



CHAPTER TEN: IMPLEMENTING THE STATE OF ALASKA RISK MAP STRATEGY THROUGH SEPTEMBER 30, 2024

Each year, goals are identified to ensure Alaska's Risk MAP Program fulfills its mission to deliver quality hazard data to Alaska's local governments in order to increase public awareness and lead to action that reduces risk to life and property. As the State Risk MAP coordinating agency, DCRA will accomplish the work program from October 1, 2022 through September 30, 2024 by implementing the following tasks:

PROGRAM MANAGEMENT + COMMUNITY OUTREACH AND MITIGATION STRATEGIES STATEMENT OF WORK

TASK 1 - STATE AND LOCAL BUSINESS PLANS AND/OR UPDATES

Intent: Document prepared by recipients and used by Regional Offices in support of Risk MAP Multi-year Planning. This plan should identify the overarching approach to community engagement, that will then be implemented on a project-by-project basis. This plan must:

1. Document the capabilities and accomplishments of the partner related to COMS. For example, summarize the partner's capabilities to do community outreach and provide some examples of successful community outreach efforts. And/or provide an overview of the partners strategic approach to community engagement and critical factors in successfully engaging communities in reducing their risk.
2. Explain the recipient's vision for implementing or participating in Risk MAP, specifically describing how the partner's activities advance the vision, goals and objectives of Risk MAP for encouraging communities to take action to mitigate risk.
3. Include examples or updates from previous years' activities (if applicable).
4. Provide recommendations to FEMA regarding action and outreach potential for future Risk MAP projects within the State, regional or local area.

Recipients that are also completing activities under the PM SOW may combine Business Plan and the COMS Engagement Plan for these two SOWs into a comprehensive Business Plan that includes the required elements for both the PM SOW Business Plan and the COMS SOW Engagement Plan. Recipients must work with their FEMA Regional Office for additional details and requirements of Business/Engagement Plans, including due dates, for the State and/or Local Business Plans.

If CTP has both COMS and PM SOWs, then the COMS Engagement Plan will be combined with the Business Plan requirements of the PM and COMS awards into a single deliverable, with approval from the FEMA Regional PO.



Deliverables:

State Mapping Business Plan (“State Strategy”) (required)

Other:

- Anticipated Risk MAP needs and community insights (updated annually; included in State Strategy)
- Watershed, county, or community prioritization for Risk MAP Projects (updated annually; included in State Strategy)

TASK 2: STRATEGIC PLANNING FOR COMMUNITY OUTREACH AND ENGAGEMENT

Intent: The CTP will strategically prepare for engagement with communities and stakeholders, to strengthen and focus project discussions towards taking mitigation action to reduce natural hazard risk. This work can include the development of plans, to create a framework for action throughout a project, and/or can also include outreach activities with the community, to facilitate its forwarding progress in reducing risk.

There are many ways to encourage natural hazard reduction or mitigation:

- Ensure the community understands and accepts its flood risk.
- Invite non-traditional partners and community-based organizations that represent socially vulnerable populations to be part of the conversation
- Educate the community about how mitigation can help their community in a way that is meaningful to them.
- Provide technical assistance to help identify what mitigation makes sense.
- Ensure the right stakeholders (community officials, local influencers, regional and state partners, etc.) are involved in the work, so that the decision-making required for mitigation action can be achieved.
- Understand the community’s other key concerns that might impact their interest and capacity and inform how best to engage with them.

Note: Communication and outreach activities described in this task are meant to be supplemental or complementary efforts to those identified in the Flood Risk Project MAS. CTPs and the FEMA region are responsible for confirming no duplication of effort in other awards (grants, cooperative agreements, interagency agreements, and contracts).

Completion of Strategic Planning for Community Outreach and Engagement task will include:

Awareness and Action Strategy – Develop a regional approach to better understand communities’ needs and priorities by conducting research on demographics and socio-economic factors, community communications practices and preferences, evaluation of local plans and initiatives, identification of local decision-makers and potential advocates, mitigation history and potential roadblocks, existing relationships with state and federal agencies, etc. These collected insights can build stronger partnerships within a community, increase participation in and acceptance of the mapping process, and personalize risk messaging and meeting approaches specifically for communities. This can be useful to identify any



barriers or inequities in a community and help develop a more equitable approach to serve the whole community.

Watershed and Community Assessment and Mitigation Action Plan – Assess a watershed and high priority communities to understand their mitigation priorities and their existing relationships with FEMA and other federal agencies to inform future outreach. The assessment may include local planners, floodplain administrators, elected officials, community leaders, local levee/dam/coastal leadership, business owners, residents, participants from other local departments such as public works, and others, based on local needs such as Non-governmental Organizations (NGOs) or local initiatives. Local Hazard Mitigation Plans, FEMA’s National Risk Index, the Center for Disease Control /Agency for Toxic Substances and Disease Registry’s Social Vulnerability Index along with other planning processes/documents can inform this work; supplemental interviews would also be informative.

Relationship Management Plan – Identify how to establish and/or build relationships between FEMA, the partner, and local stakeholders. Consider the objectives, roles and responsibilities, and how you will measure success. Lean on local organizations or community champions to understand the nuances of a community and ensure you are capturing all community dynamics.

Community Prioritization – Prioritize the action potential, action readiness, or need of communities within a watershed to inform project scoping and planning. Consider marginalized communities or populations and how you might address any inequities when tailoring or providing services to close the equity gap.

Integration Planning – Help state, federal, and local partners coordinate efforts that move communities towards reducing flood risk. Convene a variety of stakeholders (who might have diverse goals) and provide tools and knowledge to conduct joint mitigation planning in a watershed. Consider a variety of planning tools, including those that address future conditions, and social vulnerability. The CTP will coordinate with their Regional PO to ensure up-to-date products and templates are used and new products are coordinated and fully reviewed prior to dissemination.

Deliverables

- Awareness and Action Strategy (updated annually; included in State Strategy)
- Watershed and community assessment and mitigation action plan for prioritized communities (updated annually; included in State Strategy)
- Integrated and strategic plan for advancing relationships with partners and community stakeholders (updated annually; included in State Strategy)
- Summary of all activities that will increase flood risk awareness and subsequent or related mitigation actions (referenced in quarterly reporting)
- New or updated community profiles that reflect insights gained from community research (updated annually; included in State Strategy)
- Prioritized list of communities, their potential for action readiness within a watershed based on action potential or action readiness, contribution to the action target, and detailed outreach and coordination activities that helped them in this undertaking (updated annually; included in State Strategy)
- Summary of outcomes/next steps from partnership coordination (referenced in quarterly reporting)



- Update to CTP's website and other digital platforms as needed (referenced in quarterly reporting; FEMA PO notification)

TASK 3: GLOBAL OUTREACH FOR MAPPING

Intent: The Outreach project or activities for a PM SOW can best be understood as a process that enhances the understanding of the overall National Flood Insurance Program (NFIP) flood mapping program, including flood risks and hazard identification. This task does not include the Outreach activities for a specific mapping project that begins during the project Discovery phase and continues through the map production and post- preliminary phases.

Note: Communication and Outreach activities described in this task are meant to be supplemental or complementary efforts to those identified in the Community Engagement tasks in the Flood Risk Project MAS. CTPs and the FEMA region are responsible for confirming no duplication of effort in other awards (grants, cooperative agreements, interagency agreements and contracts).

The overarching goal for outreach is to create a climate of understanding and ownership of the mapping process at the state, tribal, and local levels. Well-planned outreach activities can ensure a more positive interaction throughout the Risk MAP process. These outreach activities can also assist FEMA and other members of the Project Management Team (PMT) in responding to Congressional inquiries. The CTP plans to continue Outreach activities to fulfill its strategy to educate communities on the necessary standards and benefits of developing better flood risk information.

The CTP will work with the FEMA Regional Office during the initiation of this activity to determine or understand the Outreach Plan. The FEMA Regional Office will have access to many outreach tools that have been developed for this process that can be utilized or customized. All communication with local governments will be done in accordance with 44 CFR Part 66.

The Mapping Partner shall notify FEMA and all applicable parties of all meetings with community officials at least two weeks prior to the meeting (with as much notice as possible). FEMA and/or its contractor may or may not attend the community meetings.

Deliverables: The CTP shall deliver the following checked item(s) to the FEMA Regional Project Officer on an annual basis throughout the Period of Performance:

- Outreach Plan (updated annually; included in State Strategy)
- Report detailing outreach and coordination activities (referenced in quarterly reporting)
- Business Plan update describing (in detail) the outreach activities (updated annually; included in State Strategy)
- Development or updates to CTP website (referenced in quarterly reporting; FEMA PO notification)

TASK 4: MEETINGS AND PROCESS FACILITATION

Intent: The CTP will hold meetings and facilitate the decision-making processes. Meeting activities are only allowable if they are not funded under an award for a specific project area outlined in a Flood Risk Project MAS, or the CTP must provide additional scope to clarify the difference between the funding



under the COMS SOW and the MAS for the specific flood risk project. The following potential activities included in this task are listed below:

Process Facilitation – Support for implementation of the strategic planning efforts include: identifying and supporting key community priorities and key influencers; support community identification of mitigation opportunities; gap analysis of community requirements for mitigation implementation; ongoing relationship management; monitoring, evaluation, and update.

CTP will create materials in “plain language” to increase understanding for meeting participants.

Where practical, CTPs will strive towards applying accessibility principles in meetings such as ADA accessibility and Section 508 compliance.

All current policies on personally identifiable information regarding the allowed deliverables shall be followed.

The Mapping Partner shall notify FEMA and all applicable parties of all meetings with community officials at least 3 to 6 weeks prior to the meeting (with as much notice as possible). FEMA and/or its contractor(s) may or may not attend the community meetings.

Deliverables:

- Key community influencers list (including community-based organizations identified to work with socially vulnerable populations as a trusted advisor) or contact list
- Key Influencer Relationship Management Plan
- Meeting minutes, attendees list, and actions discussed/identified (provided to FEMA Region within 2 weeks of the meeting)
- Report on Awareness Post-Meeting Survey results from Discovery, Flood Risk Review, CCO, and Resilience Meetings. (Note: this could include polling data from virtual meetings) (as needed)

TASK 5: MITIGATION SUPPORT

Intent: The CTP will leverage Risk MAP data, analyses, products, and/or processes to support communities to advance mitigation actions. Funds cannot be used to update all or part of a Hazard Mitigation Plan but may be used to integrate hazard mitigation concepts into community plans and regulations.

The CTP shall work in close coordination with state and local Emergency Management Offices throughout the life cycle of a Risk MAP project to collect and quantify actions identified and actions advanced as part of a project specific MAS. Additionally, actions should be collected throughout the period of performance of this grant for any projects even after the close out of a Risk MAP project. This activity is used to provide for the coordinated effort with local emergency management to communicate with communities outside of the life cycle of the Risk MAP project, extending beyond completion of the project for all watersheds that fall within the Period of Performance of this SOW.



Activities include:

Action Identified – Support for communities to identify mitigation opportunities and/or select alternatives through the provision of data and/or analysis. Data is considered new data or aggregation of existing data that is delivered and disseminated in formats readily consumed by the end user. Analysis (i.e., risk assessments; social vulnerability analysis; triple bottom line analysis; or feasibility assessments) will be performed to help identify solutions to identified problems and/or develop requirements for project solutions. There also is an opportunity to help the community understand its geographic location in the larger watershed and how the topography of the watershed should be considered in the selection of mitigation projects, given that one community's effort can have an impact downstream or upstream. Support will also include helping communities understand what capacity they need to undertake a project, how to organize their approach to project planning, how to engage the appropriate stakeholders to gain consensus around project options, and how to pursue funding sources to support the project.

Action Advanced – Support for communities to advance mitigation opportunities including scoping/design; budgeting; obtaining funding; project planning; technical support for zoning, code, and/or ordinance development. Support will include helping communities navigate jurisdictional boundaries, political challenges related to gaining consensus and funding, support in navigating federal and state regulations and program requirements, identifying potential project partners, and educating the public about the benefit of the mitigation and any potential impacts that might occur during implementation.

Evaluation and Valuation – Support provided to the community to evaluate and demonstrate the value of the mitigation investment, including calculating economic, environmental and/or social benefits as well as avoided losses from natural hazard events.

Other – Other activities as negotiated with the FEMA region.

Deliverables:

- Action Identification and Advancement Strategy (i.e., a summary of the partners' approach to encourage community uptake in mitigation) (referenced in quarterly reporting)
- Quarterly projections indicating the potential collection of Actions Identified and Advanced Strategy
- Summary of new Actions Advanced or status updates on existing Actions Advanced through this coordination

TASK 6: COMMUNICATION AND OUTREACH TO COMMUNITIES

Intent: The CTP will develop, promote and deliver resources and products to communities for risk awareness and mitigation action, such as developing messages and products to implement strategic outreach campaigns. Activities include:

Materials Development & Dissemination to Educate Communities – Develop and disseminate messages and materials that increase community understanding and awareness of both flood and other natural hazards and that support project work that is developing an updated assessment of community risk. Materials include: plain language explanations of how flood risk is assessed and displayed in a regulatory



product; how flood risk data can be used to inform community planning, why community feedback is critical to a flood risk project, updated website content, etc. Consider needs of the community including translated or tailored materials, as needed.

Materials Development to Help Community Officials in Their Own Outreach – Sample media materials to help promote a public meeting or explain project status, social media content and imagery for community officials to use, sample website copy, etc. Provide guidance on the best strategies to engage a community based on the demographics, socioeconomic factors, and other elements that might improve engagement and understanding.

Other – Other activities as negotiated with the FEMA region.

Deliverables:

- Newly developed messaging and outreach materials that frame flood risk in an accessible way for all communities identified for this task (referenced in quarterly reporting)
- Newly developed outreach materials that help community officials to outreach to their constituents to inform them of flood risk and ways to reduce their risk (referenced in quarterly reporting)
- Report on outreach activities (referenced in quarterly reporting)

TASK 7: TRAINING AND COMMUNITY CAPABILITY DEVELOPMENT

Intent: Develop and provide training to state and local officials throughout the course of a flood risk project (at the discretion of the Regional Office) that promotes awareness and mitigation action.

The CTP must ensure, and must provide documentation when requested by FEMA, that activities funded through this SOW do not replace activities funded under other federal grant programs, such as Hazard Mitigation Planning or Floodplain Management grant programs.

The recipient must identify if the training will be conducted by in-house staff or through contracted services.

Training can be provided at any time during a Risk MAP project, and it may be beneficial to include a series of training activities over the course of a flood risk project. The CTP will coordinate and/or administer training for communities and/or individual groups. The CTP will:

- Determine target audience.
- Advertise to, and confirm training participants.
- Determine training facility.
- Deliver training.
- Conduct training evaluations.
- Follow-up with participants on unresolved issues.

Activities will include planning, developing, and delivering trainings or direct support in the areas of:



Benefit Cost Analysis (BCA) – Support communities to identify, capture, and document the necessary data to run a BCA as well as understand how to run the FEMA approved BCA model. Funds cannot be used to run a benefit cost analysis.

Building Science – Support communities in the understanding of construction issues and opportunities in the identified natural hazard and risk areas.

Community Capability Development – Support building community capability to sponsor and implement mitigation actions through activities such as: capability assessment; gap analysis; and process, change, and project management.

Community Rating System (CRS) – How to integrate CRS elements into mitigation plans and floodplain ordinances (public information, mapping and regulation, flood damage reduction, warning, and response).

Community Planning – Support communities in the consideration of natural hazards in all relevant areas of community planning, i.e., comprehensive plans, capital improvement plans, stormwater management, etc.

Grant Application Development – Support communities in the development of scopes of work, schedules, and budgets for a successful mitigation activity grant application. Funds may not be used to develop, submit, or execute a grant proposal on behalf of a state, tribe, local jurisdiction.

Mitigation Planning Technical Assistance – Support communities by the creation and dissemination of training and technical assistance for achieving mitigation actions. This task cannot fund an activity that is already funded through another federal grant (including the PM SOW) and should not duplicate assistance available to any community engaged in a Risk MAP Project or a pre- or post-disaster grant funded through the Hazard Mitigation Assistance (HMA) program. Training can be provided at any time during the Risk MAP project. It may be desired to include a series of training activities over the course of a flood risk project.

Risk Assessment – Support communities in the assessment of relative risk for decision support, including HAZUS or other methods. Provide technical assistance on how to use a risk assessment tool.

Risk MAP Data Availability and Tools – Support building community capability to use and understand the regulatory and flood risk components and tools of a Risk MAP project including Flood Risk Products.

Other – Other activities as negotiated with the FEMA region.

CTPs must coordinate with the FEMA Regional Project Officer to ensure that any training developed or delivered also complies with regional standards.

Deliverables:

- Copies of draft training materials for FEMA review
- Copies of final training materials



- A list of training instructors
- A list of all participants and completed course evaluations (such as pre- and post-knowledge surveys) after each training course
- Report on outreach activities
- A description of how training will benefit the public and accomplish the Risk Mapping, Assessment, and Planning (Risk MAP) goals of awareness and action
- A narrative including how it was determined that the training was needed and how communities that received training were prioritized

TASK 8: MITIGATION PLANNING TECHNICAL ASSISTANCE

Intent: Encourage Hazard Mitigation Plan implementation and advance community hazard mitigation actions through technical assistance that supports the Mitigation Planning Process and Risk MAP projects.

Develop and disseminate products and materials to support communities to develop, evaluate, update, and implement their mitigation plans and strategies. Technical Assistance provided through Risk MAP should focus on building a community's capability to plan for and reduce risk. Technical Assistance will encourage a community to implement or update their Hazard Mitigation Plan and advance community hazard mitigation actions through the Mitigation Planning Process in the form of administration. Technical Assistance can provide data related to the flood study or training on specific planning requirements, and resources for improved planning. The following steps are emphasized:

- Incorporating new flood hazard and risk information.
- Working with the community to update and refine mitigation strategies especially as related to new flood hazard/risk information.
- Training mitigation planning teams.
- Helping communities understand the benefits of incorporating mitigation concepts into existing community plans, programs, and policies.

This task may not be used to fund the creation or update of a Hazard Mitigation Plan. This task cannot fund an activity that is already funded through another federal grant (including the PM SOW) and should not duplicate assistance available to any community engaged in a Risk MAP project or an HMA planning or project grant, including planning-related activities HMA grants.

CTP must ensure that technical assistance activities proposed in the COMS SOW are focused on support related to community engagement, risk communication and identifying and/or advancing mitigation action, and that these activities are not duplicated in the Program Management SOW.

Deliverables:

- Copies of all technical data provided to local, state, and tribal communities (referenced in quarterly reporting; FEMA PO notification)



- A report detailing the technical assistance provided, including date(s) of technical assistance, type of assistance and community's stakeholders supported (referenced in quarterly reporting)

TASK 9: MENTORING

Intent: Share CTP program experience and related information with peer participants regarding best practices and process improvements related to COMS activities.

Deliverables:

- List of existing or potential CTP entities to be mentored
- Schedule and explanation of COMS mentoring activities (referenced in quarterly reporting)
- Report detailing COMS mentoring activities provided (referenced in quarterly reporting)
- Participant Surveys completed by mentored individuals that provide feedback on the quality and benefits of the mentor(s) and COMS mentoring activities
- 1-3 COMS Best Practice write-ups to be shared nationally on the FEMA CTP Collaboration Center (referenced in quarterly reporting; FEMA PO notification)