Developed by Newtok Village in coordination with Newtok Planning Group in 2012
- Living document which is guiding relocation effort
- Being updated in 2016 to reflect current conditions
Objective:
To increase community resilience to the impacts of natural hazards.

Essential Components:
• Strong community leadership
• Agency support and collaboration
• Careful, effective planning

Final Product:
A Strategic Management Plan that provides a “blueprint” for how the community and agencies will work together to increase community resilience and implement adaptation actions over the short-term (0-5 years), mid-term (6-10 years) and long-term (11+ years).
Community grant for full-time Community Coordinator (2 years) to:

- Represents community at interagency working group meetings
- Works with project staff, inter-agency group, and planning contractor on resiliency plan
- Advocates for funding to carry out resiliency plan

*Funding for other community leaders to attend inter-agency meetings

DCRA provides training, technical assistance and other support to Community Coordinator
Organization of interagency working group (state/federal agencies and regional organizations):

Coordinated assistance to community to identify and achieve resilience actions, based on conventional funding channels of agencies

Benefits include:

- leveraging of resources
- better coordination of work
- reduced conflicts in project timelines and construction windows
Careful, Effective Planning

Comprehensive Strategic Management Plan:

• *Projected timelines and costs* associated with projected tasks or activities relocation/shoreline protection and/or other community development activities

• *The sequence of tasks and subtasks* that must take place

• *The entities responsible for specific tasks or activities*. The roles of the stakeholders will be defined and clarified. Opportunities for agency collaboration will be identified

• *The best construction windows* to reduce environmental impacts

• *The resources required*

• *The schedule of activities*. Development of a strategic management schedule for activities will be an important product.
Why Develop a Strategic Management Plan?

• To establish a unified Vision

• To create a framework for future activities

• Communication

• Relationship Building
The Process

Working with the community through the community coordinator
Phase 1

- **Community Hazard Issues Survey** to understand what the great concerns are about erosion, flooding, storm surge
- **Community Values Survey** to understand what the key community values which will set priorities for the Strategic Management Plan
- **Interviews with Community Elders** to understand what elders valued the most about the community when they were growing up and what they would like to see for their great-great grandchildren
- **High School Classroom Exercise** to understand what the community youth want their community to be like in the future
Phase 1

Identifying Issues, Values, Goals and Objectives

- Literature Review
- Community Survey
- Values Survey
- Elder Interview
- High School Exercise

Community Gatherings

Background Planning Report
June 2015
Phase 1

Identifying Issues, Values, Goals and Objectives

- Contains results of literature review, previous erosion-related projects, draft Vision Statement and guiding principles, and resilience-related issues
- A living document which will be updated as new information becomes available
- Provides the foundation for the Strategic Management Plan
Guiding Principals

Community direction for the process

Kivalina’s Guiding Principals
- Residents must be safe from natural hazards and growing threats of flooding and erosion
- The community needs to be located close to marine subsistence resources
- There must be room for community expansion (enough suitable land for their children and grandchildren to build new homes)
- Basic services must include water, sewer, and solid waste
- An evacuation road needs to be built
- Make decisions openly and as a community
- Include local input in the process
- Protect the natural environment
- Respect our traditional culture
- Use funds wisely
- Develop in a manner that strengthens the community

Shaktoolik’s Guiding Principals
- The most important concern is to protect lives during a catastrophic flood event.
- Low-cost approaches that involve local resources and labor will be given priority.
- Opportunities to partner with agencies and organizations will be encouraged.
- A reasonable likelihood exists that the measure can be funded.
- Monitoring impacts from future storms, including flood levels and erosion, will provide important information for future planning efforts.
- Additional guiding principles are:
  - Residents must be safe from natural hazards and growing threats of flooding and erosion.
  - Continue to be proactive as a community.
  - Include local input into the process.
  - Protect the natural environment.
  - Continue the collaboration between the City Council, IRA Council, and Corporation Board.
  - Respect our traditional culture.
  - Use funds wisely.
  - Develop in a manner that strengthens the community.

Shishmaref’s Guiding Principals
- Residents must be safe from natural hazards and growing threats of flooding and erosion
- Respect and honor each person’s views and ideas
- Make decisions openly and as a community. Everyone’s participation is valuable as each person brings a different insight, perspective, and knowledge
- Include local input in the process
- Protect the natural environment
- Respect our traditional culture
- Use funds wisely
- Develop in a manner that strengthens the community
- Encourage local hire
Phase 2

Identifying Action Items

Working Group Meeting 1
Working Group Meeting 2
Working Group Meeting 3
Working Group Meeting 4
Working Group Meeting 5
Community Gathering

Strategic Management Plan
June 2016

Community Inter-Agency Planning Groups
Phase 2

**Community Inter-Agency Planning Groups**

- Planning Team
- Community Coordinator
- Local leadership from Tribe, City, ANCSA Village Corporation
- Regional Organizations
  - ANCSA Regional Corporation, Native Non-Profit Regional Organization, Regional Health Organization, Regional Housing Authority ...
- State Agencies
  - DCRA, Village Safe Water, DOT/PF, DHS&EM, Alaska Energy Authority ...
- Federal Agencies
  - Corps of Engineers, FEMA, FAA, HUD, EDA, USAD RD ...
Resilient Community Leadership/Governance
- Traditional Culture
- Housing
- Infrastructure
- Jobs & Economic Development
- Emergency Preparedness
- Environment
- Relocation
Inter-Agency Planning Meetings

Distribution of **Draft Background Planning Report** for review and comment

Review of issues identified by community

Identification of solutions to address community issues

Formulation of action items from solutions

Identification of **Strategic Focus Areas**
Inter-Agency Planning Meetings

- Development of **Preliminary Planning Schedule** (short-term, mid-term and long-term actions) based on action items
- Development of Work Breakdown Structure
- Development of **Short-Term Action Plan** based on **Strategic Focus Area** priorities
<table>
<thead>
<tr>
<th>Strategic Focus Area</th>
<th>Short-Term Action Items (0-5 years)</th>
<th>Mid-Term Action Items (6-10 years)</th>
<th>Long-Term Action Items (11+ years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Preparedness</td>
<td>Update emergency operations plan</td>
<td>Evacuation Center</td>
<td>Update emergency operations plan</td>
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<tr>
<td></td>
<td>Practice emergency operations plan/emergency drills</td>
<td>Update emergency operations plan/emergency drills</td>
<td>Practice emergency operations plan/emergency drills</td>
</tr>
<tr>
<td></td>
<td>Informational material regarding emergency preparedness</td>
<td>Practice emergency operations plan/emergency drills</td>
<td>Update local hazard mitigation plan</td>
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<td></td>
<td>Interim evacuation center</td>
<td>Update local hazard mitigation plan</td>
<td>Update evacuation plan</td>
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<td>Evacuation plan</td>
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<td></td>
<td>Establish early warning system</td>
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<td>Increase first response capacity</td>
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<td>Business continuity planning</td>
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<td>Family evacuation and disaster communications plans</td>
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<td>Install smoke and fire detectors</td>
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<td>First aid training</td>
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<td>Outdoor education programs</td>
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<td>Emergency energy backup plan</td>
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<td>Update local hazard mitigation plan</td>
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<td>Village Public Safety Officer</td>
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<td></td>
<td>Participate in Local Environmental Observer (LEO) program</td>
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<td>Relocation (If community decides to relocate)</td>
<td>Commitment to move</td>
<td>Develop access to new site</td>
<td>Develop remaining infrastructure</td>
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<td></td>
<td>Site Selection</td>
<td>Develop long range transportation plan</td>
<td>Develop remaining housing</td>
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<td>Acquire title to site</td>
<td>Build initial housing</td>
<td>Restoration of old village site</td>
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<td>Survey site</td>
<td>Develop initial infrastructure</td>
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<td></td>
<td>Identify quarry site</td>
<td>Cultural resources plan</td>
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<td>Identify and prioritize community needs</td>
<td>Well at new site</td>
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<td>Develop community layout plan</td>
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<td>Infrastructure feasibility studies</td>
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<td>Identify water source</td>
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<td>Inventory resources that can be used at new village site</td>
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<td>Detailed construction and financing plan</td>
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<td>Leadership agreement</td>
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<td>Establish relocation committee *</td>
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</tbody>
</table>
Work Breakdown Structure
Work Breakdown Structure

INFRASTRUC TURE

- ENERGY
  - Energy Audits
  - Heat Recovery System
  - Reduce Energy Costs

- WATER/WASTEWATER
  - Water Source Protection Ordinance
  - Water Storage Tank Replacement
  - Upgrade Winter Pump House

- TRANSPORTATION
  - Update Long-Range Transportation Plan
  - Access Road – West Side
  - Road to the Foothills Area

Strategic Focus Area

- Does this action item address immediate priorities?
- How does it reflect community priorities?
- Is there funding available?
- Can it be fully implemented?
Next Steps

- Review and revise Work Breakdown Structure
- Identifying funding, sequencing and potential synergies for priority adaptation actions
- Development of Draft Strategic Management Plan (SMP)
- Community Gatherings in each village to present Draft SMPs
- Finalize SMP (living document)
Sally Russell Cox, Project Manager
Alaska Department of Commerce, Community, and Economic Development
Division of Community and Regional Affairs

**Community Resilience and Climate Adaptation Programs**

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