

Strategic Management Plan

Newtok to Mertarvik

March 2012



**Nunaullemteggun ikayuqulluta tamamta,
assirluta aknirtenritellerkamtenun,
nuggtarllemtenun ciunerkamteni**

*a community that builds together
for the safe and healthy future of Newtok*

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STRATEGIC MANAGEMENT PLAN :: Newtok to Mertarvik FINAL DRAFT

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Division of Community and Regional Affairs by Agnew::Beck Consulting.

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DCCED Project Manager:

Sally Russell Cox, Planner, Division of Community and Regional Affairs

Project Advisors:

Stanley Tom, Tribal Administrator, Newtok Traditional Council

George Tom, President, Newtok Native Corporation

Greg Magee, Program Manager, Village Safe Water Program, Alaska Department of Environmental Conservation

**With special acknowledgement to
the Newtok Community and the Newtok Planning Group**



Additional Editorial Contributions from:

Andrea Elconin, Program Manager, U.S. Army Corps of Engineers

Carolyn George, Secretary, Newtok Traditional Council

David Vought, Sustainability Officer, Alaska HUD Office of Native American Programs

Dan Boccia, Alaska Native Tribal Health Consortium, Lead Civil Engineer

George Owletuck, MA CEO Mertarvik Community Development Corporation

Grant Kashatok, Principal, Ayaprun School and Newtok Youth

Guy McConnell, Biologist, U.S. Army Corps of Engineers

Mike Black, Director of Program Development, Alaska Native Tribal Health Consortium

Newtok Traditional Council

Newtok Native Corporation

PDC Engineering

Participants of the October 21, 2011 Newtok Planning Group Meeting

Robin Bronen, University of Alaska Fairbanks, Resilience and Adaption Program

USKH, Inc.



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Cover photo of Mertarvik site by Agnew::Beck Consulting. Photo of Newtok children by PDC Engineers.
Report photos by Agnew::Beck Consulting, or PDC Engineers unless otherwise noted.

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A Message from the Community

March 9, 2012

It is with excitement and great pride that we share with you our *Strategic Management Plan – Newtok to Mertarvik*. This document will chart the course of our future, which is to relocate as a community to Mertarvik. We will not be separated. We will stay together and we will move together.

Not that long ago the water was far from our village and could not be easily seen from our homes. Today the weather is changing and is slowly taking away our village. Our boardwalks are warped, some of our buildings tilt, the land is sinking and falling away, and the water is close to our homes. Our infrastructure that supports our village is compromised and affecting the health and well-being of our community members, especially our children. Our children should not know the governmental term “disaster declaration.”

We saw the changes coming, we consulted our elders, and we have taken steps to move to safer land. By a vote of the people we selected Mertarvik as the place for our new village and we worked for many years to secure the land. Mertarvik is a place that we know well as we frequently stop there for fresh water before hunting and fishing trips. It is on higher ground and it will provide us with a safe site on which to build our new village.

Over five and a half years ago we joined with the State of Alaska and federal and regional agencies to create the Newtok Planning Group. This joint effort was new and has been led by Maligtaquyarat, our guiding principles, as it is our desire that our relocation be defined by our Yup’ik way of life. We have had the great benefit of working with dedicated, thoughtful partners. We believe these years have seen significant progress and this Plan is an indicator of that progress.

As we look to the future we are dedicated to the hard work of moving our community. We are strong people and are used to hard work. It has taken years of partnership to get to this point, but we also know that the water is getting closer and time is running out. With this Plan, we look to both renew the commitments with our current partners and to develop relationships with new partners to help us turn this document into action and to make our move to safer land a reality.

We have taken instruction from our elders, who are our advisors and our greatest resource. We owe it to our elders to provide them with a life where they can focus on community and our culture and not worry about the water coming into the village. We owe it to our children to provide them with a life where they do not worry about illness or the coming of the next storm. We will all sleep better when we know that our elders and children are safe.

With the guidance of our elders, we look forward to working with current and future partners who share our collective vision of creating our new village in accordance to our guiding principles. Thank you for helping us move our village.

Moses Carl

Newtok Traditional Council

George Tom

Newtok Native Corporation

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Introduction

Newtok is a growing Yup'ik Eskimo village located on the Yukon-Kuskokwim Delta along the western coast of Alaska, near the confluence of the Newtok and Ninglick Rivers. As detailed in the accompanying *Relocation Report::Newtok to Mertarvik (August 2011)*,¹ the community's health and safety are currently threatened by severe coastal erosion and flooding. The Ninglick River, which is tidally influenced and connects Baird Inlet to the Bering Sea, is eroding toward the village at an average pace of 72 feet per year (with an observed rate of up to 300 feet in one year) and has been moving toward the village for decades. Erosion projections (last updated in 2007) indicate that the river could reach the school by 2017.¹



The community's health and safety are currently threatened by severe coastal erosion and flooding.

Although the fast pace of erosion is alarming, it was the capture of the Newtok River by the Ninglick River in 1996 that has had the most dramatic impact on livability of the current village. Nearly overnight, the village became more susceptible to storm surges on the Ninglick River due to the direct hydrologic connection. The Newtok River, which runs alongside the village, turned from a free flowing river into a slough. When the slough silted in, commercial vessels could no longer navigate to the village and honey bucket waste no longer flowed out. These changes, which are likely exacerbated by climate change and thawing permafrost, have increased the frequency and severity of flooding in Newtok during the last decade.

A powerful storm surge can raise tide levels 10 to 15 feet above normal. Severe flood events, such as the 20-year flood of 2005 and the lesser flood of 2006, permeate the village water supply, spread contaminated waters through the community, displace residents from homes, destroy subsistence food storage, and shut down essential utilities. The U.S. Army Corps of Engineers (USACE) predicts that a 50-year flood would flood almost the entire community. Staying in place is not an option for Newtok. On November 8th of this year, the National Oceanic and Atmospheric Administration (NOAA) issued a severe storm warning for the western coast of Alaska. The posting concluded with “[t]his will be an extremely dangerous and life threatening storm of epic magnitude rarely experienced” – a powerful reminder of Newtok’s vulnerability.



Erosion projections (last updated in 2007) indicate that the river could reach the school by 2017.

In early 2006, the Newtok Traditional Council requested assistance from the DCCED Division of Community and Regional Affairs (DCRA). Despite the community’s acquisition

¹ The Relocation Report includes citations for the background information summarized within this section.

of a suitable new village site, Newtok was facing resistance with its relocation effort, the threat of erosion was ever present, and no state or federal agency was authorized to relocate an Alaskan community. DCCED is directed through two State of Alaska Administrative

Orders² to “to act as the state coordinating agency to coordinate with other state and federal agencies to propose long-term solutions to the ongoing erosion issues in ... affected coastal communities in this state.” In order to carry out this coordination for Newtok, the Newtok Planning Group (NPG) was formed.

Under this backdrop, the community and their NPG partners have made significant progress laying the groundwork for the future townsite, Mertarvik. Amongst the progress, the NPG saw the need to develop a strategic management plan for the relocation and, in doing so, set clear direction and priorities for relocating Newtok to Mertarvik. DCCED secured a grant for the SMP through the federal Coastal Impact Assistance Program and in January 2011, awarded a contract for the project. This document represents the culmination of a year-long effort that included two community-wide meetings in Newtok, two Newtok Traditional Council meetings in Newtok, a site visit to Mertarvik, three Newtok Planning Group meetings, more than forty-five stakeholder and potential funder interviews, and numerous planning sessions.

Residents discuss the phases of relocation and what life might be like in Mertarvik and Newtok as the community moves.



2 State of Alaska Administrative Orders 231 and 239

Why Develop a Strategic Management Plan?

The goal of the Mertarvik Strategic Management Plan is to set a common vision for relocating the village of Newtok through a plan that provides guidance to all activities at Mertarvik, with a focus on priority actions during the next three years. The reasons for producing a strategic management plan are many:

Develop a Collective Vision

With growing concerns and urgency to relocate before Newtok is destroyed by erosion, it is important to focus the resources of the community and supporting partnerships behind a common vision and common set of priorities.

Establishing a Framework for Other Plans

The strategic management plan acts like an “umbrella document” for relocation activities. All other plans, policies and strategies will support the strategic management plan and take direction from it.

Communicating the Strategic Plan

Strategic planning establishes and communicates the community vision, guiding principles and strategic actions in a positive and practical way to everyone in the community, government agencies, and other organizations.

Entering Into Effective Partnerships

A strategic management plan provides the basis for strengthening existing and building new partnerships with different levels of government, as well as other partners and funders. These partnerships are essential to achieving the strategic actions of the plan.



Mission Statement + *Maligtaquyarat* (Guiding Principles) for Mertarvik

Mission

The mission of the Mertarvik Relocation is to create a safe and self-sustainable village for this and future generations that is built by and governed by our own people working together as a tribe and people unified by our history, cultural traditions and language.

Maligtaquyarat (Guiding Principles)

On March 27, 2012, the Newtok Traditional Council unanimously passed and approved a set of guiding principles for the community's relocation to Mertarvik (*Newtok Traditional Council Resolution 12-12*, page 26). It is the hope and intent of the Newtok Traditional Council that all community residents and partners working toward the relocation will respect and promote these guiding principles.

The relocation of Newtok will be defined by our Yup'ik way of life. Our Guiding Principles are:

- Remain a distinct, unique community – our own community.
- Stay focused on our vision by taking small steps forward each day.
- Make decisions openly and as a community and look to elders for guidance.
- Build a healthy future for our youth.
- Our voice comes first – we have first and final say in making decisions and defining priorities, by implementing nation-building principles and working with our partners.¹
- Share with and learn from our partners.
- No matter how long it takes, we will work together to provide support to our people in both Mertarvik and Newtok.
- Development should:
 - Reflect our cultural traditions.
 - Nurture our spiritual and physical well-being.
 - Respect and enhance the environment.
 - Be designed with local input from start to finish.
 - Be affordable for our people.
 - Hire community members first.
 - Use what we have first and use available funds wisely.
- Look for projects that build on our talents and strengthen our economy.

¹ Two Approaches to Economic Development on American Indian Reservations: One Works, the Other Doesn't by Stephen Correll, and Joseph P. Kalt, 2006. The Harvard Project on American Indian Economic Development.

Vision: Relocation Plan to Mertarvik

“One thing that we gain from pioneering is continuing and honoring our values. If we rely on the western society’s way of life, that’s forgetting who I am. We need to go back to our way of life. We have to start somewhere.”

– Newtok Traditional Council Member

The Mertarvik Relocation Plan (Figure A, page 7) defines the long-term vision and goals for relocating Newtok. The Plan delineates four phases: the Getting Ready Phase, the Pioneering Phase, the Transition Phase (which includes early and late stages) and the Final Move Phase. These phases are driven by population levels at Mertarvik. The Relocation Plan also organizes work into nine strategic focus areas – site preparation; transportation; housing; drinking water, sewer, and solid waste; health and safety; communications; education; energy; and community resources – and sets clear goals by phase for each area. Priority strategic focus areas are discussed in detail in the next section while a description of each of the relocation phases is included below.

Phase 1: Uplluteng (Getting Ready)

Population 0

The getting ready phase refers to the current phase of development. The groundwork is being laid for future phases. This phase includes activities and infrastructure such as selecting the site, developing the quarry, drilling two drinking water wells, completing a Community Layout Plan and a Strategic Management Plan, conducting a harbor feasibility study, creating a topographic map to facilitate surveying, and building a barge landing, initial houses, pioneer roads, airport planning, and the foundation of the Mertarvik Evacuation Center (MEC). Efforts in this phase are now well established.

Phase 2: Upagluteng (Pioneering)

Population ~25 to 100 People

Upagluteng refers to the traditional practice of moving with the seasons. The icons in this phase of the Relocation Plan depict what life might be like for the first residents living at Mertarvik. Self-haul water, honey buckets, wood stoves, and individual house generators, correspondence and home schooling, and VHF radio are some of the likely characteristics defining early life in Mertarvik. New technologies for waste water treatment and alternative energies might be piloted during this phase. For safety, residents will likely move back to Newtok during the spring and fall when movement back and forth to Mertarvik via water would be challenging and potentially dangerous because of annual thaw and freeze cycles.

Phase 3: Nass'paluteng (Transition)

Population ~100 People or More

In Yup'ik, Nass'paluteng refers to periods of transition. During the transition phase, more and more community members will make the move to Mertarvik. Early in this phase, a health aide and teacher(s) might be in place to provide health care and education. The MEC will be completed and serve as a multi-functional community facility. A pioneer runway may be completed and larger-scale demonstration projects might test promising technologies as agencies explore sustainable solutions for basic services. As the population grows, reaching 200 or more, community systems that can later be scaled to meet the entire community's needs should be agreed upon and established for water, wastewater, energy, and communications. An airport, a landfill, a small school, a store, and community greenhouse might be set in place during this phase as well.



Phase 4: Piciurlluni (Final Move)

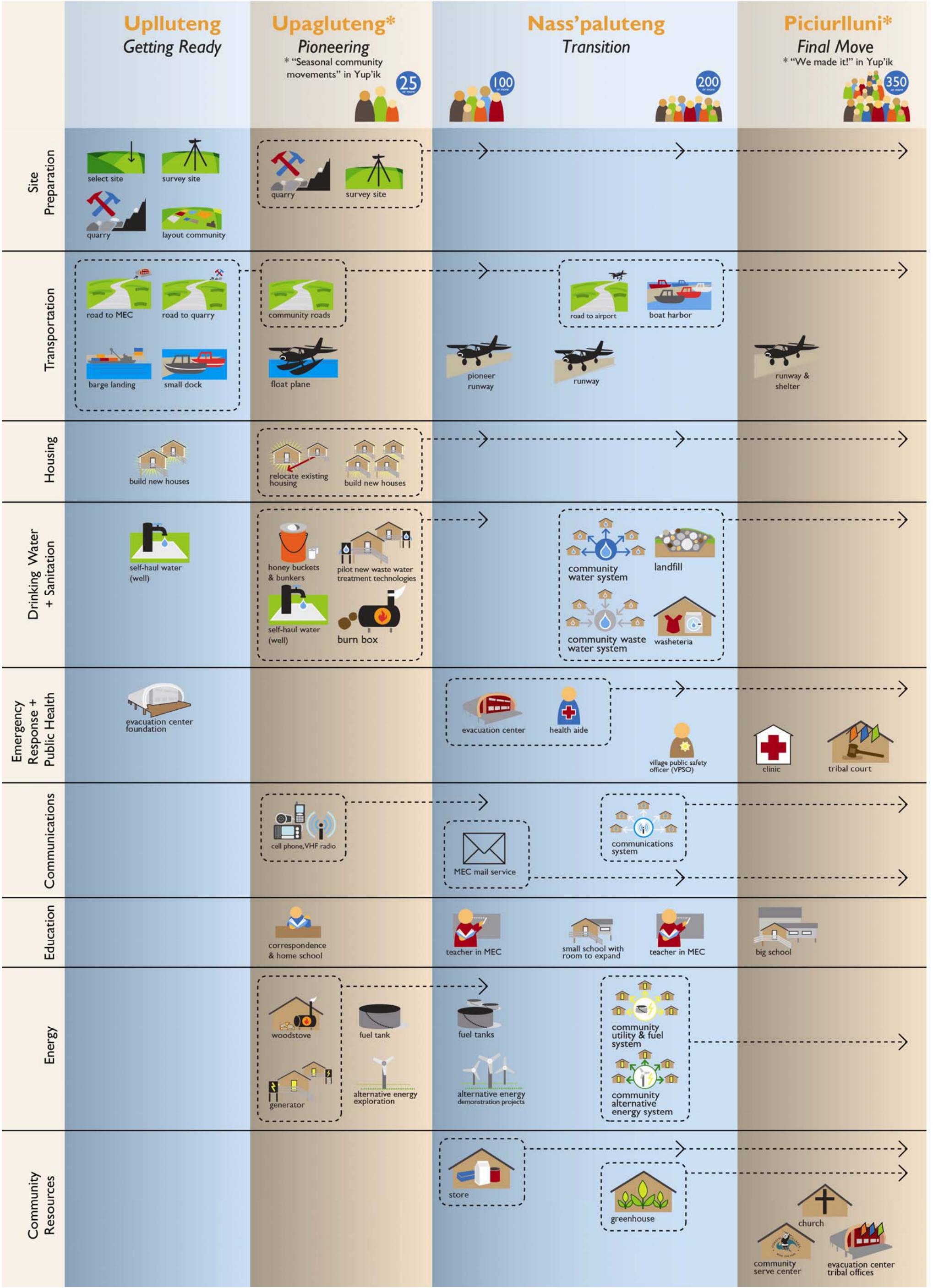
Population 350 People or More

Piciurlluni means “We made it!” in Yup'ik. This stage represents the final move of all Newtok residents to the new town site. The systems developed during the transition phase are scaled to accommodate more people and more houses. Additional community facility projects, such as a large school, a clinic, and a tribal court, are completed.



Photos by Carolyn George.

Figure A. Mertarvik Relocation Plan (Vision + Long-Term Goals)



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Strategic Focus Areas: 2012-2015 Action Plan

This section includes a discussion of **strategic focus areas** and lays out **priority actions** that should be undertaken by the community and their partners over the next three years, 2012-2015. The “priority” label indicates the importance of these actions to the relocation as a whole, but especially during the Pioneering phase. Completing these action items over the next three years is critical to the successful implementation of the overall Relocation Plan that will take place over the next ten to fifteen years. The intent of the priority actions is to jump-start progress in each strategic focus area, which in turn will trigger additional opportunities and investment for the relocation effort.

Strategic focus areas include:

- site preparation
- building capacity
- emergency response and public health
- housing
- drinking water and sanitation
- transportation
- education
- energy
- communications and community resources
- Newtok closure and restoration



As the community makes progress on current priorities, they will update the SMP to include new priority actions for each focus area. The result is a three-year action plan that draws from interviews and input from the community and a wide range of stakeholders.



Photos by Carolyn George.

Focus Area: Site Preparation 2012-2015 Action Plan

Surveying, Site Control, Planning, Quarry Development

OBJECTIVES

- Develop a village plan that sets a practical framework for guiding near-term locations of housing, community buildings and infrastructure, but is flexible enough to allow for incremental, organic growth.
- Survey parcels to provide for clearly defined ownership and/or rights to use designated lots.
- Secure material and equipment for essential pioneering site preparation.

-
1. Fund and prepare refined townsite plan.
 2. Secure funding for and complete townsite survey.
 3. Clarify land ownership issues and develop a site control process both between Newtok Native Corporation and the Newtok Traditional Council, and between these entities and other involved organizations and individual users.
 4. Determine method for assigning housing lots to individuals.
 5. Establish basic development rules for placing homes on lots.
 6. Secure materials for and construct essential pioneering roads.
 7. Continue developing the quarry resource.

PRIORITY ACTIONS

Focus Area: Building Capacity 2012-2015 Action Plan

Community-Agency Partnership Structure, Workforce Development, Quarry Development and MCDC

“I have confidence about this early move. When I was one or two years old, my family moved. I focus on the time when people decided to move. I believe our sovereign way of life will be stronger – we can start a new life, a new village. We shouldn’t wait. We need to encourage ourselves to do it ourselves. The elders have said we need to change ourselves; we need to start a new beginning and new life. Leave hate and anger and put it away and start a new life.”

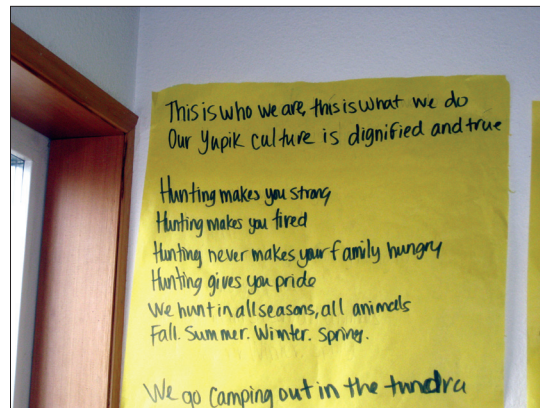
– Newtok Traditional Council Member

OBJECTIVES

- Build partnership capacity to drive the relocation process (with and without external funding).
- Expand organizational capacity of the Mertarvik Community Development Corporation (MCDC).
- Develop a skilled workforce that can pursue, construct, and maintain infrastructure at Mertarvik and help close and restore Newtok.

-
1. In the spirit of the Guiding Principles, Newtok will identify additional partners to work with the Newtok Planning Group to implement the SMP.
 2. Determine role of MCDC and ramp up key functions required to support relocation efforts.
 3. Assess existing local workforce skills and identify skills needed to complete upcoming projects; create a training plan to address labor needs and fill strategic skill sets.
 4. Investigate feasibility of selling gravel and rock from quarry to region and invest profits in Mertarvik development.
 5. Build relationships with foundations – establish connections and be able to tell the story.

PRIORITY ACTIONS



The guiding principles for the relocation draw upon the community's heritage and values. This poster hangs in the Newtok school.



A top priority for the project team was working with the community to develop a shared vision and framework for the relocation. Residents leave the school after an evening meeting.

Focus Area: Emergency Response + Public Health 2012-2015 Action Plan

Completion of Mertarvik Evacuation Center; Pioneer and Long-term Health and Safety

OBJECTIVES

- Provide a safe place for Newtok residents during a storm or flooding event.
- Create and implement a plan to protect health and safety of pioneers.
- Begin to plan for long-term health care needs and facilities.

PRIORITY ACTIONS

1. Determine whether current design will be used for MEC and, if not, engage in a redesign process.
2. Hire a construction project manager for MEC; train and secure local labor for 2012 construction season.
3. Develop and implement funding strategy for remaining MEC construction needs.
4. Identify trained health professional as a pioneer; secure space to act as housing and a place to practice temporarily, until MEC is constructed.
5. Complete MEC vertical wall construction.
6. Identify funding for assessing the feasibility of moving the existing clinic and begin developing long-term plan based on findings.

Focus Area: Housing 2012-2015 Action Plan

Assessment and Relocation of Existing Housing; Design, Funding and Construction of New Housing

OBJECTIVES

- Develop a financing and construction strategy for meeting the community's housing need.
- Assemble materials, resources and knowledge – from construction training to outside funding – so residents can move to Mertarvik.

-
1. Complete tasks outlined in Site Preparation.
 2. Conduct housing survey to assess conditions in Newtok and determine specific needs in Mertarvik.
 3. Develop a housing strategy.
 4. Relocate Newtok houses.
 5. Implement housing programs / continue to build new homes.
 6. For new and relocated houses, research appropriate energy efficient technologies (space heating and electricity); identify funding needs to integrate those technologies; match need to funding opportunities.

PRIORITY ACTIONS

Focus Area: Drinking Water + Sanitation

2012-2015 Action Plan

Feasibility Study - Analyze and Select Alternatives for Phases 2, 3, and 4 and Secure Funding for Design and Construction

OBJECTIVES

- Prepare a feasibility or preliminary engineering study to evaluate options for meeting the drinking water and sanitation (wastewater and solid waste) needs of Phases 2, 3, and 4 of the relocation plan.
- Secure funding to design the recommended alternatives for Phases 2, 3, and 4.
- Secure funding for the construction of the Phase 2 improvements.
- Construct the water and sewer infrastructure for Phase 2.

PRIORITY ACTIONS

1. Develop practical and affordable solutions that will provide the drinking water and sanitation facilities for the Mertarvik pioneers (Phase 2).
2. Work closely with Village Safe Water to identify and evaluate alternatives for either a centralized or decentralize water and wastewater system, including moving any of the existing infrastructure to Mertarvik.
3. Ensure that the alternative or alternatives selected for Phases 3 and 4 are sustainable by developing a business plan.
4. Seek and obtain funding for design of Phase 2, 3, and 4 and for construction of Phase 3.

Focus Area: Transportation 2012-2015 Action Plan

OBJECTIVES

- Meet immediate needs for access to/from and within the community for pioneers including a pioneer road system and float plane access.
- Build pioneering infrastructure needed to support future infrastructure and development projects.

-
1. Work together to complete the Waterfront Development Plan and continue to use the existing barge landing and beach to safely moor community boats.
 2. Take advantage of the Newtok Long Range Transportation Plan.
 3. Determine feasibility of quarry for gravel to develop pioneer road system and boat landing protection (more in “Site Preparation”).
 4. Clearly identify what roads are included in the “pioneer road system” and apply for funding.
 5. Identify pioneer runway permitting, right of way, design and construction.

PRIORITY ACTIONS

Focus Area: Energy 2012-2015 Action Plan

OBJECTIVES

- Have an energy efficient community; maximizing renewables.
- Have reliable and well maintained energy systems.

PRIORITY ACTIONS

1. Finalize strategy for pioneering energy needs.
2. As part of the site planning process, choose locations for fuel storage and a diesel generator that allow use of waste heat for commercial buildings.
3. Investigate renewable and low cost energy solutions.
4. Seek funding to leverage vendor and engineering resources to design, install and demonstrate new, sustainable approaches to energy generation and conservation.



Focus Area: Education 2012-2015 Action Plan

OBJECTIVES

- Sufficient educational opportunities for pioneering kids and youth.

1. Survey community to better understand short and long-term education delivery needs including the potential number of students at Mertarvik in different relocation phases.
2. Work with pioneering families to secure sufficient correspondence and home school materials.
3. Develop a solution for temporary teaching facility at MEC or different location if MEC completion is further out than anticipated.
4. Begin planning process with LKSD for new facility that includes plan for closing down existing school.

PRIORITY ACTIONS



Focus Area: Communications + Community Resources 2012-2015 Action Plan

OBJECTIVES

- Ensure reliable communication between pioneers and Newtok, nearby communities and beyond.
- Ensure access to and protection of food sources.

PRIORITY ACTIONS

1. Ensure all pioneers have a cell phone and/or VHF radio.
2. Identify feasibility of mail service via float plane or drop service.
3. Develop cold storage facility for subsistence foods.
4. Research funding options for community garden/greenhouse.



Focus Area: Newtok Closure + Restoration 2012-2015 Action Plan

Health and Safety of Residents; Restoration of Land

“(The community) would like to say a graceful goodbye to Newtok; we won’t be able to see the old village but we will return to some of the same areas for subsistence activities.”

– Stanley Tom, Newtok Traditional Council, Tribal Administrator

OBJECTIVES

- Ensure health and safety of Newtok residents.
- Develop a clear plan for the eventual closure and restoration of Newtok.
- Develop support mechanisms for pioneer families.



Cleanup and restoration of the current village site is an important priority.

“I use[d] to volunteer [to] cleanup our village and it made a big difference. I hope the whole community will help each other and make a big, big difference. I know when the whole community help[s] each other the time will go fast.”

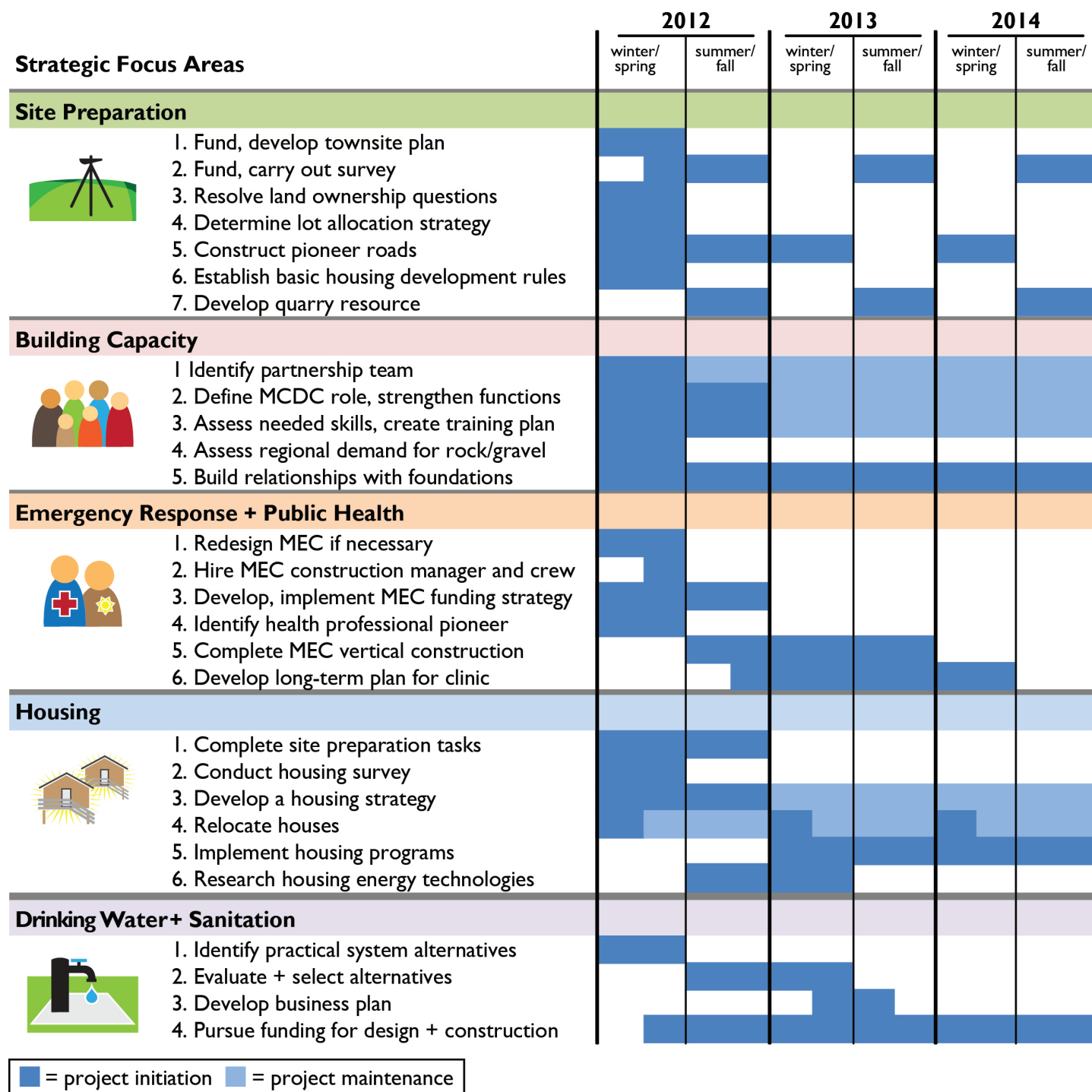
– Community Member in Letter
Shared with Agnew::Beck

PRIORITY ACTIONS

1. Practice emergency plan including the instant command system.
2. Inventory village resources that can be used at the new village site.
3. Develop preliminary, mid- and long-term plans for closing and restoring the village.
4. Identify immediate activities to support pioneering families and assign tasks that community members can conduct in Newtok.








Mertarvik 2012-2015 Action Plan + Proposed Schedule



Mertarvik 2012-2015 Action Plan + Proposed Schedule

(cont'd)

Strategic Focus Areas		2012		2013		2014	
		winter/ spring	summer/ fall	winter/ spring	summer/ fall	winter/ spring	summer/ fall
Transportation							
	1. Complete Waterfront Development Plan						
	2. Newtok Long Range Transportation Plan						
	3. Determine gravel development feasibility						
	4. Identify pioneer roads + apply for funding						
	5. Runway permitting, design + construction						
Energy							
	1. Finalize pioneer energy provision strategy						
	2. Locate fuel storage + generator						
	3. Investigate renewable/low-cost energy						
	4. Funding for energy demonstration projects						
Education							
	1. Determine education needs (survey)						
	2. Home school materials for pioneer families						
	3. Temporary teaching facility						
	4. Plan for new school + closing old facility						
Communications + Community Resources							
	1. Cell phones/VHF radio for pioneers						
	2. Feasibility of mail service						
	3. Develop cold storage facility						
	4. Research funding for garden/greenhouse						
Newtok Closure + Restoration							
	1. Practice emergency plan						
	2. Inventory resources useable at Mertarvik						
	3. Develop preliminary plans for closing village						
	4. Identify activities for supporting pioneers						

■ = project initiation ■ = project maintenance

Permitting + Why It's Important

During the development of the Strategic Management Plan, the following main messages regarding permitting of Mertarvik projects were as follows:

- It is possible that an Environmental Assessment (EA) will suffice for any projects requiring National Environmental Policy Act (NEPA) documentation. If the case can be made that the relocation is initiated by the community and not driven by or dependent upon federally-funded projects, it will be less likely that a federal agency will be required to address the impact of the full relocation in its permitting process.
- As the relocation progresses, opportunities may arise for agencies to pool EA efforts to help conserve limited project resources. For example, the United States Army Corps of Engineers (USACE) Planning Assistance to States Program allows USACE to accept and match non-federal funding from tribes, cities, states, etc. Partnering with USACE, one or more entities would lead the EA process, and individually or jointly take necessary next steps.
- NEPA compliance is only part of the permitting puzzle. The community and their partners must ensure appropriate permits are in place for all projects at Mertarvik. Table C (next page) highlights some, but not all, of the recommended consultations, required permits and clearances by agency and funding type (federal, state and federal, and private).

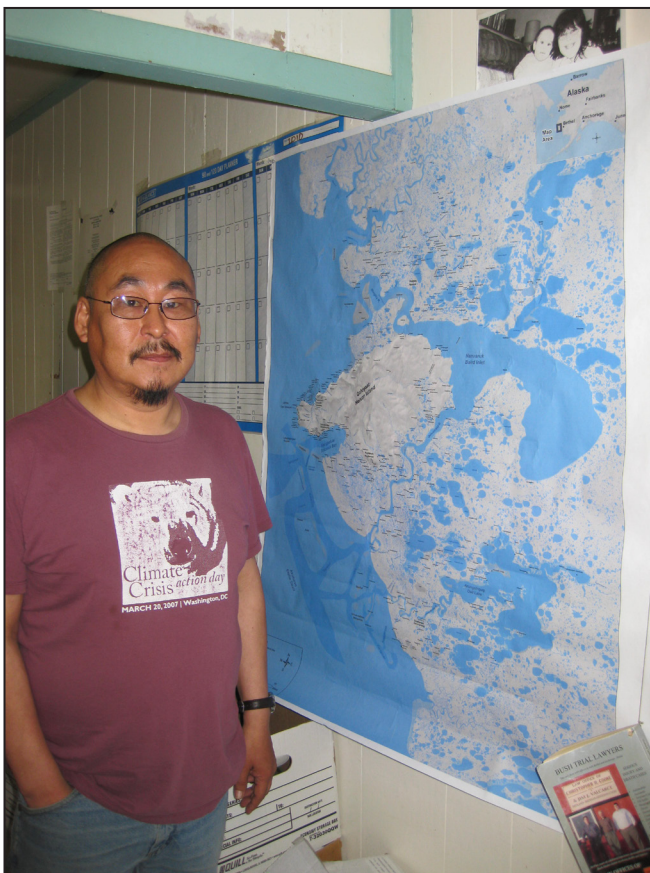


Photo by Carolyn George.

Table A. Permitting considerations for Newtok relocation projects.

Agency	Permit/Clearance/ Consultation	When to initiate	Approximate timeline to acquire permit/clearance
Federally Funded Projects			
NEPA Decision Document	Environmental Assessment (EA)	Upon receipt of funding*	1 year
	Environmental Impact Statement (EIS)	Upon finding of significance during EA process, unless funding agency decides to start with an EIS class of action.	3-5 years
State Historic Preservation Office (SHPO)/Tribes	Initiation of Consultation	Once a set of Alternatives are selected	30 days
	Finding of No Historic Properties Affected	After selection of a preferred alternative	30-120 days
State and Federally Funded Projects			
United States Fish and Wildlife Service (USFWS)	Under the Migratory Bird Treaty Act, there is no provision for consultation or for any allowance or take.	USFWS has established closure dates for different regions of the state to presumptively protect nesting birds. The dates are posted and can be used as a guide and as protection for prosecution from taking migratory birds.	
National Marine Fisheries Service (NMFS)	Consultation for Essential Fish Habitat	For any in-water work	14-30 days
Alaska Department of Fish and Game (ADF&G)	Title 16 Fish Habitat permit	For any work within Takikchak Creek	30-90 days
United States Army Corps of Engineers (USACE)	404 Wetlands permit	After a selection of a preferred alternative	120 days
Alaska Department of Environmental Conservation (ADEC)	Alaska Pollutant Discharge Elimination System (APDES) Construction General Permit	1 month prior to construction, once 100% construction documents are complete	30 days**
Privately Funded Projects			
ADF&G	Title 16 Fish Habitat permit	For any work within Takikchak Creek	30-90 days
USACE	404 Wetlands permit, Individual or Nationwide Permit	For any work placing fill within wetlands	120 days
USFWS	Under the Migratory Bird Treaty Act, there is no provision for consultation or for any allowance or take.	USFWS has established closure dates for different regions of the state to presumptively protect nesting birds. The dates are posted and can be used as a guide and as protection for prosecution from taking migratory birds.	
ADEC	APDES Construction General Permit	For any work that is part of a development plan with greater than 1 acre of disturbance. 1 month prior to construction, once 100% construction documents are complete	30 days**

*Initiation of NEPA document will begin with informal agency scoping and data gathering. The NEPA process will continue throughout the entire project until a decision document (Finding of No Significant Impact (FONSI) or Record of Decision (ROD)) is obtained.

+Length of consultation will depend on determination of affect by regulatory agency.

** Includes review and approval of SWPPP, pre construction site visit, and submittal of notice of intent.

Next Steps

The next steps for the community are steps that will implement the SMP and move the community forward behind a common vision, strategies, and priority actions over the next three years.

- Bring the SMP “to life” by using the document as a communication tool to gain the support and the funding assistance needed to implement the strategic initiatives in the SMP.
- Solicit formal support for the SMP from existing partnerships and develop additional support from potential partners.
- Establish protocol for ongoing monitoring of the SMP. The SMP is a living document and a process to guide the community with relocation. The community and their partners should assess progress and update the plan at least annually. The update should report the progress made and highlight new challenges and issues, including the remaining focus areas not addressed in this version of the SMP.
- Initiate the Three-Year Action Plan and embrace its direction and priorities.

Communicating the SMP is a key next step in gaining the commitment and financial support from existing partnerships and developing further support from other potential partners.



Photo by Carolyn George.

Newtok Traditional Council Resolution 12-12

MALIGTAQUYARAT (Guiding Principles for Mertarvik)

The relocation of Newtok will be defined by our Yup'ik way of life. Our **Guiding Principles** are:

- To remain a distinct, unique community – our own community
- To stay focused on our vision by taking small steps forward each day
- To make decisions openly and as a community and look to elders for guidance
- To build a healthy future for our youth
- Our voice comes first – we have first and final say in making decisions and defining priorities, by implementing nation-building principles and working with our partners¹
- To share with and learn from our partners
- No matter how long it takes, we will work together to provide support to our people in both Mertarvik and Newtok
- Development should:
 - Reflect our cultural traditions
 - Nurture our spiritual and physical well-being
 - Respect and enhance the environment
 - Be designed with local input from start to finish
 - Be affordable for our people
 - Hire community members first
 - Use what we have first and use available funds wisely
- To look for projects that build on our talents and strengthen our economy

¹ Two Approaches to Economic Development on American Indian Reservations: One Works, the Other Doesn't by Stephen Correll, and Joseph P. Kalt, 2006. The Harvard Project on American Indian Economic Development.



RESOLUTION 12 - 12

A Resolution of the Native Village of Newtok's Traditional Council adopting Guiding Principles for the relocation to and development of Mertarvik, the new village site.

WHEREAS: The Native Village of Newtok's Traditional Council, hereinafter called the Council, is the State and Federally recognized governing body of Newtok, Alaska; and,

WHEREAS: The Village of Newtok has been threatened for years by the advance of the Ninglick River due to high rates of erosion of the river bank adjacent to the village; and,

WHEREAS: This progressive erosion is recognized as a serious long-term threat to the existence of the village; and,

WHEREAS: Seasonal flooding from coastal storms has exacerbated this situation. Newtok was included in two federal disaster declarations, DR-1571-AK (2004 Bering Sea Storm) and DR-1618-AK (2005 Fall Sea Storm); and,

WHEREAS: Studies performed by the U.S. Army Corps of Engineers and others have concluded that the village must relocate as there is no permanent and cost-effective alternative to remain at the current village site; and,

WHEREAS: The Newtok Traditional Council, by a vote of the people of Newtok, selected Mertarvik, a site on the northern coast of Nelson Island, located within the Yukon Delta National Wildlife Refuge, as the preferred relocation site for the village of Newtok; and,

WHEREAS: The Newtok Native Corporation entered into negotiations with the U.S. Department of the Interior, Fish and Wildlife Service to exchange Newtok Native Corporation land for the Mertarvik site; and,

WHEREAS: In November 2003, the 108th Congress passed S. 924, allowing the Newtok Native Corporation to receive title to the Mertarvik land in a land exchange with the U.S. Fish and Wildlife Service; and,

WHEREAS: In May 2006, the Council and the Newtok Native Corporation joined with state, federal and regional agencies and organizations to form the Newtok Planning Group to assist with Newtok's relocation effort; and,

WHEREAS: In 2008, the Council and the State of Alaska negotiated a commitment with the U.S. Department of Defense, Innovative Readiness Training Program to provide labor on development projects at Mertarvik; and,

WHEREAS: In 2011, the Council, the Newtok Native Corporation and the agencies and organizations involved in the Newtok Planning Group began working with a contractor to develop a Strategic Management Plan for the relocation of Newtok to Mertarvik.

NOW, THEREFORE, LET IT BE RESOLVED; that the Council hereby adopts the following Maligtaquyarat (Guiding Principles, attached) for all agencies and organizations to follow in working with Newtok on the relocation to Mertarvik. The Maligtaquyarat form the basis of our Strategic Management Plan. It is the Newtok Traditional Council's desire that the relocation of Newtok be defined by our Yup'ik way of life. All proposals for and activities at the new village at Mertarvik must consider, respect, be assessed by, and be carried out according to Newtok's Guiding Principles.

I the undersigned, hereby certify that the Newtok Traditional Council is composed of 7 members, of whom 7 constituting a QUORUM were present and that the foregoing resolution was PASSED AND APPROVED on this 27 day of March, 2012.

Votes: X Yeas _____ Nays _____

Signed: Moses Carl
Honorable Moses Carl, President, Newtok Traditional Council

Attest: Andy Patrick
Andy Patrick, Secretary, Newtok Traditional Council



Strategic Management Plan :: Newtownok to Mertarvik

FINAL DRAFT March 2012

by the Community of Newtownok and the Newtownok Planning Group,
Prepared for the Department of Commerce, Community, and Economic
Development, Division of Community and Regional Affairs by Agnew::Beck
Consulting with PDC Engineers and USKH Inc.