

GAP Grant Writing Basics



ALASKA NATIVE
TRIBAL HEALTH
CONSORTIUM

ANTHC Webinar Training Series

This training series is made possible through an Indian General Assistance Program (IGAP) grant from the U.S. EPA.



The current training schedule was developed based on unmet training needs expressed by tribal programs during statewide gatherings, training sessions and during one-on-one discussions.

We are not EPA employees. Specific questions relating your individual IGAP grant may need to be referred to your EPA Project Officer.

Information and examples provided during this training were compiled from publically available GAP resources developed by ANTHC, EPA and others.

What is IGAP?

- EPA Indian Environmental General Assistance Program.
- Grants or cooperative agreements to tribes & tribal consortia. Range between \$75k - \$128k per year for up to four years.
- Provided to help build tribal capacity to plan, develop and administer tribal environmental protection programs consistent with the federal laws that the EPA is charged with implementing.
- Intended to assist tribes with opportunities for meaningful participation in policy making and standard setting.

GAP Program Guides

GAP Guidance (May 2013)

INDIAN ENVIRONMENTAL GENERAL ASSISTANCE PROGRAM

Guidance on the Award and Management of
General Assistance Agreements
for Tribes and Intertribal Consortia



May 15, 2013

U.S. Environmental Protection Agency
Office of International and Tribal Affairs
American Indian Environmental Office

<http://www2.epa.gov/sites/production/files/2015-05/documents/gap-guidance-final.pdf>

Region 10 Tribal Environmental Staff Guide

Region 10 Tribal Environmental Staff Guide to the Indian Environmental General Assistance Program (IGAP)

*Developed by Region 10 Tribal Trust & Assistance Unit
Compiled by Sherry Kimmons
10/18/12*



[http://itepsrv1.itep.nau.edu/itep_course_downloads/Anchorage_11S
WM_Haz/Day1/ActionPlans/Region%2010%20Tribal%20Environme
ntal%20Staff%20Guide%20to%20the%20IGAP%20Program.pdf](http://itepsrv1.itep.nau.edu/itep_course_downloads/Anchorage_11S_WM_Haz/Day1/ActionPlans/Region%2010%20Tribal%20Environmental%20Staff%20Guide%20to%20the%20IGAP%20Program.pdf)

Understanding the Federal Fiscal Year

FY16

Oct 1, 2015 – Sept. 30, 2016

Quarter 1

10/1/15 – 12/31/15

Q1 Report Due: 1/30/16

Quarter 2

1/1/16 – 3/31/16

Q2 Report Due: 4/30/16

Quarter 3

4/1/16 – 6/30/16

Q3 Report Due: 7/30/16

Quarter 4

7/1/16– 9/30/16

Q4 Report Due: 10/30/16

FY17

Oct 1, 2016 – Sept. 30, 2017

Quarter 1

10/1/16 – 12/31/16

Q1 Report Due: 1/30/17

Quarter 2

1/1/17 – 3/31/17

Q2 Report Due: 4/30/17

Quarter 3

4/1/17 – 6/30/17

Q3 Report Due: 7/30/17

Quarter 4

7/1/17 – 9/30/17

Q4 Report Due: 10/30/17

The Funding Announcement

- The Funding Announcement outlines the requirements and process.



- Provides detailed instructions for GAP applications including:
 - * Eligibility
 - * Application Process
 - * Important Dates
 - * Elements that need to be included
 - * Requirements

Region 10 Tribal Environmental GAP Funding Announcement:

<http://www2.epa.gov/tribal/region-10-tribal-environmental-gap-funding#documents>

Region 10 - FY17 Funding Announcement Highlights

- For proposals that will begin on 10/1/16 draft work-plans and budgets are due on 1/15/2016 (some start dates may vary)
- All Applicants need to register in Grants.gov
<http://www.grants.gov/web/grants/applicants/organization-registration.html>
- Optional Proposal Review Checklist
- RTOC – Hosted Tribal Leader Summit in March 2017
- EPA Will continue to Fund Solid Waste and Source Separation (Recycling) Service Activities under GAP
- Region 10 encourages the development and implementation of Integrated Waste Management Plans (IWMPs)
- Greener Grants Policy

Region 10 - FY17 Funding Announcement

REMINDERS

- Rolling Schedule for Grant Application Deadlines established by your Project Officer.
- Base GAP funding requests range from \$75,000 to \$128,000
- GAP Grants must be closed out every four years
- SAM Registration
- Capacity Indicators
- The 2013 GAP Guidance requires EPA-Tribal Environmental Plans (ETEPs)
- Success Stories / Lessons Learned

How can IGAP funds be used?

Activities eligible for funding under IGAP are those for planning, developing and establishing capability to implement environment protection programs including development of solid and hazardous waste programs.

- FY17 Funding Announcement Attachment C:

Attachment C	
GAP Eligible and Ineligible Activities The following list of allowable activities and general restrictions is not comprehensive but illustrates the most common scenarios that arise under the GAP.	
Sample of GAP Allowable Activities Funding is provided under GAP for the purposes of planning, developing, and establishing tribal environmental protection programs consistent with programs and authorities administered by the EPA. GAP Program Priorities: <ul style="list-style-type: none">• Developing and maintaining core environmental program capacities (administrative, financial management, information management, environmental baseline needs assessment, public	SAMPLE OF GAP Ineligible ACTIVITIES: GAP funds cannot be used to fund activities not closely related to planning, developing, and establishing tribal environmental protection program capacity consistent with programs administered by EPA. Examples include: <ul style="list-style-type: none">• Animal husbandry, community gardens, the repatriation of Native American cultural items, and feral animal control.• Implementing environmental protection programs

- FY17 Funding Announcement Attachment D:

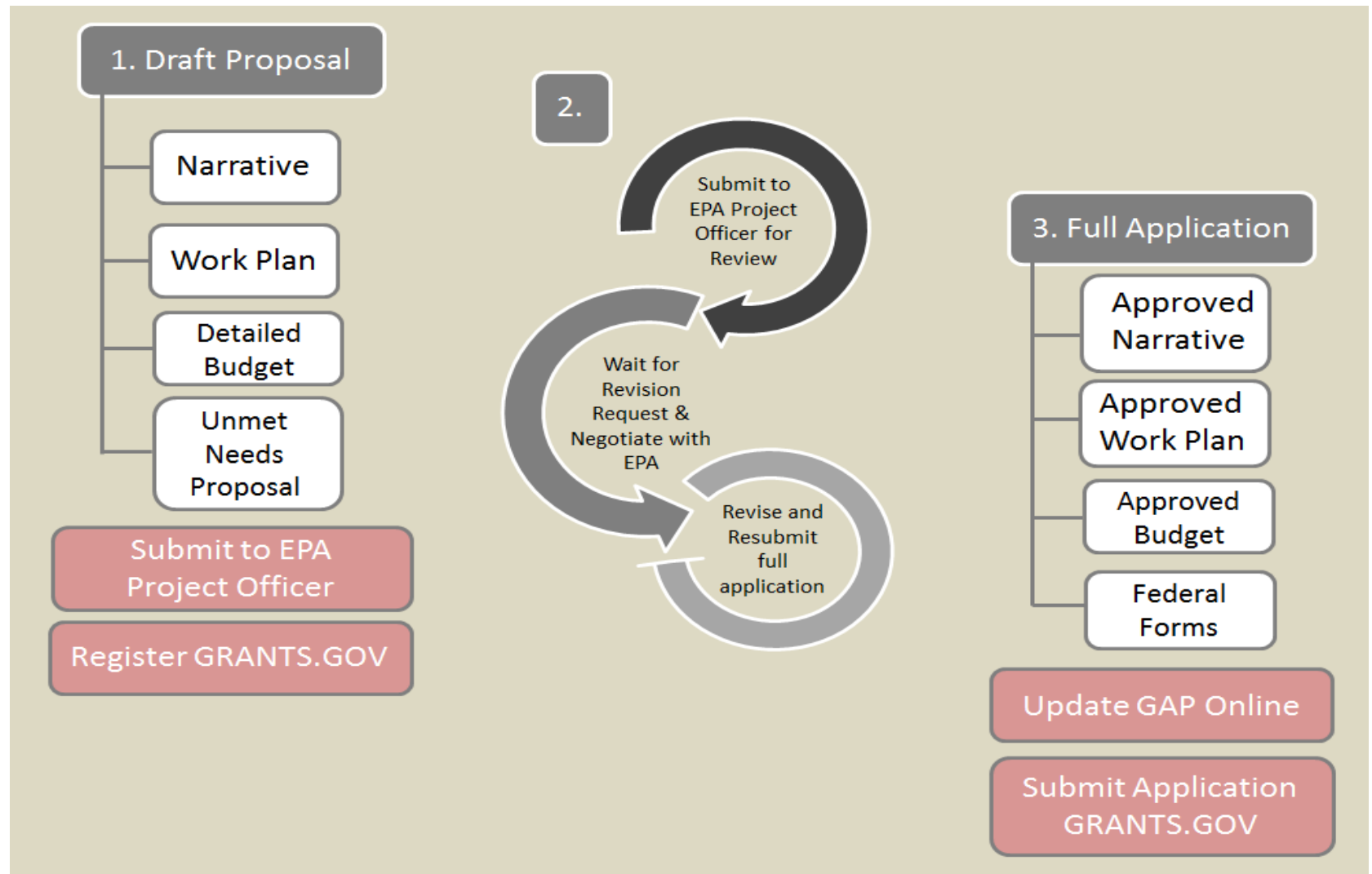
Attachment D
Building a Self-Sustaining Tribal Solid Waste Program: Recommended Phases and Activities to Consider
Primary Tool: Tribal Decision Maker's Guide to Solid Waste Management http://archive.epa.gov/wastes/wyl/web/pdf/trib-dmg.pdf
WHY BUILD A SELF-SUSTAINING SOLID WASTE PROGRAM?



Have questions about Allowable Costs?

- Is it allowed under 2 CFR Part 200 and 1500
“Cost Principles for State, Local and Indian Tribal Governments”
- EPA General Terms and Conditions Effective December 26, 2014
http://www.epa.gov/ogd/tc/general_tc_applicable_aa_recipients_dec_26_2014.pdf
- 2 CFR Part 200:
http://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl
- 2 CFR Part 1500:
<http://www.ecfr.gov/cgi-bin/text-idx?SID=9dad727f830d7c452669df30fc406fee&node=pt2.1.1500&rgn=div5>

IGAP Application Process Overview



IGAP Application


- **Narrative** (Draft proposal due 1/15/16)
- **Work Plan** (Draft proposal due 1/15/16)
- **Budget** (Draft proposal due 1/15/16)
- **Federal Forms** (Full application)
 - ~ SF424 – Application for Federal Domestic Assistance
 - ~ SF424a – Budget Information form
 - ~ SF424b – Assurances – Non-Construction programs (1st year only)
 - ~ EPA form 4700-4 Pre-award Compliance Review (1st year only)
 - ~ Key Contacts Form
 - ~ Current Indirect rate or letter of application
- **Current SAM registration**

IGAP Application Package

To download the application package:

<http://www.grants.gov/web/grants/applicants/download-application-package.html>

Search CFDA Number: 66.926 | Click on “Select Package” | Enter email | Click on “Download Package” | Open

	Grant Application Package	<input type="button" value="Print"/>	<input type="button" value="Cancel"/>
Opportunity Title:	<input type="text" value="EPA Mandatory Grant Programs"/>		
Offering Agency:	<input type="text" value="Environmental Protection Agency"/>		
CFDA Number:	<input type="text" value="66.926"/>		
CFDA Description:	<input type="text" value="Indian Environmental General Assistance Program (GAP)"/>		
Opportunity Number:	<input type="text" value="EPA-CEP-02"/>		
Competition ID:	<input type="text"/>		
Opportunity Open Date:	<input type="text"/>		
Opportunity Close Date:	<input type="text" value="10/04/2020"/>		
Agency Contact:	<input type="text" value="Please consult your regional office."/>		

Proposal Process – 2017 Review Checklist

- Optional to use
- Use before proposal deadline
- Helps review draft work-plans
- Helps review draft budgets
- Intended to help reduce time dedicated to negotiations
- Expected to streamline the review and award process

Proposal Review Checklist for 2017 GAP and Multi-year Applications

_____ Due January 15, 2016 or sooner as required by EPA

This Proposal Review Checklist will assist applicants in submitting complete and accurate GAP applications. The checklist is used by Tribal Coordinators to ensure all applications are eligible for GAP funding. Individual EPA Tribal Coordinators may identify other areas that need attention. Using this checklist will assist applicants in identifying common application errors and correct them before submitting the GAP grant proposals for 2017 and multi-years, prior to or on January 15, 2016.

Name of Tribe: _____

Name of EPA Tribal Coordinator: _____

Request	Year 2017	Year 2018	Year 2019	Year 2020	Totals
GAP					\$0.00
Other					\$0.00
Totals					\$0.00
Notes					

Proposal Process – Narrative

Proposal Narrative and Work Plan Template

NAME of TRIBE (as listed in the Federal Register)
ADDRESS
Telephone NUMBERS
System Award Management REGISTRATION EXPIRATION DATE: _____

I. INTRODUCTION
The Narrative Introduction
Describe the Tribe.
Include anything that will be helpful for a reader to know about your Tribe such as:

- Where is it located?
- Cultural groups?
- How many members?
- Community population?

II. ADMINISTRATIVE CAPACITY
Detail the tribe's administrative capacity:

- Is the tribe a compacting or self-governance tribe?
- Does it have regular audits?
- What other programs are administered by the tribe?
- How many employees does the tribe have?
- Does the tribe have current policies and procedures?
- Does the tribe have financial policies and systems?
- Have there been any administrative or financial issues in the past?

Document the tribe's history with the GAP program.

- How long has the tribe had the GAP grant?
- What accomplishments have been made with GAP?
- Has the tribe achieved all of its goals?
- Have there been any issues in the past?
- List any changes or corrective actions.

III. ENVIRONMENTAL ISSUES
Provide background information about the environmental issues to be addressed by your work plan.

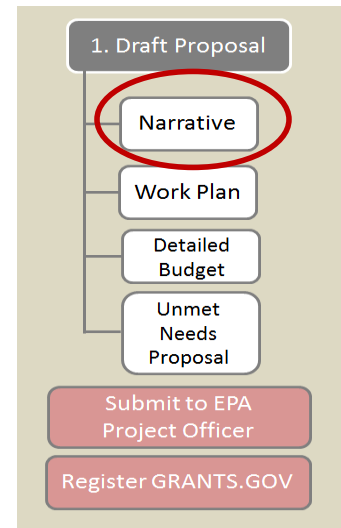
This section should include a narrative description of risks to human health and the environment and their relation to any Tribal Environmental Plan, environmental assessment, or strategy efforts conducted to date.

- Describe the environmental problems to be addressed with this work plan.
- What has been tried in the past to address these problems?
- Who are your partners?

List the long term environmental goals that will be supported by the work plan.

- What is the change that the tribe is working toward?
- Is this a long term outcome?
- Remember that outcomes can be accomplished after the grant's project period is completed.

- Required the first year of a multi-year grant cycle
- Summary of the Tribe
- Description of environmental and health issues
- Description of capacity building efforts needed and history of GAP
- Include and Org Chart or description of structure
- List any other funding sources



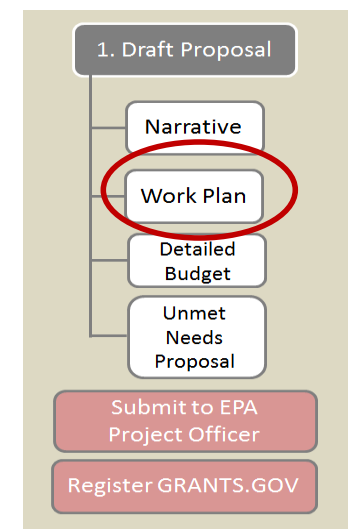
Proposal Process – Work plan

General Work Plan Requirements:

Applicants must submit draft work plans in the standardized template, or directly into GAP Online.

Work Plans must not duplicate prior efforts; they should demonstrate clear progress and that capacity is being built over time or specify new focus areas. **Duplicates of prior year work plans will be rejected by the EPA Project officer and the grant application may be denied.**

For Multi-year proposals, a separate work plan must be included for each year.



Understanding your Work plan

IGAP Work Plan for FY17				
Tribe: _____ Region: Region 10 Work Plan Period Begin: October 1, 20__ End: September 30, 20__				
Work Plan Component 1: ***EXAMPLE*** Conduct a community environmental assessment to prioritize environmental issues.				
Capacity Indicator Developed (see GAP Guidebook to select one or more that apply): _____				
Personnel: _____				
Long-Term Outcome (s) (Changes in the Environment, Public Health, Behavior or Knowledge): <ul style="list-style-type: none"> • _____ • _____ 				
Intermediate Outcome (s) (this work plan period): <ul style="list-style-type: none"> • _____ • _____ 				
Estimated Cost _____			Estimated Work Years _____	
	COMMITMENTS	ESTIMATED TASK COST (optional)	END DATE	OUTPUTS AND DELIVERABLES
1.1	***EXAMPLE*** Tribe will develop a flier and hang in local businesses to solicit residents who are interested in being a part of an environmental committee.		10/30/14	- Environmental committee announcement flier - Number of people interested
1.2	***EXAMPLE*** People interested in joining will be contacted and given more information. We will talk to people in person if more people are needed.		3/31/15	- List of environmental committee
				-
	To add rows for additional commitments, place your mouse to the very left of the row and click. It will highlight the row. Right-click and choose "insert" and select "add row below". To delete rows, highlight the ones you want to delete and choose "delete rows" instead of "insert".			

Understanding your Work plan

IGAP WORKPLAN COMPONENT

Workplan **components** are objectives, or planned accomplishments of your proposal.

The overall description of tasks to help you reach your identified Long-Term Outcome(s) and/or Intermediate Outcome(s)

EXAMPLE

Conduct a community environmental assessment to prioritize environmental issues.

EXAMPLE

Develop an EPA-Tribal Environmental Plan.

OUTCOMES = DESIRED GOALS

An **OUTCOME** can be described as something you vision or dream accomplished, the steps you take to reach that vision or dream, a desired direction on where you would like your community or program to go, something that enhances changes in knowledge or behavior for your community, or a description of what you would like achieved in the mid-term or long-term future!

EXAMPLE

A Cleaner and Safer Community

EXAMPLE

Increased Community Understanding of Air Quality

IGAP WORKPLAN COMMITTMENTS

Workplan **commitments** are the tasks that need to be completed to fulfill the workplan component.

The work activities that will be done during the workplan year.

EXAMPLE

Tribes will develop a flier to solicit residents who are interested in being a part of an environmental committee.

EXAMPLE

IGAP Staff and Tribal Administrator will attend training to learn how to develop an environmental plan.

OUTPUTS = PROOF

In Order to achieve your Outcomes (goals), you must show your work with your **OUTPUTS** (proof). An output is something that is tangible, something you can touch, hold in your hand, and something that you can show as proof!

EXAMPLE

Meeting Agendas

EXAMPLE

Newsletters

Understanding your Work plan

Work-plan Years & Estimated Costs

GAP Budget's Total work years

Work-plan's Estimated costs

Column 1	Column 2	Column 3	Column 4
Workplan Component	Estimated % of grant	Estimated Work Year (time)	\$
1. Conduct a community Assessment	15% (.15)	27% (.27)	\$18,750.00
2. Build capacity to manage program	25% (.25)	45% (.45)	\$31,250.00
3. Develop EPA-Tribal Environmental Plan	25% (.25)	45% (.45)	\$31,250.00
4. Provide environmental education in community	35% (.35)	62% (.62)	\$43,750.00
Totals	100%	179% 1.79	\$125,000.00

The Work-plan's estimated work year and costs will need to be added after entering the Budget.

GAP Budget's Total Work Years =
GAP Work Plan's Estimated Costs

INDIAN ENVIRONMENTAL GENERAL ASSISTANCE PROGRAM

Guidance on the Award and Management of
General Assistance Agreements
for Tribes and Intertribal Consortia



May 15, 2013

U.S. Environmental Protection Agency
Office of International and Tribal Affairs
American Indian Environmental Office

Appendix I
Guidebook for Building Tribal
Environmental Program Capacity

Writing your Work plan

IGAP Work Plan for FY 17

Tribe:

Region: Region 10

Work Plan Period Begin: October 1, 20__ End: September 30, 20__

Work Plan Component 1:

Capacity Indicator Developed (see GAP Guidebook to select one or more that apply):

Long-Term Outcome (s) (Changes in the Environment, Public Health, Behavior or Knowledge):

- _____
- _____

Intermediate Outcome (s) (this work plan period):

- _____
- _____

Estimated Cost

Estimated Work Years

COMMITMENTS		ESTIMATED TASK COST (optional)	END DATE	OUTPUTS AND DELIVERABLES

Proposal Process – Detailed Budget

A detailed budget must be submitted for each year in a multi-year work plan.

Budget Line Items:

Personnel

Fringe Benefits

Travel

Equipment

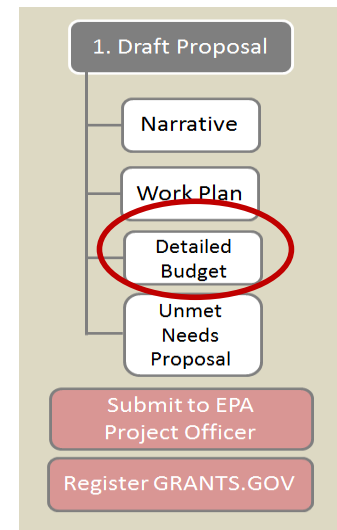
Supplies

Contractual

Consultants

Other – *Building Lease, Internet fees, phone line, etc.*

Indirect Costs



Include as an attachment when submitting a proposal in GAP Online

GAP Required Budget Form



<http://www.epa.gov/tribalportal>

Indian General Assistance Program Detailed Budget Worksheet & Cost Review Form

Revised 11.04.2013

ATTACHMENT F

Print Form

Budget Year

Name of Grant Recipient:

Date Submitted/Revised:

PERSONNEL - List all staff positions for the project by title. Give hourly salary rate, number of hours allotted to the project, and total cost for the project period. *The total for this category will be entered on Standard Form 424A, Section B, Line 6.a.*

Position/Title	Hourly Rate	No. of Hours	Work Years	Subtotal
			0	
			0	
			0	
			0	
			0	
			0	

* Total Work
Years

0

* Total Work Years is a measurement of staff time spent on a project activity or activities, compared to one full-time work year of 2080 hours. Total work years are calculated by adding the annual hours for each staff position together then dividing this total by 2080 hours. Total work years should then be divided among work plan components (as Estimated Component Work Years) to add up to this amount.

PERSONNEL TOTAL:

ANTHC Budget Workbook - Optional

IGAP Budget FY17 Reviewed (add date) by (Name of person doing the review)									
Topic	Item	Component	Description	Rate	Units	Total	Spent	Description & Date	Remaining
Salary	Env. Coordinator		40 hrs/wk @ \$20/hr (100% effort)	800.00	52	\$41,600.00			
	Env. Assistant		20 hrs/wk @ \$15/hr (.50% effort)	300.00	52	\$15,600.00			
	Administration		10 hrs/wk @ \$20/hr (.25% effort)	200.00	52	\$10,400.00			
	Fringe Benefits		Estimated at 33% (See fringe explanation below)			\$22,308.00			
						\$89,908.00	\$0.00		\$89,908.00
Travel Per Diem			1 RT for regional training	600.00	1	\$600.00			
			4 days @ \$180/day x 1 traveler	180.00	4	\$720.00			
			1 RT to ATCEM Conference	1,000.00	1	\$1,000.00			
			6 days @ \$180/day x 1 traveler	180.00	6	\$1,080.00			
			1 RT to Anchorage for Quickbooks Training	1,000.00	1	\$1,000.00			
			6 days @ \$180/day x 1 traveler	180.00	6	\$1,080.00			
						\$5,480.00	\$0.00		\$5,480.00
Supplies	Office Supplies		Folders, tablets, thumb-drives, highlighters, etc. @ \$120 per month	1,196.00	1	\$1,196.00			
			Computer, printer and software for Coordinator and Assistant	1,000.00	2	\$2,000.00			
			Shelving for office + shipping	1,200.00	1	\$1,200.00			
			Recycling containers	20.00	100	\$2,000.00			
			Water quality supplies	800.00	1	\$800.00			
						\$7,196.00	\$0.00		\$7,196.00
Equipment	ATV		ATV for water quality data collection	8,000.00	1	\$8,000.00			
			Trailer for ATV	600.00	1	\$600.00			
						\$8,600.00	\$0.00		\$8,600.00
Contractual						\$0.00			
						\$0.00	\$0.00		
Other			Training registration x 1	200.00	1	\$200.00			
			Computer training software: Quickbooks, webinar, etc.	400.00	1	\$400.00			
			ATV Shipping	1,000.00	1	\$1,000.00			
			Office Rent	600.00	12	\$7,200.00			
			Office Utility	318.00	12	\$3,816.00			
			Gas for ATV	100.00	12	\$1,200.00			
						\$13,816.00	\$0.00		
			TOTAL DIRECT			\$125,000.00	\$0.00		\$125,000.00
Indirect			TOTAL INDIRECT						
			GRAND TOTAL			\$125,000.00	\$0.00		\$125,000.00

Fringe Rates: Fringe Rates differ according to the Employee's length of employment, leave accrual,
Health plan and contributions to a 403 B.

Estimated Cost / Work Years Template

	% grant used	Estimated Work Years	Estimated Cost
	100%	1.79	\$ 125,000.00
	The numbers in this column must equal 100%. Split this between each component	Enter the Estimated Work Year Total from the budget template into the grey box above. This column will automatically calculate	Enter the total grant budget into the grey box below. This column will automatically calculate
Component 1	20%	0.358	\$ 25,000.00
Component 2	22%	0.3938	\$ 27,500.00
Component 3	34%	0.6086	\$ 42,500.00
Component 4	24%	0.4296	\$ 30,000.00
Component 5			\$ -
Component 6			\$ -
Remaining Amount <small>*when all filled in, these will equal 0</small>	0%	0	
Total:	100%	1.79	\$ 125,000.00

1. In the Budget template fill in the Personal Section

- Position/Title
- Hourly Rate
- Number of Hours

The budget template AUTOMATICALLY CALCULATES

- Work Years
- Subtotal
- Personnel Total

2. The Total in "Total Work Years" (1.79 in this example). The grant budget template should be divided among the work-plan components in the "Estimated Work Years" section to add up to the "Total Work Years" amount. When breaking this out estimated percentage of time each component will take to complete. **** see the third column in the above table ****

* Total Work
Years

1.79

Estimated Work Years: .27

**From Budget Template*

**Total divided up among the work-plan components*

3. Estimate the percent of the grant that will be used to complete each work-plan component. The end total must equal **100%**. Make sure it is a realistic estimate. (Some work will take more time/commitment than others) **** see the second column in the above table ****

4. Multiply the total funding amount by each estimated % of grant (column 2) to get total funding estimates for each work-plan component. Example: \$125,000.00 x .15 = \$18,750.00. (Column 4)

5. Enter each components estimated cost into the Work-plan.

Estimated Cost : 18,750.00

COMM

Submit Draft Proposal

EPA United States Environmental Protection Agency

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Indian General Assistance Program (GAP) Online v2.3.5

You are here: EPA Home » American Indian Environmental Office » GAP Online

Login (Authorized users only)

To login with existing Tribal-wide user account, please type in Username and Password, then click on the "Login" button.
(Password is case sensitive.)

Username:

Password:

Login Forgot Password

**** WARNING ****

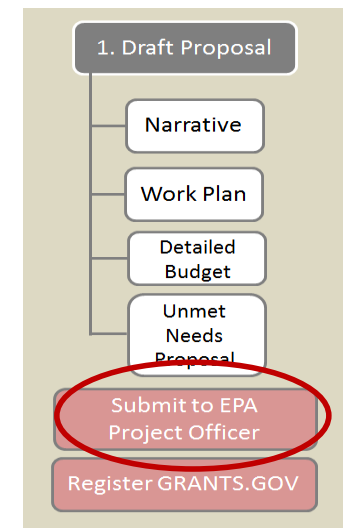
In proceeding and accessing U.S. Government information and information systems, you acknowledge that you fully understand and consent to all of the following:

- 1) You are accessing U.S. Government information and information systems that are provided for official U.S. Government purposes only;
- 2) Unauthorized access to or unauthorized use of U.S. Government information or information systems is subject to criminal, civil, administrative, or other lawful action;
- 3) the term U.S. Government information system includes systems operated on behalf of the U.S. Government;
- 4) you have no reasonable expectation of privacy regarding any communications or information used, transmitted, or stored on U.S. Government information systems;
- 5) at any time, the U.S. Government may for any lawful government purpose, without notice, monitor, intercept, search, and seize any authorized or unauthorized communication to or from U.S. Government information systems or information used or stored on U.S. Government information systems;
- 6) at any time, the U.S. Government may for any lawful government purpose, search and seize any authorized or unauthorized device, to include non-U.S. Government owned devices, that stores U.S. Government information;
- 7) any communications or information used, transmitted, or stored on U.S. Government information systems may be used or disclosed for any lawful government purpose, including but not limited to, administrative purposes, penetration testing, communication security monitoring, personnel misconduct measures, law enforcement, and counterintelligence inquiries; and
- 8) you may not process or store classified national security information on this computer system.

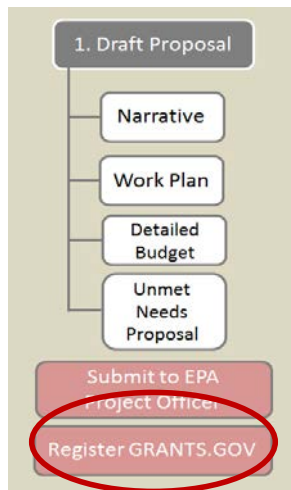
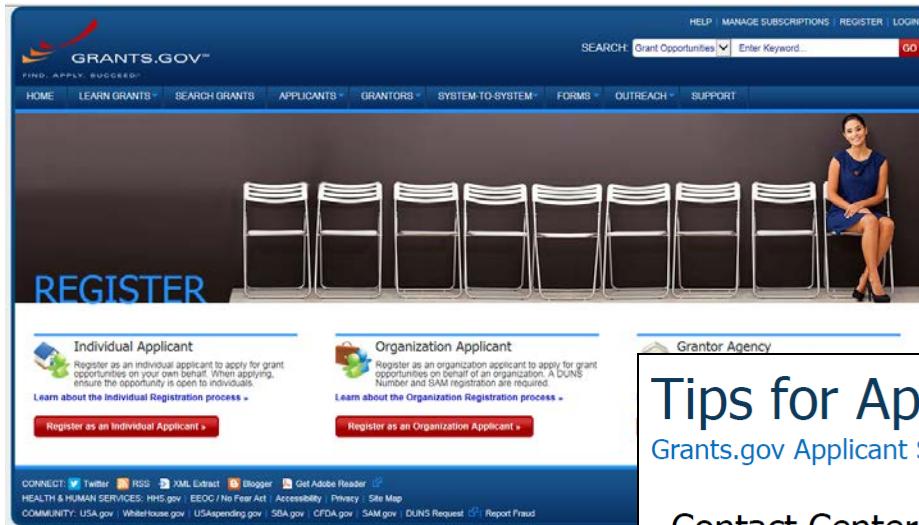
EPA Home | Privacy and Security Notice | Contact Us
Last updated on 12/11/2015

https://ofmext.epa.gov/GAP_Online/

Submit your draft work plans and budget directly to your EPA Project Officer.



Register GRANTS.GOV



Tips for Applicants

Grants.gov Applicant Support & Resources

Contact Center

- Support available 24/7; closed on Federal holidays
- Email: support@grants.gov
- Toll-Free Phone Number: 1-800-518-4726
- International Callers: 1-606-545-5035
- Grants.gov Self-Service Web Portal: <https://grants-portal.psc.gov>

Additional Resources

- Applicant User and Registration Guides:
<http://www.grants.gov/web/grants/applicants/applicant-tools-and-tips.html>
- FAQs: <http://www.grants.gov/web/grants/applicants/applicant-faqs.html>

Next Steps



Your Project Officer will contact you to negotiate revisions to your work plan and budget.

Applicants who are not responsive to revision requests or who do not make requested revisions after three documented requests will not be awarded a GAP Grant.

QUESTIONS????

Oxcenia O'Domin

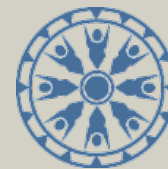
Tribal Environmental Program Associate

P: 907-729-3492 | F: 1-888-500-1205 | orodomin@anthc.org

Desirae Roehl

Tribal Environmental Program Manager

P: 907-729-3496 | F: 1-888-500-1205 | droehl@anthc.org



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