CHAPTER TEN: IMPLEMENTING THE STATE OF ALASKA RISK MAP STRATEGY THROUGH SEPTEMBER 30, 2022

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, 2020 through September 30, 2022 by implementing the following tasks:

PROGRAM MANAGEMENT + COMMUNITY OUTREACH AND MITIGATION STRATEGIES STATEMENT OF WORK

TASK 1: STATE MAPPING BUSINESS PLAN UPDATE

Scope: State and Local Business Plans and/or Updates must be submitted for a partner to receive funding for program management in Fiscal Year 2020 (FY 2020). Plans must document the capabilities and accomplishments of the partner; explain the CTP’s vision for implementing or participating in Risk MAP, such as describing how the partner’s activities advance the vision, goals, and objectives of Risk MAP (including encouraging communities to take action to mitigate risk); include updates from previous years’ activities (if applicable); identify flood hazard mapping needs based on physical, climatological, or engineering methodology changes and document these mapping needs to be included in the CNMS GIS data model; and provide recommendations to FEMA regarding future Risk MAP projects within the state or local jurisdiction.

CTPs who also receive an award for the Community Outreach and Mitigation Strategies (COMS) SOW may combine the Business Plan requirements of the PM and COMS awards into a single deliverable, with approval from the FEMA Regional Project Officer.

This SOW combines the Business Plan requirements of the PM and COMS awards into a single deliverable, with approval from the FEMA Regional Project Officer. The combined Business Plan must include all required elements of the PM Business Plan and the COMS Business Plan.

Standards: All State and Local Business Plans and/or Updates work shall be performed in accordance with the standards specified in Section 4 – Standards.

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:

- Updated Alaska Mapping Business Plan to include watershed/community prioritization for Risk MAP Projects
**Task 2: Global Program Management Activities (Required)**

**Scope:** Program management is the active process of managing multiple related projects that need to meet or exceed predefined performance metrics. Specific metrics are defined on a region-by-region basis, and it is recommended to include and/or reference specific relevant metrics as appropriate in this document. Efforts across a program should be aligned and integrated toward the accomplishment of Risk MAP goals.

PM activities will typically occur in the areas of integration, scope, schedule, cost, quality, human resources (staffing, training, resource enablement), communication, risk, and/or procurement. Some efforts may extend beyond the scope of work defined in the SOW or specific project MAS.

The CTP will work with the FEMA Regional Officer during the initiation of this activity to determine a PM Plan for implementation.

**Standards:** All Global PM Activities work shall be performed in accordance with the standards specified in Section 4 – Standards.

**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:

| ✔  | State Risk MAP Strategy to include anticipated Risk MAP meeting activities, prioritization, and justification *(included in the Alaska Mapping Business Plan)* |

**Task 3: Strategic Planning for Community Outreach and Engagement**

**Scope:** 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.

Mitigation action can be encouraged through flood risk and other natural hazards awareness and outreach activities and advanced by proper project management, supporting technical data development, and communications planning throughout the Risk MAP process. There are a range of planning efforts the CTP could undertake to improve community engagement, which could be grouped into a joint planning process, or undertaken individually.

*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 Mapping Activity Statement (MAS). CTPs and the FEMA Region are responsible for confirming no duplication of effort in other awards (grants, cooperative agreements, interagency agreements and contracts).*

Examples include:
**Integration Planning** – Help state, federal, and local partners coordinate efforts that move communities towards reducing flood risk. For example, convening a variety of stakeholders (who might have diverse goals) and providing tools and knowledge to conduct joint mitigation planning in a watershed.

**Awareness and Action Strategy** – Develop a regional approach to better understand communities’ needs and priorities up front by conducting primary and secondary research on demographics, 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.

**Community Prioritization** – Prioritize the action potential, action readiness, or need of communities within a watershed to inform project scoping and planning.

**Watershed and Community Assessment** – 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.

**Relationship Management and Action Plan** – Evaluate, update, and execute on the relationship plan and mitigation action plan(s). Establish or strengthen relationships between FEMA and local stakeholders.

**Standards:** All work shall be performed in accordance with the standards specified in Section 4 – Standards. The CTP will coordinate with their FEMA POC to ensure up to date products and templates are used and new products are coordinated and fully reviewed prior to dissemination.

**Deliverables:** The CTP shall deliver the following checked item(s) to the FEMA Regional Project Officer (please click/check the box of the deliverables included in this SOW):

| ✗ | Integrated and strategic plan for advancing relationships with partners and community stakeholders *(included in the Alaska Mapping Business Plan)* |
| ✗ | Activities that increase flood risk awareness and subsequent or related mitigation actions |
| ✗ | New or updated community profiles that reflect insights gained from community research |
| ✗ | 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 *(included in the Alaska Mapping Business Plan)* |
| ✗ | Watershed and community assessment and mitigation action plan for prioritized communities *(included in the Alaska Mapping Business Plan)* |
| ✗ | Communication and outreach strategy *(included in the Alaska Mapping Business Plan)* |
| ✗ | Update to CTP’s website and other digital platforms as needed |
TASK 4: GLOBAL OUTREACH FOR MAPPING

**Scope:** The Outreach project or activities for a PM-COMS SOW can best be understood as a process that enhances the understanding of the overall 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.

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.

**Standards:** All Outreach activities shall be performed in accordance with the standards specified in Section 4 – Standards.

**Deliverables:** The CTP shall deliver the following checked item(s) to the FEMA Regional Project Officer (please click/check the box of the deliverables included in this SOW):

| ☒ Outreach Plan *(included in the Alaska Mapping Business Plan)* |
| ☒ Quarterly report detailing outreach and coordination activities, including backup or supplemental information used in writing the report |
| ☒ Business Plan update describing (in detail) the outreach activities |
| ☒ Updates to CTP’s website |

TASK 5: MEETINGS AND PROCESS FACILITATION

**Scope:** The CTP will hold meetings and facilitate the decision-making processes. The objectives of this task include coordination and follow through for increasing risk awareness, increased regulatory product adoption and acceptance, and mitigation-related activities throughout the Flood Risk Project lifecycle. Meeting activities may include identifying appropriate participants, invitations, planning, presenting, facilitating discussions and completing any associated follow-up. 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 potential activities included in this task are listed below:

**Process Facilitation** – Support for implementation of the strategic planning efforts may 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.

**Flood Risk Review Meeting** – Activities may include planning, presenting, and facilitating discussions of data inputs and engineering models used for flood studies with community officials, with an emphasis on fostering productive discussions based on a shared understanding of flood risk that has been gained through the development of the maps. In addition, draft work maps showing initial study results will be presented during the meeting. The meeting may also include review of mitigation actions and any non-regulatory products if developed during the project, as well as reporting on outreach activities, if applicable. Note: this meeting is included in a COMS scope only if it is not already being done as part of a Flood Risk Project.

**Community Consultation Officer’s (CCO) Meeting** – Activities may include planning, presenting, and facilitating discussions with community officials for awareness and acceptance of regulatory products, as well as reporting on outreach activities, if applicable. The purpose of the meeting will be to review data inputs to a flood study, preview changes to preliminary FIRM data and maps, discuss newly identified flood risk and community actions to reduce risk, and provide information about the appeals period, map adoption, and insurance impacts. The CCO meeting is also an opportunity to deepen relationships with local officials; how community officials convey flood risk to their residents should be a key part of this conversation. Identify if they need support and how to best support them. Note: this meeting is included in a COMS scope only if it is not already being done as part of a Flood Risk Project.

**Resilience Meeting** – Activities may include the planning, presenting, and facilitation of community discussions related to mitigation plan status, community risks and hazards, local mitigation action opportunities and mitigation best practices, how to identify resources for mitigation projects, as well as reporting on Outreach Activities and Awareness Indictors, if applicable. Note: this meeting is included in a COMS scope only if it is not already being done as part of a Flood Risk Project.

The CTP 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.

The potential (example) meeting activities that may be included in this task are listed below:
### Table 27: Potential Risk MAP Meetings Oct. 1, 2020 - Sept. 30, 2022 (as of June 2020)

<table>
<thead>
<tr>
<th>Watershed/Community</th>
<th>Discovery</th>
<th>FRR</th>
<th>CCO</th>
<th>Public</th>
<th>Resilience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alaska Native Village (TBD)</td>
<td>X</td>
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<tr>
<td>Kotlik</td>
<td>X</td>
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<tr>
<td>Haines Borough</td>
<td>X</td>
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<td>Fairbanks</td>
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<td>X</td>
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<td>Juneau</td>
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<td>X</td>
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<td>Kenai Peninsula Borough</td>
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<td>Ketchikan</td>
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<td>X</td>
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<td>Mat-Su</td>
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<td>Sitka</td>
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<td>X</td>
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<tr>
<td>Valdez</td>
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<td>X</td>
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</tbody>
</table>

**Standards:** All work shall be performed in accordance with the standards specified in Section 4 – Standards.

**Deliverables:** The CTP shall deliver the following checked item(s) to the FEMA Regional Project Officer:

- [x] Key influencers list
- [x] Meeting minutes, attendees list, and actions discussed/identified *(as needed; provided to FEMA Region within 2 weeks of the meeting)*

### TASK 6: MITIGATION SUPPORT

**Scope:** 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.

Potential 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; and feasibility assessments) may be performed to help identify solutions to identified problems and/or develop requirements for project solutions.

**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; and outreach strategies for project support.

**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.

**Standards:** All work shall be performed in accordance with the standards specified in Section 4 – Standards.

**Deliverables:** The CTP shall deliver the following checked item(s) to the FEMA Regional Project Officer (please click/check the box of the deliverables included in this SOW):

- Action Identification and Advancement Strategy;

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**TASK 7: COMMUNICATION AND OUTREACH TO COMMUNITIES**

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

**Product Development & Dissemination** – Develop and disseminate messages and products that increase flood and other natural hazard risk awareness, such as media materials, social media, website, etc.

**Outreach Campaign Implementation** – Support the implementation of outreach campaigns in communities such as the High-Water Mark Campaign and Flood Safe.

**Other** – Other activities as negotiated with the FEMA Region.

**Standards:** All work shall be performed in accordance with the standards specified in Section 4 – Standards.

**Deliverables:** The CTP shall deliver the following checked item(s) to the FEMA Regional Project Officer (please click/check the box of the deliverables included in this SOW):

- Newly developed messaging and outreach materials that frame flood risk in an accessible way for communities
- Report on outreach activities
TASK 8: TRAINING AND COMMUNITY CAPABILITY DEVELOPMENT

**Scope:** Develop and provide technical training to state, tribal, and local officials throughout the course of a flood risk project (at the discretion of the Regional Office) that promotes awareness and mitigation action. Training can be provided at any time during the flood risk project, and it may be desired to include a series of training activities over the course of a flood risk project.

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 regarding topics identified by communities.

The CTP will:

- Determine target audience;
- Advertise to and confirm training participants;
- Determine training facility;
- Provide training materials;
- Provide training instructors or deliver training;
- Conduct training evaluations
- Provide list of participants and evaluations to FEMA;
- Follow up with participants on unresolved issues.

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

**Benefit Cost Analysis (BCA)** – Support local, state, and tribal 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 local, state, and tribal 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 local, state, and tribal 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 local, state, and tribal jurisdictions 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, or local jurisdiction.

**Mitigation Planning Technical Assistance** – Support local, state, and tribal 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 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 local, state, and tribal 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.

**Standards:** All activities shall be performed in accordance with the standards specified in Section 4 – Standards.

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

**Deliverables:** For any training conducted, the CTP shall deliver the following checked item(s) to the FEMA Regional Project Officer (as needed):

| ☒ Copies of draft and 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, if applicable |
| ☒ A description of how training will benefit the public and accomplish the Risk MAP goals of awareness and action. |

**TASK 9: MITIGATION PLANNING TECHNICAL ASSISTANCE**

**Scope:** 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 states, tribes, and local jurisdictions to develop, evaluate, update, and implement their mitigation plans and strategies. Technical Assistance for Mitigation
Planning provided through Risk MAP should focus on building a community’s capability to plan for and reduce risk. Technical Assistance should encourage hazard mitigation plan implementation and advance community hazard mitigation actions through the Mitigation Planning Process and Risk MAP projects. The following steps are emphasized:

- Incorporating new flood hazard and risk information;
- Updating and refining mitigation strategies, especially as related to new flood hazard/risk information;
- Training mitigation planning teams;
- Incorporating mitigation into existing community plans, programs, and policies.

This task may be used to provide state and local officials with technical assistance for achieving mitigation actions. This task cannot 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 COMS SOW) and should not duplicate assistance available to any community engaged in a Risk MAP project or a Hazard Mitigation Assistance (HMA) planning or project grant.

**Standards:** All Technical Assistance activities shall be performed in accordance with the standards specified in Section 4 – Standards. Coordinate with the FEMA Regional Project Officer to ensure that Technical Assistance also complies with regional standards. Additional information may be available in FEMA’s guidance document *Risk MAP Guidance for Incorporating Mitigation Planning Technical Assistance and Training into Flood Risk Projects*.

| ☒ | A report detailing the Technical Assistance provided, including date(s) of Technical Assistance and type of assistance and state, tribal, or local community stakeholders supported |
| ☒ | Copies of all technical data provided to local, state, and tribal communities |

**Deliverables:** The CTP shall deliver the following checked item(s) to the FEMA Regional Project Officer (please click/check the box of the deliverables included in this SOW):
### Table 28: Deliverables Schedule

<table>
<thead>
<tr>
<th>Mapping Activity Statement Activities</th>
<th>Deliverable</th>
<th>Deliverable Due Date</th>
<th>Submitted To</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Mapping and Local Business Plans and/or Updates</td>
<td>Alaska Mapping Business Plan (Annual Update)</td>
<td>Summer 2021; Summer 2022</td>
<td>FEMA PO</td>
</tr>
<tr>
<td>Global Program Management Activities</td>
<td>State Risk MAP Strategy to include anticipated Risk MAP meeting activities, prioritization, and justification (included in the Alaska Mapping Business Plan)</td>
<td>Mapping Business Plan: Summer 2021; Summer 2022</td>
<td>FEMA PO</td>
</tr>
<tr>
<td>Strategic Planning for Community Engagement</td>
<td>Alaska Mapping Business Plan: 1. Integrated and strategic plan for advancing relationships 2. 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; 2. Watershed and community assessment and mitigation action plan for prioritized communities; 3. Communication and outreach strategy <strong>Quarterly Report:</strong> 1. Activities that increase flood risk awareness and subsequent or related mitigation actions 2. New or updated community profiles that reflect insights gained from community research <strong>CTP website:</strong> Update to CTP’s website and other digital platforms as needed</td>
<td></td>
<td>FEMA PO</td>
</tr>
<tr>
<td>Global Outreach for Mapping</td>
<td>In Mapping Business Plan: 1. Outreach Plan 2. Business Plan update describing (in detail) the outreach activities <strong>Quarterly Report:</strong> 1. Quarterly report detailing outreach and 2. coordination activities, including backup or supplemental information used in writing the report <strong>CTP website:</strong> 1. Updates to CTP’s website</td>
<td>State Mapping Business Plan: Summer 2021; Summer 2022 <strong>Quarterly Reports:</strong> on established due dates <strong>CTP website:</strong> FEMA notification within 2 weeks of update</td>
<td>FEMA PO</td>
</tr>
<tr>
<td>Mapping Activity Statement Activities</td>
<td>Deliverable</td>
<td>Deliverable Due Date</td>
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</table>
| Meetings and Process Facilitation    | 1. Key influencers (stakeholders) list  
2. Meeting minutes, attendees list, and actions discussed/identified                                                                         | Within 2 weeks of meeting             | FEMA PO      |
| Mitigation Support                   | Action Identification and Advancement Strategy                                                                                               | Quarterly Reports                     | FEMA PO      |
| Communication and Outreach to Communities | 1. Newly developed messaging and outreach materials that frame flood risk in an accessible way for communities  
2. Report on outreach activities                                                                 | Quarterly Reports                     | FEMA PO      |
| Training and Community Capability Development | 1. Copies of draft and final training materials  
List of training instructors  
2. List of all participants and completed course evaluations (such as pre- and post-knowledge surveys) after each training course  
3. Report on outreach activities, if applicable  
4. Description of how training will benefit the public and accomplish the Risk MAP goals of awareness and action | Within 2 weeks of training            | FEMA PO      |
| Mitigation Planning Technical Assistance | 1. Report detailing the Technical Assistance provided, including date(s) of Technical Assistance and type of assistance and state, tribal, or local community stakeholders supported  
2. Copies of all technical data provided to local, state, and tribal communities                                                              | Quarterly Reports                     | FEMA PO      |