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# **CONTINUITY OF OPERATIONS PLAN**

## **Newtok, Alaska**



**February 2010**

**Prepared for:**

Newtok Traditional Council

and the

Alaska Department of Military and Veterans Affairs,  
Division of Homeland Security and Emergency Management

**Prepared by:**

Ecology and Environment, Inc.

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## Preface

State of Alaska Statute 26.23 and Continuity Guidance Circular 1 (CGC 1) are guidance documents that direct agencies to develop and maintain a Continuity of Operations (COOP) Plan to (a) address how the agency will provide essential services to citizens during response and recovery, and (b) return the agency to normal operations.

Senior officials for the Newtok Traditional Council met during planning meetings and training sessions in November 2008 and in January 2010 to develop a comprehensive suite of plans for emergency management. This COOP plan is the result of these efforts. This COOP plan is in the early stage of development. The tribal government and non-governmental entities will continue to gather information to expand on the components within the framework provided in this plan.

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# Promulgation Statement

This Continuity of Operations (COOP) plan was prepared by the Newtok Traditional Council to develop, implement, and maintain a viable COOP capability. This COOP plan complies with applicable internal agency policies and state and local regulations, and supports recommendations provided by the Federal Emergency Management Agency (FEMA). This COOP plan has been distributed internally within the community of Newtok, the Newtok Traditional Council, and with external agencies that may be affected by its implementation.

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Moses Carl, President  
Newtok Traditional Council

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Stanley Tom, Tribal Administrator  
Newtok Traditional Council

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# Plan Administration

The Newtok Traditional Council Continuity of Operations Plan, including appendices and annexes, will be reviewed annually or as appropriate after an exercise or incident response. The Continuity of Operations Plan will be formally re-promulgated by the Newtok Traditional Council once every five years.

## Record of Plan Changes

All updates and revisions to the plan will be tracked and recorded in the following table.

Date	Change No.	Purpose of Update
2010	Original Release	





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## 1 Introduction

The Newtok Traditional Council has essential functions that must be performed, or rapidly resumed, in an emergency. While the impact of an emergency cannot be predicted, planning for operations under such conditions can limit the impact of the emergency on the community's people and facilities. To that end, the Newtok Traditional Council prepared a Continuity of Operations (COOP) plan.

This COOP plan establishes guidance and procedures to ensure that essential functions for the community are carried out in the event of an emergency that threatens or hinders operations and/or requires the relocation of city personnel and functions.

### 1.1 Purpose

This COOP plan describes how the Newtok Traditional Council will perform essential functions during and after a disruption in internal operations whether caused by severe weather, other natural or manmade disasters, or malevolent attack. This COOP plan will help the Newtok Traditional Council:

- Be able to implement the COOP plan both with and without warning;
- Be able to perform essential functions no later than 12 hours after activation of the COOP plan;
- Be able to maintain essential functions for up to 30 days (90 days in a pandemic influenza scenario);
- Conduct regularly scheduled testing, training, and exercising of agency personnel, equipment, systems, processes, and procedures used to support the agency during a COOP event;
- Plan the location of alternate facilities in areas to initiate, maintain, and terminate continuity operations; and
- Promote the development, maintenance, and annual review of agency COOP capabilities.

### 1.2 Applicability and Scope

The COOP plan is applicable to all Newtok Traditional Council departments and personnel. This COOP plan describes the actions that will be taken to activate a viable COOP capability within 12 hours of an emergency event, and to sustain that capability for up to 30 days. The COOP plan can be activated during business and non-business hours, both with and without warning.

The COOP plan covers all facilities, vehicles, and buildings operated or maintained by the City, the IRA Council, or the Corporation. This COOP plan supports the performance of essential functions from alternate (continuity) locations if the primary facility becomes unusable for short or long periods of time. The COOP plan also

provides for continuity of management and decision-making if senior officials or critical personnel are unavailable or inaccessible.

The COOP plan has been distributed to designated individuals within the Newtok Traditional Council and shared with the Alaska Division of Homeland Security and Emergency Management (DHS&EM).

### **1.3 Policy**

It is the policy of the State of Alaska and the Newtok Traditional Council to respond quickly at all levels in the event of an emergency or threat in order to continue essential functions and operations and to provide support to the citizens of Alaska and other agencies or services that may be affected by the emergency.

A viable COOP capability (1) identifies essential functions; (2) consists of plans and procedures for alternate facilities and interoperable communications; and (3) reinforces training in, orientation toward, and practicing of plan elements.

In compliance with the National Incident Management System (NIMS) and Continuity Guidance Circular 1 (CGC 1) Continuity Guidance for Non-Federal Entities (States, Territories, Tribal, and Local Government Jurisdictions, and Private Sector Organizations), all COOP program activities will incorporate the principles of NIMS and the Incident Command System (ICS) adopted and described within the Newtok Emergency Operations Plan (EOP).

### **1.4 Objectives**

The objectives of this plan are to:

- Ensure the continuation of essential functions;
- Ensure the safety of city employees;
- Maintain command, control, and direction during emergencies;
- Reduce disruptions to operations;
- Protect critical facilities, equipment, records, and other assets;
- Assess and minimize damages and losses;
- Provide organizational and operational stability;
- Facilitate decision-making during an emergency;
- Achieve an orderly recovery from emergency operations;
- Assist affected employees and their families;
- Provide for the line of succession to critical management and technical positions;

- Provide resources to develop plans for restoring regular activities, depending on the scope, severity, and nature of the incident; and
- Fulfill the agency's responsibilities in local, regional, and state emergency operations plans and agreements.

### 1.5 Assumptions

COOP planning by the Newtok Traditional Council makes the following assumptions:

- During business hours, a building will be evacuated in accordance with applicable directive(s) that govern facility evacuations.
- Upon declaration of COOP activation by senior leadership, employees will be instructed about their responsibilities under the activation and relocation phases of the COOP plan.
- Emergencies or threatened emergencies can adversely impact the Newtok Traditional Council's abilities to continue to support essential functions and to provide support to the community.
- When a COOP event is declared, the agencies will implement a predetermined plan.
- Governmental, tribal, and non-governmental personnel and resources located outside the area affected by the emergency or threat will be available as necessary to continue essential functions.
- The Newtok Traditional Council will provide operational capability within 12 hours of the event and be able to continue essential operations for 30 days, or until termination of the event, whichever is earlier. Pandemic influenza scenarios require the ability to continue essential functions for up to 90 days.
- Normally available staff may be rendered unavailable by a disaster or its aftermath, or may be otherwise unable to participate in the recovery.
- Recovery of the Newtok Traditional Council functions shall occur to allow the Newtok Traditional Council to continue essential functions adequately.
- A disaster may require the Newtok Traditional Council to function with limited support and some degradation of service until full recovery is made.

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## 2 Essential Functions and Responsibilities

When confronting events that disrupt normal operations, the Newtok Traditional Council is committed to ensuring that essential business functions will be continued even under the most challenging emergency circumstances. The Newtok Traditional Council has identified as essential only those priority business functions that are required by statute, regulation, or executive order, or are otherwise necessary to provide vital services, exercise civil authority, maintain the safety and well-being of the general populace, or sustain critical support to the citizens of Alaska.

Functions provided by staff and departmental units may be categorized as critical or essential in light of their importance to the Newtok Traditional Council operations, or in light of their contribution to maintaining critical infrastructure systems within the community.

The Newtok Traditional Council plans should be prepared with the goal of enabling their essential functions to continue, regardless of whether systems are operational or facilities are viable.

Priorities include:

- Health and safety of the community residents, staff, and visitors;
- Delivery of teaching/learning and other student-related services;
- Security and preservation of the Newtok Traditional Council facilities, equipment, and records; and
- Maintenance of support for partnerships with the community during activation of this COOP plan.

All other activities may be suspended to enable the Newtok Traditional Council to concentrate on providing the essential functions and building the internal capabilities necessary to increase and eventually restore operations. Appropriate communications with regular or expected users of services provided by those suspended services will be a priority.

The Newtok Traditional Council have identified and prioritized essential business functions and persons responsible for the functions given in the table below. Essential business functions and their supporting critical processes and services, support personnel, and resources will be reviewed and updated as needed or, at minimum, annually.

Essential Function (in order of importance)	Person Responsible for Operation	Alternate Person #1	Action Plan to Continue Essential Function
Maintenance of utility operations, including fuel for power generation			<ul style="list-style-type: none"> <li>Follow emergency response plan and procedures of power facility for service interruptions.</li> <li>Coordinate measures with the Emergency Operations Center to ensure reliability of service; integrity of power lines, fuses, and transformers; and protection of facilities.</li> </ul>
Maintenance of water plant and sewage treatment operations			<ul style="list-style-type: none"> <li>Water plant operations will be continuously monitored for water quality control and tank volume and integrity.</li> <li>Septic tanks and sewage systems will be monitored for line breaches, potential freezing, and back-ups.</li> <li>Leach pit exposures will be assessed as described in facility emergency procedures.</li> <li>The washeteria has backup generation capabilities that will be assessed for use as a shelter resource.</li> </ul>
Communication capabilities, including radio and telephone operations			<ul style="list-style-type: none"> <li>Mukluk (TelAlaska) will be contacted for service interruption issues at 800.478.7055.</li> <li>Cell phone towers may be monitored for alternate service options.</li> <li>VHF radio capabilities will be maintained at the EOC for internal and external communication purposes.</li> </ul>
Ensure continuity of operations at the health clinic			<ul style="list-style-type: none"> <li>Health clinic personnel will communicate resource and equipment needs to Norton Sound Health Corporation and EOC.</li> </ul>



Essential Function (in order of importance)	Person Responsible for Operation	Alternate Person #1	Action Plan to Continue Essential Function
<b>Ensure continuity of transportation capabilities, to include debris clearance on roadway and airstrip</b>	Moses Carl, DOT airport operator		<ul style="list-style-type: none"> <li>• City and DOT personnel will be responsible for maintaining clearance of debris on village roadway and airstrip with use of city and DOT equipment.</li> </ul>
<b>Maintenance of critical Council administrative operations, to include payroll, service billing, and emergency Council meetings</b>	Stanley Tom, Tribal Administrator		<ul style="list-style-type: none"> <li>• The tribal administrator, under the direction of the Newtok Traditional Council president, will be responsible for issuance of payroll checks and service bills to community residents.</li> <li>• Emergency meetings of the Council may occur post-disaster at alternate facilities.</li> </ul>
<b>Set up emergency shelters in community hall and Newtok Ayaprun School</b>	Newtok Traditional Council		<ul style="list-style-type: none"> <li>• Move radio, generators, and other supplies and equipment to youth camp</li> </ul>
<b>Set up EOC in Traditional Council office</b>	IC	VPO	<ul style="list-style-type: none"> <li>• Notify SECC of EOC activation</li> <li>• VHF radio for ICP homebase to initiate communications from EOC</li> </ul>
<b>Notify public of emergency evacuation</b>	IC	VPO	<ul style="list-style-type: none"> <li>• VHF</li> <li>• Door-to-door</li> </ul>
<b>Locate and secure essential documents:</b>	Newtok Traditional Council	Alaska Division of Community and Regional Affairs	<ul style="list-style-type: none"> <li>• Articles of Incorporation, Workman's Comp., Personnel records, Payroll, Insurance Documents IRA Policies: Constitution, Payroll, Articles, Bylaws, copies located in Bethel</li> </ul>
<b>Locate and secure essential documents:</b>			<ul style="list-style-type: none"> <li>• Articles of Incorporation for Newtok Native Corporation; copies located in Bethel</li> </ul>

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## 3 Concept of Operations

To implement the COOP plan, the Newtok Traditional Council has developed a Concept of Operations (CONOPS), which describes how the COOP plan will be executed and how each COOP plan element will be addressed. This CONOPS focuses on establishing emergency decision-making authority and defining appropriate actions in executing the COOP plans and procedures. Due to limited resources and personnel, the COOP plan and the EOP identify how the Newtok Traditional Council will generally address issues associated with notification and alert and command and control.

### 3.1 Activation and Planning Scenarios

Activation of the COOP plan may involve:

- The deliberate and pre-planned movement of selected key personnel and technical personnel to an alternate operating facility;
- The implementation of temporary work procedures;
- The delegation of emergency authorities; and/or
- The assignment of individuals to perform specific activities necessary to ensure essential functions.

The following three threat scenarios have been identified by the State of Alaska, and have been adopted by the Newtok Traditional Council as most likely to trigger COOP plan activation:

- **Class 1 Scenario – Single Building/Agency:** In this scenario, a portion or all of the agency's operations are disrupted at one location, with limited displacement of operations to alternate facilities. There is limited impact on other operations including customers and suppliers, and the event is most likely of short to medium duration.
  - Examples include fire; system/mechanical failure; loss of utilities such as electricity, telephone, water, or steam; or explosion (regardless of cause) that produces no significant damage to any other facilities or systems used by the agency.
- **Class 2 Scenario – Catastrophic Event:** This scenario assumes that an incident affects the entire community. This scenario also assumes the disruption of operations to a number of city departments and residents leading to a massive and widespread displacement of the workforce. Disruption of normal business operations is assumed to be for an extended period of time.
  - Examples include severe weather storms necessitating evacuation of the community.

- **Class 3 Scenario – Pandemic Influenza:** This scenario assumes that there is a pandemic-related disruption of the workforce and that maintenance and/or operation to infrastructure is affected by a severely depleted workforce. Operations from an alternate (continuity) location will probably not be required. A pandemic event will most likely last for 12 to 18 months with as many as three waves of new infections lasting 4 to 6 weeks each. Continuous essential function monitoring may be required. For instance, a function that may not be critical the first three months will become critical the fourth month.

### 3.2 COOP Execution

The mayor or his or her designated successor may implement this COOP plan. The COOP plan is implemented based on known or anticipated threats and emergencies that may occur with or without warning. Known or unanticipated emergencies occurring during business hours may begin with building evacuation and safe assembly procedures and continue to notification of the Incident Management Team. When emergencies occur outside of normal business hours, operations from the primary facility may be impossible, but the majority of employees will be able to respond to instructions, including the requirement to relocate following proper notification.

### 3.3 COOP Team

Activation or partial activation of the COOP plan may occur at the same time as activation of the EOP. An Incident Command structure that integrates the Newtok Traditional Council has been identified and organized. Appendix B, Emergency Contact List, includes a list of staff with key positions in this process.

### 3.4 Time-phased COOP Implementation

When confronting events that disrupt the normal operations of the agency, the Newtok Traditional Council will implement the COOP plan using the time-phased approach outlined in the table below.

Phase	Time Frame	Activity
Phase I – Activation and Relocation	0–12 hours	<ul style="list-style-type: none"> <li>▪ Notify alternate facility manager of impending activation and relocation requirements.</li> <li>▪ Notify affected local, regional, and state agencies.</li> <li>▪ Activate plans to transfer to alternate facility.</li> <li>▪ Instruct advance team to ready alternate facility.</li> <li>▪ Notify agency employees and contractors of activation of COOP plan and their status.</li> <li>▪ Assemble documents and equipment required for essential functions at alternate facility.</li> <li>▪ Order needed equipment/supplies.</li> <li>▪ Transport documents, equipment, and designated communications.</li> <li>▪ Secure original facility.</li> <li>▪ Continue essential functions at regular facility, if available, until alternate facility is ready.</li> <li>▪ Advise alternate facility of status.</li> <li>▪ Activate advance, operations, and support teams, as necessary.</li> </ul>
Phase II – Alternate Facility/Worksite Operations	12 hours to termination of emergency	<ul style="list-style-type: none"> <li>▪ Provide guidance to contingency team personnel and information to the public.</li> <li>▪ Identify replacements for missing personnel (delegation of authority and lines of succession).</li> <li>▪ Commence full execution of operations supporting essential functions at the alternate facility.</li> </ul>
Phase III – Reconstitution	Termination of emergency	<ul style="list-style-type: none"> <li>▪ Inform all personnel that the threat no longer exists.</li> <li>▪ Supervise return to normal operating facility.</li> <li>▪ Conduct a review of COOP plan execution and effectiveness. Update COOP plan to correct deficiencies and/or incorporate best practices.</li> </ul>

### 3.5 Notification and Alert

The Newtok Traditional Council recognizes that the COOP plan should be able to be activated under all conditions, and have adopted an internal and external communication plan to activate the COOP and EOP at the same time.

#### Internal Communication Plan in the Event of an Emergency

1. National Weather Service, Fairbanks, will contact the Newtok Traditional Council and the village police officer (VPO [through Alaska State Troopers]) with severe weather information.
2. Incident Commander (IC) or Unified Command (UC [the City, the IRA Council, and the Corporation]) will determine which members of the Incident Management Team (IMT) to call out, and will notify internal entities of situation.
3. The IC or UC will determine the activation of the EOP and COOP and location of the Emergency Operations Center (EOC)/Incident Command Post (ICP). This will include designating individuals for the ICS.

4. Once the IMT has received a briefing, the IC or Public Information Officer (PIO) will coordinate and provide information internally, to village residents, and externally.
5. The IC or designee will contact the State Emergency Coordinating Committee (SECC) and DHS&EM early on to advise the state of imminent threat; the telephone number for SECC is 1.800.478.2337.
6. The IC, in coordination with the mayor or his/her designee, will make a determination for a declaration of emergency or evacuation to be communicated internally and externally.
7. The IC or his/her designee will coordinate an incident size-up to assess potential damage to property and loss of life; this will include an impact survey of village residents. This information will be communicated to the state and used for emergency or evacuation declaration decision-making.
8. The State Disaster Mitigation/Coastal Storm Coordinator will provide information to the IC or UC on available state resources through the EOC. The IC will coordinate with the IMT to make requests for resources through appropriate state channels.
9. If an evacuation order is issued to village residents, the Newtok Traditional Council's operations and the EOC will relocate to alternative facilities. This will be communicated by the PIO to the appropriate personnel.

**Alternate Facility:** Armory or UPC building (power company), Coastal Village Regional Fund (CVRF) mobile facility

### **External Communication Plan in the Event of an Emergency**

1. The IC or designated PIO will prepare emergency information for public announcement via VHF radio and KYUK radio station. This should include information for a VHF channel for emergency use only and telephone number for non-emergencies.
2. Other emergency contacts will be made by telephone/internet, as long as those services are available.
3. Volunteers may be sent door-to-door to provide critical time-sensitive information to emergency contacts and community members who do not have a telephone or VHF radio.
4. If time permits, flyers will be posted at the post office, the washeteria, Alaska Native Industries Cooperative Association (ANICA) store, Tom's Store, health clinic, school, Catholic Church, and the Newtok Native Corporation store.

### **3.6 Delegations of Authority and Lines of Succession**

In the event that executive leadership, senior management, or senior technical personnel are unavailable during an emergency, the Newtok Traditional Council has

## Newtok COOP

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developed a set of procedures to govern lines of succession and delegations of authority.

<b>Essential Personnel</b>	<b>Alternate 1</b>	<b>Alternate 2</b>	<b>Alternate 3</b>
President, Newtok Traditional Council	Vice President	Secretary, IRA Council	Treasurer, IRA Council 3 IRA Council Members At-Large
President, Newtok Native Corporation	General Manager	Corporation Board Member	Corporation Board Member

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## 4 Additional Responsibilities and Procedures

### 4.2 Procedures

The following list of procedures has been developed to assist in management of a COOP plan activation. Responsibilities are presented for those key personnel who will:

- Manage the activation of the COOP plan;
- Oversee implementation of emergency response procedures to ensure the safety of employees, contractors, customers, and the general public;
- Activate alternate facilities and supporting communications and information technology systems;
- Support legal activities on behalf of the agency;
- Provide public information;
- Perform situation assessment for the agency infrastructure;
- Perform inspection and repair;
- Develop temporary service plans; and
- Lead the recovery transition.

The following table indicates procedures supporting key COOP plan activities that should be monitored during activation with the community.

Procedure Checklist			
Building evacuation		Vital equipment and systems contingency checklist and/or procedures	
Employee advisories, alerts, and instructions		Resource acquisition procedures	
Order of succession in emergency situations		Execution of essential functions procedures	
Alert and notification		Pre-positioned resources and go-kits	
Personnel accountability		Family Support and Preparedness Plan	
Activation and departure to alternate facility procedures		Devolution of command and control	
Initial actions procedures		Reconstitution and termination checklist and/or procedure	
Re-establishment of communications		Pandemic Influenza Plan	
Vital record and databases protection and safeguarding			



## 5 Administration and Support

### 5.1 Plan Maintenance

Testing, training, and performing training exercises are intended to familiarize agency staff members with their roles and responsibilities during an emergency, ensure that systems and equipment are maintained in a constant state of readiness, and validate aspects of the COOP plan. See Appendix I, for COOP plan maintenance.

### 5.2 Alternate Facility

The Newtok Traditional Council recognizes that normal operations may be disrupted and that there may be a need to perform essential business functions at alternate facilities. Information on requirements for alternate facilities that would be capable of supporting essential business functions is provided in Appendix C, Requirements for Alternate Work Site.

### 5.3 Vital Records, Equipment, and Systems

The Newtok Traditional Council has identified vital records, equipment, and systems that must be available to support performance of essential functions. These are the records, equipment, and systems that will be prioritized for restoration and recovery by the Newtok Traditional Council in the event that a supplier or suppliers need to be contracted. Vital Records are identified in Appendix D, Vital Records.

### 5.4 Resource Management

Resource management responsibilities include the pre-positioning of vital records and databases, preferably in an off-site or protected location; pre-positioning of resources at the alternate site; preparation and maintenance of emergency go-kits; arranging for travel of key personnel to the alternate facility as well as the transfer of documents and needed communications, data processing, and other equipment to the alternate site.

The Newtok Traditional Council has identified the resource requirements necessary to relocate to the alternate facility and to continue operations (see Appendix G, Organizational Go-Kit Contents). The list compiled includes basic communications and operational tools required to initiate essential functions from an alternate site, and indicates the parties responsible for providing specific resources and the circumstances under which this responsibility may shift. Unspecified resource requests or procurements will be handled by the logistics section chief or his/her designee.

### 5.6 Employee Support

If circumstances require, the Newtok Traditional Council recognizes that the well-being of an employees' dependants and domestic companion animals are of mutual concern to ensure that employees remain available to support alternate facility operations. Employees must coordinate with their daycare providers to determine when it is appropriate to pick up their child. In some cases, the parent may be able to withdraw

their child from the facility immediately. In other cases, the parent should plan to pick up the child from a remote evacuation site, as in the case of a catastrophic event. Employees must determine a prudent course of action in coordination with daycare providers, and management must take this into consideration.

## 6 Authorities and References

### 6.1 Authorities

The COOP plan has been developed with the full endorsement of the senior management of the Newtok Traditional Council.

The COOP plan complies with the following state statute:

- AK Statute 26.20

### 6.2 References

References used to develop this template were:

- Continuity of Operations (COOP) Plan Template, Federal Emergency Management Agency (FEMA)
- Continuity of Operations (COOP) Plan Template Instructions, FEMA
- Guidance on Continuity of Operations Planning for State, Local, Tribal, Territorial, and Private Sector Organizations, FEMA, draft, August 2007
- The State of Idaho Continuity of Operations Planning Manual, August 2008
- The State of Idaho Continuity of Operations (COOP) Template, August 2008

Other references that have supported the development of this COOP plan include the following:

- Continuity Guidance Circular 1 (CGC1) Continuity Guidance for Non-Federal Entities (States, Territories, Tribal, and Local Government Jurisdictions and Private Sector Organizations) January 21, 2009
- State of Alaska Emergency Response Plan 2004

Though not required, the COOP plan addresses elements identified in the FEMA Federal Continuity Directive (FCD) 1. The updated FCDs and other related FEMA documents can be found at:

<http://www.fema.gov/government/coop/index.shtm>

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## 7 Appendices

- Appendix A Glossary
- Appendix B Emergency Contact List
- Appendix C Requirements for Alternate Work Site
- Appendix D Vital Records
- Appendix E Essential Resources/Supplies and Services
- Appendix F Essential Travel Required for Maintaining Department's Critical Operations Contents
- Appendix G Organizational Go-Kit Contents
- Appendix H Planning Readiness Checklist
- Appendix I COOP Plan Maintenance

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## Appendix A Glossary

This appendix should contain a list of key words, phrases, and acronyms used throughout the COOP plan and within the COOP community. Each key word, phrase and acronym should be clearly defined.

**ACTIVATION:** When a COOP plan has been implemented, whether in whole or in part.

**ADVANCE TEAM:** Group of people assigned responsibility for preparing the alternate facility for operations once the activation decision has been made.

**AFTER-ACTION REPORT (AAR):** A narrative report that presents issues found during an incident and provides recommendations on how those issues can be resolved.

**ALTERNATE FACILITY:** An alternate work site that provides the capability to perform minimum essential functions until normal operations can be resumed.

**CONTINGENCY STAFF/TEAM:** Personnel of a department or jurisdiction who are designated to report to the alternate facility during COOP implementation to ensure that the department or jurisdiction is able to perform its essential functions.

**CONTINUITY OF GOVERNMENT (COG):** The term COG applies to the measures taken by a state or local government to continue to perform required functions during and after a severe emergency. COG is a coordinated effort within each branch of the government to continue its minimum critical responsibilities in a catastrophic emergency.

**CONTINUITY OF OPERATIONS (COOP):** An internal effort within individual components (e.g., executive, legislative, judicial branches) of a government to assure the capability exists to continue critical component functions across a wide range of potential emergencies, including localized acts of nature, accidents, and technological and/or attack-related emergencies.

**COOP EVENT:** Any event that causes a department or jurisdiction to activate all or part of its COOP plan. It may or may not include relocation to an alternate site to assure continuance of essential functions.

**COOP RESPONSE AND RECOVERY TEAM:** Individuals, identified by position, within a state department or local jurisdiction that are responsible for ensuring that essential functions are performed in an emergency and taking action to facilitate that performance, and to initiate planning necessary for the resumption of non-emergency operations at a primary facility.

**CRITICAL CUSTOMERS:** Organizations or individuals for which a state department of local jurisdiction performs mission-essential functions.

**CRITICAL OPERATIONS:** Those operations, stated or implied, that are required to be performed by statute or executive order or are otherwise deemed necessary.

**CRITICAL COOP PERSONNEL:** Staff of a department or jurisdiction who are needed for the performance of the organization's essential functions.

**DELEGATED AUTHORITY:** An official mandate calling on an individual holding a specific position to assume responsibilities and authorities not normally associated with that position when specified conditions are met.

**DEVOLUTION:** The capability to transfer statutory authority and responsibility for essential functions from a department's or jurisdictions primary staff to other employees and facilities, and sustain that operational capability for an extended period of time.

**DRIVE-AWAY KIT:** An easily transported set of materials, technology and vital records that will be required to establish and maintain minimum critical operations. Also referred to as a go-kit or fly-away kit.

**EMERGENCY:** A sudden, usually unexpected event that does or could do harm to people, resources, property, or the environment. Emergencies can range from localized events that affect a single office in a building to human, natural, or technological events that damage, or threaten to damage, local operations. An emergency could cause the temporary evacuation of personnel or the permanent displacement of personnel and equipment from the site to a new operating location environment.

**EMERGENCY OPERATIONS RECORDS:** Records that support the execution of the organization's essential functions.

**ESSENTIAL FUNCTIONS:** Those functions, stated or implied, that state departments and local jurisdictions are required by statute, regulation, or executive order to perform, or that are otherwise necessary to provide vital services, exercise civil authority, maintain the safety and well being of the general populace, and sustain the industrial and economical base in an emergency.

**INCIDENT ACTION PLAN (IAP):** An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

**INCIDENT COMMAND SYSTEM (ICS):** A standardized on-scene emergency management construct specifically designed to provide for the adoption of integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is a combination of facilities, equipment, personnel, procedures, and communications operating with a common organizational structure, designed to aid in the management of resources during incidents.

**INCIDENT COMMANDER (IC):** The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and releasing of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident management operations.

**INTEROPERABLE COMMUNICATIONS:** Alternate communications that provide the capability to perform minimum essential functions, in conjunction with other agencies, until normal operations can be resumed.

**LEGAL AND FINANCIAL RECORDS:** Records that are needed to protect the legal and financial rights of government and of the people affected by its actions.

**LOGISTICS SECTION:** The section responsible for providing facilities, services, and material support of an incident.

**MANAGEMENT PLAN:** An operational guide that ensures the implementation, maintenance, and continued viability of the COOP plan.

**MISSION CRITICAL FUNCTIONS:** See Essential Functions.

**MITIGATION:** Any sustained action taken to reduce or eliminate the long-term risk to life and property from a hazard event.

**NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS):** A system mandated by Homeland Security Presidential Directive #5 (HSPD-5) that provides for a consistent national approach for federal, state, local, and tribal governments; the private-sector; and non-governmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause size or complexity.

**NON-CRITICAL PERSONNEL:** Staff of a department or jurisdiction who are not required for the performance of an organization's mission essential functions.

**OPERATIONS SECTION:** The section responsible for all tactical incident operations. In ICS, this section normally includes subordinate branches, divisions, and groups.

**LINES OF SUCCESSIONS:** Provisions for the assumption of senior department and jurisdictional offices and other positions held by critical COOP personnel when the original holder of those responsibilities and/or authorities is unable or unavailable to execute their duties.

**PLAN MAINTENANCE:** Steps taken to ensure the plan is reviewed annually and updated whenever major changes occur.

**PLANNING SECTION:** Responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to an incident.

**PRIMARY FACILITY:** The site of normal, day-to-day operations; the location where the employee usually goes to work.

**RECONSTITUTION:** The resumption of non-emergency operations at a primary facility following emergency operations at an alternate facility.

**SITUATION REPORT (SITREP):** A written, formatted report that provides a picture of the response activities during a designated reporting period.

**VITAL RECORDS:** Electronic and hardcopy documents, references, and records needed to support essential functions during a COOP event, to recover full operations following an emergency, and to protect the legal rights and interests of citizens and government. The two basic categories of vital records are emergency operating records

(e.g., plans and directives, lines of succession, delegations of authorities and staffing assignments) and rights and interests records.

**VITAL EQUIPMENT AND SYSTEMS:** Equipment and systems that are needed to support essential functions during a COOP event.

**Appendix B Emergency Contact List**

The Emergency Contact List is a short document with a call list and other critical phone numbers. The call list should include COOP team members, key personnel, organization management, and emergency personnel, both inside and outside the organization. The Point of Contact (POC) will activate the list and initiate the first contact with the organization head and COOP team.

<b>Community of Newtok Information</b>
Newtok Traditional Council President – Moses Carl
Tribal Administrator: Stanley Tom

<b>Emergency Contacts &amp; Alternates</b>	<b>Office Address and Email</b>	<b>Work #</b>	<b>Home #</b>	<b>Cell/Pager #</b>
Newtok Traditional Council		907.237-2314 Fax: 907.237-2321		
Newtok Native Corporation Peter John, President Tom John, General Manager		907.237-2200 Fax: 907.237-2227		
Ungaruqa Power Company Power Plant George Tom, President Katherine Charles, General Manager		907.237.2177 907.237-		
Newtok Health Clinic Simeon Fairbanks, Jr. Health Aide Sally Kilongak, Health Aide Rosemary John, Health Aide		907.237.2111 Fax: 907.237.2715		
Public Health Service (PHS) Water and Laundry Alexie Kilongak		907.237.2314 (NTC)		
VPO Myron Lincoln Francis Tom		907.237.2246		

**Newtok COOP**

Emergency Contacts & Alternates	Office Address and Email	Work #	Home #	Cell/Pager #
Tank Farm David Tommie		907.237.2200		
Newtok Ayaprun School Grant Kashatok, Principal		907.237-2504, 2505		
Mukluk Telephone Company/TelAlaska Customer Service	Old Federal Building, Front Street Nome, AK 99762	907.443.5466, Fax: 907.443.0078 Toll-Free: 1.800.478.7055		

Additional Department Staff					
Name	Role	Office #	Home #	Cell #	Home Address and Email
Paul Charles	Incident Commander				
Joseph Patrick	Deputy IC				
Sharon Charles	Finance/ Administration Section				
Stanley Tom, Tribal Administrator	Planning Section	907.237.2929			
George Carl	Operations Section				
Dave Tommy	Logistics Section				
CVRF Catherine Jimmie	Community Liaison	907.237-2310 Fax: 2311			Cathleen_j@coastalvillages.org

Additional Department Staff					
Name	Role	Office #	Home #	Cell #	Home Address and Email
Health Clinic	Medical Unit	907.			
Yukon Kuskokwim Health Corporation	Regional health corporation in Nome				
TPO, Francis Tom and Myron Lincoln	Public safety, law enforcement, traffic control, fire and search and rescue				

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## Appendix C Requirements for Alternate Work Site

Alternate Facility: [Insert facility name]

Resources Needed (Equipment, Supply Item)	Responsible Person

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## Appendix D Vital Records

[To be developed]

List only those records that are necessary for the continued operation of essential/critical processes or services. Records can be electronic or paper form. Do not include records that may be useful but are not critical to performing the service.

**Essential Function:**

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Critical Service or Process	Vital Record	Description	Form of Record

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## Appendix E Essential Resources/Supplies and Services

List only those systems and equipment that are absolutely necessary for the continued operation of essential/critical processes or services (e.g., computer, software, etc.). Do not include systems or equipment that may be useful but are not critical to performing the service.

### Resources/Supplies Required for Maintaining Department’s Critical Operations

Essential Resources/Supplies for Critical Operations	Action Plan to Stockpile Supplies	Current Supplier Name, Address, and Phone Number	Alternate Supplier Name, Address, and Phone Number
Buildings (School and Water Farm) with Generators (40,000 gallon tanks; 64,000 full in summer)	School serves as emergency shelter; however, individuals must bring their own supplies, food, bedding, toiletries, etc. If needed more than 5 days, school must receive supplies of food and other resources.	Newtok Ayaprun School	Lower Kuskokwim School District
Power House-fuel tanks (36,000 gallons fuel oil), 6 fuel tanks (10,000 gallons)	Need to have fuel for backup generators to keep power going	Ungusrag Power Company	
NTC offices for EOC		Newtok Traditional Council	
Food and supplies	2–4 weeks’ food and supplies in store available before restocking needed.	Newtok Native Corporation store, Tom’s store, and ANICA store orders from Anchorage vendors	

<b>Essential Resources/Supplies for Critical Operations</b>	<b>Action Plan to Stockpile Supplies</b>	<b>Current Supplier Name, Address, and Phone Number</b>	<b>Alternate Supplier Name, Address, and Phone Number</b>
Fuel	Fuel supply for one year delivered by barge in summer; available year-round from aboveground storage tanks.	Newtok Native Corporation	
Heavy Equipment Operators 1 front-end loader 1 forklift	The Council will make equipment available in response to emergencies. IC or Operations Section Chief will determine the need for equipment, and order through Logistics section chief. If advance warning of disaster threat, the City will ensure equipment is operational and fuel supply available.	Newtok Traditional Council	
Heavy Equipment Operator – Moses Carl 1 grader	In the event of disaster threat, IC or Operations section chief will request use of DOT equipment as needed.	State of Alaska Department of Transportation	
Light Duty Equipment: 1 snow machine	In case of disaster threat or search and rescue, IC or Operations section chief will request use of TPO equipment as needed	TPO Alaska State Troopers	

**Newtok COOP**

<b>Essential Resources/Supplies for Critical Operations</b>	<b>Action Plan to Stockpile Supplies</b>	<b>Current Supplier Name, Address, and Phone Number</b>	<b>Alternate Supplier Name, Address, and Phone Number</b>
Health Clinic Health Aides 2 ATVs 1 rescue sled Satellite phone	In the event of disaster threat or search and rescue, IC or Operations Section Chief will request use of Health Clinic resources equipment as needed	Newtok Health Clinic 907.237.1111	Yukon-Kuskokwim Health Corporation; <a href="http://www.ykhc.org">www.ykhc.org</a> 907.563.6000
Personal Property 2 28 ft fishing boats 1 26 ft fishing boat 54 small skiffs 18-24 ft 50 4-wheeler 60 snow machines ~35 ATV	In case of disaster threat or search and rescue, IC or Operations Section Chief will request use of personal resources and equipment as needed	Community Members	

**Services Required for Maintaining Department’s Critical Operations**

<b>Essential Resources/Supplies for Critical Operations</b>	<b>Action Plan to Stockpile Supplies</b>	<b>Current Supplier Name, Address, and Phone Number</b>
1. After 12 hours of power interruption, local telephone service will not be available. Satellite phones will be used by health clinic for critical emergencies.	United Utilities Inc. keeps emergency generator for land line telephone.	United Utilities, Inc. 5450 A Street, Anchorage, AK 99518 907.273.5289
2. Washeteria and water supply	There is no back-up generator; NTC will get ice from lakes for emergency water source	Newtok Traditional Council
3. Grocery store	Potential for tax deductible donations of emergency food and supplies	Newtok Native Corporation

<b>Essential Resources/Supplies for Critical Operations</b>	<b>Action Plan to Stockpile Supplies</b>	<b>Current Supplier Name, Address, and Phone Number</b>
4. Gas and heating fuel	Potential for tax deductible donations of emergency food and supplies; consider stockpiling emergency fuel supply	Newtok Native Corporation
5. ANICA Store		ANICA Corporate Office 4634 E. Marginal Way South, Suite 200 Seattle, WA 98134 206.767.0333 Fax: 206.767.2421
6. Power Plant	No emergency generators for power; small generator for back-up	Ungusrag Power Company



**Appendix F      Essential Travel Required for Maintaining  
Department's Critical Operations**

[To be developed]

<b>Essential Travel (domestic or international) Required to Maintain Services during an Emergency</b>	<b>Current Mode of Travel</b>	<b>Alternate Travel Mode or Alternative to Travel</b>

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**Appendix G Organizational Go-Kit Contents**

[To be developed]

Item	Organization Unit	Location	Quantity
COOP Plan			
Communications Equipment			
Computer Equipment			
COOP Procedures			
Contact Lists			
Memoranda of Agreement			
Map to Alternate Site			
Vital Records			
Office Supplies			
Other (List)			

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## Appendix H Planning Readiness Checklist

*High priority action items to prepare for emergency*

[To be developed]

Action Items	Responsible Person(s)	Due Date	Plan <i>(how this action item will be completed)</i>
1. Notification of emergency to SECC/DHS&EM. Declaration of emergency.	Newtok Tribal Council President or IC		President will sign declaration document and call SECC.
2.			
3.			
4.			
5.			

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**Appendix I COOP Plan Maintenance**

[To be developed]

<b>Activity</b>	<b>Tasks</b>	<b>Frequency</b>	<b>Date Required</b>	<b>Date Completed</b>
<b>Plan update and certification</b>	<ol style="list-style-type: none"> <li>1. Review entire plan</li> <li>2. Incorporate lessons learned and changes in policy</li> <li>3. Manage distribution of plan updates</li> </ol>	Semi-annually		
<b>Maintain and update lines of succession</b>	<ol style="list-style-type: none"> <li>1. Obtain names of current incumbents and designated successors</li> <li>2. Update delegations of authority</li> </ol>	As needed		
<b>Checklists</b>	<ol style="list-style-type: none"> <li>1. Update and revise checklists</li> <li>2. Ensure annual update</li> </ol>	As needed Annually		
<b>Update rosters of all positions</b>	Confirm/update information on roster members of COOP team	Quarterly		
<b>Appoint new members of COOP Team</b>	<ol style="list-style-type: none"> <li>1. Qualifications determined by COOP leaders</li> <li>2. Issue appointment letter and schedule orientation</li> </ol>	As needed		
<b>Maintain alternate worksite readiness</b>	<ol style="list-style-type: none"> <li>1. Check all systems</li> <li>2. Verify access codes and systems</li> <li>3. Cycle supplies and equipment as needed</li> </ol>	Quarterly		
<b>Review and update supporting MOU/MOA</b>	<ol style="list-style-type: none"> <li>1. Review for currency and new needs</li> <li>2. Obtain signatures renewing agreement or confirming validity</li> </ol>	Annually		

Activity	Tasks	Frequency	Date Required	Date Completed
<b>Monitor and maintain equipment at alternate site(s)</b>	<ol style="list-style-type: none"> <li>1. Train users and provide technical assistance</li> <li>2. Monitor volume/age of materials and assist users with cycling/removing files</li> </ol>	Ongoing		
<b>Train new members</b>	<ol style="list-style-type: none"> <li>1. Provide orientation and training class</li> <li>2. Schedule participation in all training and exercise events</li> </ol>	Within 30 days of appointment		
<b>Orient new policy officials and senior management</b>	<ol style="list-style-type: none"> <li>1. Brief officials on COOP</li> <li>2. Brief each official on his/her responsibilities under COOP</li> </ol>	Within 30 days of appointment		
<b>Plan and conduct exercises</b>	<ol style="list-style-type: none"> <li>1. Conduct internal exercises</li> <li>2. Conduct external/joint exercises with local/regional/state agencies</li> <li>3. Support and participate in interagency exercises</li> </ol>	Semi-annually Annually  As needed		
<b>Maintain security clearances</b>	Obtain, maintain, and update appropriate security clearances	Ongoing		