ExhibitCCapacity

State of Alaska

ExhibitCCapacity.pdf

Exhibit C Capacity

DMVA DHS&EM is including two project descriptions (Galena and Newtok) that demonstrate our past experience in understanding, planning for, and implementing resilient disaster recovery and economic revitalization projects in rural Alaskan communities not connected to a road system. Experience working productively with team members and diverse stakeholders are highlighted.

Galena, a community of 470 Koyukon Athabaskans and non-natives, is located on the north bank of the Yukon River and is accessible only by air or via the river. Photos and maps of the community location and qualifying event damage are contained in Dropbox ?. Add three files to Dropbox (Aerial View of the City of Galena, Split Map of Galena and the Yukon River, and Galena Flood Map and Picture). Due to Galena's close proximity to the Yukon River and the generally flat topography of Galena with no high ground for miles around, Galena has been a part of several presidentially-declared disaster areas due to flooding in the last 25 years (DR-0832, DR-0909, DR-4094, DR-4122). Dropbox ? contains background information on the May 2013 flood event. The May of 2013 flood event was the most extreme flooding Galena had ever seen and caused damage to 90% of the homes in Galena and led to the displacement and evacuation of the majority of the residents. The expected damages, federal and state assistance were $11.2M, $8.4M, and $2.8M, respectively.

The 2013 flood left Galena a disaster area. Roads were washed out or left impassable due to ice, debris, or even buildings dropped and left behind by the retreating water. Phone, fuel, water, and sewer services were not operational. Drinking water, food, and gasoline were scarce. Most supplies of firewood were lost, as were the freezers needed to store seasonal foods such as summer fish and fall moose meat.

The State of Alaska (DMVA DHS&EM) immediately began working closely with the Federal Emergency Management Agency (FEMA) to ensure a speedy recovery and response on all fronts, which included coordinating agencies, non-profits, and bringing volunteers to the state. Recovery efforts for mass care, shelter, food, and evacuation were undertaken by the Tanana Chiefs Conference (TCC), State of Alaska Division of Health and Social Services, Food Bank of Alaska, Red Cross, Salvation Army, and an inter-agency Disaster Housing Task Force led by DHS&EM. The collective focus of the response was to ensure the majority of those affected had safe and secure residences fit for occupancy to return home to before winter began in September 2013.

Many diverse stakeholders, partners, and team members worked together to implement a resilient disaster recovery and economic revitalization project after the 2013 Galena Flood. Representatives of the following state and federal agencies worked together (these same agencies are identified as Partners for the CDBG-NDR grant) and included the Alaska Department of Commerce, Division of Community and Regional Affairs (DCRA); Alaska Department of Environmental Conservation (DEC); DMVA DHS&EM; Alaska Department of Natural Resources, Division of Geological and Geophysical Surveys (DGGS); Alaska Department of Transportation and Public Facilities (DOT&PF); Alaska housing Finance Corporation (AHFC); Alaska Native Tribal Health Consortium (ANTHC); Denali Commission; Economic Development Administration (EDA); Federal Emergency Management Agency (FEMA); Rasmussen Foundation; U.S. Army Corps of Engineers, Alaska District (USACE); U.S. Department of Agriculture, Natural Resources Conservation Service (NRCS); Small Business Administration (SBA); U.S. Department of Agriculture, Rural Development (USDA RD), and the U.S. Department of Housing and Urban Development (HUD). The regional stakeholder was

the TCC, and the local stakeholders were the City of Galena, Louden Tribal Council, and The Galena School District. The Galena Recovery Advisory Council (GRAC) was formed as a long term recovery and community planning group, and consisted of representatives of the local stakeholders and community members. Additional expertise was provided by the Cold Climate Housing Research Center.

In 2013, DMVA DHS&EM, USACE, and FEMA assessed damages and developed a response plan with the City of Galena for debris removal, water, sewer, and power recovery. State/FEMA Public Assistance (PA) Program staff prepared project worksheets for supplemental funding for repair, restoration, or replacement of infrastructure projects damaged by the flood event. The projects included debris removal, emergency protective measures, public buildings, public utilities, and recreational facilities. AmeriCorps teams provided volunteer and donation management and residential construction assistance to survivors. They assisted Galena residents with cleaning up debris, mucking out and gutting out homes, and repairing homes. Insulation and sheetrock debris was hauled to the landfill as road access became available. Debris was burned at the solid waste storage area with the use of the incinerator. Hazmat teams collected, stored, and segregated hazardous materials. Samaritan's Purse sent a team of 18 Alaskan pastors to Galena to develop a strategy to assist with the recovery operations. Volunteer teams from the Mennonite Disaster Service and Presbyterian Disaster Assistance Team arrived to survey the area and develop a plan for volunteer coordination. The USACE conducted a First Floor Flood Elevation Survey to determine requirements for safe rebuilding. DCRA assisted the city in setting a new ordinance for rebuilding elevations. Additional crews from the USACE and NRCS assessed the levee for structural soundness and made recommendations for repairs. The State of Alaska executed a contract to build a responder camp to house volunteers and responders.

DHS&EM and FEMA collected data and completed project worksheets for grant applications. A new cell was constructed in the landfill. DOT repaired roads. Emergency work on power lines was completed, and the power plant was repaired. Due to the large number of Galena residents affected, the severity of the flooding event, and Alaska's short construction season, three building seasons were required. Following the disaster and during the gap in construction seasons, the State provided temporary housing in Anchorage, Fairbanks, and Galena for those unable to return home. Among the inventory of 152 homes damaged in Galena, 82 were repaired during 2013 according to FEMA.

By the winter of 2013, DMVA DHS&EM and its Partners began to plan for the 2014 building season in Galena. The flood created an opportunity to replace energy infrastructure with better technologies, rebuild homes with better insulation and more efficient materials, and even replace destroyed appliances with newer and more efficient ones. All of these upgrades would result in an overall reduction in energy costs, and the Energy Agency partners would support Galena's strategic planning for a more efficient and sustainable community. Galena capitalized on the flood's silver lining with an initiative to help make the community more energy-efficient and decrease energy costs for homeowners, businesses, and schools. At the invitation of the community's leadership, and as part of Galena's long-term recovery effort, a core team of energy and infrastructure experts toured Galena and visited with local representatives during an Energy Summit. The team included experts from Alaska Energy Authority, the National Renewable Energy Labs, USACE, FEMA, State PA, ANTHC, and the University of Alaska Center for Energy and Power.

In 2014, DMVA DHS&EM contracted project management services to multiple companies and ANTHC working on behalf of the Louden Tribal Council to oversee FEMA and

State disaster grant projects through planning, construction, and closeout within Galena. By involving the regional corporation and contract services, a greater capacity to respond was established. Contracted project management services were essential due to the lack of this rural community's staffing availability and the complexity of the projects. Nine new helical pile foundations were installed, and volunteers from Samaritan's Purse and the United Methodist Volunteer Group built nine new homes. A construction contractor elevated 32 existing homes ($8 million value of construction). All homes worked on in 2014 were elevated to 136.5 feet to withstand future flooding, well above the local ordinance and three feet above the 2013 flood level. All the efforts described above, which included numerous working groups and task forces, were coordinated through a three-phase interagency Joint Field Office in Anchorage with a satellite office in Galena.

In 2015, the last ten homes were elevated, and the project grants were closed out. A community meeting was held on September 1, 2015 to engage the community in identifying projects for this grant application. Additional meetings were held September 21-22, 2015 in the community to further discuss identified projects. The community was very interested in participating, and subsequent follow up meetings were conducted to develop proposed projects.

The Galena community has been highly-engaged in this effort and has been included as a valued, essential voice in every step of the recovery and response process. In November 2013, the community formed the Galena Recovery Advisory Committee (GRAC), an ad hoc group to brainstorm and prioritize recovery projects/ideas for the community. The GRAC's slogan was, "Better than Ever, Standing Together". The group was made up of a dozen or so local community members; both self-selected individuals who had been highly engaged in the recovery process and actively recruited members to achieve a balanced representation of the

community (Tribe, School, City, Community At-Large). The GRAC met as a committee and as a whole community to help define and identify projects that would make Galena a more resilient community in the future; projects were categorized by different RSFs (Recovery Support Functions). For example, the GRAC developed as many ideas as they could for Infrastructure, then moved on to Housing, Community Planning, and Capacity Building, etc. After several sessions of brainstorming and visioning as a team, the ideas were organized and categorized by RSFs and put on display for a community-wide meeting where additional ideas where generated. After many meetings, the GRAC had a group of 35 Long Term Recovery Projects. Some of the projects on this list have been completed, many are in process, and many are awaiting funding exemplifying that this is called LONG Term Recovery for a reason. The GRAC was recently reconvened to aid in the process of identifying projects for the purpose of this CDBG-NDR Grant process. Considering the extent of the damages and the personal and emotional toll that the flood had on everyone involved, it's quite a testament to the strength and resolve of the community that they were able to obtain the level of engagement that they did.

Partner descriptions are located in Exhibit C (Capacity) of the Phase I submittal. Even though many more stakeholders participated in the Galena flood event recovery, only specific skills and resources of the Partners participated in Galena AND are participating in the CDBG-NDR Grant are discussed below.

- DHS&EM managed over $20M in federal and state funds in Galena. As an emergency management agency, DHS&EM served as the lead agency on the behalf of the State of Alaska and subcontracted project managers and ANTHC to manage the manage projects, assist subapplicants with grant reporting, design and engineering recovery projects, procure

and arrange delivery of materials, procure a construction contractors, inspect all work and acquired elevation occupancy certificates.

- DCRA—The State Floodplain Manager with the DCRA provided technical assistance to local floodplain managers in affected communities, and collaborated with the Joint Field Office Operations Section, Mitigation Branch, and Long-term recovery Coordinator. She also supported local disaster assistance centers and public meetings with information on flood mitigation, flood insurance, elevation certificates and other related issues. She provided training and technical assistance to the Galena floodplain manager on development standards and updating the City of Galena's ordinance to include freeboard during the rebuilding process. The communities in the NFIP have regulatory requirements in accordance with their flood reduction ordinance that affect local recovery operations, including permitting for repairs and rebuild and substantial damage determinations. A joint National Weather Service-USACE team identified, marked, and surveyed high-water marks;
- DEC managed the collection of all hazardous debris and the excavation of all known oil/diesel-contaminated soil from flood-related fuel spills on City and Tribal lands. More than 5,000 containers of hazardous material were collected as part of the response and ranged from aerosol cans to 55-gallon drums, with the debris strewn within a 15-mile radius of the village. Twenty-four totes (600,000) pounds of nonregulated hazard waste was flown out of Galena, and 15 large totes of used batteries were shipped by barge. This cleanup is estimated at well over $1 million.
- AHFC staff participated in some of the earliest site visits after the 2013 flooding to assess the damage and determine where AHFC funding could help. In addition to the thousands of dollars in staff time and travel costs spent participating in the Long Term Recovery Task

Force for Galena, AHFC has invested $500,000 in home weatherization funds in Galena through the Interior Regional Housing Authority. These funds were spent on weatherization and increasing energy efficiency for individual homes. Another 39 homes are scheduled for rehabilitation with an estimated investment of $1 million.

- ANTHC provided water and sewer engineering and direct construction support to rebuild the community's lagoon, re-establish the water source and water treatment system, rebuild the water distribution system (water mains and individual home services), and repair or replace sewer services in over 150 homes in the community. This effort was funded through the State of Alaska DHS&EM, FEMA ($3.5M), the Indian Health Service ($760K), and HUD/ICDBG Imminent Threat Grant Program ($400K). In addition, the ANTHC served in the role of project manager for the City of Galena's FEMA funded recovery projects repairing many infrastructure systems throughout the community such as rebuilding the city's roads, power plant, power distribution system, and the critical heat recovery system serving multiple municipal and school owned facilities. Lastly, the ANTHC provided project management for large scale debris removal and housing demolition contracts. In all, the ANTHC managed over $10M in disaster-related projects funded from various sources.
- EDA prepared an economic strategy for the City of Galena after the 2013 flood. The economic strategy plan identified strategic priorities that would upon implementation accelerate recovery, drive sustainable economic growth, and develop a more resilient and adaptable economy. The seven strategies are discussed below:
    - ✓ A Comprehensive Economic Development Strategy for the region: EDA contacted TCC to apply for an EDA Short-Term planning grant to develop a regional CEDS. TCC provided EDA with a $63,600 Short-Term Planning Award to develop the

regional CEDS. The EDA-approved CEDS will enable Galena and the other villages located in the TCC service area to apply for EDA economic development grants that are identified in the regional CEDS.

- ✓ Economic Development Leadership: EDA recommend the City of Galena receive Leadership Training. The City contacted DCCED the State of Alaska's counterpart to EDA, to perform the leadership training to the City leadership. The City of Galena has also formed the Galena Economic Development Council.
- ✓ Inadequate Broadband Coverage to Support Economic Development: EDA's Alaska Economic Development Representative met with Mr. Bob Walsh, Director of Rural Broadband development for GCI. The provider is working on increasing broadband capacity in the sub-region that Galena is located in.
- ✓ Procurement and Local Hire Challenges: EDA recommended the City of Galena contact the DCCED and MBDA for assistance.
- ✓ GILA Potential to Expand Student and Adult Training Programs: EDA recommended to GILA leadership to conduct a Space Utilization Study to help the staff determine the space available for expanding the training programs.
- ✓ Dependency on Public Sector Primary Job Generator: EDA recommended that Galena engage the University of Alaska Center for Economic Development to provide entrepreneurship training in the community of Galena; EDA also recommended to establish an entrepreneur or business alliance to support local businesses and growing new businesses. The City of Galena has established an Economic Development Council.

- ✓ Opportunity to Create an Energy Industry Sector: For Galena to become sustainable and grow, it needs to address its critical energy challenges. The community plans to develop a biomass plant through the non-profit - Sustainable Energy for Galena Alaska. To support the commitment, EDA recommended a supply chain of business be developed and to seek advice from the UA Cooperative Extension Service and other agencies who can provide technical assistance to assess business services and support the biomass plant and skills and resources.

- USDA RD's program's intent is to make health and safety repairs to a home that does not remain with major health and safety hazards. They conducted a city wide community facilities needs assessment with the City of Galena in 2014. In 2015, RD closed a mortgage loan on a home that had been elevated and renovated after the flood. The recipients of the loan were formally displaced flood victims.
- CCHRC collaborated with residents, disaster responders, and community leaders to ensure the replacement housing was appropriate for the climate and culture of Galena, including training a volunteer workforce and conducting site visits and quality control during the construction of six new homes. CCHRC provided three models of replacement housing to meet the needs of different families. The homes were built for significantly less than typical rural housing costs and used 80% less energy than the average home in the region. CCHRC also produced a "Disaster Housing Matrix" to help DHS&EM respond to future emergencies. This work was funded by $84,943 from FEMA and $198,455 from DHSEM, including $112,300 for work in Galena and $86,154.30 to produce the Matrix tool.

- TCC is a tribal consortium with 42 members, representing 39 villages and 37 federally recognized tribes. Galena is one of the villages that TCC represents. TCC was involved in

the Galena response by chartering flights for evacuations of Galena residents to Fairbanks, meeting evacuees at the Fairbanks airport anytime day or night, and provided ground transportation within Fairbanks to evacuees.

- Denali Commission coordinated project management capability for the City of Galena for long-term recovery efforts with a grant from the Rasmussen Foundation.

Newtok is another recent example demonstrating the State of Alaska's planning experience in rural Alaska. The State lead agency is the DCRA, and rather than disaster recovery, the mission is long-term community resilience through relocation of an imperiled native community. This indicates the adaptation of the same interagency model under different conditions. Newtok is located within the boundaries of the Yukon Delta National Wildlife Refuge on the soggy, lowland plain of the Delta. Thirty years after the community's settlement at Newtok in 1949, residents became increasingly aware that the north bank of the Ninglick River was rapidly losing ground. As part of a 1983 erosion assessment, historical bank erosion rates were evaluated from aerial photographs; between 1957 and 1983, the north bank of the Ninglick River eroded at an average annual rate of 19 to 88 feet. The assessment concluded that if this process was not slowed, community structures would be endangered by 2008 - 2013. The assessment also surmised that relocating Newtok was less expensive than holding back the Ninglick River. In 1994, the community initiated a relocation planning process and analyzed six potential village relocation sites. The selected relocation site, approximately nine miles southeast of Newtok, is called Mertarvik. Dropbox ? contains maps and photos.

In 2006, the community requested the assistance of the DCRA within the Alaska DCCED with Newtok's relocation effort. The community was being met with substantial obstacles to carrying out the physical relocation. No state or federal agency was authorized to relocate a

village. Government policy guidelines posed barriers to investing in new communities where no population was established. Several agency policies set population thresholds in order for investments to be made. Meanwhile, Newtok continued to lose land to the Ninglick River, the community was becoming increasingly vulnerable to coastal sea storm, storm surges and flooding, critical community infrastructure was deteriorating, and public health issues were increasing.

The State of Alaska appointed DCCED DCRA 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. To carry out the coordination for Newtok, the Newtok Planning Group (NPG) was formed in 2006. The concept of the NPG was simple: bring together, on a regular basis, representatives of state and federal agencies and regional organizations that were currently working with Newtok within their respective agency authorities in order to pool multi-disciplinary expertise, leverage resources, and brainstorm a strategy to make Newtok's relocation to Mertarvik a reality. DCRA organized and facilitated the meetings, and the Newtok community was at the table with state and federal agency partners. Membership in the planning group was voluntary, but participation was strong because members recognized the value of the meetings to the work they were doing for Newtok.

Before long, progress began to happen, first with planning and design of the new village, then with actual construction of facilities and infrastructure at Mertarvik. Collaboration among Newtok and state and federal agencies has been behind the success of every project, and Newtok is the first of the imperiled villages due to climate change in Alaska to complete much of the relocation planning effort. Since 2006, Newtok's new village site Mertarvik, has been

transformed from an undeveloped expanse of gently sloping tundra and willow to the beginnings of a new village.

Collaboration with NPG partner DHS&EM led to an effort to develop Hazard Mitigation Grant Program applications to relocate existing structures from Newtok to Mertarvik and acquire Newtok homes to fund new home builds in Mertarvik. These applications were developed with the assistance of the Native Village of Newtok through coordination with local leadership and community meetings. DHS&EM provided funding to DEC/Village Safe Water (VSW), a fellow NPG member to develop a 35% plat for the relocation project application. This was also provided a match to a USACE project to develop the final plat. As of this date, two applications were submitted to FEMA Region X for approval and funding for the amount of $4.2M. When awarded, DHS&EM will manage grant funding and the projects on behalf of the village underneath in collaboration with the Native Village of Newtok and the NPG. Eventually HMGP project will leverage other NPG members to develop roads; provide water/sewer and power solutions for relocated homes; and coordinate health care services and schooling of relocated homeowners and their families.

The Newtok community has been highly-engaged in this effort and has been included as a valued, essential voice in every step of the planning process. A community meeting was held on September 15, 2015 via telephone to engage the community in identifying projects for this grant application. Efforts were made to conduct a public meeting in Newtok on the 14th, but the team traveling to the village was weathered out of Newtok and only able to make it to Bethel. The forecast did not look optimistic to be able to fly in the next day, and the team returned home. The community was very interested in participating, and subsequent follow up meetings were conducted to develop proposed projects.

Partner descriptions are located in Exhibit C (Capacity) of the Phase I submittal. Even though many more stakeholders have participated in the NPG, only specific skills and resources of the Partners that have participated in planning efforts AND are participating in the CDBG-NDR Grant are discussed below.

- DHS&EM will manage over $4.2 M in federal and state funds. HMGP projects will be conducted on behalf of the NPG.
- DCRA provided technical assistance to Newtok Traditional Council (NTC) to apply for a Mini-Grant to develop a community layout for Mertarvik. DCRA awarded and administrated the $30,000 Mini-Grant through the Alaska Climate Change Impact Mitigation Program. DCRA also applied for and was awarded an $800,000 grant through EDA in co-application with NTC and co-managed the project with DOT/PF. DCRA also awarded NTC a $120,000 grant through ACCIMP and provided technical assistance to NTC for conceptual design of the MEC. The Cold Climate Housing Research Center (CCHRC) was hired to prepare the design. DCRA applied for grant through the U.S. Department of Interior Coastal Impact Assistance Program (CIAP) to develop a Mertarvik Strategic Management Plan (SMP) and served as project manager.
- DOT/PF assisted with grant application by providing conceptual drawings of barge landing facility and provided $200,000 State match for EDA grant. DOT/PF also contributed an additional $1.8 million in State legislative funds to construct secondary barge landing and managed design/construction of the barge landing facility. DOT/PF also managed a contract for final design of the MEC in coordination with NTC and CCHRC and managed the contract for construction of the MEC foundation. DOT/PF prepared a quarry development plan and applied for permitting to develop the quarry.

- DEC Village Safe Water (VSW) assisted DCRA in developing a conceptual layout for water/sewer on which to base the Mertarvik Community Layout Plan. VSW also collaborated with the USACE and DOT/PF on contracting a drilling company to carry out geotechnical and test well drilling at Mertarvik. Bore samples were taken of the proposed sites for the barge landing staging area, barge landing road, and evacuation center. Tideland samples were collected at the proposed barge landing site, and a geotechnical investigation was conducted at the proposed runway sites and proposed Mertarvik quarry. VSW provided technical assistance to DCRA to develop the scope of work for CIAP grant application.
- EDA provided an $800,000 award for the first facility construction project at Mertarvik.
- AVCP and the Bureau of Indian Affairs (BIA) provided grants for three Structural-Insulated Plan (SIP) homes. The community built those homes in Mertarivk.
- Denali Commission provided $30,000 in funding to DCCED for Mini-Grant Program to develop the Mertarvik Community Layout Plan. The Alaska Governor's Representative to the State Co-Chair of the Denali Commission along with DCCED, DOT/PF, and the Newtok community negotiated with the Innovative Readiness Training (IRT) Program for a five-year commitment at Mertarvik. The IRT provided labor for construction of an access road from the Mertarvik Barge Landing Facility to the site of the Mertarvik Evacuation Shelter (MEC); contracted blasting to open the quarry; developed biovac area for base camp, and excavated support systems for the proposed MEC. The Denali Commission in collaboration with DCCED applied to IRT on behalf of the community to provide labor for construction of the MEC and access road. The IRT was contracted for blasting of the quarry site.
- The community applied to DCCED to obtain a Mini-Grant to develop a community layout plan for Mertarvik.

- NPG provided input on the Mertarvik Community Layout Plan for housing, community facilities, roads, bulk fuel and alternative energy, water, sewer, and airport. The NPG worked collectively and individually with a contractor to prepare the SMP.
- Newtok Native Corporation (NNC) provided site control for construction of homes to NTC, site control for water well and geotechnical studies, site control for construction of a barge landing facility, site control for construction of Mertarvik Evacuation Center (MEC) (now known as the Multi-use Facility (MUC) to NTC, site control for construction of an access road to NTC, and site control for development of the quarry.
- The Newtok Community constructed three new homes in Mertarvik in 2006-2007 with grants provided by the BIA. In 2012, the community constructed three new SIP homes in Mertarvik.
- The USACE used Section 117 funding to conduct environmental assessment and finding of no significant impact to meet NEPA requirements for the MEC and access road. The USACE also initiated the conceptual design of the evaluation road and MEC. USACE and DCCED were co-chairs of the Alaska Governor's Climate Change Subcabinet Immediate Action Workgroup (IAW) and recommended that funding be provided for the final design and construction of the MEC in State Fiscal Year 2008-2010 Capital Budgets for the MEC and access road. Using DOT/PF provided state funds and matching BIA provided Indian Reservation Roads funds, the USACE designed the access road and provided construction management during access road construction. The USACE incorporated quarry development into the EA and FONSI for Mertarvik.

- CCHRC was brought in to the Newtok relocation effort in 2008 to design an evacuation center for the community. The project involved extensive community engagement and incorporated

traditional knowledge and advanced building science. The design met the community's goals for a multi-purpose building that could be used as an emergency shelter, a staging facility during relocation, and a community center. This work was funded with a $109,934.42 from the NPG. After the design phase, the project was taken over by others.

In 2015, CCHRC again worked with the community to design and build a prototype home in Newtok that demonstrates affordable, high efficiency construction with local labor. Construction began in Fall 2015. The home is moveable, incorporating a foundation that allows the building to be relocated to the new site. The home's utilities have the ability to either stand alone off-grid or tie into centralized systems. Estimated construction cost is around $300,000. CCHRC's involvement includes $8,400 in inventory and travel; $10,682 for drawings; and $48,000 for training and on-site support for the duration of construction.

- Zender Environmental has worked with Newtok on solid and hazardous waste issues over the past decade. Most recently, they helped the community implement a $100,000 IGAP project to backhaul hazardous wastes, and clean up and relocate their dumpsite which is eroding into their river.

DHS&EM has general administrative experience dealing with State and Federal agencies, local jurisdictions, regional non-profits, and contractors. It has experience collaborating and creating reimburseable service agreements, memoranda of agreements, grant agreements and contracts, and sponsoring invitational travel to support DHS&EM missions or joint agency missions. DHS&EM, State agencies and Partners have experience handling millions of dollars of grant funding; end-to-end project grant and project management; and in meeting federal and state audit requirements as detailed in the Galena and Newtok examples and in Phase 1 Exhibit C.

DHS&EM, State agencies and Partners represent a broad range of technical capabilities. They also leverage federal resources in the interagency working group model in in daily collaborative efforts such as the Alaska Silver Jackets Chapter, and the State Hazard Mitigation Advisory Committee, as detailed in Phase 1 Exhibit C.

- Alaska Department of Natural Resources/DGGS, US Geological Survey, Alaska Volcano Observatory, Alaska Earthquake Center: geological and hydrological hazard assessment
- University of Alaska –Geophysical Institute and DEC/Division of Air Quality: Meteorological hazards and climate change. National Weather Service is a collaborating agency
- FEMA, DGGS, Alaska Seismic Hazard Safety Commission, USACE, and NWS-risk assessment
- Site, city and regional planning: DCRA, American Planning Association
- Flood insurance and floodplain management: State Floodplain Manager (DCRA), FEMA Region X
- Insurance industry issues: State Division of Insurance
- Green infrastructure and planning: DCRA, AEA, DEC/VSW, ANTHC
- Leveraged/mixed financing: DHS&EM
- Rehabilitation of and reconstruction of housing: AHFC, HUD, Regional Housing Agencies (AVCP)
- Acquisition and disposition of real estate: DHS&EM, DNR, Department of Law
- Remediation of brownfields: DEC
- Operating and Investment Capital: Department of Revenue

- Assessing technical feasibility and value engineering: ANTHC, DEC, DOT&PF, DNR

Community Engagement and Inclusiveness: DHS&EM, DCRA, and Partners

Management Structure

A formal grant/project management chain and interagency project management chain through the SIWG is contained in Dropbox ? (Add State Org Chart and DHS&EM Org Chart to Dropbox). The Governor of Alaska has the authority to assign all his resources within the state as he sees fit to achieve successful project completion. DMVA DHS&EM will accept and manage grant funds, and manage funded projects leveraging use other State agencies and partners based on the project scope for targeted communities.

DMVA DHS&EM's capacity to implement proposed CDBG-NDR projects does not depend on any particular Partner. If capability is not available, DHS&EM will leverage the competitive procurement process and contract required capability.

DMVA-DHS&EM management structure consists of the Director and the Deputy Director who direct the Division´s programs and activities. Professional staff are divided into sections according to program area. Each section is headed by a section chief who provides administrative, supervisory, and technical leadership to the major emergency management program elements: Planning, Preparedness, Operations, Disaster Assistance and Program Support. Section chiefs report to the Deputy Director and Director. Four existing vacancies or positions in Planning, Operations, and Disaster Assistance may be filled and reprioritized to manage CDBG-NDR projects as needed, or long-term nonpermanent positions hired as appropriate, contingent upon award. Additionally, professional project managers with project-

specific technical expertise will be leveraged from other State agencies and Partners as needed. These technical experts will manage specific projects based on their experience, through available agency resources or contract. Partners and stakeholders will be consulted from project assignment, planning, management and completion. DHS&EM can task its Training and Outreach and Public Information functions as needed; and address its procurement requirements through its Program Support Section. Each DHS&EM project manager will manage resources to ensure project completion per grant eligibility guidelines, to include scheduling, reporting and budget. DHS&EM project managers will likely have project-specific contract project managers to manage and implement individual projects.

Example of DHS&EM's capability to rapidly respond to programmatic requirements and needs and implement a coordinated timely solution are detailed in the Galena response and recovery example in this exhibit and in Phase 1, Exhibit C.

Management structures, organizational charts, and the names and positions of staff that will manage CDBG-NDR projects are contained in Dropbox ?

Partners

- The Governor dedicates all available State resources and technical capabilities should funding be awarded. See State of Alaska Partner Letter for State Department Mission and capabilities. Also see Phase 1 State agencies Partner Letters for DHS&EM, DCRA, DGGS, DEC, and AHFC.
- Alaska Native Tribal Health Consortium (ANTHC)-see Phase 2 Partner Letter
- Tanana Chiefs Conference (TCC)- see Phase 2 Partner Letter
- Association of Village Council Presidents (AVCP)-see Phase 2 Partner Letter
- Kawerak-see Phase 2 Partner Letter

- Cold Climate Housing Research Center (CCHRC) - see Phase 2 Partner Letter
- Denali Commission Letter of Support

References

Dropbox ? contains news feature articles for both Galena and Newtok completed project descriptions.

Jon Korta, the Honorable Mayor of Galena, may be contacted as a project reference for Galena. He can be contacted at korta@mac.com, (907) 656-1301, or City of Galena, P.O. Box 149, Galena, Alaska 99741.

Romy Cadiente, Tribal Coordinator for the Newtok Village Council, may be contacted as a project reference for Newtok. He can be contacted at: bunjing2@gmail.com, (907) 237-6095, or Newtok Village Council, PO Box 5596, Newtok, AK 99559-5596.