

# STATE OF ALASKA



## DEPARTMENT OF HEALTH AND SOCIAL SERVICES

Division of Public Assistance

Continuity of Operations Plan

**October 2012**

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## **I. EXECUTIVE SUMMARY**

It is the mission of the Division of Public Assistance (DPA) to promote self-sufficiency and provide for basic living expenses to Alaskans in need. DPA administers various federally and state-funded programs that provide basic safety net services for low-income families and individuals including food, medical, cash, heating, and child care services. DPA's Continuity of Operations Plan (COOP) provides guidance to Division staff should the agency experience a natural or other disaster that may result in a need for a division response that will ensure the continuance of essential functions and related activities. This plan supports the Health and Social Services (DHSS) Continuity of Operations Plan that specifies the role of DPA staff in the event of a disaster resulting in office closure and relocation, or reduction in staff.

## **II. INTRODUCTION**

DPA has essential functions that must be performed, or rapidly and efficiently resumed, in an emergency. While the impact of an emergency cannot be predicted, planning for operations under such conditions can mitigate the impact of the emergency on our people, our facilities and our mission. To that end, DPA has prepared a COOP.

This COOP establishes policy and guidance to ensure the execution of the essential functions for DPA in the event that an emergency at the agency or in its service area threatens or incapacitates operations, and/or requires the relocation of selected personnel and functions.

Continuity of operations planning is a good business practice and is part of the fundamental mission of all agencies as responsible and reliable public agencies. The changing threat environment and recent emergencies have shifted awareness to the need for COOP capabilities that enable agencies to continue their essential functions across a broad spectrum of emergencies.

## **III. PURPOSE**

As specified under the *State of Alaska Emergency Operations Plan (EOP)* and the *Federal/State Unified Plan*, it is the responsibility of DHSS to serve as a lead state agency for assessing the needs for recommending, and/or providing medical, public health and welfare during and following a disaster emergency. Statewide disaster planning efforts have determined that the primary response by the Division of Public Assistance will be to provide food, medical, cash, heating, and child care services benefits. Thus, the primary goals for DPA in the event of a major disaster are:

- Ensure continuity of benefits for current public assistance recipients.
- Determine eligibility and provide benefits to Alaskans eligible for benefits under normal, modified or disaster related rules.
- Coordinate emergency assistance operations with other agencies in the state.
- Protect the Division's computer system, equipment and case records.

- Receive, disburse, and account for federal and state funds made available for emergency public assistance services.

#### **IV. APPLICABILITY AND SCOPE**

This plan is applicable to all DPA sections and staff. The plan is distributed to DPA leadership including chiefs, managers, and supervisors. Training is provided to DPA staff with identified responsibilities. The plan is shared with the DHSS Section of Emergency Program and with the Division of Homeland Security and Emergency Management.

The plan specifies the role of DPA staff and describes the actions that shall be taken to activate COOP within 72 hours of an emergency event and sustain that capability for up to 30 days. This plan can be activated during business and non-business hours, both with and without warning.

The plan covers all facilities, systems, vehicles and buildings operated or maintained by DPA and supports the performance of essential functions from an alternate facility (due to a primary facility becoming unusable for long or short periods of time) and also provides for continuity of management and decision-making, in the event that senior management or technical personnel are unavailable.

#### **V. AUTHORITIES AND REFERENCES**

The COOP has been developed with the full endorsement of the Preparedness Program under the Commissioner of the Department of Health and Social Services and complies with Alaska Statute 26.20, which directs the State of Alaska Division of Homeland Security and Emergency Management to develop a statewide emergency response plan, provide assistance and respond to the needs of individual state agencies, communities, and partner agencies.

References used to develop this template include:

- Continuity of Operations (COOP) Planning Workshop Train-the-Trainer Student Manual, Federal Emergency Management Agency; published February 2008
- Continuity of Operations (COOP) Template, Federal Emergency Management Agency
- Continuity of Operations (COOP) Template Instructions, Federal Emergency Management Agency
- DHSS Continuity of Operations (DHSS-COOP) Template

#### **VI. ESSENTIAL FUNCTIONS**

In order to provide public assistance during and following a disaster, DPA identified five major essential functions:

*Note: Essential functions are defined as those that must be performed and cannot be suspended for more than 72 hours. Essential functions will be available within 12 hours of activation and sustained for at least 30 days.*

Priority	Essential Functions
1	Communicating with internal and external stakeholders
1	Continuing the issuance of benefits or replacing lost benefits to current recipients
2	Receiving and processing applications
2	Issuing benefits and payments
1	Maintaining child care licensing services

Identification of Essential Function Positions and Skills: DPA has identified key positions, responsibilities, personnel, and points of contact needed to support the essential functions listed below:

1. Communicating with internal and external stakeholders				
Task	Performed By	Records / Information Requirements	System Requirements	Communicates With
Notify stakeholders of service changes	DHSS PIO, Chief of Field Services or Regional Managers or Section Chiefs	Refer to PIO Risk Communication Plan	Fax, telephone, email	Internal and external stakeholders
Redirect phone and fax lines	Disaster Response Coordinator (DRC) in coordination with ETS	Pre-arranged with telecomm providers	Area-wide telecomm intact	ETS/ITS; local telecomm providers  DPA Staff and Clients
Update IVR	SysOps Support Unit in coordination with Chiefs	Information from managers in affected areas	IVR Intact	DPA staff and Clients
Update websites	PIO	Information from Chiefs provided by managers in local areas	Area wide internet connectivity	DPA staff and clients
Maintain communication	DHSS PIO, Chief of Field Services or Regional Managers or Section Chiefs	Updates from managers of local offices impacted	Fax, telephone, email	Internal and External stakeholders

## 2. Continuing the issuance of benefits or replacing benefits to current recipients

Task	Performed By	Records / Information Requirements	System Requirements	Communicates With
Submitting application for waiver approval for various programs	Section Chiefs (Field Services, Policy, Program Integrity, WIC, Child Care)	Program requirements as mandated - federal and state	EIS, ICCIS, SPIRIT, HAS, AKSAS, fax, telephone, email	Federal and State contacts
Auto-rolling benefits with EIS up and running	Field Services, Policy, and Systems Operations	Information entered and available in EIS	EIS, AKSAS, mainframe access, warrants, postage	DPA staff, clients
Auto-rolling benefits using Warm Site or JP Morgan (EIS down)	Field Services, Policy, Systems Operations, and Program Integrity	Access number and program codes	AKSAS, fax, telephone, email	Warm Site contractor, JP Morgan, ETS
Auto-rolling WIC and CSFP benefits	WIC Program Manager	Database of client information, vendor contracts, banking system, mail-order vendor system, WSCA formula contract system, DME provider list	SPIRIT, AKSAS, printers, warrants, mailers, postage	IT contact, grantees, and WIC clients, and possibly Key Bank
Issuing ongoing WIC and CSFP benefit without SPIRIT	WIC Program Manager	Access backup tapes that provides current certified clients; blank hard copy WIC checks, paper	Copier, fax, phone	Grantees and participants; Key Bank, vendors
Extending Child Care benefits	Child Care Assistance Program Manager	Database of client information, hard-copy file, provider list	ICCIS, printers, authorizations, mailers, postage	SysOps, grantees, providers, clients
Extending Child Care benefits with ICCIS down	Child Care Assistance Program Manager	Access backup tapes for hard copy report of current benefits, hard copy vouchers, paper	Copier, fax, phone	SysOps, grantees, providers, clients

Issuing warrants to households without direct deposit with EIS up	Field Services, Policy, SysOps, Program Integrity	Benefit Issuance File (BIF), warrants and postage	EIS, mainframe access, AKSAS, postal service, email	DPA staff and clients
Issuing warrants to households without direct deposit with EIS down	Field Services, Policy, SysOps, Program Integrity	Systems Operations data report with client and benefit information., hard copy blank warrants, paper, postage, envelopes	Copier, fax, printer, phone, and/or satellite phone	DPA staff , clients,
Ensuring the issuance of Medicaid coupons with EIS up and running	Field Services, Policy, SysOps	Information entered and available on EIS	Fax, phone, email	DPA staff, clients
Ensuring the issuance of Medicaid coupons with EIS down	Field Services, Policy, SysOps	Back-up tapes, reports, blank medical coupons	Fax, phone, email	Health Care Services, DPA staff, clients
Acting on requests for replacement benefits with systems up	Eligibility Technicians/caseworker, WIC Coordinator	Verbal confirmation, policy manuals	EIS, ICCIS, AKWIC SPIRIT, HAS, AKSAS	Clients
Acting on requests for replacement benefits with systems down  <b>FOR LEVEL 3 ONLY</b>	Eligibility Technicians /caseworker, WIC Coordinator	JP Morgan Info Manager data report with client and benefit information, postage, envelopes, EBT Disaster or existing Quest cards.  Note: dispensing/dual control/security plan needed	Disaster Lap Tops  Card loader device  Copier, fax, phone, and/or satellite phone	SysOps, Program Integrity, clients, and staff
Providing DPA benefits, (FS, Cash, WIC, Child Care) without postal service	Eligibility Technicians/caseworker, WIC Coordinator and other designated staff	hard copy blank warrants, paper, EBT cards	Copier, fax, phone, and/or satellite phone and Alaska Airlines/Fed Ex or DHL	Vendors, clients, staff

<b>3. Receiving and Processing Applications</b>				
<b>Task</b>	<b>Performed By</b>	<b>Records / Information Requirements</b>	<b>System Requirements</b>	<b>Communicates With</b>
Making applications available to stakeholders	Designated staff	Applications for each program	DPAweb/websites	External stakeholders
Receiving, registering, and/or logging applications	Office Assistants or designated available staff	Identifiable application (Gen 50B), online documents, paper documents	EIS, DPAweb (online manuals, forms, etc.), Policy, DOL, INGENS, CSSD, SVES, ASVS, HAS, SPIRIT, ICCIS	Policy, Field Services, Systems Operations, clients, collateral contacts, vendors
Distributing applications to alternate facilities	Regional managers, site managers	Applications for all programs, postage	Email, fax, postal service	DPA staff and clients Alternate facilities
Interviewing applicants	Eligibility Technicians, fee agents, WIC CPA	Case files, online case notes or case notes on ROC sheets	EIS, DPAweb (online manuals, forms, etc.), DOL, INGENS, CSSD, SVES, ASVS, HAS, AKWIC, ICCIS	Clients
Interviewing applicants with EIS, SPIRIT, and ICCIS down	Eligibility Technicians, fee agents, WIC CPA	Hard copy manuals, applications for each program, ROC sheets, disaster bins	Copier, fax, phone	Staff and Clients, vendors
Processing applications and determining eligibility	Eligibility Technicians	Case files, online case notes or case notes on ROC sheets	EIS, DPAweb (online manuals, forms, etc.), Policy, DOL, INGENS, CSSD, SVES, ASVS, HAS, AKWIC, ICCIS	Clients, other ETs
Processing applications and determining eligibility with EIS down	Eligibility Technicians/case worker, WIC Coordinator	Hard copy manuals, manual budget worksheets, disaster bins, ROC sheet	Copier, fax, phone, and/or satellite phone	Vendors, clients, staff

<b>4. Issuing benefits and payments</b>				
<b>Task</b>	<b>Performed By</b>	<b>Records / Information Requirements</b>	<b>System Requirements</b>	<b>Communicates With</b>
Ensuring issuance of public assistance benefits	SysOps and Program Integrity	Information entered and available in EIS	EIS, ICCIS, HAS, AKWIC, SPIRIT, JP Morgan, AKSAS, Internet Explorer, email	JP Morgan
Ensuring issuance of public assistance benefits with EIS down  <b>FOR LEVEL 3 ONLY</b>	SysOps and Program Integrity	Paper, postage, envelopes  Disaster EBT cards  Note: dispensing/dual control/security plan needed	Disaster Lap Tops  Card reader device  Copier, fax, phone, and/or satellite phone	JP Morgan, retailers, clients, staff
Ensuring issuance of vendor payments	SysOps, HAP, WIC	Hard-copy files (invoices)	EIS, JAS, HAS, AKWIC	Vendors
Ensuring issuance of vendor payments with all systems down	SysOps, HAP, WIC	Hard copy invoices  Hard copy of WIC vendor contact information list  Hard copy blank warrants, postage, envelopes, papers	Copier, fax, phone	Vendors
Ensuring issuance of provider payments	Child Care Program Office,	Hard-copy files (invoices)	ICCIS, AKSAS	Providers
Ensuring issuance of provider payments without ICCIS, AKSAS	Child Care Program Office	Hard copy invoices  Hard copy blank warrants, postage, envelopes, paper	Copier, fax, phone	Providers and clients

Ensuring contract payments	Administrative Support Unit	Invoices (CFRs?)	CMS	Contractors
Ensuring contract payments without CMS	Administrative Support Unit	Hard copy invoices Hard copy blank warrants, postage, envelopes, paper	Copier, fax, phone	Contractors, DOL, Grantees, Sysops
Ensuring grant payments	FMS, PPDT	Cumulative Fiscal Reports (CFRs)	E-Grants	NFAP
Ensuring grant payments without E-Grants	FMS, PPDT	Hard copy of E-Grant data.	Copier, fax, phone	Contractors, DOL, Grantees
Providing DPA benefits, (FS, Cash, WIC, Child Care) without postal service	Eligibility Technicians/caseworker, WIC Coordinator and other designated staff	Distribution Center Hard copy blank warrants, paper, EBT Quest cards	Copier, fax, phone, and/or satellite phone	Vendors, clients, staff

<b>5. Maintaining Child Care licensing services</b>				
<b>Task</b>	<b>Performed By</b>	<b>Records / Information Requirements</b>	<b>System Requirements</b>	<b>Communicates With</b>
Health and Safety Inspections of Child Care Facilities	CCPO Licensing Staff	Information entered and	ICCIS, Alaska Background Check System	Grantees, providers, staff

<b>6. EBT Card issuance</b>				
<b>Task</b>	<b>Performed By</b>	<b>Records / Information Requirements</b>	<b>System Requirements</b>	<b>Communicates With</b>
<b>LEVEL 1 - EIS UP AND OPERATIONS MOVED FROM ONE OFFICE TO ANOTHER DUE TO DAMAGE</b>				
Process JPMorgan Card Issuance File	SysOps DPT I's	JPMorgan Card Issuance File	JPMorgan Web Admin, Data Card Software & EIS	JPMorgan , EIS, &Client
<b>LEVEL 2 - EIS UP BUT CARD PRINTER INOPERABLE</b>				
Pull Vault Cards	SysOps DPT I	JPMorgan Card Issuance File	JPMorgan Web Admin & EIS	JPMorgan & EIS
Reassign Vault Card for card numbers listed on Card Issuance File	SysOps DPT I's and SysOps PAA's	JPMorgan Card Issuance File	JPMorgan Web Admin & EIS	JPMorgan, EIS, Client & Retailers
<b>LEVEL 3 - EIS DOWN-PRESIDENTIALLY DECLARED DISASTER</b>				
Ship/set up Laptops to designated Disaster Site along with Card Readers (used to link the card to the client)	RM's/Designee	D-Laptops Maintenance & Log-on Instruction Guide & Key fobs	Internet connection, JPMorgan VPN,	U.S. Postal Service, Fed Ex, Alaska Airlines Gold Streak, or staff brings with them to site.

Receive Approval from FNS to preload Disaster Cards for a specified dollar amount	EBT Program Coordinator	Email	Email/internet or AOL accounts	FNS EBT Representative, Policy & COFO
Instruct JPMorgan to preload Disaster Cards and provide Card Number Range	EBT Program Coordinator	JPMorgan Web Admin-Disaster Services	Internet, email or AOL accounts, JPMorgan VPN to Web Admin-Disaster Services	JPMorgan
Ship Disaster Cards to designated location for card issuance	EBT Program Coordinator/EBT Specialist			U.S. Postal Service, Fed Ex, Alaska Airlines Gold Streak, etc.
Issue Disaster Cards to eligible clients impacted in Disaster Area using "Back-Office" method outlined in the DPA Disaster Plan & Field Guide	EBT Program Coordinator/EBT Specialist & designated staff	Clients completed Disaster Application & Completed Manual Eligibility Determination, and the Benefits Issuance Tracking Log.	Disaster Laptops, Card Readers, JPMorgan Web Admin-Disaster Screens.	Staff, JPMorgan, Clients, and Retailers.

## VII. CONCEPT OF OPERATIONS

### A. LEVELS OF DISASTERS

To initiate a response and execute COOP, DPA developed a procedure for identifying a disaster's level of severity. Depending on the severity of the event and impacts on existing facilities, DPA will execute COOP as necessary or applicable.

*Addendum E: Example of Facility Risk and Vulnerability Assessment*

Disasters are categorized into three levels - Level 1, Level 2, and Level 3, with Level 1 representing the least severe and Level 3 representing catastrophic. Refer to DPA's Disaster Response Plan (pages 6-7) and Field Guide (pages 9 -13) for additional information.

#### **Characteristics of the Levels of Disaster Determination**

##### **Level 1 Disaster**

- Well defined area(s) affected
- Moderate number of clients affected
- Power and telecommunications outages, restoration in 3 - 7 days
- Benefit redemption points are available (for Food Stamp program use only)

##### **Example Level 1 Disaster - Miller Reach Fire**

The Miller's Reach Fire was an actual event that occurred in June 1996. This was a wildfire that ignited in the Miller's Reach area of Southcentral Alaska that spread widely, affecting approximately 37,366 acres and destroying 344 structures. 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 interdependencies between the agency and other operations including customers, vendors and suppliers, and the event is most likely of a short to medium-term duration. The most likely causes of such a disruption are 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.

##### **Level 2 Disaster**

- Larger, but well defined areas affected
- Commercial and residential impact
- Limited power and telecommunications services, outages expected to last longer than a week
- Some benefit redemption points not available (for Food Stamp program use only)

### **Example Level 2 Disaster - Yukon-Kuskokwim River flooding**

A “what if” level two disaster scenario would be a major flooding of the adjoining Yukon and Kuskokwim rivers affecting numerous Alaskan communities in the river drainages, displacing families and destroying infrastructure. This scenario assumes that an incident affects a geographic region with a cluster of State operations. This scenario also assumes the disruption of operations to a number of agencies, leading to a massive and widespread displacement of the workforce and a disruption to multiple interdependencies between and among agencies, as well as those with customers and critical suppliers. Disruption of normal business operations is assumed to be for an extended period of time.

### **Level 3 Disaster**

- Severe and widespread (such as pandemic flu or a massive earthquake)
- *State requests implementation of a Disaster Food Stamp Program*
- Extensive impact on the general public and retailers
- Normal delivery mechanism not available or viable

### **Example Level 3 Disaster - Great Alaska Earthquake**

The 1964 Good Friday Earthquake affected a large area of Alaska including the Anchorage area (Anchorage, Turnagain Arm, Girdwood, and Portage), towns in the Prince William Sound, Kenai Peninsula, Kodiak Island, and several smaller, low-lying Alaska Native villages in the area (such as Chenega and Afognak). The earthquake and subsequent tidal wave destroyed large sections of densely populated areas and resulted in the loss of human life. Infrastructure and all levels of normal operation were seriously impacted. This scenario assumes that there is a disruption of the workforce that is indiscriminate as far as impact, and that infrastructure is affected only to the extent that systems require maintenance and/or operation by a severely depleted workforce. Operations from an alternate (continuity) location will probably not be required. For example, a pandemic flu event will most likely last for 12-18 months with as many as three waves of new infections lasting 4-6 weeks each. Continuous essential function evaluation may be required. For instance, a function that may not be critical the first 3 months will become critical the 4<sup>th</sup> month.

## **B. ASSUMPTIONS**

- In a major event, the Alaska Division of Homeland Security and Emergency Management (DHSEM) will activate the state Emergency Operations Plan with all appropriate agencies participating.
  - DPA will be a secondary responder to any emergency.
  - Staff will be expected to provide for themselves and their families FIRST.
- During public health emergencies, local governments and community organizations will want to disseminate timely and accurate emergency public information to avoid rumors being spread in its place.

- DHSEM and DHSS will be responsible for information dissemination to the public at large.
- As a second responder, DPA will provide services once power and communications have been restored and will not be responsible for information dissemination except to announce where benefit applications and issuance may occur.
- The affected area may include a local community, several communities, unincorporated areas of the state, or it may cross the borders into Canada or beyond.
- Some events, or even forecast or threatened events, can bring national reporters, photographers, and camera crews to an area, creating many demands on emergency public information systems
  - DPA will not be a primary responder to the media
  - DHSS Public Information Office will manage external communications.
- The DPA communications plan is internally focused except to the extent that we will inform the public as to how to access benefits. It is intended to assist DPA staff in understanding how they will be kept informed of our response as events unfold.
- All DPA employees will:
  - Identify potential hazards and take action, as appropriate, to ensure the safety of DHSS staff and the general public (e.g. evacuating damaged buildings);
  - Provide for the protection of department property and records vital to the continuing operation of DHSS business (if such action will not jeopardize individual safety);
  - Curtail or suspend less essential administrative or program activities while emergency management activities take priority;
  - Report to supervisors and division directors as much accurate information as possible about local areas affected by the disaster as well as impacts on DHSS offices;
  - Forward appropriate state facility damage information to the closest Department of Transportation and Public Facilities maintenance station;
  - Report to supervisors and division directors the critical personnel and supply needs of the department;
  - Support local emergency operations, as appropriate, if they do not interfere with urgent agency missions or responsibilities;
  - Report to supervisors and division directors on emergency related activities conducted by DHSS employees; and
  - Avoid unnecessary risks and becoming directly involved in rescue activities unless properly trained and equipped (e.g. volunteer firefighters and EMTs may be authorized leave if assistance is requested by appropriate local or state officials).

### **C. ACTIVATION AND RELOCATION**

In the event of an emergency or disaster event where COOP must be implemented, the Trigger/Response Guide, as shown below, is intended to help the Disaster

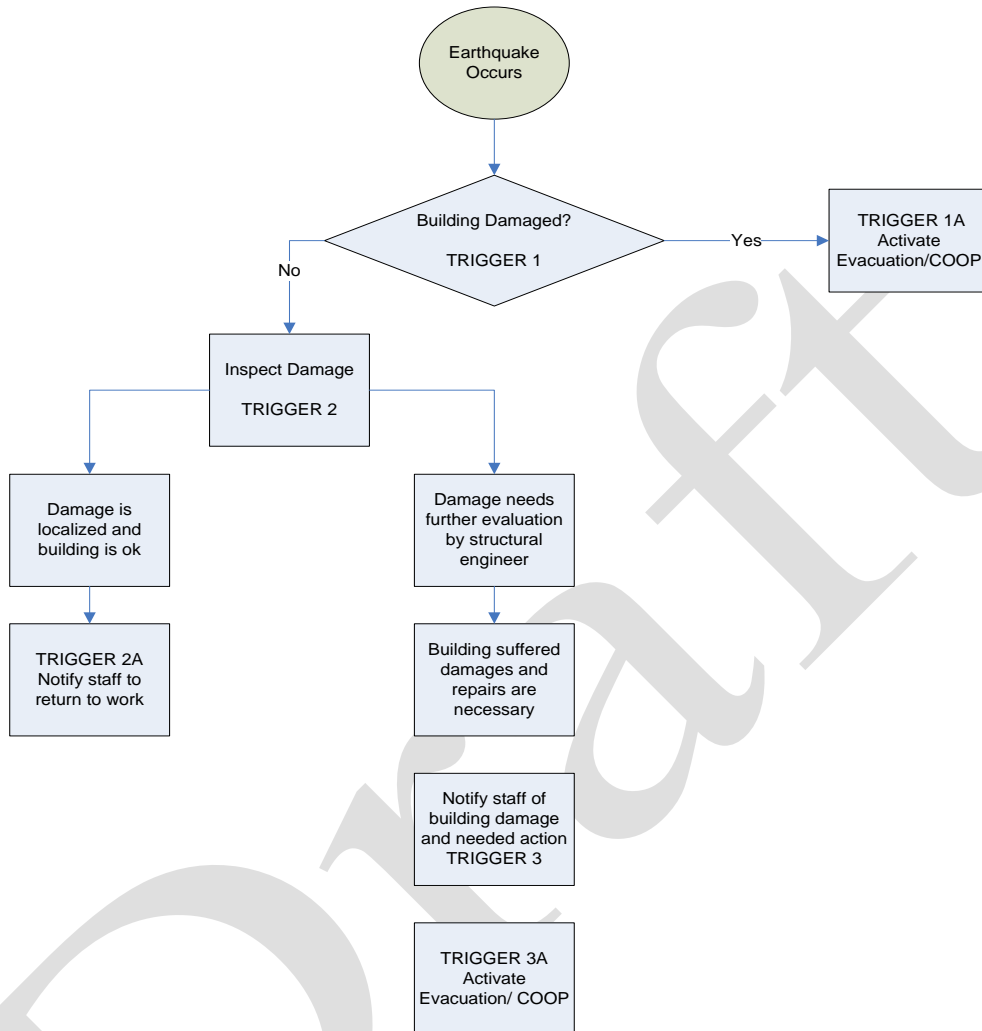
Coordinator and Leadership team respond to various situations (triggers) with the suggested responses.

DPA staff are encouraged to report to work after they have made provisions for the health and safety of their families.

- a. If phone or e-mail methods of communications are not operable, staff should stay at home and monitor the emergency broadcast system.
- b. Alert and Notification information will include information to report to work, to stay at home, to go home, or to report to an alternate site.
- c. Other information may include:
  - Prepare for relocation.
  - Personal leave is cancelled.
- d. Nonessential personnel will be notified and kept informed during relocation and emergency activation status through DPA call down procedure currently being finalized in all field and regional offices or call in pre-recorded message system or via website.

Trigger	Response
1. Emergency Event Occurs	<ul style="list-style-type: none"> <li>• Disaster Response Coordinator (DRC) contacts Director and Leadership Team immediately and facilitates team meeting to assess response needed and action to be taken.</li> <li>• DRC documents who will be responsible for contact with internal and external orgs</li> </ul>
2. Leadership Team assesses situation and makes decision based on information available that essential operations will be disrupted for more than 72 hours	<ul style="list-style-type: none"> <li>• COOP Activation and Relocation Initiated</li> <li>• Initiate reconstitution planning</li> <li>• DRC communicates with DHSS Leadership regarding actions to be taken</li> <li>• DRC communicates with DPH Preparedness team</li> <li>• DRC communicates with all other parties as noted in Communication Plan</li> <li>• Director initiates communication with all staff if needed</li> <li>• Chief of Field Services initiates communication with field staff</li> <li>• Initiate staff call-down</li> </ul>
3. Leadership Team determines disaster/COOP policies may be initiated	<ul style="list-style-type: none"> <li>• Chief of Policy informs Chief of Program Integrity and Analysis of event and potential need for assistance</li> <li>• Chief of Policy informs federal agencies of possible need for waivers</li> <li>• If DFSP a possibility, Chief of Policy develops DFSP application</li> </ul>

### Sample Flowchart:



#### D. ALERT, NOTIFICATION, AND IMPLEMENTATION PROCESS

DPA staff are encouraged to report to work after they have made provisions for the health and safety of their families. It's important to know that this plan will not be implemented until many other actions have taken place and that the first responsibility of each staff member is to ensure their own safety. DPA employs approximately 350 front line workers and field staff across the state to fulfill the agency's directives and missions. However, each office varies in staff size from one-person offices to over a hundred staff in some offices. Therefore potential reduction in workforce will be individually assessed by the field and regional orders of succession for any needs and consultation with field, regional, and statewide management occur to prevent any disruption to support and care for families and children.

**Provisions for Personnel Accountability throughout the Duration of the Emergency:**

- COOP Daily Status Report and Attendance Report completed by supervisors and EOM. Refer to Addendum \_\_ for a copy of the COOP Daily Status and Attendance Report
- Alternate worksite: For example in a flu response, and if there is a need for social distancing, workers could work from home.
- The DPA Leadership Team will make decisions such as the temporary transfer/deployment of staff. Regional Managers and EOM's will make decisions about case work not requiring in person contact and that can be completed telephonically.

**Normal Communication Channels Are Open**

If normal communication channels are open, DPA will use regular phone systems to communicate between the Commissioner's and Director's Office and relevant field staff. It will be important for staff to have the capacity to send and receive information as quickly as possible. Refer to Appendix IV of DPA's Disaster Response Field Guide – Communication Plan for information about primary contacts in the event of a disaster.

Alert and Notification information will include information to report to work, to stay at home, to go home, or to report to an alternate site. Other information may include:

- Preparing for relocation
- Cancelling personal leave

Nonessential personnel will be notified and kept informed during relocation and emergency activation status through DPA call down procedure currently being finalized in all field and regional offices or call in pre-recorded message system or via website.

In order to inform potential recipients of services, Public Service Announcements (PSA) will be provided to local news or radio stations through the DHSS Commissioner's office.

A site or situation specific message may be placed on JP Morgan Integrated Voice Response system advising people where to go for emergency assistance, information about retailers that are in operation, etc. This message can be changed at any time to assist in communications with the public. This message will be developed and inserted on the JP Morgan Integrated Voice Response system by the Chief of Program Integrity or the designated back up. Similar information will be loaded into DPA's IVR system.

For additional information on staff notification and instructions in the event of an emergency, refer to the Disaster Response Field Guide, page 6. Staff will also evacuate as directed by Incident Command and will advise their local and regional

management team of their location and contact information as soon as possible after relocation.

### **Normal Communications Channels Are Not Open**

If normal communication channels are not open, DPA will first attempt to use cell phones adhering to the Distribution and Contact List in the Disaster Response Field Guide (page 6). The individuals listed on the Distribution and Contact List are the primary contact in the event of an emergency. If home phone numbers of employees are provided, these are to remain confidential and not disseminated to the public. Staff may also refer to the emergency systems available via the State Emergency Operations Center (SEOC) and the Department of Military and Veterans Affairs (DMVA) or the Department of Environmental Conservation (DEC), all of whom:

- May have a role in emergency response,
- Are considered first responder agencies, and
- Will have communication and first aid supplies

### **State of Emergency Operations Center (SEOC):**

Alaska's Division of Homeland Security and Emergency Management provides critical services to the State of Alaska to provide rapid recovery from disasters. The Division has combined the Response Sections with the State Emergency Coordination Center (SECC) to form the SECC and Response Section. The section is broken into two functional areas:

- The SECC exists to gather, process, and report emergency situation intelligence to aid in State policy and decision making; support local communities as they direct and control disaster emergency response operations; and account for the State's response support costs.
- The Response Section is responsible for supporting local government in times of disaster/ emergency.

The contact email form the SECC and Response Section is: [secc@ak-prepared.com](mailto:secc@ak-prepared.com).

### **State of Alaska Emergency Alert System Plan**

The State of Alaska Emergency Alert System (EAS) Plan outlines the use of the new FCC-mandated emergency alert system. The PDF versions of the plan are available under this link:

- <http://www.ak-prepared.com/SECC/easplanacrobat.htm>
- [http://www.ak-prepared.com/SECC/Local\\_Plans/Juneau\\_EAS\\_Plan\\_V2.pdf](http://www.ak-prepared.com/SECC/Local_Plans/Juneau_EAS_Plan_V2.pdf)
- [http://www.ak-prepared.com/SECC/Local\\_Plans/anchorage\\_EAS\\_plan\\_rev3.pdf](http://www.ak-prepared.com/SECC/Local_Plans/anchorage_EAS_plan_rev3.pdf)

**Contact Information for Department of Military and Veterans Affairs - Alaska  
Division of Homeland Security & Emergency Management:**

- (907) 428-7000  
(907) 428-7009 Fax
  
- <http://ready.alaska.gov>
  
- Commissioner's Office:  
(907) 428-6003  
(907) 428-6019 Fax

**Contact Information for Department of Environmental Conservation (DEC) -  
Prevention & Emergency Response Program**

1. Gary Folley (Program Manager) - contact person for Central (Anchorage) and Kenai/Soldotna
  - [gary.folley@alaska.gov](mailto:gary.folley@alaska.gov)
  - Anchorage (907) 269-3063; Soldotna (907) 262-5210
  
2. Tom DeRuyter - contact person for Northern (Fairbanks)
  - [tom.deruyter@alaska.gov](mailto:tom.deruyter@alaska.gov)
  - Fairbanks (907) 451-2121
  
3. Scot Tiernan - contact person for Southeast (Juneau)
  - [scot.tiernan@alaska.gov](mailto:scot.tiernan@alaska.gov)
  - Juneau (907) 465-5340

**E. LEADERSHIP**

In the event that DPA leadership or senior management personnel are unavailable during an emergency, DPA has developed a set of procedures to govern both orders of succession and delegation of authority.

**1) Delegations of Authority**

The DPA Leadership Team is responsible to ensure the continuation of the essential functions of the agency. Standing delegations of authority are in place in the event that any senior leadership members are unavailable. A chart of current positions and employees is included in the appendices. The Leadership Team will:

- Manage the activation of the COOP Plan
  
- Oversee implementation of emergency response procedures to ensure the safety of employees, contractors, clients, foster families and the general public.

- Activate alternate facilities and supporting communications and information technology systems, and
- Support legal activities on behalf of the agency.
- Verify when delegations are no longer in place.

Section VIII, COOP Responsibilities, identifies the members and major responsibilities of the DPA Leadership Team during the emergency/disaster incident.

## **2) Order of Succession**

The order of succession, as listed in Appendix A, directs the delegation of authority in DPA and the chain of command. In order to perform the tasks needed to fulfill DPA's essential functions, leadership staff will share access to information, files, and email with their delegates. If several of the DPA Leadership Team members are unavailable during a disaster event, and until the Commissioner of DHSS intervenes, the order of succession can be used to determine who is authorized to delegate leadership tasks.

## **3) Termination of Delegation**

Termination of authorities, reassignments, and responsibilities shall be made by the authority initiating the delegation of authority.

## **F. MISSION CRITICAL SYSTEMS**

The following systems within the Division are critical to the delivery of benefits:

1. The Eligibility Information System (EIS) is fully supported by DHSS/Finance and Management Services (FMS) analyst/programmers and a DPA System Support Team in Anchorage, however, reconciliation reports require interface with the Alaska State Accounting System (system, AKSAS). EIS is a mainframe application dependent in whole on the State's mainframe located in Juneau. Power failures in Juneau or Anchorage will disrupt statewide authorization and issuance of benefits.
2. The state's Electronic Benefit Transfer (EBT) function is supported by JP Morgan, an independent contractor. However, the actual redemption of benefits depends on fund transfers (issuance) via the Benefit Issuance File (BIF) from EIS data emailed to Program Integrity and Analysis from Systems Operations. The data is entered and authorized through AKSAS. AKSAS and EIS are dependent on the State's mainframe while the email is dependent on the State's exchange servers. Clients depend on EBT to access their cash and food benefits.
3. The Heating Assistance Program relies on a separate system; the Heating Assistance System (HAS) is not dependent on AKSAS or EIS. Power failure in Juneau will not necessarily disrupt authorization and issuance although benefit

issuance does rely on an EIS interface programs to verify eligibility, and both depend on the State's mainframe.

4. The Child Care Services relies on a system called Integrated Child Care Information System (ICCIS) to administer the Child Care Assistance Program. Systems Operations sends an email to the CCA Benefit Issuance File to Program Integrity and Analysis. The BIF information is then entered into AKSAS to make the funds available.
5. The Family Nutrition Program relies on AKWIC or the Alaska WIC Computer System to administer the Women, Infants, Children Program.
6. Alaska State Accounting System or AKSAS and email must function to issue warrants and its operation is entirely outside the control of DPA.

System Name	Current Location	Other Locations
Eligibility Information System (EIS)		
Electronic Benefit Transfer (EBT)		
Heating Assistance System (HAS)		
Integrated Child Care Information System (ICCIS)		
Alaska WIC Computer System (AKWIC)		
Alaska State Accounting System (AKSAS)		

## G. VITAL FILES, RECORDS, AND DATABASES

### 1) State of Alaska Mainframe

The EIS application and database reside on the Department of Administration, Enterprise Technology Services State Data Center IBM mainframe CPUs located at the Alaska Data Center (ADC) in Juneau. The ADC also has back-up CPUs located in Anchorage, 568 air miles from Juneau. The unit maintains an emergency plan to transfer state mainframe functions to an out-of-state warm site in the event of loss of

Anchorage and Juneau data center functions. DPA will work with the warm site contractor to establish the same host-to-host connections currently used in production.

EIS operates on the State of Alaska mainframe. DPA relies on this system and connects via host-to-host to the JP Morgan banking system. EIS is used to issue Quest Cards, retrieve historical information; verify information through interfaces with other state and federal agencies; provide eligibility and math calculations; and ultimately trigger the actual benefit. It also provides an accurate accounting of expenditures, reports, including identifying the appropriate funding sources for each benefit type.

Benefit redemption for food is achieved through Electronic Benefit Transfer (EBT), which works like a debit card. Heating Assistance is centrally located and uses its own software system on a local area network.

The greatest risk to system support is failure of electrical systems in Anchorage and Juneau. Because the primary support for the mainframe systems is in these two communities, loss of power will directly impact the entire state, and a community power outage will directly impact the client's access to their benefits through EBT.

Power failures in Juneau and Anchorage could delay transmission of data to the contractor, thus having a statewide impact. If the power failure is outside of Juneau and Anchorage, only clients in the affected community will experience an inability to redeem their benefits.

In addition to State of Alaska system failures due to incapacitated electrical systems, utility failures will cause district offices to reduce services or close. A disruption in telecommunications will prevent use of the automated systems and electrical and/or system failures of local banks and grocers will make it difficult or impossible for clients to redeem issued benefits. DPA anticipates that any failure of regional utilities, banks, or grocers for longer than a week will cause state, federal, and local community disaster plans to supersede this plan.

Failures in the mainframe and JPMorgan systems are outside the control of DPA.

## **2) EBT Connectivity**

The EIS application and database reside on the State Data Center IBM mainframe CPUs located at the Alaska Data Center (ADC) in Juneau. The ADC also has back-up CPUs located in Anchorage, 568 air miles from Juneau. A leased phone line from the ADC to JP Morgan provides direct host-to-host communication with the contractor's EBT system.

In conjunction with the Department of Administration, Enterprise Technology Services (ETS), the Division of Public Assistance (DPA) will assess the connection with JP Morgan and re-establish a connection from either the Juneau or Anchorage location ADC or mainframe warm site as necessary.

DPA will also determine the best means for field staff to access EIS. For example, this might entail using phones and fax machines at the identified alternate sites to contact agency staff in other areas of the state that have EIS access. These staff could then complete the case set-up and authorization. Another potential option to access EIS would be the use of laptops and/or computers to connect to Internet service providers using a pre-established VPN or by accessing the Systems Operations website on DPAweb.

As a last resort, in the event of a level 3 disaster, designated DPA staff with pre-established profiles will be able to access the JPMorgan EBT Disaster Services website using a secure internet portal via VPN's installed on the laptops to authorize disaster benefits without the use of EIS.

DPA, in coordination with DHSS and DES, will ensure that certification staff, certification documents, laptops, computers, fax machines and other required forms and supplies are in place at the certification sites. The nature, scope, duration and effects of the event will determine the specific approach used.

### **3) Other Important Systems**

Because EIS and HAS rely on the State mainframe in Juneau and the statewide Wide Area Network (WAN), failures in the mainframe or WAN will prevent authorization and issuance of benefits without regard to the readiness or condition of EIS or HAS. The following is a list of benefits and the systems on which they depend:

- Food Stamp Benefits (EIS, EBT, email and AKSAS)
- Cash Assistance (EIS, EBT, email and AKSAS)
- Medicaid (EIS)
- Heating Assistance (HAS, email and AKSAS)
- Child Care (EIS, ICCIS, email and AKSAS)
- WIC (AKWIC, SPIRIT, email and AKSAS)

*Failures of systems on a larger scale, such as utility failures, will likely trigger state and federal disaster plans that supersede this guidance. This plan provides instruction for manual authorization and issuance of benefits, and minimal guidance on redemption.*

The ability to issue benefits in the event of a disaster depends on the success of other automated systems. Some of these are internal to the State of Alaska's operations, such as each department's automated system, but external to DPA. This section lists dependencies external to DPA that could impact service delivery. In most cases, the resolutions are outside of DPA's control.

### **4) Vital Files and Records**

Vital files and records are identified below. Facilities affected will determine how to move client case files. Some offices have a huge number of 4-drawer file cabinets.

The decision to secure or move vital files will be made by the Division Director or designee.

Vital File, Record, or Database	Form of Record (e.g., hardcopy, electronic)	Pre-positioned at Alternate Facility	Hand Carried to Alternate Facility	Backed up at Third Location
Client case files	Hard copy and electronic	No	Hand-carried or secured on site	
Personnel records	Hard copy and electronic	No	Hand-carried or secured on site	
Timesheets	Hard copy and electronic	No	Hand-carried or secured on site	

## H. ALTERNATE FACILITY OPERATIONS

### 1) Internal Facilities

In small-scale emergencies or disasters where local offices are undamaged, DPA will operate at our regular offices. If a disaster is declared in a region, an office or offices in one region may provide back up to another region in need. In some cases, regions are so large that staff may provide support to their own region from another community within that region. DPA will respond by forming rapid response teams consisting of staff members that meet the special characteristics of each region. Upon receiving notification, the Disaster Coordinator or the Chief of Field Services will relay the information to the regional manager who will serve as the backup for the region/offices affected by a disaster.

DPA offices are located in the following areas:

- Anchorage
  - Gambell District Office
  - Muldoon Job Center
  - Eagle River Job Center
  - Frontier Building (Coastal Field Office, Denali KidCare, Field Services, Systems Operations, Fraud, Quality Assurance, Staff Development and Training, Policy and Program Development, Family Nutrition Services, and Child Care Program Office)
- Juneau
  - Juneau District Office
  - Heating Assistance Office

- Alaska Office Building (Director’s Office, Program and Policy Development Team, Field Services, Program Integrity and Analysis)
- Child Care Southeast Regional Office
- Family Nutrition Services Office
- Fairbanks
  - Fairbanks District Office
  - Child Care Northern Regional Office
- Wasilla
  - Mat-Su District Office
- Bethel
  - Bethel District Office
- Kenai
  - Kenai Peninsula Job Center
- Homer
  - Homer District Office
- Ketchikan
  - Ketchikan District Office
- Kodiak
  - Kodiak District Office
- Kotzebue
  - Kotzebue District Office
- Nome
  - Nome District office
- Sitka
  - Sitka District Office

## **2) Alternate Facilities or Locations**

When DPA anticipates a large number of applicants or where our offices have sustained damage, we may choose an alternate site. Co-locating with other disaster services may occur but must be coordinated with DHS&EM and FNS as appropriate. In all cases, this decision will be made by the Commissioner or the Director and that information relayed to staff.

DPA is not an essential service and subsequent service provisions will only be provided once power is restored. Alternative State owned/leased sites for Level 1 & 2 disasters will provide office space with data drops where computers can be moved

to and set up. Staff can access EIS to continue to process applications. DPA will ensure that application forms, pens, papers, and other necessary office supplies are provided and transported to the alternate site for use. State owned/leased facilities will most likely already have telephones, fax machines, copiers and the like.

DPA purchased, configured, and distributed six laptops to each of the Regional Managers, Systems Operations and Program Integrity and Analysis with a dedicated VPN connection to the JPMorgan/Alaska Disaster screens for the posting of Level 3 disaster benefits. The DPA Disaster Response Plan and Field Guide expands on what all will be provided in this instance. Items include; manual budgets, Disaster SNAP applications, Disaster laptops, office supply bins, and the pre-loaded Disaster EBT cards, vault cards, and manual vouchers for retailers.

The alternate site will need to sustain operations for up to 30-days and in a facility that is safe and secure for staff. The alternate site must provide for logistical support, services and infrastructure systems (i.e.; water, electrical power, heating/air conditioning and the like. Staff will also need to be provided access to the new work site and provide physical security as needed.

*Refer to Appendix C* for a list of possible alternate sites. The preference for an alternative site would be a state owned/leased facility due to the established infrastructure systems, connections to EIS via the state LAN/WAN, and to ensure the health and safety of relocated employees.

## **VIII. COOP RESPONSIBILITIES**

DPA consists of several functional units, each with a specific responsibility related to preparation for COOP and disaster response, implementing the plan, and recovery efforts following implementation. This section describes responsibilities for each unit, including individual job titles. In the event of a disaster and implementation of this plan, reassigned staff will immediately contact the designated supervisor for the reassignment to receive further instructions. Staff on business travel must report to the nearest DPA office.

While out of the office, all supervisors or individuals with a role in a COOP event should clearly indicate who is acting on their behalf. This information must be communicated to the Director. Acting staff are expected to perform on behalf of their supervisor in the event of an emergency.

The DPA Disaster Coordinator chiefly operates as a liaison between and amongst staff responding to a disaster or COOP event. The Disaster Coordinator will communicate decisions made by the Director or Commissioner regarding the response. The Disaster Coordinator's chief role is to facilitate communication and help coordinate the response.

### **1) Division Director**

- Briefs Commissioner's Office on emergency needs and obtains authority to initiate emergency procedures
- Briefs Leadership Team on expectations and delegates responsibilities

- Meets with the Leadership Team to evaluate need for implementation of disaster response
- Designates a backup Disaster Coordinator and meets to discuss details of emergency plan
- Notifies Department and activate COOP plan as necessary
- Notifies all support agencies and critical contacts of COOP activation
- Notifies other State and Federal agencies, and surrounding jurisdictions as appropriate that operations have shifted to a continuity facility – at this point direction and control of operations will be transferred to the devolution site
- If necessary, invokes Orders of Succession
- Authorizes and approves DPA press releases in conjunction with the DHS&EM the Commissioner and the Governor will actually distribute press releases
- Issues staff broadcasts as needed
- Defines leave policy
- Appoints reconstitution team

## 2) **DPA's Disaster Response Coordinator**

- Updates the DPA Disaster Plan and COOP annually or more frequently, as needed
- Responds to complaints and safety issues for staff and clients
- Coordinates planning activities under the direction of the DHSS Disaster Coordinator
- Facilitates staff training and coordinates implementation activities on the COOP and DPA Disaster Response Field Guide
- Briefs Leadership Team on the Disaster Response Plan
- In the event of an emergency, assumes DPA Disaster Coordinator duties full time
- Confirms with the Department of Health and Social Services Emergency Coordination Center intended actions and additional services required of the Division
- Develops and delivers status report in event of COOP activation
- Tracks status and restoration efforts of all essential functions in event of COOP activation
- Meets with the Director and Leadership Team to discuss details of implementation in the contingency plan
- Assists the Director by contacting and instructing Leadership Team on issues, status, and tasks
- Contacts community and partner agencies to facilitate communication
- Maintains emergency contact list and distributes updates to division staff

### **3) Chief of Policy and Program Development**

- Seeks approval for any needed policy modification to implement DPA programs
- Provides guidance to staff any program changes or modifications including applications, worksheets, policies and procedures
- Works with Chief of Program Integrity and Analysis to invoke Disaster EBT Plan with EBT contract provider upon Leadership Team recommendation.
- Reviews or provides on-site training as needed regarding changes in program policies and procedures.
- Provides reports as requested

### **4) Heating Assistance Program Coordinator**

- Identifies client population at risk within respective region
- Procures the following supplies for issuing and mailing benefits:
  - EXCEL program for requesting field warrants through Finance;
  - hard copy records to prepare for the possible failure of Heating Assistance System (HAS) or other systems
- Identifies resources necessary to support manual authorization and issuance of benefits.
- Submits status reports as required by the Disaster Plan

### **5) Chief of Program Integrity and Analysis**

- Division's liaison with EBT Contractor
- Organizes effort with EBT Contractor to implement Disaster Services (level 3 only)
- Determines which EBT Disaster Service options to implement depending on disaster level and which EBT waivers to request (level 3 only).
- Troubleshoots and acts to resolve any issues with disaster related service delivery, such as; access to QUEST or Disaster cards, access to benefits, and PIN issues
- Coordinates the Production and Delivery of EBT cards
- Responsible for the over-site of EBT/Quest card distribution and benefit issuance and redemptions
- Assist Retailers by providing an emergency supply of Manual Retailer Vouchers and provide other assistance if needed
- Provide training and guidance to DPA Regional Managers and their designated staff on the use and maintenance of the DPA Disaster Services Laptops and the use of JP Morgan Disaster Services web screens for level 3 disasters.
- Provide and request changes to the contractor's IVR to share updated information with clients at it relates to a level 3 disaster.
- Reassign Quality Assessment, Fraud Control, Research, and Contracted Services Quality Assessment staff to provide administrative or field support as needed.

- Engage after services to ensure quality assurance, such as completing “duplicate participation” checks.
  - Coordinate the planning of effective procedures for monitoring possible fraud during a COOP or disaster response.
  - Coordinate analyses to determine whether fraud occurred and investigate fraud allegations associated with the programs.
- 6) Systems Operations Program Officer**
- Works closely with Chief of Field Services, Chief of Policy and Program Development Team, and Chief of Program Integrity and Analysis to determine any needed system changes or modification.
- 7) Chief of Field Services (COFS)**
- Ensures all offices have an updated **COOP, Safety Plan, Family Emergency Preparedness Plan and Disaster Response Field Guide**
  - Briefs field managers on the various response plans and expectations
  - Briefs field staff, through the Public Assistance Field Services Manager (PAFSM) if possible, on implementation of response plans
  - Assigns staff as agency troubleshooters in regional hubs (Juneau, Fairbanks, Bethel, Nome, and Kotzebue)
  - Keeps the Disaster Coordinator and Director informed as to the status of emergency procedures and conditions of local offices (staffing levels, safety, and ability to respond)
  - Reassigns administrative and eligibility staff as needed to support emergency operations, including possible assignment to Anchorage area field offices
  - Assembles supporting elements required for re-establishing and performing essential functions at continuity facility relocation:
    - Vital files, records, and databases
    - Critical equipment
  - Notifies staff and appropriate local agencies of movement to continuity location
  - Coordinates procurement of additional equipment, as required
- 8) Public Assistance Regional Managers**
- Ensures all offices have an updated **Safety Plan, Family Emergency Preparedness Plan and Disaster Response Field Guide**
  - Orients staff meeting and provides for training for disaster response plan and field guide, and JP Morgan Disaster Services screens for a level 3 disaster.
  - Identifies client population at risk within respective region
  - Designates acting PAFSM in the event the PAFSM is unable to assume duties.
  - Anticipates impacts on field travel, holiday-related leave, form supplies, local office emergency-contact list, etc.

- Advise staff on who to call in the event of a COOP or disaster event, including if and where to report to work
- Briefs regional supervisors on priorities and expectations
- Assesses the condition of offices/units in the PAFSM's jurisdiction (staffing levels, safety, and ability to respond, other community agencies responding to the emergency), and reports up the chain
- Assembles documents required for performance of all essential functions to be performed at the alternate facility location
- Coordinates emergency responses with partner agencies
- Submits status reports as required by COFS
- Provides Disaster Coordinator with updates and changes to emergency contact list

#### 9) **Local Office Supervisors**

- Ensures all offices have an updated **COOP, Safety Plan, Family Emergency Preparedness Plan and Disaster Response Field Guide**
- Maintain a current and complete hard copy of the office's caseload report
- Assess the community needs and responses, and advise PAFSM
- Advise staff of expectations and implementation plan
- Assess condition of the office (staffing levels, safety, ability to respond, partner agency responses), and reports to PAFSM
- Assign office staff with specific duties (determine priorities) as warranted by the magnitude of the disaster
- Designate an acting supervisor in the event the local supervisor is unable to assume duties
- Reassign work force development specialists, and other staff assigned to work activities to support manual system and emergency responses, as needed
- Provides Disaster Coordinator with updates and changes to emergency contact list

#### 10) **Family Nutrition Program Manager**

- Communicates with USDA, WIC local agencies, and DHSS/DPA/WIC staff to ensure federal program requirements are met and to provide support during a declared disaster, including temporary clinic locations.
- Identifies client population at risk.
- Approves modifications to the USDA requirements involving documentation of income, residency, and identity; medical documentation for exempt WIC formulas and medical foods; extension of certification period; suspend or delay anthropometric and hematologic measurements; modification of WIC food packages; and/or the emergency authorization of WIC vendors.
- Meets with the Division Director, Deputy Director, and Disaster Response Coordinator on issues, status, and tasks.
- Approves and assists in the coordination of outreach activities to promote the WIC program to potentially eligible individuals affected by the disaster.

- Ensures the availability of resources on as needed basis or as dictated by the circumstances of the disaster.

### **11) Child Care Program Office**

*Note: The Child Care Program Officer and Child Care Managers are co-located in Anchorage. The Program Officer will be accountable for some on-site responsibilities and others will be delegated. Specific Managerial and Regional responsibilities are detailed below.*

#### **Child Care Program Officer/State Administrator**

- Ensures all offices have been provided an updated COOP, Safety Plan, Family Emergency Preparedness Plan and Disaster Response Field Guide.
- Provides Disaster Coordinator with updates and changes to CCPO's emergency contact list via delegation to CCPO Administrative Assistant II.
- Keeps the Disaster Coordinator and Director informed as to the status of emergency procedures and conditions of local offices (staffing levels, safety, and ability to respond). Submits status reports as required by Disaster Plan.
- Broadcasts Leave Policy to all CCPO staff.
- Briefs CCPO Management Team on the Disaster Response Plan and expectations and implementation of above materials.
- Coordinates training and guidance Management Team on the use and maintenance of the DPA Disaster Services Laptops via delegation to Administrative Assistant II, and Regional Child Care Licensing Office Assistant I.
- Assesses the condition of Anchorage office (staffing levels, safety, and ability to respond, other community agencies responding to the emergency).
  - Designates an acting Program Managers or Regional Supervisors, in the event they are unable to assume duties.
  - Assign specific staff as CCPO troubleshooters for regional hubs (Anchorage, Juneau and Fairbanks).
  - Reassigns staff as needed to support emergency operations, including possible assignment to a Regional office as warranted by the magnitude of the disaster.
- Identifies child care facilities affected by Disaster within respective regions.
  - Provides or coordinates with Thread on providing technical assistance, referrals and disaster kits to facilities.
- Troubleshoots and acts to resolve any issues with disaster related service delivery.
- In the event of emergency relocation:
  - Assembles supporting elements required for re-establishing and performing essential functions at continuity facility relocation:
    - Vital files, records, and databases
    - Critical equipment
  - Notifies staff and appropriate local agencies of movement to continuity location.

- Coordinates procurement of additional equipment, as required.  
Assembles documents required for performance of all essential functions to be performed at the alternate facility location.

### **Child Care Program Managers**

- Ensures all offices under their oversight have an updated COOP, Safety Plan, Family Emergency Preparedness Plan and Disaster Response Field Guide.
- Provides Administrative Assistant II via delegation from Child Care Program Officer/State Administrator with updates and changes to emergency contact list as applicable.
- Reviews Disaster Response Plan and expectations with staff/ teams and implementation of above materials.
- Keeps the Program Officer informed/ submits reports as to the status of emergency procedures and conditions of local offices (staffing levels, safety, and ability to respond).
- Implements Leave Policy to staff.
- Assesses the condition of Regional offices and Anchorage on-site teams (staffing levels, safety, and ability to respond, other community agencies responding to the emergency) and reports to the Program Officer.
- Identifies resources necessary to support manual Child Care Assistance and Alaska Child Care Inclusive Program Authorizations (issuance of benefits) and Child Care Grant Program Reimbursements.
  - Maintains EXCEL program for requesting field warrants through Finance.
  - Maintain hard copy records of field warrants for accountability.
- Coordinates emergency responses with partner local agencies.
- Identifies child care facilities affected by Disaster within respective regions and reports to Program Officer.
- Coordinates the Health and Safety Inspections of facilities with Child Care Licensing Regional Supervisors and/or Licensing staff.
- Maintain hard copy files and reports for accountability.

### **Child Care Licensing Regional Supervisors**

- Ensures the office under their oversight has an updated COOP, Safety Plan, Family Emergency Preparedness Plan and Disaster Response Field Guide.
- Provides Statewide Child Care Licensing Program Manager with updates and changes to emergency contact list as applicable.
- Ensures training and guidance on the use and maintenance of the DPA Disaster Services Laptops occurs in Regional Child Care Licensing Office Assistant Is.
- Keeps the Program Officer informed/ submits reports as to the status of emergency procedures and conditions of local offices (staffing levels, safety, and ability to respond).
- Implements Leave Policy to staff.

- Assesses the condition of their Regional offices (staffing levels, safety, and ability to respond, other community agencies responding to the emergency) and reports to the Statewide Child Care Licensing Program Manager.
- Identifies child care facilities affected by Disaster within respective regions and reports to Program Manager and Program Officer.
- Troubleshoots and acts to resolve any issues with disaster related service delivery.
- In the event of emergency relocation:
  - Assembles supporting elements required for re-establishing and performing essential functions at continuity facility relocation:
    - Vital files, records, and databases
    - Critical equipment
  - Notifies staff and appropriate local agencies of movement to continuity location.
- Coordinates with the Program Manager and Program Officer with the procurement of additional equipment, as required.
- Assembles documents required for performance of all essential functions to be performed at the alternate facility location.

## **IX. COOP MAINTENANCE, TRAINING, AND TESTING**

### **1) Plan Maintenance**

DPA will continue to revise the plan to include new and updated information. DPA will facilitate an annual review of the COOP after submission to and approval from the Commissioner of the Department of Health and Social Services. The annual review will be initiated by members of DPA's Disaster Preparedness Team which includes representatives from each region and support units. The team will ensure necessary information is updated prior to submission to DPA Leadership Team and DHSS Office of the Commissioner for approval. An annual review includes the following:

- a) Review of the entire plan
- b) Confirmation of information on rosters
- c) Maintenance and confirmation of alternate sites
- d) Check of all systems and supplies
- e) Maintenance of training and orientation plan for new staff
- f) Maintenance of plan for conducting internal exercises
- g) Incorporation of lessons learned and changes in policy.

Responsibility	Position
Coordinate COOP training for division-wide level	DPA Disaster Coordinator
Develop Division COOP	DPA Disaster Coordinator
Facilitate COOP meetings with DPA Disaster Preparedness Team	DPA Disaster Coordinator
Update COOP annually or as needed	DPA Disaster Coordinator
Update DPA telephone rosters monthly	Administrative Assistant II
Review status of vital files, records, and databases	Information Technology
Conduct alert and notification tests	Division of Homeland Security & Emergency Management/Emergency Alert System Section
Develop and lead COOP training	DPA Disaster Coordinator in collaboration with DHSS Preparedness Team
Plan COOP exercises	DPA Disaster Coordinator in collaboration with SOA DHSS Preparedness Team and FEMA
Distribute COOP plan	DPA Disaster Coordinator

## 2) Training

Ensuring staff are appropriately trained is one of the most important aspects of disaster preparedness and COOP. Section representatives, regional managers, and regional disaster representatives will provide training to direct reports, who will in turn provide a training cascade effect until local managers provide office wide training. Training will focus on elements of the COOP and DPA's Disaster Response Plan.

### Preventative Training Methods

The agency will use the following training methods:

- Formal Training – classroom
- Staff Meetings and Learning Summits
- Function Drills – These drills test specific functions such as medical response, emergency notifications, warning and communications procedures, and equipment.
- Evacuation Drills – Personnel walk the evacuation route to a designated area where procedures for accounting for all personnel are tested. Participants are asked to make notes as they go along of what might become a hazard during an emergency, e.g., stairways cluttered with debris, smoke in the hallways. Plans are modified accordingly.
- Web-Based Training/Computer-Based skill challenges or testing

Training topics will include:

- Use of the DPA COOP and Disaster Response Field Guide
- Policy changes for emergent situations
- Interviewing persons in crisis
- Personal matters such as travel needs, hours of work, break, pay, safety and stress issues.
- Fraud prevention and Quality Assurance
- Working with the Media
- JP Morgan Disaster Services Benefits Issuance System (for level 3)

The agency will schedule the annual refresher that will be provided to staff either in a formal or informal setting. Management staff will also be responsible for conducting periodic drills, and reviewing COOP and disaster-planning materials in regularly held staff meetings.

The agency will require offices to commit to ensuring training has been provided and completed, by auditing the planning efforts of each office.

### **3) Testing**

Connectivity for the EBT Disaster Services laptop need to be tested to determine level of access to: WAN/LAN, email, wireless/remote access via ISP Internet, EIS, and EBT Contractor services.

The plan will be tested quarterly/annually for the following:

- a) Personnel will be tested to ensure understanding of their role in the COOP as follows:
  - Key personnel contact information verified
  - Order of succession and confirmation of assigned duties confirmed with all key personnel (primary, secondary and tertiary):
    - Contact information
    - Willingness to be available and prepared in the event of a disaster, if possible.
    - Knowledge and understanding of primary function in a disaster situation?
    - Knowledge of COOP activation sites
- b) Confirm message content to staff from Director/Disaster Coordinator

- Immediate outcome of the call (i.e., stand by, await further instructions or information on when to activate COOP.
- c) Confirm alternate duty location(s).
- d) Confirm necessary resources for COOP operation:
- Equipment (computer access, EBT issuance, etc.)
  - Supply List and locations
  - Partners and stakeholder list
  - Current copy of COOP
- e) Training and exercises
- Conduct trainings and exercises for employees to test the DPA COOP and the responsibilities and roles set forth. Exercises will include table top exercises with the DPA Leadership Team, community partners and other state agencies.

## X. RECONSTITUTION/RECOVERY

Following is a list of necessary actions and activities to effectively reconstitute normal operations following a COOP event:

1. Appoint a reconstitution team.
2. Management/supervisors will, along with local emergency response personnel, visit normal office site and clear for occupancy, survey condition of original facility and determine feasibility of salvaging restoring or returning to original facility when emergency subsides or is terminated:
  - a. Develop long term reconstitution and recovery plans if original facility cannot be re-occupied.
  - b. Inventory and salvage useable equipment, materials, records and supplies from damaged facility, if possible
3. Conduct transition of **mission essential** functions, personnel, equipment, supplies and staff from continuity facility back to designated facility.
4. Conduct transition of remaining **essential** function, personnel and equipment from continuity facility back to designated facility
5. Supplies and staff will be moved to normal office site with the least disruption of services.
6. All staff and critical partners will be notified of resumption of normal duties and site.
7. Schedule and conduct initial debrief with staff
8. The Director will appoint the members of the Disaster Preparedness Team to perform an after-action review assessing all phases and elements of alternate operations

including COOP activation and reconstitution and to prepare a remedial action plan to correct any areas of concern.

## **XI. CORRECTIVE ACTION PLAN/ AFTER ACTION REPORTING**

After the disaster or COOP event, DPA will conduct an informal internal review of its response and compile an after-action report. Staff involved in the delivery of COOP will be asked to participate in an after action review to discuss their experiences, the delivery of services, lessons learned and to discern what could be done differently. The division's leadership team will also use this time to congratulate staff for their hard work and efforts.

Staff will be encouraged to discuss the following:

1. People served
2. Communication processes
3. Policies
4. Procedures
5. Site plan and security issues
6. Forms and forms usage
7. Needed improvements
8. Level of departmental and divisional support
9. System/support issues

After meeting with staff, the Disaster Response Coordinator will prepare the report that contains:

- "Lessons learned"
- Specific additions/changes to the DPA's COOP and disaster plan
- Recommended changes to internal policies
- Recommended additions or changes to this plan.

**APPENDIX A: KEY PERSONNEL / ORDER OF SUCCESSION**

*Note: This document contains confidential employee information and must be pulled before posting the COOP on the web, or sharing with other agencies.*

<b>Key Personnel – Contact Information</b> <i>(Updated October 2012)</i>				
<b>Name</b>	<b>Position</b>	<b>Home Number</b>	<b>Work Cell Number</b>	<b>Personal Cell Number</b>
<b>Director’s Office</b>				
Aimee Olejasz	Div. Operations Manager			
Linda Dawson	Chief of Field Services (Acting)		821-1484	
Ron Kreher	Director		321-5259	
<b> </b>				
<b> </b>				
Mary Rikken	Public Assistance Program Officer			
Brian Donohoe	Public Assistance Program Officer			
Cheryl Kagee	Public Assistance Analyst II			
<b> </b>				
Chris Lauer	Investigator IV			
Dean Rogers	Investigator III			
AC Waugh	Investigator II			
<b> </b>				
Bob Rose	Eligibility Quality Control Tech II			
Tammy Teeter	Eligibility Quality Control Tech II			
Jessica Smith	Eligibility Quality Control Tech I			

Miriha Scalf	Admin Operations Manager II		209-3517	
Aimee Olejasz	Div. Operations Manager		321-3531	
Shawnda Price	Admin Officer II			
Debra Robinette	Training Specialist II			
Jenny Belanger	Training Specialist III			
Rena Bower	Training Specialist II			
Ronda Turner	Public Assistance Analyst II			
Jeff Robnolte	Public Assistance Analyst I			
Char Ervin	Public Assistance Program Officer			
Marcey Bish	Program Officer			
Janice Braden	Program Coordinator II			
Amanda Manning	Program Assistant			
Kathleen Wayne	Health Program Manager III			
Becky Carrillo	Program Coordinator II			
Sandy Harbanuk	Program Coordinator I			
Clarissa Moon	SS Program Coordinator			
Terri Gagne	Public Assistance Analyst II			
Danny Templeton	Administrative Assistant II			
Tammie Walker	PA Field Services Manager I			
Suzi Pulczynski	PA Field Services Manager II		360-1951	
Mark Armstrong	Eligibility Office Manager II		632-2203	

Lisa Metzger	Eligibility Technician III		244-9586	
Rebecca McGraw	Eligibility Office Manager II		310-3410	
Kristin Shindle	Eligibility Technician IV			
Mark Armstrong	Eligibility Office Manager II		632-2203	
Jamie Moore	Eligibility Technician IV			
Tom Bybee	Eligibility Technician III			
Kelley Koffard	Eligibility Office Manager II			
Vicki Pridgen	Eligibility Technician IV			
Lila Sears	Eligibility Technician IV			
Robert Tomczak	PA Field Services Manager II		398-4690	
Marjorie Tiedje	PA Field Services Manager I			
Alma Prado	Eligibility Office Manager II			
Rhonda Bowman	Eligibility Office Manager I			
Sonia Cornejo	Eligibility Technician IV			
Marie Laroza	Eligibility Technician IV			
Kirk Roesing	Eligibility Office Manager II			
Georgia Poynor	Eligibility Technician IV			
Kari Evanoff	Eligibility Technician III			
Dave White	Eligibility Office Manager I			
Mary Samuelson	Eligibility Technician III			
Mary Ann Watson	Office Assistant IV			

Dan Woitel	Eligibility Technician II			
Janet Theis	Eligibility Technician II			
Marti Murray	Office Assistant II			
Tammy Ness	Eligibility Technician II			
Bruce Fiegler	Office Assistant II			
Alma Prado	Eligibility Office Manager II			
Michele Cranford	Eligibility Technician IV			
Kenji Dash	Eligibility Technician IV			
Diane Rain	Office Assistant IV			
Alma Parker	Administrative Assistant II			
Jack Eddy	Eligibility Office Manager I			
Jan Reece	Eligibility Technician III			
Alma Parker	Administrative Assistant II			
Elizabeth Chambers	Eligibility Office Manager I			
Gwenda Stewart	Eligibility Technician III			
Alma Parker	Administrative Assistant II			
Elizabeth Chambers	Eligibility Office Manager I			
Marg Parsons	Eligibility Technician III			
Alma Parker	Administrative Assistant II			
Debra James	Eligibility Office Manager I			
Denise Edwards	Eligibility Technician III			

Patti Burglin	Eligibility Technician IV			
Mike Thibodeau	PAFSM II			
Jeri Hughes	Eligibility Technician IV			
<b>Nome District Office</b>				

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## APPENDIX B: STAKEHOLDERS AND PARTNERS

Office Name	Stakeholders	Partners
<b>Administrative Services - Juneau Office</b>	<ul style="list-style-type: none"> <li>• DPA COOP team</li> <li>• DPA Leadership Team</li> <li>• DPA Regional Managers</li> <li>• Local Fairbanks/Nome/or Kotzebue Staff</li> <li>• DHSS Commissioner’s Office</li> <li>• City and Borough of Juneau</li> </ul>	<ul style="list-style-type: none"> <li>• Tlingit &amp; Haida Indian Tribes of Alaska</li> <li>• Bartlett Memorial Hospital</li> <li>• State of Alaska Department of Labor</li> <li>• Southeast Alaska Food Bank</li> <li>• Department of Transportation</li> </ul>
<b>Child Care Program Office</b>	<p><b><u>Anchorage</u></b></p> <ul style="list-style-type: none"> <li>• ATAP Clients needing Child Care in the Mat-Su and Anchorage Area</li> <li>• Approved, Approved Relative and Licensed Child Care Facilities</li> <li>• All MOA Elementary Schools: Anchorage School District</li> <li>• OCS</li> <li>• Headstart</li> <li>• Alaska Regional Hospital</li> <li>• Providence Hospital</li> <li>• Alaska Native Hospital</li> <li>• Best Beginnings</li> <li>• Food Program</li> </ul>	<p><b><u>Anchorage</u></b></p> <ul style="list-style-type: none"> <li>• DHSS Preparedness Team</li> <li>• DPA (Gambell, Muldoon, DKC, Coastal, and Field Offices)</li> <li>• From main CCPO South Central Office only: Administration of Families and Children, Office of Child Care, Region X</li> <li>• thread (AK Statewide Child Care Resource and Referral Network)</li> <li>• Alaska Family Services (CCAP Grantee)</li> <li>• Municipality of Anchorage (Child Care Licensing Grantee)</li> <li>• OCS (children receiving CCA)</li> <li>• Ninestar (requests PASS I CCA)</li> <li>• Dept of Labor (requests PASS I CCA)</li> <li>• Background Check Program</li> <li>• AK Dept of Education and Early Development</li> <li>• WIC</li> <li>• Head Start</li> <li>• Child Care Assistance Program Grantees</li> </ul>
	<p><b><u>MatSu</u></b></p> <ul style="list-style-type: none"> <li>• Approved, Approved Relative and Licensed Child Care Facilities</li> <li>• All Elementary Schools: Mat-Su School District</li> <li>• Head Start</li> <li>• ATAP Clients needing Child Care in the Mat-Su and Anchorage Area</li> <li>• Mat-Su Services for Children/Adults</li> <li>• Mat-Su Regional Medial Hospital</li> <li>• Alaska Family Resource Center</li> <li>• Local clinics: AIC, Urgent Care, Wasilla Medical Clinic, Neighbor to Neighbor Clinic</li> </ul>	<p><b><u>MatSu</u></b></p> <ul style="list-style-type: none"> <li>• DHSS Preparedness Team</li> <li>• DPA (Mat-Su &amp; Senior Benefits Offices)</li> <li>• Alaska Family Services (CCAP Grantee)</li> <li>• OCS (children receiving CCA)</li> <li>• Maximus (Requests PASS I CCA)</li> <li>• Background Check Program</li> <li>• thread (AK Statewide Child Care Resource and Referral Network)</li> <li>• WIC</li> <li>• AK Dept of Education and Early Development</li> <li>• Wasilla, Palmer, Houston, City Halls</li> </ul>

	<ul style="list-style-type: none"> <li>• Best Beginnings</li> <li>• Food Program</li> </ul>	<ul style="list-style-type: none"> <li>• Child Care Assistance Program Grantees</li> </ul>
	<p><b><u>Fairbanks</u></b></p> <ul style="list-style-type: none"> <li>• ATAP Clients needing Child Care in the Mat-Su and Anchorage Area</li> <li>• Approved, Approved Relative and Licensed Child Care Facilities</li> <li>• All Elementary Schools: Fairbanks School District (North Pole, Bases)</li> <li>• OCS</li> <li>• Fairbanks Memorial Hospital</li> <li>• Best Beginnings</li> <li>• Food Program</li> </ul>	<p><b><u>Fairbanks</u></b></p> <ul style="list-style-type: none"> <li>• DHSS Preparedness Team</li> <li>• DPA (Fairbanks Field Office)</li> <li>• thread (CCAP Grantee)</li> <li>• OCS (children receiving CCA)</li> <li>• Dept of Labor (requests PASS I CCA)</li> <li>• Background Check Program</li> <li>• thread (AK Statewide Child Care Resource and Referral Network)</li> <li>• WIC</li> <li>• AK Dept of Education and Early Development</li> <li>• Fairbanks North Star Borough</li> <li>• Child Care Assistance Program Grantees</li> </ul>
	<p><b><u>Juneau</u></b></p> <ul style="list-style-type: none"> <li>• ATAP Clients needing Child Care in the Mat-Su and Anchorage Area</li> <li>• Approved, Approved Relative and Licensed Child Care Facilities</li> <li>• All Elementary Schools: Juneau School District</li> <li>• OCS</li> <li>• Bartlett Regional Hospital</li> <li>• Best Beginnings</li> <li>• Food Program</li> </ul>	<p><b><u>Juneau</u></b></p> <ul style="list-style-type: none"> <li>• DHSS Preparedness Team</li> <li>• DPA (Juneau Field Office)</li> <li>• Catholic Community Service (CCAP Grantee)</li> <li>• OCS (children receiving CCA)</li> <li>• Center for Community (requests PASS I CCA)</li> <li>• Dept of Labor (requests PASS I CCA)</li> <li>• Background Check Program</li> <li>• Thread (AK Statewide Child Care Resource and Referral Network)</li> <li>• WIC</li> <li>• AK Department of Education and Early Development</li> <li>• Child Care Assistance Program Grantees</li> </ul>
<b>Central Region</b>	<p><b><u>Anchorage</u></b></p> <ul style="list-style-type: none"> <li>• Alaska Native Hospital</li> <li>• Fred Meyers – Muldoon</li> <li>• Carrs – Muldoon</li> <li>• Anchorage School District</li> <li>• Catholic Social Services</li> <li>• Food Bank of Alaska</li> <li>• Local Churches – food banks</li> <li>• Fred Meyer – Eagle River</li> <li>• Carrs – Eagle River</li> <li>• Walmart – Eagle River</li> <li>• Alaska Regional Hospital</li> <li>• Providence Hospital</li> <li>• Division of Public Assistance Clients</li> <li>• Beans Café</li> <li>• Brother Francis Shelter</li> </ul>	<p><b><u>Anchorage</u></b></p> <ul style="list-style-type: none"> <li>• JP Morgan – Quest card</li> <li>• Municipality of Anchorage</li> <li>• Health Care Services</li> <li>• Office of the Governor</li> <li>• Health Care Services</li> <li>• Gambell &amp; Mat-Su offices (in the event something only happened to the Muldoon office)</li> <li>• Emergency Services</li> <li>• NineStar</li> <li>• Food Bank of Alaska</li> <li>• United Way</li> <li>• Salvation Army</li> <li>• Catholic Social Services</li> <li>• Dept of Labor</li> </ul>

	<ul style="list-style-type: none"> <li>• Rescue Mission</li> <li>• Phoenix Security</li> <li>• Churches</li> </ul> <p><b><u>MatSu</u></b></p> <ul style="list-style-type: none"> <li>• Clients in the Mat-Su and Anchorage Area</li> <li>• Maximus</li> <li>• Alaska Family Services</li> <li>• Local Schools: Burchell, Wasilla HS, Houston HS, Palmer HS, Colony HS, Valley Pathways, Mat-Su Career &amp; Tech, Su-Valley MS/HS, Wasilla MS, Houston MS, Colony MS, Palmer MS, Teeland, Iditarod, Knik, Goose Bay, Tanana, Shaw, Finger Lake, Pioneer Peak, Sherrod, Machentanz, Big Lake, Butte, Cottonwood, Glacier, Larson, Snowshoe, Meadow Lakes, Sutton, Swanson, Talkeetna, Trapper Creek, Willow</li> <li>• Mat-Su Regional Medial Hospital</li> <li>• Local clinics: AIC, Urgent Care, Wasilla Medical Clinic, Neighbor to Neighbor Clinic</li> <li>• Salvation Army</li> <li>• United Way</li> <li>• Red Cross</li> <li>• Local Churches &amp; Charities</li> <li>• Food banks/Food Pantry of Wasilla, Palmer Food Bank, Dream Center, Trapper Creek Food Bank, Kings’ Cathedral, Faith Bible</li> <li>• Dorothy Saxton Shelter</li> <li>• Alaska Family Resource Center</li> <li>• Job Corp</li> <li>• Office of Public Advocacy</li> <li>• Wasilla, Palmer, Mid-Valley Senior Centers</li> <li>• Sunshine Clinic</li> <li>• Valley Mover</li> <li>• Mascot</li> <li>• Chickaloon Public Transit</li> <li>• CITC</li> <li>• Knik Tribal Council</li> <li>• Eklutna Native Village</li> <li>• Chickaloon Village Traditional Council</li> <li>• Fraud</li> <li>• Claims Unit</li> </ul>	<ul style="list-style-type: none"> <li>• Municipality of Anchorage</li> </ul> <p><b><u>MatSu</u></b></p> <ul style="list-style-type: none"> <li>• JP Morgan</li> <li>• Office of Public Affairs</li> <li>• DHSS Preparedness Team</li> <li>• Wasilla, Palmer, Houston, City Hall</li> <li>• Mat-Su Borough Office</li> <li>• Clithroe Center</li> <li>• Pioneer Home Palmer</li> <li>• Alaska Family Treatment Center</li> <li>• Mat-Su Health</li> <li>• Mat-Su Services for Children/Adults</li> <li>• Public Health Nurse</li> <li>• Lion’s Club</li> <li>• Head Start</li> <li>• Thread</li> <li>• State Troopers</li> <li>• Mat-Su EMS</li> <li>• Mat-Su Fire Department</li> <li>• WIC</li> <li>• DHIC</li> <li>• FEMA</li> <li>• AK Housing</li> <li>• DVR</li> <li>• DOL</li> <li>• Access Alaska</li> <li>• Office of Children Services</li> <li>• Child Support Office</li> </ul>
<p><b>Coastal Region</b></p>	<p><b><u>Coastal Regional Office and Associated Teams</u></b></p> <ul style="list-style-type: none"> <li>• Landlords</li> <li>• Clients/Customers</li> <li>• Contractors</li> <li>• Care Coordinators</li> <li>• Hospitals, nursing homes, doctor offices and pharmacies</li> </ul>	<p><b><u>Coastal Regional Office and Associated Teams</u></b></p> <ul style="list-style-type: none"> <li>• Federal, State &amp; city officials/agencies, landlord, news agencies, Health Care Services, military, JP Morgan, utility companies, Red Cross, Salvation Army, Catholic &amp; Lutheran Social Services, regional offices, hospitals, DHSS Preparedness Team, EPSDT program, Planned Parenthood,</li> </ul>

	<ul style="list-style-type: none"> <li>• Senior &amp; Disability Services</li> <li>• First Health</li> <li>• Native organizations</li> <li>• Shelters</li> <li>• Food Bank</li> <li>• Child care providers</li> <li>• Airlines</li> <li>• Local schools</li> <li>• Grocery stores</li> <li>• Planned parenthood</li> <li>• WIC</li> <li>• EPSDT Program</li> <li>•</li> </ul>	
	<p><b><u>Bethel</u></b></p> <ul style="list-style-type: none"> <li>• Association of Village Council Presidents</li> <li>• Clients/Customers</li> <li>• Hospital</li> <li>• Grocery stores</li> <li>• Landlords</li> <li>• Other Native Organizations</li> <li>• Child care providers</li> <li>• Airlines</li> <li>• Local schools</li> </ul>	<p><b><u>Bethel</u></b></p> <ul style="list-style-type: none"> <li>• Association of Village Council Presidents</li> <li>• City officials</li> <li>• Landlords</li> <li>• Federal, State &amp; city Officials/agencies</li> <li>• News agencies</li> <li>• Health Care Services</li> <li>• Military</li> <li>• JP Morgan</li> <li>• Utility companies</li> <li>• Red Cross</li> <li>• Regional offices</li> </ul>
	<p><b><u>Kenai &amp; Homer</u></b></p> <ul style="list-style-type: none"> <li>• Clients/Customers</li> <li>• Hospitals</li> <li>• Health clinics</li> <li>• Grocery stores</li> <li>• Landlord</li> <li>• Airlines</li> <li>• Child care providers</li> <li>• Native Organizations</li> <li>• Local schools</li> <li>• Utility companies, gas stations, physicians</li> </ul>	<p><b><u>Kenai &amp; Homer</u></b></p> <ul style="list-style-type: none"> <li>• Federal and State representatives/agencies</li> <li>• City officials in Kenai, Soldotna, Homer, Cooper Landing, and Seward</li> <li>• Landlord</li> <li>• News agencies</li> <li>• Utility companies</li> <li>• Health Care Services</li> <li>• Central Peninsula Hospital</li> <li>• South Peninsula Hospital (Homer)</li> <li>• Military</li> <li>• JP Morgan</li> <li>• Red Cross</li> <li>• Regional offices</li> <li>• Kenaitze Indian Tribe IRA (Kenai)</li> <li>• WIC</li> <li>• ASHA</li> <li>• Central Area Transit Service</li> <li>• Partner state divisions and Job Center partners</li> </ul>

		<ul style="list-style-type: none"> <li>• Seldovia Village Tribe Health Center</li> <li>• Seaview Community Center (Seward)</li> </ul>
	<p><b><u>Kodiak</u></b></p> <ul style="list-style-type: none"> <li>• Food Bank</li> <li>• Day Care providers</li> <li>• Grocery stores</li> <li>• Clients/customers</li> <li>• Landlords</li> <li>• Airlines (Medicaid coupons for travel)</li> <li>• Contractors</li> <li>• Utility companies</li> <li>• Gas stations</li> </ul>	<p><b><u>Kodiak</u></b></p> <ul style="list-style-type: none"> <li>• Kana (Kodiak Island Native Association)</li> <li>• Kodiak Baptist Mission</li> <li>• Alutiiq Tribal Office</li> <li>• Providence Hospital</li> <li>• Kodiak Island Housing Authority</li> <li>• Kodiak Senior Center</li> <li>• Hope Community Resources</li> <li>• Kodiak Community Health Corporation</li> <li>• Kodiak Psychology Services</li> <li>• Kodiak Women’s Resources &amp; Crisis Center</li> <li>• Brother Francis Shelter in Kodiak</li> <li>• Landlords</li> <li>• Military</li> </ul>
<b>Field Services Support Unit</b>	<ul style="list-style-type: none"> <li>• DPA Staff (ETs, supervisors, managers, other support units)</li> <li>• Clients</li> <li>• Medical Providers</li> <li>• Contractors</li> <li>• Vendors</li> <li>• General Public</li> <li>• Fee agents</li> </ul>	<ul style="list-style-type: none"> <li>• DPA Staff (ETs, supervisors, managers, other support units)</li> <li>• Office of Administrative Hearings</li> <li>• Medical Providers (IA screening)</li> <li>• Other divisions in DHSS (FMS, DHSS, Public Affairs, HCS, OCS)</li> </ul>
<b>Fraud Control Unit</b>	<ul style="list-style-type: none"> <li>• Eligibility Staff</li> <li>• Clients</li> <li>• QC</li> <li>• General Public</li> </ul>	<ul style="list-style-type: none"> <li>• Office of Administrative Hearings</li> <li>• Department of Law</li> <li>• Court System</li> <li>• CSSD</li> <li>• OCS</li> <li>• CCPO</li> <li>• CITC</li> <li>• Office of the Commissioner/DPA Director</li> <li>• TCC</li> <li>• Law Enforcement</li> <li>• DOL</li> <li>• DPA Clerical Staff</li> <li>• Department of Revenue</li> <li>• JP Morgan</li> <li>• UCOWF (United Council on Welfare Fraud)</li> <li>• MFCU (Medicaid Fraud Council Unit)</li> </ul>
<b>Northern Region</b>	<p><b><u>Fairbanks</u></b></p> <ul style="list-style-type: none"> <li>• DPA COOP Team</li> </ul>	<p><b><u>Fairbanks</u></b></p> <ul style="list-style-type: none"> <li>• Tanana Chiefs Conference</li> </ul>

	<ul style="list-style-type: none"> <li>• DPA Leadership Team</li> <li>• DPA Regional Managers</li> <li>• Local Fairbanks, Nome and Kotzebue Staff</li> <li>• Commissioner’s Office</li> <li>• City of Fairbanks</li> <li>• Fairbanks North Star Borough</li> </ul>	<ul style="list-style-type: none"> <li>• Field Services Support Unit (Fee Agents)</li> <li>• Fairbanks Memorial Hospital</li> <li>• Department of Labor</li> <li>• Fairbanks Community Food Bank</li> <li>• Department of Transportation</li> </ul>
	<p><b><u>Nome</u></b></p> <ul style="list-style-type: none"> <li>• Nome Joint Utilities</li> <li>• Bering Strait Regional Housing Authority</li> <li>• Bering Straits Native Corporation</li> <li>• Bering Sea Woman’s Group</li> </ul>	<p><b><u>Nome</u></b></p> <ul style="list-style-type: none"> <li>• Norton Sound Health Corporation</li> <li>• Department of Labor</li> <li>• Kawerak</li> <li>• Nome Area Fee Agents</li> <li>• Office of Children’s Services</li> </ul>
	<p><b><u>Kotzebue</u></b></p> <ul style="list-style-type: none"> <li>• City of Kotzebue</li> <li>• OTZ (Telecommunications, Telephone and web)</li> <li>• Kikiktagruk Inupiat Corporation</li> <li>• Kotzebue Electric Association</li> <li>• Northwest Arctic School District</li> </ul>	<p><b><u>Kotzebue</u></b></p> <ul style="list-style-type: none"> <li>• Maniilaq Association</li> <li>• Nana Regional Corporation</li> <li>• Kotzebue IRA Council</li> <li>• Northwest Inupiat Housing Authority</li> </ul>
<b>Policy and Program Development Team</b>		
<b>Quality Assessment</b>		
<b>Southeast Region</b>	<p><b><u>Juneau</u></b></p> <ul style="list-style-type: none"> <li>• Bartlett Regional Hospital</li> <li>• SEARHC</li> <li>• Juneau School District</li> <li>• Alaska State Capital Building</li> <li>• Juneau Police Department</li> <li>• Juneau Fire Department</li> <li>• Juneau Coast Guard Outpost</li> <li>• Safeway</li> <li>• Superbear</li> <li>• WalMart</li> </ul>	<p><b><u>Juneau</u></b></p> <ul style="list-style-type: none"> <li>• Tlingit and Haida</li> <li>• Juneau School District</li> <li>• SAIL</li> <li>• REACH</li> <li>• Planned Parenthood</li> <li>• Urgent Care</li> <li>• Social Security Administration</li> <li>• Glory Hole</li> <li>• Pioneer Home</li> </ul>

	<ul style="list-style-type: none"> <li>• Fred Meyers</li> <li>• Foodland</li> </ul>	
	<p><b><u>Ketchikan</u></b></p> <ul style="list-style-type: none"> <li>• Peace Health (Ketchikan General Hospital), Ketchikan High School</li> <li>• State / Federal Office Building</li> <li>• Ketchikan Police/ Fire Department</li> <li>• Coast Guard</li> <li>• WIC</li> <li>• Alaska Housing</li> <li>• Gateway Center for Human Services</li> <li>• OCS</li> <li>• Ketchikan Public Health Center</li> <li>• Ketchikan Job Center</li> <li>• Local Grocery Stores</li> </ul>	<p><b><u>Ketchikan</u></b></p> <ul style="list-style-type: none"> <li>• State Office Building</li> <li>• T&amp;H TANF</li> <li>• Ketchikan School District</li> <li>• Sail</li> <li>• Creekside Family Health Clinic</li> <li>• Harmony Health Clinic</li> <li>• PATH</li> <li>• Pioneer Home</li> <li>• Love Inc</li> <li>• Salvation Army</li> <li>• WISH</li> </ul>
	<p><b><u>Sitka</u></b></p> <ul style="list-style-type: none"> <li>• SEARHC hospital</li> <li>• Sitka Community Hospital</li> <li>• Mountainside Clinic</li> <li>• Sitka Medical</li> <li>• Sitka Counseling and Prevention</li> <li>• Baranof Housing Authority</li> <li>• Alaska State Housing Authority</li> <li>• Spruce Grove Apartments</li> <li>• AC Lakeside Grocery</li> <li>• Seamart Grocery</li> <li>• Sitka Police and Fire Departments</li> <li>• Sitka Tribe of Alaska</li> <li>• Salvation Army</li> </ul>	<p><b><u>Sitka</u></b></p> <ul style="list-style-type: none"> <li>• SEARHC hospital</li> <li>• Sitka Community Hospital</li> <li>• Mountainside Clinic</li> <li>• Sitka Medical</li> <li>• Sitka Counseling and Prevention</li> <li>• Baranof Housing Authority</li> <li>• Alaska State Housing Authority</li> <li>• Spruce Grove Apartments</li> <li>• AC Lakeside Grocery</li> <li>• Seamart Grocery</li> <li>• Sitka Police and Fire Departments</li> <li>• Sitka Tribe of Alaska</li> <li>• Salvation Army</li> </ul>
<b>Staff Development and Training</b>	<ul style="list-style-type: none"> <li>• Central Regional Manager</li> <li>• MatSu Eligibility Office Manager</li> </ul>	<ul style="list-style-type: none"> <li>• Central Regional Manager</li> </ul>
<b>Systems Operations and Benefit Issuance and Recovery</b>	<ul style="list-style-type: none"> <li>• DPA clients (both in-state and out-of-state)</li> <li>• Vendors for all programs including GA</li> <li>• Medical providers (hospitals, pharmacies, doctors)</li> <li>• Nursing homes and assisted-living homes</li> <li>• Schools</li> <li>• Child care providers</li> <li>• Contractors</li> <li>• Public Health</li> <li>• Alaska State Housing</li> </ul>	<ul style="list-style-type: none"> <li>• FMS (AKSAS)</li> <li>• ETS</li> <li>• ITS/Network Services</li> <li>• Internet Service Providers (GCI, ACS, AOL, etc.)</li> <li>• Public Affairs Office</li> <li>• Office of the Governor/Commissioner/Director</li> <li>• DPA Policy/Admin</li> <li>• Office of Emergency Services/FEMA</li> </ul>

	<ul style="list-style-type: none"> <li>• Banks</li> <li>• Retailers (grocery stores, farmers’ market, long distance purchase grocers)</li> <li>• Shelters and treatment centers</li> <li>• DHCS/MMIS</li> <li>• All DPA Offices/Units/Staff</li> <li>• JPM Chase</li> <li>• FNS</li> <li>• Xerox (First Health/ACS)</li> <li>• OCS</li> <li>• CITC</li> <li>• USPS (SysOps is their stakeholder) – Carrier Alert Program</li> <li>• Public Utilities (Enstar, Chugach Electric, ML&amp;P, MTA, etc.)</li> <li>• Senior Centers and Adult Day Care Centers</li> </ul>	<ul style="list-style-type: none"> <li>• DSDS</li> <li>• CSSD</li> <li>• DOL</li> <li>• SSA</li> <li>• IRS</li> <li>• DEED</li> <li>• SUG (SPIRIT User Group)</li> <li>• Tribal entities</li> <li>• SPIRIT/WIC</li> <li>• CMS – Grantees/Contractors</li> <li>• CCPO – State Staff/Grantees</li> <li>• Heating Assistance</li> <li>• Contractors (AK Laser, Continuous Printing, Performa, Arctic Office, Frontier Office, Xerox)</li> <li>• Fred Meyers (WIC MOV Program)</li> <li>• Retailers (grocery stores, farmers’ market, long distance purchase grocers)</li> <li>• Security contractor (old and new sites)</li> <li>• DHCS/MMIS</li> <li>• All DPA Offices/Units/Staff</li> <li>• JPM Chase</li> <li>• FNS</li> <li>• Xerox (First Health/ACS)</li> <li>• OCS</li> <li>• CITC</li> <li>• Division of Homeland Security and Emergency Management</li> <li>• Regulatory Commission of Alaska</li> <li>• Local law enforcement</li> <li>• USPS (SysOps is their stakeholder) – Carrier Alert Program</li> <li>• Public Utilities (Enstar, Chugach Electric, ML&amp;P, MTA, etc.)</li> </ul>
<b>WIC</b>		

**APPENDIX C: POSSIBLE ALTERNATE SITES**

Locations	Sites
<b>Anchorage</b>	<ul style="list-style-type: none"> <li>City Church: 1301 West 100<sup>th</sup> Ave. Anchorage, AK 99515 907-344-2141</li> </ul>
	<ul style="list-style-type: none"> <li>Tesoro Sports Center/O'Malley Sports Complex: 11111 O'Malley Centre Dr. Anchorage, AK 99515 907-349-7465</li> </ul>
	<ul style="list-style-type: none"> <li>Change Point Church: 6689 Changepoint Dr. Anchorage, AK 99518 907-344-7780</li> </ul>
	<ul style="list-style-type: none"> <li>Denai'na Convention Center: 600 West 7<sup>th</sup> Ave. Anchorage, AK 99504 907-263-2850</li> </ul>
	<ul style="list-style-type: none"> <li>Egan Convention Center: 555 West 5<sup>th</sup> Ave. Anchorage, AK 99501 907-263-2800</li> </ul>
	<ul style="list-style-type: none"> <li>Sullivan Arena: 1600 Gambell St. Anchorage, AK 99501 907-279-0618</li> </ul>
	<ul style="list-style-type: none"> <li>Anchorage School District, Facilities Manager 907-348-5215</li> </ul>
	<ul style="list-style-type: none"> <li>Loussac Library: 3600 Denali Street, Anchorage, AK 907-343-2975</li> </ul>
	<ul style="list-style-type: none"> <li>Harry J. McDonald Arena Eagle River, Alaska 907-696-0051</li> </ul>
	<ul style="list-style-type: none"> <li>Northway Mall 3101 Penland PKWY Anchorage, AK 99508 907-276-5520</li> </ul>
	<ul style="list-style-type: none"> <li>Dimond Center 800 East Dimond Blvd Anchorage, AK 99515 907-344-2581</li> </ul>
	<ul style="list-style-type: none"> <li>Anchorage Baptist Temple 6401 E. Northern Lights, Anchorage, AK 907-333-6535</li> </ul>
	<ul style="list-style-type: none"> <li>City Church: 1301 West 100<sup>th</sup> Ave. Anchorage, AK 99515 907-344-2141</li> </ul>
	<ul style="list-style-type: none"> <li>Anchorage School District, Facilities Manager 907-348-5215</li> </ul>
	<ul style="list-style-type: none"> <li>Performing Arts Center 621 W. 6<sup>th</sup> Ave., Anchorage, AK 907-263-2900</li> </ul>
	<ul style="list-style-type: none"> <li>YMCA 5353 Lake Otis Pkwy., Anchorage, AK 907-563-3211</li> </ul>
<ul style="list-style-type: none"> <li>Boys &amp; Girls Club 2300 W. 36<sup>th</sup> Ave., Anchorage, AK 907-248-5437</li> </ul>	
<ul style="list-style-type: none"> <li>JBER</li> </ul>	

	<p>Anchorage, AK 907-552-1110</p> <ul style="list-style-type: none"> <li>• University Center 3901 Old Seward Hwy., Anchorage, AK 907-786-1800 or 786-1110</li> <li>• University of Alaska - Anchorage 3211 Providence Dr., Anchorage, AK 907-786-1110</li> <li>• Alaska Pacific University 4101 University Dr., Anchorage, AK 907-564-8272</li> <li>• Providence Hospital 3200 Providence Dr., Anchorage, AK 907-562-2211</li> <li>• A Str. Hall Anchorage, AK 907-</li> <li>• Carpenter's Hall 407 Denali, Anchorage, AK 907-274-2722</li> <li>• Viking Hall 8141 Briarwood, Anchorage, AK 907-349-1613</li> <li>• Boy Scout Camp facilities Mirror Lake, Chugiak, AK 907-688-9536</li> <li>• Alaska Club Tudor Road, Anchorage, AK 907-337-9550</li> <li>• Harry J. McDonald Arena Eagle River, Alaska 907-696-0051</li> <li>• ACS Warehouse 600 Telephone Ave., Anchorage, AK 907-297-3000</li> <li>• <i>Any available retail/office/warehouse space</i></li> <li>• <i>Wall Tents: Alaska Tent &amp; Tarp 907-562-2293</i></li> </ul>
<b>Bethel</b>	<ul style="list-style-type: none"> <li>• <i>Church of JC of LDS</i> Tundra Ridge, Bethel, AK</li> <li>• <i>Kilbuck Elementary</i> Fourth Ave, Bethel, AK</li> <li>• <i>Bethel Primary School</i> Ridgecrest Dr., Bethel, AK</li> <li>• <i>Lower Kuskokwim School District</i> Ridgecrest Dr., Bethel, AK</li> </ul>

	<ul style="list-style-type: none"> <li>• <i>Bethel Regional High</i> Ridgecrest Dr., Bethel, AK</li> <li>• <i>Bethel Community College</i> Akiak Dr., Bethel, AK</li> <li>• <i>Bethel Assembly of God</i> Sixth Ave., Bethel</li> <li>• <i>National Guard Armory</i> Fourth Ave., Bethel, AK</li> <li>• <i>US Fish &amp; Wildlife</i> State Hwy., Bethel, AK</li> <li>• <i>Moravian Church/office building</i> Third Ave., Bethel, AK</li> <li>• <i>Bethel Covenant Church</i> State Hwy., Bethel, AK</li> </ul>
<b>Fairbanks</b>	<ul style="list-style-type: none"> <li>• Fountainhead Development: 1501 Queens Way, Fairbanks AK 99701 907.456.7143 <a href="http://www.fdifairbanks.com">www.fdifairbanks.com</a>; properties include the former K-mart building, a large facility that is mostly empty</li> <li>• Fairbanks North Star Borough School District 520 5<sup>th</sup> Avenue Fairbank AK 99701 907.452.2000 <a href="http://web@12northstar.org">web@12northstar.org</a>; properties include 25 facilities (14 Elementary, 7 Middle and 4 High schools)</li> <li>• Friends Community Church 1485 30<sup>th</sup> Avenue, Fairbanks <a href="http://friendschurch.org">friendschurch.org</a>; a large facility with a community center and numerous meeting rooms.</li> <li>• Tanana Chiefs Conference 122 1<sup>st</sup> Avenue, Suite 600, Fairbanks AK 99701; <a href="http://www.tananachiefs.org">www.tananachiefs.org</a>; large multi-story office building, smaller spacious meeting halls, DPA partner.</li> <li>• Doyon Limited 1 Doyon place, Suite 300 Fairbanks AK 99701, 459.2000 <a href="mailto:info@doyon.com">info@doyon.com</a> ; large office facility in Fairbanks, numerous other properties, including the Jimmy Huntington Building, a large multi-story office building.</li> <li>• Fairbanks Memorial Hospital 1650 Cowles Street Fairbanks AK 99701, 907.452.8181; numerous conference rooms, office space, out buildings. <a href="http://www.bannerhealth.com/Locations/Alaska/Fairbanks+Memorial+Hospital">www.bannerhealth.com/Locations/Alaska/Fairbanks+Memorial+Hospital</a></li> </ul>

	<ul style="list-style-type: none"> <li>• Gavora Inc 246 Illinois Street, Suite 3B, Fairbanks AK 99701; 907.452.6422; numerous malls and shopping centers, many with vacancies.</li> <li>• Sadler’s Home Furnishings 610 Cushman Street, Fairbanks AK 99701 <a href="http://www.sadlers.us">www.sadlers.us</a> ; large retail facility with extensive office space on top floor.</li> </ul>
<b>Juneau</b>	
<b>Kenai/Homer</b>	<ul style="list-style-type: none"> <li>• Kenai River Center on Funny River Road</li> <li>• Vacant Carr’s store in the mall.</li> <li>• Vacant Liquidation Sales store (formerly Gottschalks)</li> <li>• Old Lowe’s building (maybe somebody bought it, but it’s still vacant)</li> <li>• National Guard Armory on Forest Drive</li> <li>• The Sterling, Kenai, Soldotna, and Kasilof Senior Centers</li> <li>• Nikiski Community Center</li> <li>• Kenai Peninsula College</li> <li>• Homer Senior Center</li> <li>• Kachemak Bay Campus of UA</li> </ul>
<b>Ketchikan</b>	<ul style="list-style-type: none"> <li>• Plaza Mall</li> <li>• Brad Holmes Building</li> <li>• Bella’s Building</li> <li>• Schoenbar Middle School</li> <li>• Ketchikan High School</li> <li>• Fawn Mountain Elementary</li> </ul>

	<ul style="list-style-type: none"> <li>• Houghtaling Elementary</li> <li>• Point Higgins Elementary</li> <li>• TSAS/CHARTER School</li> <li>• Holy Name Church</li> </ul>
<b>Kodiak</b>	<ul style="list-style-type: none"> <li>• Kodiak High School</li> <li>• Providence Hospital</li> <li>• Kodiak College</li> <li>• Coast Guard</li> <li>• Post Office</li> </ul>
<b>Kotzebue</b>	<ul style="list-style-type: none"> <li>• Northwest Arctic School District 744 3<sup>rd</sup> Street, Kotzebue, AK 99752907-442-3472</li> <li>• Maniilaq Association 436 5<sup>th</sup> Ave. Kotzebue, AK 99752 907-442-3321 (Various facilities throughout town)</li> <li>• Nana Regional Corporation 100 Shore Ave., Kotzebue, AK 99752 907-442-3301</li> </ul>
<b>MatSu</b>	<ul style="list-style-type: none"> <li>• Curtis Menard Sport Center  Facility space: Large Sports Complex, multiple meeting rooms, industrial kitchen  Contact Person: John Combs  Address: 1001 S. Mack Dr. Wasilla AK 99654  Description of Facility: Sports Center, multiple meeting rooms, safety equipment.  The Curtis Menard Sports Center is the designated Emergency Facility building for the Mat-Su Valley Core. Red Cross and other government and non-profit agencies will be using this space in case of natural disaster or emergency. The Sports Center has an industrial Kitchen and supplies for feeding/housing people in case of disaster. FEMA has staged cots, blankets and other disaster supplies at this facility for Valley residents.</li> <li>• Mat-Su Central Fire Station  Facility space: Large Fire Station with multiple meeting rooms  Contact Person: James Steele, 373-8805  Address: Lucille Street, Wasilla AK 99654  Description of Facility: Fire Station, meeting rooms, restrooms, safety equipment and emergency responders.</li> </ul>

	<ul style="list-style-type: none"> <li>• Mat-Su Regional Medical Center Facility Space: Regional Hospital with multiple meeting rooms Contact Person: Elizabeth Ripley 861-6656 Address: 2500 South Woodworth Loop, Palmer, AK 99645 Description of Facility: Regional Hospital, multiple meeting rooms, rest rooms, industrial kitchen, safety equipment, and emergency responders.</li> <li>• Burshell High School Facility Space: High School with multiple class rooms, meeting rooms Contact Person: Adam Mokolke, 864-2600 Address: 1775 W Parks Highway, Wasilla AK 99654 Description of Facility: Large High School, multiple class rooms, restrooms, kitchen</li> <li>• Wasilla High School Facility Space: High School, with multiple class rooms, meeting rooms Contact Person: Amy Spargo, 352-8200 Address: 701 E. Bogard Rd. Wasilla AK 99654 Description of Facility: Large High School, multiple class rooms, restrooms, kitchen</li> </ul>
<b>Nome</b>	<ul style="list-style-type: none"> <li>• Norton Sound Health Corporation Administrative Offices, 306 West 5th Ave/Box 966 Nome, AK 99762 Phone: (907)-443-3311 Toll Free (within Alaska): (880) 559-3311 The new hospital is expected to open late this year, and if unable to support DPA they're vacating the old facility in mid-town that would appear to be the best location. It's on the main route (prompt snow removal) with adequate office and parking space, handicap access, wired for computers, etc.</li> <li>• Bering Straits Native Corporation 110 Front Street, Suite 300 Nome, AK 99762 Ph: 907-443-5252 Anchorage Office: 4600 DeBarr Road, Suite 200 Anchorage, AK 99508-3126 / Phone: 907-563-3788 / <a href="http://beringstraits.com">beringstraits.com</a> The Bering Strait Corp has an office building across from the post office that may have empty office space. It was the former location of the DPA office in Nome. It too is on a main route with suitable parking. I'm not aware of availability of disabled services for what may be a second floor office. I would think the former office might also be a good choice.</li> </ul>
<b>Sitka</b>	<ul style="list-style-type: none"> <li>• Harrigan Centennial Hall</li> <li>• Swan Lake Senior Center</li> <li>• Sitka Family Justice Center</li> <li>• Sitka City Hall</li> <li>• Sitka High School</li> </ul>

	<ul style="list-style-type: none"> <li>• Blatchley Middle School</li> <li>• Keet Gooshi Heen Elementary School</li> <li>• Mount Edgecombe High School</li> <li>• St Peters by the Sea Rectory</li> <li>• Grace Harbor Church</li> <li>• United Methodist Church (also houses the SEER School)</li> <li>• SEARHC Hospital</li> <li>• Sitka Community Hospital</li> <li>• Sitka Fine Arts Camp on the former Sheldon Jackson College Campus</li> <li>• Sitka Tribe of Alaska Offices</li> <li>• ANB Hall</li> <li>• Elks Lodge</li> <li>• Moose Lodge</li> </ul>
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**Child Care Program Office**

<b>Anchorage</b>	<p><b>Transportation:</b> Alaska Railroad downtown building - (wasn't sure if this is state owned) Airport Railroad Depot</p> <p><b>Private Business:</b> British Petroleum Energy Center Dimond Mall - Office Bldg Complex The former Borders Bldg on Dimond Blvd. Sears Mall Sears Warehouse</p> <p><b>Banks:</b> Credit Union 1- on Dimond Blvd. (it's vacant)</p> <p><b>Communications/ Utilities:</b> GCI warehouse Alaska Communications System Warehouse</p> <p><b>Churches:</b> St. Anthony's Church Shiloh Baptist Church First Methodist Church – Downtown First Baptist Church – Downtown Christ Community Church – Bay Shore area on 100<sup>th</sup> &amp; Victor</p>
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Change Point Church – Raspberry & Minnesota  
ABT & Anchorage Christian Schools  
Grace Christian Schools  
LDS Facilities throughout Anchorage & Eagle River  
Greek Church on O’Malley  
Korea Church on Old Seward (using for Election)  
City Church - Minnesota & 100<sup>th</sup>

**Anchorage School District Office Bldgs:**

Boniface/Debarr Complex  
Begich Middle School  
East, Barlett, West, Service & South High Schools  
King Career Center

**Other Educational:**

Wayland Baptist University  
Charter College  
Career Academy  
UAA main campus facilities (like Lucy Cuddy Center)  
University Mall (UAA)  
Alaska Pacific University

**Social Services:**

Mountain View Community Center  
Spennard Community Center  
Boys & Girls Club on Woodland

**Military:**

JBER Facilities  
Kulis Facilities

**Municipal:**

Loussac Library  
Other MOA Facilities

<p><b>Juneau</b></p>	<p><b>Private Business</b></p> <p>Centennial Hall- Town</p> <p>JACC- Town</p> <p>Tlingit &amp; Haida Building (ANS &amp; ANB Hall) - Town</p> <p>Tlingit &amp; Haida Vocational Building/ Hall- Valley</p> <p>Federal Building-Town</p> <p>Mendenhall Mall- Valley</p> <p>Nugget Mall- Valley</p> <p>Rock Dump- Town</p> <p>Sealaska Building- Town</p> <p>Yacht Club- Town</p> <p>Moose Lodge- Valley</p> <p>Labor Union Hall- Town</p> <p><b>Juneau School District/Buildings</b></p> <p>Floyd Dryden Middle School/ Gym- Valley</p> <p>Dzantik'I Heeni/Gym- Valley</p> <p>Mendenhall River Elementary/Gym- Valley</p> <p>Harborview Elementary/Gym- Town</p> <p>Glacier Valley Elementary/Gym- Valley</p> <p>Riverbend Elementary-Valley</p> <p>Auke Bay Elementary- Auke Bay/Valley</p> <p>Juneau Community Charter School- Valley</p> <p>Juneau Douglas High School/Gym- Town</p> <p>Thunder Mountain High School/Gym- Valley</p> <p>University/ Site Buildings/Gym-Valley</p> <p><b>Social Services</b></p> <p>Aware Shelter- Town</p> <p>Pioneer Home- Town</p> <p><b>Municipal</b></p> <p>Juneau City Library</p> <p><b>Military</b></p>
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	<p>Coast Guard Building- Town</p> <p><b>Churches</b></p> <p>Juneau Christian Center- Valley</p> <p>Salvation Army Hall- Town</p> <p>St. Paul's- Valley</p> <p>Church of God- Glacier Valley</p> <p>St. Nicholas Orthodox Church/Building- Town</p> <p>Chapel by the Lake- Valley</p> <p><b>Airport Area</b></p> <p>Hanger for airplanes- Valley</p> <p><b>Hotel/ Conference Rooms</b></p> <p>Goldbelt- Town</p> <p>Baranoff- Town</p> <p>Travel Lodge- Valley</p>
<p><b>Fairbanks</b></p>	<p><b>Private Business:</b></p> <p>Shoppers Forum – (empty storefronts available)</p> <p>Sadler's Building</p> <p>Co-Op Building (has available space)</p> <p>Pioneer Park (local tourist attraction with available space)</p> <p>Washington Mall (strip mall with available space)</p> <p>North Gate Square (strip mall with available space)</p> <p><b>Hotels/ Convention Centers:</b></p> <p>Carlson Center</p> <p>Westmark Fairbanks Hotel and convention Center</p> <p>Marriot Hotel</p> <p>Chena River Convention Center</p> <p>JP Jones Development Center</p> <p><b>Banks:</b></p> <p>True North Credit Union Building - (corner of Gaffney &amp; Cushman)</p> <p>Alaska USA Financial Center</p>

	<p><b>Communications/ Utilities:</b> News Miner Building</p> <p><b>Churches:</b> Friends Community Church Bethel Church (large Baptist church)</p> <p><b>Educational:</b> Lathrop, West Valley, Hutchinson and Ben Eilson Jr/Sr, Effie Kokrine Charter High Schools UAF campus buildings</p> <p><b>Social Services:</b> Carol Bryce Center (currently houses thread &amp; Thrivalaska child care) Boys &amp; Girls Club Building</p> <p><b>Military:</b> Eielson Air Force Base Fort Wainwright (check lodging buildings)</p> <p><b>Municipal:</b> Noel Wein Library Fairbanks North Star Borough Building</p>
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## **APPENDIX D: DPA ORGANIZATIONAL CHART**

Refer to the link below for the most current version of DPA's organizational chart:

<http://dpaweb.hss.state.ak.us/FIELD/PDF/ORGCHART.pdf>

Draft

**APPENDIX E: COOP DAILY STATUS AND ATTENDANCE REPORT**

Email Report to: \_\_\_\_\_

Date of Report:		Time Submitted:	
Component POC:		POC Phone:	
Name of Component/Organization:			
Senior Director On-Site:			
Phone:	Location:	Email:	

**Section I: Personnel Status**

**ERG:**

Total Number of ERG Members: \_\_\_\_\_

Total Number of ERG Members on-site: \_\_\_\_\_

Total Number of ERG Members Teleworking: \_\_\_\_\_

Total Number of ERG Members Not Accounted For: \_\_\_\_\_

**Non-ERG:**

Total Number of Employees: \_\_\_\_\_

Total Number Accounted For: \_\_\_\_\_

Total Number of Employee's Teleworking: \_\_\_\_\_

Total Number Not Accounted For: \_\_\_\_\_

Comments:

## Section II: Organizational Activities

Provide Summary of Notable Ongoing Activities as of This Report:

## Section III: Building or Administrative Issues

1. Provide feedback on the following areas (if applicable):

Administrative:

Logistics Support:

Operations:

2. Please include any issues or recommendations you would like include in the after action report:

## APPENDIX F: EXAMPLE OF FACILITY RISK ANALYSIS AND VULNERABILITY ASSESSMENT

The chart below represents hazards and vulnerabilities of the Goldstein Building, downtown Juneau. The assessment was completed by Office and Children's Services.

Hazard	Frequency	Impact on Operations	Impact on Facility/Infrastructure (Severity Rating)	Total Points
	0 = Unlikely 1 = Possible 2 = Likely 3 = Highly Likely	0 = Negligible 1 = Limited 2 = Critical 3 = Catastrophic	0 = Negligible 1 = Limited 2 = Critical 3 = Catastrophic	
Avalanche	2	1	0	3
Bomb Threat	0	2	3	5
Building Fire	1	2	3	6
Earthquake	1	2	2	5
Hazardous Materials	1	2	2	1
High Winds	3	1	1	5
Hydroelectric Dam Failure	1	2	0	3
Hazardous Materials	1	2	2	1
Hazardous Materials	1	2	2	1
Landslides	1	1	0	2
Loss of communication systems (computer, telephone, cell phone)	2	2	2	6
Loss of Transportation System functionality (bus, bridges, ferries, airports, etc.)	2	2	1	5
Loss of Utility functionality (electrical, oil, gas, telecom, water/wastewater)	2	3	3	8
Pandemic Flu (Illness)	0	3	0	3
Loss of communication systems (computer, telephone, cell phone)	2	2	2	6
Work Related Violence	1	1	0	2
Winter Storms	3	2	2	7
<b>Total Hazard Points for State Office</b>				<b>33</b>

## FACILITY RISK ANALYSIS AND VULNERABILITY ASSESSMENT FORM

Hazard	Frequency	Impact on Operations	Impact on Facility/Infrastructure (Severity Rating)	Total Points
	0 = Unlikely 1 = Possible 2 = Likely 3 = Highly Likely	0 = Negligible 1 = Limited 2 = Critical 3 = Catastrophic	0 = Negligible 1 = Limited 2 = Critical 3 = Catastrophic	
Avalanche				
Bomb Threat				
Building Fire				
Earthquake				
Hazardous Materials				
High Winds				
Hydroelectric Dam Failure				
Hazardous Materials				
Hazardous Materials				
Landslides				
Loss of communication systems (computer, telephone, cell phone)				
Loss of Transportation System functionality (bus, bridges, ferries, airports, etc.)				
Loss of Utility functionality (electrical, oil, gas, telecom, water/wastewater)				
Pandemic Flu (Illness)				
Loss of communication systems (computer, telephone, cell phone)				
Work Related Violence				
Winter Storms				
<b>Total Hazard Points for State Office</b>				