Objectives:
In 5 years, ensure no flooding, erosion damage to homes or property.
In 5 years, ensure no road, bridge or infrastructure losses.
In 5 years have plans, zoning in place to prevent future losses.

Priority 7 – Decreasing snowpack
Goal: Secure water supply, continuing recreation and tourism industry.
Objectives:
Within 5 years develop sufficient water storage to meet demand.
Work cooperatively with other communities to write water supply plan.
In 3 years, help rec and tour operators develop “shoulder seasons.”
Within 2 years, identify savings resulting from lower road maint. costs.
In 3 years develop operating strategies to adjust to stock dislocation.

6 – Adaptation Measures

Priority 1 – Increased storm frequency
• Review of boat harbor and other waterfront facilities for storm resiliency
• Utilities department review of power lines, structures for resistance to storms
• Review of low areas of Spit and other parts of the shoreline for storm vulnerabilities, and
  “hardening” of those sites to improve resilience
• Removal of dead spruce from locations where windfall trees could cause damage to structures,
  power lines, etc.
• Review of buildings for vulnerability of roofs, sidings, etc., to wind damage
• Review and if necessary enhance storm water runoff system
Priority 2 – Bluff erosion and inundation
- Review bluff and other low areas for developing hazards
- Introduce zoning to prevent new construction in vulnerable areas
- Engage engineers to determine if beach “hardening” would save bluffs
- Investigate ecological buffers such as planting vegetation at bluff base
- Enhance protection and reestablishment of wetlands as protective buffer

Priority 3 – Forest loss to spruce bark beetle
- Most forest already damaged. Contract study to predict any further spread
- Encourage salvage of dead timber for firewood, mulch, stream or upland habitat improvement, crafts, etc.
- Clear firebreaks around homes, structures, facilities, as recommended by state Dept. of Forestry and local fire departments
- Review ways to improve wildland fire response
- Replant beetle‐killed property with young or beetle‐resistant trees to improve storm protection.
- Convert formerly forested area into agriculture to capitalize on longer growing season

Priority 4 – Higher stream temperatures
- Continue and intensify stream temperature monitoring
- Attempt to correlate to changes in stream fish productivity
- Minimize stresses to fish in stream by voluntarily limiting angling, minimizing use of machinery and other disturbances
- Assess impacts to recreation, tourism, commercial fisheries and other quality‐of‐life issues should anadromous fish production decline in the future

Priority 5 – Harmful algal blooms
- Encourage enhanced scientific monitoring for harmful blooms
- Develop response plan for shellfish mariculture in case of HAB outbreaks
- Develop technologies for mariculture response to HAB outbreaks
- Develop alert plan for recreational clam diggers in case of HAB outbreaks
- Develop education programs on HABs, including their possible health threats

Priority 6 – Stream flooding
- Begin to design more flood‐resistant bridges and structures
- Put in place zoning that restricts future building in flood zones
- Plant natural vegetation bank protection
- Provide for emergency evacuation means, such as helicopter pads

Priority 7 – Decreasing snowpack
- Implement domestic and business water conservation program
- Plan to expand municipal water storage capability
- Hold community discussions regarding impacts of shorter skiing seasons, longer snow‐free outdoor recreation seasons.
- Encourage water conservation

7. Implementation Plan
This plan offers guidelines to members of southern Kenai Peninsula communities to adapt to current and anticipated future environmental changes brought on by a changing climate and related influences, as listed above.
Partners and sources of technical assistance:

1. **Increased storm frequency**
   - Local harbor authorities
   - Public works departments
   - State DOT
   - Local and borough planning departments
   - University inundation specialists
   - Public utilities including power company
   - Civil engineers associated with public works or borough

2. **Bluff erosion and inundation**
   - Public works departments
   - Local and borough planners
   - Engineers specializing in coastal stabilization
   - Neighbors who might participate in cooperative stabilization projects

3. **Forest loss to spruce bark beetle**
   - State Dept. of Forestry
   - University agriculture and forest pest specialists
   - State emergency response wildfire specialists
   - Small business consultants who could advise on business opportunities
   - Neighbors who may want to collaborate on fire protection measures
   - Cooperative Extension for advice on agriculture potential of former forests

4. **Elevated stream temperatures**
   - Cook Inlet Keeper, ADFG
   - Angling groups, ATV groups
   - Tourism business consultants

5. **Harmful algal blooms**
   - Sea Grant Marine Advisory Program aquaculture specialist
   - State Dept. of Environmental Conservation
   - Local shellfish mariculture associations, neighbor shellfish growers
   - ADFG public information office, local press, local educators
   - Regional sea temperature and current modelers, such as AOOS, university scientists

6. **Stream flooding**
   - State DOT
   - Local and borough planners
   - State Dept. of Forestry, agriculture specialist about vegetation planting
   - Local and borough planning offices

7. **Changing precipitation patterns, including decreasing snowpack**
   - Local municipal utilities (water departments)
   - State Dept of Health and Social Services
   - Hydrological engineers, to develop expanded water storage systems
   - Local and borough public works departments for informational campaigns
   - Neighbors who may want to participate in joint water projects
   - Tourism consultants to conduct meetings on implications of shorter skiing seasons, longer summer recreation seasons
Costs and sources of funding:

These are impossible to predict for each adaptation measure until more details are available. Many costs eventually will be paid with federal grants or state general fund monies. Costs of some kinds of technical advice will be borne by the agencies performing the work, but private consultants, consulting engineers and business specialists will have to be paid by the recipients of the services or with grant money from targeted programs.

Steps to Implementation:

Initially:
1. Name a project coordinator and a steering group to oversee the effort.
2. Make prioritized list (based on Step 4 above) of vulnerabilities to begin addressing immediately.
3. Starting with the most urgent—or the most solvable—vulnerabilities, prioritize adaptation measures.
4. Identify partners and sources of assistance. Include contact information and make note of any special conditions, time constraints they may have.
5. Contact them and make appointments or applications for their assistance.
6. Contact prospective funders, get application forms and deadlines.
7. If partners are neighbors, family members or other community members, schedule a face-to-face meeting to discuss the project. Contract a facilitator if needed.

Within six months or sooner if possible:
8. Confirm participation of partners, technical assistance, and consultants.
9. Confirm participation of neighbors, family and community participants.
10. Complete all applications for funding and agency assistance.
11. Hold community meetings to make sure the community understands the project(s) and is in agreement. Look for and attempt to resolve potential conflicts or disagreements. Structure so that there is a two-way flow of information and all participants have an opportunity to express their concerns, and look for ways of addressing any objections.
12. Re-draft any parts of the plan that were raised as problems in the community meetings, or as result of other feedback received.

As soon as funding and/or technical assistance is available:
13. Begin implementing measures. This could include conducting studies or monitoring, building structures, or drafting zoning or management plans.

Within one year of project initiation:
14. Engage steering committee or community meeting process to comment on early progress
15. Ensure that all bills are paid, required reports filed, etc.

Within five years or planned project duration:
16. Conduct project evaluation. Make changes as needed.

8 – Followup

• Plan evaluation of adaptation projects. If necessary, seek assistance from an agency with expertise in program management and evaluation.
• Check the directory of sources for assistance on climate change adaptation for links to help with evaluation as well as technical assistance, legal and political issues, and funding. Included is contact information on programs that will help build a network with other communities involved in adaptation with whom experiences and results can be shared.
Appendix E
Selected Alaska Resources for Adaptation Planning

A multitude of resources are available to Alaskans who want to build their capacity for adaptive action in response to climate change. The list below is a starting point and will provide some examples of the kinds of resources you can find.

Building Adaptive Capacity

Agencies

Alaska Center for Climate Assessment & Policy (ACCAP) assesses social-economic and biophysical impacts of climate variability in Alaska and makes that information available to local and regional decision-makers. [www.uaf.edu/accap](http://www.uaf.edu/accap)

Scenarios Network for Alaska Planning (SNAP) provides quick and easy access to a wide range of climate projections for the state at a 2km resolution. Data and maps are available for download in web-based and Google Earth formats. [www.snap.uaf.edu](http://www.snap.uaf.edu)

NOAA Climate Program Office comprises five divisions and provides a number of services on the national level, including an Arctic Research Program and climate observation and prediction programs. [www.climate.noaa.gov/cpo_pa/](http://www.climate.noaa.gov/cpo_pa/)

Alaska Dept of Natural Resources – Division of Forestry has forest expansion and wild lands fire information. [http://forestry.alaska.gov/fire/current.htm](http://forestry.alaska.gov/fire/current.htm)

Adaptation Advisory Group of the Governor’s Sub-Cabinet on Climate Change is made up of industry and government officials from around the state who met and collaborated to produce several studies and reports on various aspects of climate change adaptation in Alaska and to make recommendations to the Governor. [www.climatechange.alaska.gov/aag/aag.htm](http://www.climatechange.alaska.gov/aag/aag.htm)


Publications

Ecological Impacts of Climate Change booklet by the National Academies, 30 pp

Preparing for Climate Change: A Guidebook for Local, Regional and State Governments a joint publication of ICLEI Local Governments for Sustainability, King County Washington, and the University of Washington, 172 pp.


Alaska’s Climate Change Strategy: Addressing Impacts in Alaska The final report submitted by the Adaptation Advisory Group to the Alaska Climate Change Sub-Cabinet, 78 pp plus introduction.
Towards Predicting the Impact of Climate Change on Tourism by ACCAP, discusses impacts of weather and temperature on the industry. 8 pp.


Global Warming: Alaska on the Front Line is a small booklet published by the Alaska Conservation Foundation. 14pp.

Delivering Adaptive Actions

Agencies

Alaska Sea Grant Marine Advisory Program is the extension division of the School of Fisheries and Ocean Sciences, UAF, and has developed a climate change adaptation support program. www.marineadvisory.org

Alaska Cooperative Extension is the agricultural and home extension program of the University of Alaska Fairbanks and provides climate change adaptation assistance. www.uaf.edu/coop-ext

Alaska Dept. of Commerce, Community and Economic Development Division of Community and Regional Affairs, Alaska Riverine and Coastal Community Stewardship assists communities to protect themselves from effects of flooding and erosion. www.commerce.state.ak.us/dca/planning/arccs/ARCCS.htm

Rural Alaska Community Action Program, Inc. does rural housing and planning and hazard assessments. www.ruralcap.com

Alaska Division of Homeland Security and Emergency Management provides planning and response to natural and human-caused disasters including coordination of evacuations and other immediate actions and has an “Imperiled Communities project in northwest Alaska. www.ak-prepared.com

Federal Emergency Management Agency (FEMA) is responsible for planning to respond to extreme weather and climate events. www.fema.gov/plan/mitplanning/resoures.shtm

U.S. Army Corps of Engineers does much of the mitigation planning and is responsible for much of the infrastructure and protective measures that deal with flooding, erosion, inundation and other impacts. www.poa.usace.army.mil/en/cw/fld_haz/communities.htm

Publications


Identifying Adaptation Options – A short publication of the United Kingdom Climate Impacts Programme for use in Great Britain but including suggestions that could be useful in Alaska. 34 pp.

Working Together to Make Changes: Plan of Action Checklist A folder of seven fact sheets and checklists on organizing to take action. Published by Alaska Cooperative Extension.

Climate Witness Community Toolkit A publication of the World Wildlife Fund South Pacific Programme, it is intended for use in small island communities to help residents document climate change impacts in their villages. 18 pp.

Café Design Principles is a small publication by The World Café that offers an integrated set of design principles for hosting conversations in important issues. 5 pp. Available at www.theworldcafe.com/principles.htm

Local Strategies for Addressing Climate Change published by NOAA Ocean Services Center. 22 pp.

ICLEI Resource Guide: Outreach and Communications Published by ICLEI Local Governments for Sustainability, has tips on outreach objectives, examples, and best practices. 39pp.

Project Design and Evaluation published by NOAA Coastal Services Center, details how to design and evaluate projects. 163 pp. plus appendices.
## Appendix F: Sample Measures

<table>
<thead>
<tr>
<th>Vulnerability Area</th>
<th>Preparedness Goal</th>
<th>Preparedness Measure</th>
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<tbody>
<tr>
<td>More frequent and severe high wind events</td>
<td>Safety, property protection</td>
<td>Convert fishing fleet to larger, more seaworthy vessels.</td>
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<td>(storms)</td>
<td></td>
<td>Require new buildings to be set back on higher ground.</td>
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<td></td>
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<td>Inspect buildings for susceptibility to wind damage.</td>
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<tr>
<td>Decreased snowpack</td>
<td>Maintain water supply year round</td>
<td>Increase storage reservoir capacity, build new reservoirs.</td>
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<td>Develop alternate sources of water (pipeline interties, wells, rainwater harvesting with storage tanks, etc.).</td>
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<td>Change building codes to require low-flow fixtures.</td>
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<td>Meter water use, raise fees.</td>
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<td></td>
<td></td>
<td>Provide financial (tax) incentives for efficiency.</td>
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<td></td>
<td></td>
<td>Inform public of climate change impacts on water supply.</td>
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<td></td>
<td></td>
<td>Actively monitor snowpack.</td>
</tr>
<tr>
<td>Protect winter recreation and tourism</td>
<td>Maintain sources of heating fuel and building materials.</td>
<td>Transition from primarily skiing to ecotourism, with greater emphasis on spring and autumn activities.</td>
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<tr>
<td>business</td>
<td></td>
<td>Install alternative technology heaters (pellet, passive solar).</td>
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<td>Plan building to use non-wood or imported wood.</td>
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<td>Use harvest and burning to create mosaic of size and age.</td>
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<td></td>
<td>Attempt reforestation with temperature-tolerant species.</td>
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<tr>
<td></td>
<td></td>
<td>Actively monitor trends in forest conditions.</td>
</tr>
<tr>
<td>Loss of forests</td>
<td>Maintain sources of heating fuel and building materials.</td>
<td>Engage engineers to study, make recommendations.</td>
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<td>Impose, apply stability standards on new construction.</td>
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<td>Hire inspectors to examine existing buildings and infrastructure for vulnerability, make structural changes.</td>
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<tr>
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<td>Investigate new technologies for keeping ground cold and preserving permafrost where possible.</td>
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<tr>
<td></td>
<td></td>
<td>Relocate structures and plan new building only on sites approved for permafrost thaw resistance.</td>
</tr>
</tbody>
</table>
| Diminishing sea ice | Hunter safety | Access updated ice map source, disseminate in community.  
Develop weather and ice prediction training.  
Develop and promote use of lightweight vessels (such as Pack rafts) by hunters for routine or emergency use.  

| Maintain game availability | Work with ADFG, NMFS to develop harvest management that preserves stocks of ice-dependent animals.  
Where feasible, encourage use of subsistence game (such as caribou) to take pressure off ice-dependent species.  
Study possibility of expanding hunting range farther out to take pressure off local stocks.  

| Adjust to more open water | Take measures to prevent impacts of erosion (see below).  
Take advantage of longer navigation season in ordering supplies and materials.  
Look for business opportunities in servicing increasing vessel traffic that is likely to develop.  
Start process of developing harbors, facilities to support additional vessels that will use more open sea lanes.  
Study impacts of polar bear critical habitat designation on community economy. Look for opportunities such as threatened-species tourism.  

| Coastal erosion | Protect property | Engage scientists, engineers to predict future erosion.  
Preserve wetlands, enhance natural buffers.  
Consider armoring rip-rap, bulkheads if deemed effective.  
Investigate feasibility of moving existing structures to locations deemed safe.  
Prohibit new construction in vulnerable locations.  
Consider complete community relocation to safe site.  

| Changes in fish abundance and distribution | Ensure continued viability of commercial fisheries and survival of subsistence lifestyle | Engage fish scientists to provide projections of changes.  
Begin diversifying fishing operations into new stocks, species that are becoming abundant, away from those not.  
Start direct marketing, custom processing, look for other ways to get higher value from lower volume. |
## Appendix G:
Sample Goals and Objectives

<table>
<thead>
<tr>
<th>Vulnerability</th>
<th>Goal</th>
<th>Objective</th>
<th>Measure</th>
<th>Govt or Pvt</th>
<th>Capacity or Action</th>
<th>Sources of Assistance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequent and severe high winds</td>
<td>Safety and property protection</td>
<td>Reduce fishing casualties</td>
<td>Convert fleet to larger and more seaworthy vessels</td>
<td>Pvt</td>
<td>action</td>
<td>Ak Div of Investments, CFAB, NOAA CCF</td>
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<tr>
<td></td>
<td>Protect coastal property</td>
<td>Require setbacks for new construction</td>
<td>Govt</td>
<td>action</td>
<td>Municipalities, DCCED, HUD</td>
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<tr>
<td></td>
<td>Protect coastal property</td>
<td>Inspect buildings for susceptibility to wind damage</td>
<td>Govt</td>
<td>capacity</td>
<td>Municipalities, DCCED, HUD</td>
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</tr>
<tr>
<td>Decreased snowpack</td>
<td>Maintain water supply</td>
<td>Ensure communities have enough domestic water</td>
<td>Increase storage reservoir capacity</td>
<td>Govt</td>
<td>action</td>
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<tr>
<td></td>
<td>Maintain water supply</td>
<td>Ensure communities have enough domestic water</td>
<td>Increase storage reservoir capacity</td>
<td>Govt</td>
<td>action</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Maintain water supply</td>
<td>Develop alternative sources (wells, interties, etc.)</td>
<td>Pvt and Govt</td>
<td>action</td>
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<td></td>
<td>Maintain water supply</td>
<td>Change codes to require low-flow fixtures</td>
<td>Govt</td>
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<td>Maintain water supply</td>
<td>Meter water, raise fees</td>
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<td></td>
<td>Maintain water supply</td>
<td>Financial incentives for efficiency</td>
<td>Govt</td>
<td>action</td>
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<td></td>
<td>Maintain water supply</td>
<td>Inform public of climate impacts on water supply</td>
<td>Govt and Pvt</td>
<td>capacity</td>
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Appendix H: Worksheets

This adaptation manual contains a number of tasks for stakeholders as part of the process of planning good climate change adaptation. The following set of worksheets offers a place to enter the answers to some of the questions raised in those tasks. You may also want to use the “Adaptation Plan for this Community” template file, a Microsoft Word document. Replace the text in brackets in that document with your own information.

Step 1. Defining Community

Define your community.
Step 2. Motivations

(a) What are your motivations for doing climate change adaptation planning?

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(b) What do you expect to get out of doing this planning? What results are you hoping for?
**Step 3. Kinds of Climate-Related Changes**

Make a list of reported or projected environmental changes you are concerned about. Refer to the list in Section 3. But also rely on your own observations and those of people you know or have read about. Describe past weather events that have impacted your community. **Specify anticipated consequences.**

<table>
<thead>
<tr>
<th>Change</th>
<th>Group Affected</th>
<th>Consequences</th>
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</table>
Step 4. Vulnerability Assessment

Use additional pages if necessary to address each of the threats you have identified.

**Vulnerability Risk Matrix**

\[
\text{Total} = (\text{Sensitivity} \times \text{Risk}) - \text{Adaptive Capacity}
\]

<table>
<thead>
<tr>
<th>Exposure</th>
<th>Sensitivity</th>
<th>Risk</th>
<th>Adaptive Capacity</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Example: Homes damaged</td>
<td>5</td>
<td>3</td>
<td>4</td>
<td>11</td>
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<td></td>
<td></td>
<td></td>
<td>(e.g., can rebuild; alternate homesites are available)</td>
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</tbody>
</table>
**Step 5. Goals and Objectives**

For each priority impact, write a brief goal statement and some objectives, and prioritize in terms of urgency and importance.

<table>
<thead>
<tr>
<th>Impact</th>
<th>Goal</th>
<th>Objectives</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
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<td>6</td>
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</table>
### Step 6. Adaptive Measures

Take the highest priority impacts and propose adaptive measures. Note whether they build capacity or deliver action, and write statements about benefits, costs, effectiveness and practicality.

<table>
<thead>
<tr>
<th>Impact</th>
<th>Measures</th>
<th>Capacity or Action</th>
<th>Benefits, Costs, Effectiveness, Practicality</th>
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</table>
Table of Adaptation Measures

<table>
<thead>
<tr>
<th>Vulnerability</th>
<th>Goal</th>
<th>Objective</th>
<th>Measure</th>
<th>Govt or Pvt</th>
<th>Sources of Assistance</th>
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Write a brief overall adaptation strategy.

Step 7. Implementation

Write a brief implementation plan for your community’s climate change adaptation program.
Step 8. Evaluation and Follow-up

Briefly outline an evaluation plan for your program. How will you compare results with original goals and objectives? How can results of this evaluation be used to guide future changes to the plan? Record ideas or share climate change adaptation tips, techniques, strategies and experiences with other communities.
It’s no joke. Alaska is changing before our eyes.
• Spring is coming earlier and freeze-up later.
• Sea ice is disappearing from the Arctic.
• Permafrost is thawing in places where it never did before.
• Severe storms and floods are occurring more frequently.

What’s more, scientists who study Alaska’s lands, oceans and atmosphere predict even greater changes between now and the end of this century.

Not all change is harmful, and some may be beneficial. Milder winters may lower heating costs, agriculture may prosper, and useful stocks of fish or wildlife may become established in your area. But many changes are already causing problems and indications are that in the long term, life in Alaska will be very different from what it is now.

About this Adaptation Planning Tool
This adaptation tool can help you and your community think about ways to adapt to changes you are already experiencing or that you expect in the future. It will help you identify impacts environmental changes may have on your community ("assess vulnerabilities"), devise strategies for coping with these changes, and locate resources to help. It consists of eight steps to help you create your own adaptation plan.

To create your plan, read through this document and then, using it as a guide, fill in your answers using the “Adaptation Plan for this Community” template file, a Microsoft Word document. Replace the text in brackets in that document with your own information. Download the template file on the Adapting to Climate Change in Coastal Alaska web page at http://marineadvisory.org/climate.

1. Why Adaptation?
Many people are working to halt climate change through efforts to cut emissions of greenhouse gases. But this will take decades, if it succeeds at all, and the effects of changes now under way will last many decades more. Meanwhile, you can begin to prepare for change to minimize the harm to your family and community. Adaptation saves money, protects lifestyles, and in some cases could actually save lives.
The goal of adaption is a **resilient community**. A community can be a town or village, a social or cultural group such as a Native tribe, or a group of people with a common interest, such as commercial fishermen or coastal property owners. Everyone is a member of at least one community. "Resilient" means able to absorb disturbance while continuing to exist in the usual way.

**Step 1:** Identify your community or communities. If your community is a place, write a line or two about the planning area you’re concerned about.

### 2. Why Plan?

Why do adaptation planning? What do you want to accomplish? Different people have different motivations.

- Some people are just **curious**. They’re not sure whether climate change is real, or what they can do about it, so they just want to find out what the fuss is about.
- Some people are concerned about their **property** or community **infrastructure**; they want to know how to protect houses, roads or airstrips.
- Others wonder if there is still a **future for their fishing or other business**.
- For some, the biggest concern is whether they will be able to continue **subsistence harvesting** or other traditional activities.
- Some may be looking for new **business opportunities**.

**Step 2:** Write a short statement about your reasons for doing adaptation planning.

### 3. Climate-Related Environmental Change

We confront many kinds of change in life—political, social and technological. In Alaska **changes in the natural environment** are especially important since most Alaskans live close to nature and are directly dependent on natural resources.

**Examples of potential change in Alaska related to climate and weather**

**Natural systems**

- Fewer (or more) fish may be available to commercial, sport, or subsistence users.
- Abundance or distribution of game animals may change.
- Drought or flooding may increase.
- Land- and water-navigation seasons may become longer and ice-road seasons shorter.

**Infrastructure** (the “built environment”)

- Homes and public buildings may be damaged by erosion, fire, or permafrost thaw.
- Roads, bridges and airstrips may be damaged or destroyed.
- Destruction of seawalls and other structures to control water may occur.
- Town or village water and sewer systems may be damaged or services disrupted.
Health and culture

- Disease may increase, and some kinds of injuries may occur more often.
- Healthy food sources may decrease (or increase).
- Sanitation may be compromised.
- Graves or sites of archeological importance may disappear.

Other economic activities

- Oil, gas and mining exploration may become easier or (more difficult).
- Transportation patterns may change.
- Some tourism opportunities may expand, and others may diminish.

Changes to the physical environment already observed in Alaska

- **Rainfall** has increased in many areas, and **snowfall** has decreased.
- Some regions are experiencing more **flooding** and **riverbank erosion**.
- Most of Alaska’s **glaciers** are retreating.
- **Storms** are becoming more frequent, and **storm surges** are becoming more destructive.
- **Sea ice** forms later in the fall and retreats earlier in the spring, and sea ice is thinner.
- The **growing season** (the number of frost-free days) is getting longer.
- The **tree line** is moving north and up slope to higher elevations.
- **Permafrost** is thawing where it previously didn’t.
- **Ice-dependent animals** (walrus, polar bears) are changing locations.
- Commercially valuable **fish and shellfish** stocks are shifting north.
- Some **migratory birds** no longer fly south in the fall.
- Some kinds of **wildlife**, including moose and beaver, are expanding their ranges.
- **Invasive plants** have become established where they previously could not survive.
- **Harmful algal blooms** have caused sickness from shellfish poisoning.
- A **fish disease** has made large numbers of Yukon River king salmon inedible.
- **Insects** have killed large expanses of forest.
- More **people get sick** from water-borne diseases, are being stung by insects, and have suffered from allergies that result from increases of certain plants.
- The **ocean water is becoming more acidic** and eventually will reduce the availability of plankton that is important food for salmon.

Alaskans are witnessing all of these changes, and their observations are backed up by measurements and records kept by scientists.

**Step 3:** List changes you have observed or have heard about from friends or relatives in your community. Note how those changes impact your community.
4. Assessing Your Vulnerability to the Effects of Climate Change

Vulnerability is "the capacity to be harmed." Every person and every community is vulnerable to some kinds of change. You can do a simple vulnerability assessment to identify potential environmental impacts on your community.

Based on the list you made in Step 3, identify ways you or your community could be affected by environmental change. Perhaps your home could be damaged, lost or flooded; subsistence food resources or commercially important fish might disappear; clean drinking water may be threatened. Exposure is the term for these potential impacts. Risk is a measure of the severity of an impact if it occurs, and the likelihood that it will occur.

You can indicate your community’s level of risk by doing a simple vulnerability risk matrix (see page 7). For each exposure indicate the sensitivity (potential severity or seriousness) of an event by giving it a number (ranging from 1 for low to 5 for high) and the risk (probability or likelihood) that it will occur (from 1 for unlikely to 5 for very likely or certain). Multiply the two numbers. Doing this kind of numerical assessment helps you prioritize your exposures so that you plan to adapt to those that pose the greatest threat.

A community’s risk can be balanced by its adaptive capacity. For example, if you are trained in hazard mitigation or if you have access to technology that can help minimize the harm, your community has adaptive capacity. For a vulnerability assessment, assign your adaptive capacity a number (from 1 for little to none to 5 for very high) and subtract that number from the risk assessment totals that you calculated above.

**Step 4:** Assess your community’s vulnerability by calculating the risk of each potential impact you identified in the section above. Factor in adaptive capacity. Prioritize your exposures, with priority # 1 being your community’s greatest vulnerability.

5. Being Prepared—What Are Your Goals?

The first step in planning is to determine what you want to accomplish. State some goals you want to achieve and objectives to reach in pursuit of those goals.

Goals are general statements about the desired long-term outcome you want. A goal statement could be “Prevent damage or loss of property to flooding or inundation resulting from severe storms and sea level rise.”

Objectives are statements about particular accomplishments or outcomes important for achieving a goal. For example, “By year 2020 at least 90 percent of residents in our community will live in homes that are out of the reach of predicted flooding.”

Planners use the expression SMART objectives for objectives that are specific, measurable, achievable, results-oriented, and time-bound.
Step 5: Write goal and objective statements for each of the vulnerabilities you identified in the previous step.

6. Adaptation Measures

Measures are specific actions that increase adaptation and resilience. Measures can include anything from gathering information to creating zoning plans to protect property, to building protective structures.

Adaptation measures can either build adaptive capacity (for example, gathering information, building technical expertise or enlisting assistance) or deliver adaptive actions (for example, installing defensive structures or cutting firebreaks to limit wildfire damage). Governments, individuals, families or small groups can take measures to achieve their goals.

Each proposed adaptation measure should be considered in light of the following:

- Does it provide direct benefits, such as protecting property or health?
- How effective is it at solving the problems it is intended to address?
- How much would it cost and who would pay? What’s the benefit/cost ratio?
- Is it practical? Is it technically feasible, socially and culturally acceptable, and equitable; would it help some people while harming others?

“No-regrets” measures produce benefits independent of any climate change-related effects. Benefits exceed costs whether there is climate change or not. For example, in an area where inundation is a threat, designating a protected space to serve as a buffer against higher water levels can also be used for parking or storage. “Low-regrets” options can produce big benefits at relatively low cost and produce a high benefit-cost ratio. An example might be protective land-use planning for areas not yet developed. “Win-win” measures enhance adaptive capacity or have other social or economic benefits; they address climate change impacts and also contribute to solving other community problems. A win-win measure could be developing a community hazard and prevention response team that could provide services in the event of climate-related or other kinds of community emergencies.

Flexible or adaptive management options can be applied one step at a time, so they can be modified if new information becomes available or the situation changes.

Doing nothing may be appropriate for low-priority impacts or where other factors outweigh climate-related risks, but shouldn’t simply result from lack of information.

There is no catalog of adaptive measures to climate change impacts in Alaska. Ingenuity is the key. Alaskans have long overcome environmental challenges.

Step 6: List adaptation measures for each of the change impacts identified in Step 3. Consider costs, benefits, effectiveness and practicality.
7. Implementation

Implementation means applying measures to achieve your goals and objectives. It may take years. You may need help from technical specialists, local governments or agencies of the state or federal government. It is important to **build a team** for climate change adaptation. Even if you see yourself as “just” a community member, you can help motivate and direct the efforts of agencies and governments.

To guide this process, develop a simple **implementation plan**. It should address:

- Partners and sources of technical assistance if needed
- Costs, and sources of funding
- Sequence of steps, including a timeline

**Step 7:** Write a brief implementation plan for your community, taking into account the points listed above.

8. Looking Forward

Once you have begun applying adaptation measures, it’s important to measure your progress and evaluate your results. This can be done with a formal or informal **evaluation**. Be sure to stop and take stock once in a while, and look for ways to improve your program, even if that means redesigning parts of it. Information on project evaluation is available from many sources.

Your implementation plan may require you to find **funding**, **technical expertise**, and **organizational support**. Many federal, state and local government agencies and organizations stand ready to assist.

**Sharing information** is an important part of adaptation, and by working with others everyone can be more effective. Please contact the Marine Advisory Program, the Cooperative Extension Service, or the Alaska Center for Climate Assessment & Policy to tell us what you have learned.

**Step 8:** Write out notes for future reference on locating sources of support, conducting evaluations, and sharing experiences and results with other communities.
## Vulnerability Risk Matrix

Total = (Sensitivity × Risk) – Adaptive Capacity

<table>
<thead>
<tr>
<th>Exposure</th>
<th>Sensitivity</th>
<th>Risk</th>
<th>Adaptive Capacity</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Example: Homes damaged</td>
<td>5</td>
<td>3</td>
<td>4 (e.g., can rebuild; alternate homesites are available)</td>
<td>11</td>
</tr>
</tbody>
</table>