



# Office of Project Management and Permitting Looking Forward

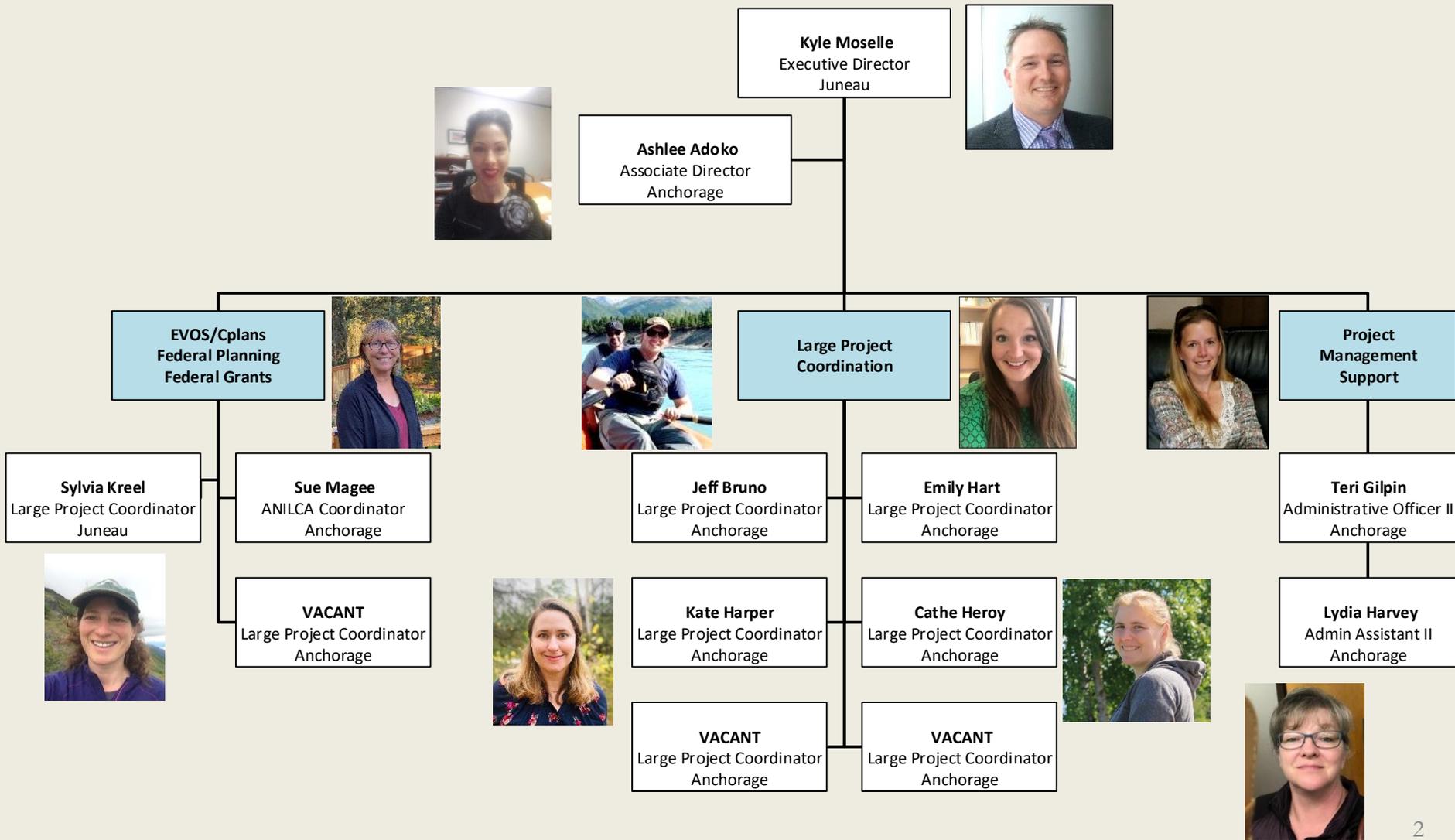
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Alaska Miners Association  
Annual Convention & Trade Show  
November 3, 2020



# Our Team



# Mineral-Related Project Assignments



**Kyle**

- Pebble
- Trans-boundary



**Ashlee**

- Fort Knox/Gil
- Livengood
- 36 CFR 228
- USACE Nationwide Permits



**Emily**

- Red Dog
- Anarraaq-Aktigirug
- Arctic



**Sue**

- Statewide ANILCA Coordination
- Bering Sea Western Interior RMP
- Central Yukon RMP

# Mineral-Related Project Assignments



Sylvia

- Kensington



Cathe

- Donlin
- Greens Creek



Kate

- Ambler Road
- Pogo
- Illinois Creek
- Palmer

# A brief History

## **Division of Governmental Coordination (DGC):**

DGC, within the Governor's Office, administered the Alaska Coastal Management Program (ACMP) and coordinated multi-agency state reviews related to resource development projects and the Alaska National Interest Lands Conservation Act (ANILCA) until 2003.

## **Large Mine Permitting Team (LMPT):**

The LMPT process was first introduced in 1992, when Governor Hickel signed an MOU with AMAX Gold for the Fort Knox project. That coordinated team approach for state permit reviews was based on the premise that significant benefits would be realized to the project proponent and the State through a combination of better communication and reduced duplication of efforts, compared to multiple uncoordinated single agency reviews.

## **Executive Order 106:**

In 2003, the functions of DGC were transferred to DNR by Governor Murkowski.

## **Office of Project Management and Permitting (OPMP):**

OPMP was established in 2003 and continues to perform many of the functions of the previous DGC. Division of Coastal and Ocean Management (DCOM) was established in 2007 to specifically administer ACMP and dissolved in 2011 with the sunset of that program.

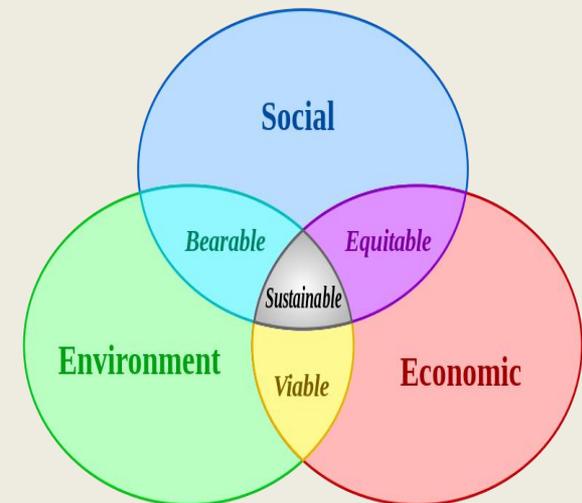
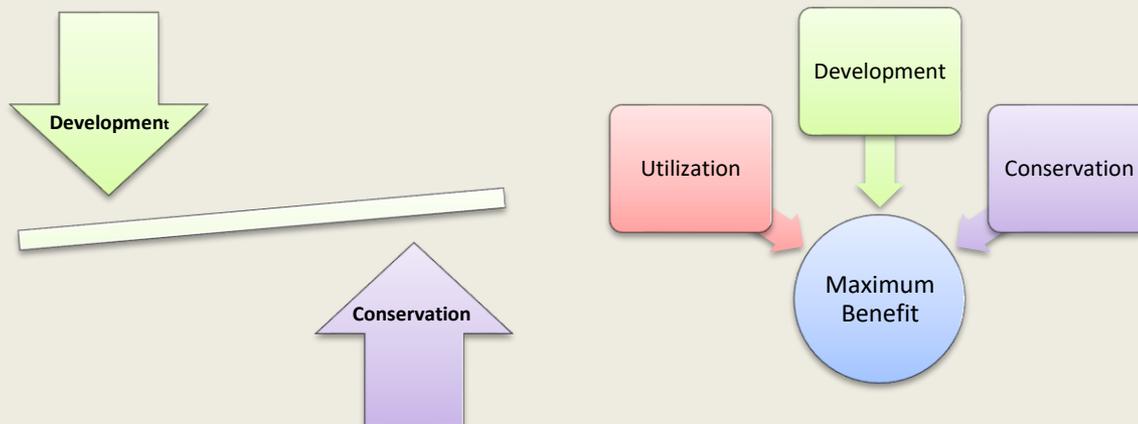
# Policy Context

## Article 8, Section 1 of the Alaska Constitution:

It is the policy of the State to encourage the settlement of its land and the development of its resources by making them available for maximum use consistent with the public interest.

## Article 8, Section 2 of the Alaska Constitution:

The legislature shall provide for the utilization, development, and conservation of all natural resources belonging to the State, including land and waters, for the maximum benefit of its people.



The Triple Bottom Line

# Policy Context

## **DNR's Mission:**

Develop, conserve and maximize the use of Alaska's natural resources consistent with the public interest.

## **OPMP's Mission:**

Coordinate state multi-agency regulatory reviews and authorizations, while collaboratively engaging federal agencies on land use planning and policy initiatives to maintain and enhance the state's economy, quality of life, and maximize the value of Alaska's vast natural resources.

## **Core Services:**

- Coordinate the review and authorization of large and complex natural resource development projects.
- Coordinate multi-agency review of proposed federal actions; facilitate engagements between state and federal regulatory agencies; and prepare consolidated state comments.
- Engage in outreach and educational opportunities to inform the public, industries, legislature, and federal agencies of state interests and positions on large projects, federal actions, and grants.

# OPMP's Authority

## **AS 38.05.020(b)(9):**

The commissioner may lead and coordinate all matters relating to the state's review and authorization of resource development projects;

## **Commissioner Delegation:**

For any resource development project where its applicant contracts with OPMP, the Commissioner's authority under AS 38.05.020(b)(9) is delegated to OPMP's Executive Director. This delegation does not delegate regulatory authorities.

## **Department Order 152:**

The purpose of this Order is to ensure DNR provides clear and consistent official correspondence and commentary in response to proposed federal actions and federal rulemaking, and that DNR effectively coordinates its own review and authorization of certain resource development projects. To achieve this purpose, OPMP will lead and coordinate DNR's engagement and response on federal actions and rulemaking, as well as DNR's review and authorization of OPMP-coordinated resource development projects.

## **Legislative Appropriations of Statutory Designated Program Receipt Authority**

Annual appropriation that allows OPMP to collect third-part receipts for reimbursable services.

# OPMP Values

## Objective

- Fair
- Thorough
- Measured
- Factual

## Professional

- Experienced/Knowledgeable
- Responsive
- Respectful
- Adaptive/Creative

## Meaningful

- Purpose oriented
- Relevant
- Value-added
- Helpful

## Productive

- Solution oriented
- Practical
- Effective
- Collaborative

# Project Management

## What is a project?

In the context of OPMP, a *project* is composed of multiple tasks (i.e. scope of work) associated with a single applicant or federal action that are expected to be completed within a defined time period (e.g. fiscal year, permit cycle, review period) and budget.

## What makes a project large?

*Large* signifies a complex project or federal action affecting Alaska. Multiple, overlapping jurisdictional authorities/expertise, mixed land ownership, large spatial area, complex engineering, or the need to develop state policy positions can all characterize a large project.

## Why coordinate?

It is generally understood that teams outperform individuals acting alone or in larger organizational groupings because of their ability to pull together members with complementary skills, judgments, and experiences to achieve defined goals (Denhardt, Denhardt, Aristigueta, 2013). OPMP large project coordinators work with federal, state, and local government agencies to ensure open communication and less duplication of efforts, compared to multiple single-agency reviews. The coordinator also functions as a principal point-of-contact for regulatory agencies, state leadership, project applicants, and interested citizens.

# OPMP Coordinated Permitting Strategies

## Defensible

Complies with applicable laws

Considers regulatory precedence

Consistent with case law

## Coordinated

Agencies have equal access to information

Limit regulatory redundancy

Avoid regulatory conflict

## Timely

Predictable process

Reasonable review periods

Balance workload priorities

## Transparent

Public notice

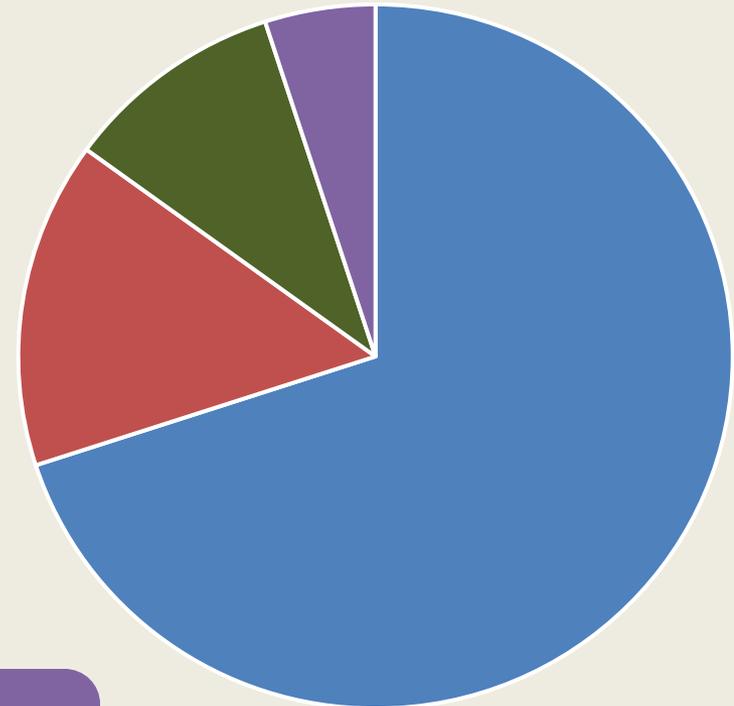
Public access to information

Clear permitting decisions

# Large Project Coordinator Roles

## Roles

- Facilitator
- Problem solver
- Outreach
- Other



- Coordinate permitting process & joint agency reviews
- Consolidate agency comments
- Coordinate joint agency public notices
- Manage MOUs and RSAs
- Organize site visits
- Organize and run meetings
- Serve as principle point-of-contact for the project/process

- Negotiate financial assurance
- Dispute resolution
- Elevate unresolved disputes
- Brief decision-makers at all levels
- Implement State policy positions

- Public speaking/presentations
- Assist with responding to legislative inquires
- Respond to public/media inquires
- Project acquisition & outreach
- Continuing education/ networking

- Policy analysis
- Program improvement
- Website maintenance
- File maintenance
- Other duties as assigned

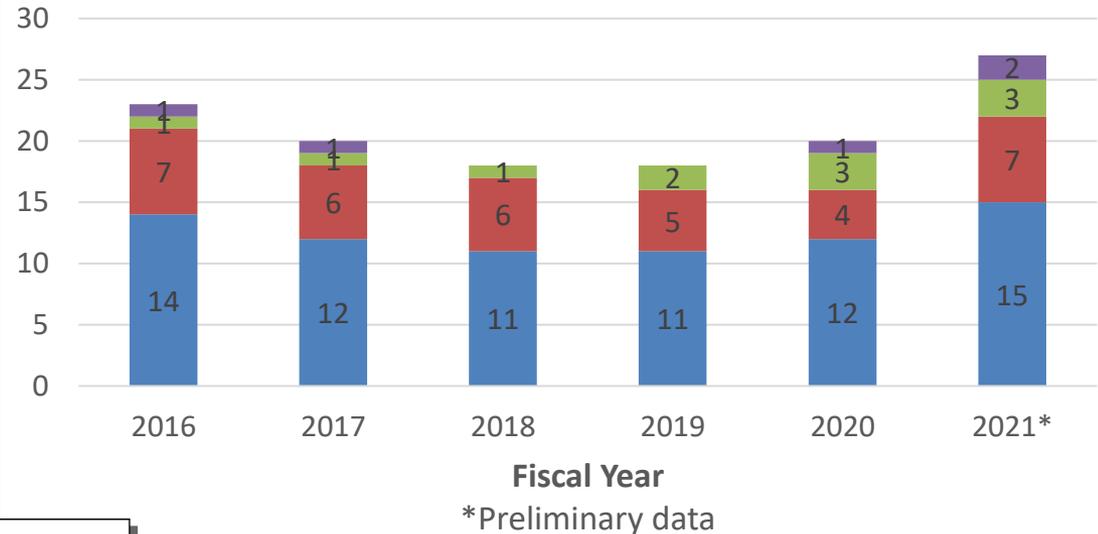
Large project coordinators serve various roles to meet the needs of State agencies and leadership, project applicants, and the public. However, their principal goal is to facilitate inter-government coordination to ensure the state permitting and review process is defensible, consistent, transparent, and timely.

# Looking Forward

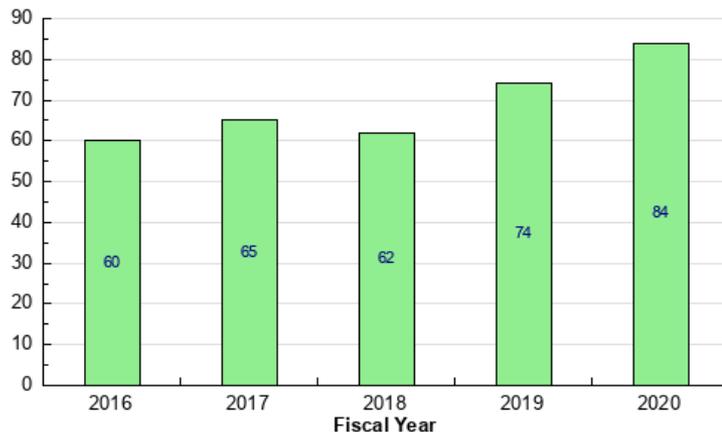
## Organizational Adjustments

- Since FY2019, OPMP has increased staffing by 3 staff (42%).
- Kyle Moselle was appointed Executive Director in May 2020.
- Ashlee Adoko was appointed Associate Director in July 2020.

## OPMP Coordinated Projects



## Federal Actions Reviewed



■ Mining ■ Oil & Gas ■ Transportation ■ Renewable

## Programmatic Improvements

- Formalizing coordination policies.
- Developing process flow diagrams and deploying project management software.
- Secured \$595.0 UGF in FY2021 budget for coordinated reviews of federal actions.



# Questions?

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# References

- Denhardt, R.B., Denhardt, J.V., & Aristigueta, M.P. (2013). *Managing human behavior in public and nonprofit organizations*. (3rd ed.). Thousand Oaks, CA: Sage Publication Inc.
- Harrison, G. (2012). *Alaska's constitution: A citizen's guide*. (5<sup>th</sup> ed). Alaska Legislative Affairs Agency.