Guidance for Stakeholder Engagement

Preliminary Production Process

November 2019

FEMA

Requirements for the Federal Emergency Management Agency (FEMA) Risk Mapping, Assessment, and Planning (Risk MAP) Program are specified separately by statute, regulation, or FEMA policy (primarily the Standards for Flood Risk Analysis and Mapping). This document provides guidance to support the requirements and recommends approaches for effective and efficient implementation. Alternate approaches that comply with all requirements are acceptable.

For more information, please visit the FEMA Guidelines and Standards for Flood Risk Analysis and Mapping webpage (https://www.fema.gov/guidelines-and-standards-flood-risk-analysis-and-mapping). Copies of the Standards for Flood Risk Analysis and Mapping policy, related guidance, technical references, and other information about the guidelines and standards development process are all available here. You can also search directly by document title at https://www.fema.gov/resource-document-library.

Table of Revisions

Affected Section or Subsection	Date	Description
First Publication	November 2019	This initial version of streamlined stakeholder engagement guidance incorporates content from superseded Guidance Document No. 61, Stakeholder Engagement Data Product Development Phase; Guidance Document No. 62, Stakeholder Engagement Preliminary National Flood Insurance Program (NFIP) Map Release Phase; and Guidance Document No. 63, Stakeholder Engagement Risk Awareness Phase. The initial transformed guidance was derived from Operating Guidance 04-11, Risk MAP Meetings Guidance, and subsequently revised to provide additional clarity on implementing enhanced stakeholder engagement requirements resulting from Section 216 of the Biggert-Waters Flood Insurance Reform Act of 2012, as amended by the Homeowner Flood Insurance Affordability Act of 2014.

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1.0 Introduction

This document is meant for flood risk project teams involved in the Preliminary Production Process phase of the Risk Mapping, Assessment, and Planning (Risk MAP) program. It describes the kinds of community and stakeholder engagement activities to consider during this phase.

Figure 1: Risk MAP Project Lifecycle

The goal of the Preliminary Production Process phase is to engage community officials in flood hazard updates for their community, so that they can become more resilient using the newly available draft flood risk data. While the flood map and data are critical products delivered through Risk MAP, they are meant to be tools for communities to use when evaluating their flood risk. All short-term goals for the Project Team and partners should support the overarching goal of resilience for each community in the watershed or project area. As such, the Project Team and partners should lead communities toward mitigation actions that are personalized to their unique needs. Stakeholder engagement is a key ingredient for achieving these outcomes.

Additional guidance on interacting with Project Stakeholders (in all phases of the Risk MAP process) is available in Guidance Document No. 105, Guidance for Stakeholder Engagement: Introduction and Key Terms. It includes overviews of the following topics:

- Issues for Project Teams to consider during coastal or levee mapping projects;
- Issues for Project Teams to consider when working with sovereign Tribal Nations;
- Effects of National Flood Insurance Program (NFIP) reform legislation on flood mapping studies;
- Federal policies related to flood mapping studies;
- Supplemental resources to consider when engaging with Project Stakeholders; and
- Definitions for common key terms.

1.1 Preliminary Production Process Overview

This portion of the Risk MAP process is focused on data analysis and the development of the preliminary Flood Insurance Rate Map (FIRM). Based on findings from the Discovery process, previously identified data is collected, analyzed, and compiled to develop a community's draft flood map. Meetings occur alongside the data gathering and analysis to ensure that FEMA has accurate sources of information and that community officials and other key Project Stakeholders are involved, from the initial data and map development through the Flood Risk Review (FRR) Meeting. The Resilience Meeting, Consultation Coordination Officer (CCO) Meeting, and Flood Risk Open Houses occur after the preliminary FIRM and other regulatory products have been

distributed. As in all other phases of the Risk MAP process, the Project Team should identify ways to link risk reduction activities and future land use projects to existing planning efforts. This will streamline and strengthen a community's overall resilience. These planning avenues can include Hazards Mitigation Plans (HMPs) or Emergency Response Plans. Specific suggestions on how to incorporate mitigation planning throughout the Preliminary Production Process can be found in Section 2.0, Coordinating Mitigation Planning Activities and Local Hazard Mitigation Plans as Part of Mapping-Related Phases and Meetings. Stakeholder engagement activities that occur during the Preliminary Production Process are listed in Table 1.

1.2 Stakeholder Engagement Goals

As with all project phases, stakeholder engagement during the Preliminary Production Process should be flexible. It may not look the same for all projects, because each FEMA Regional Office, each watershed or study area, each Project Team, and each Project Stakeholder group is unique. Engagement with both internal and external Project Stakeholders is appropriate during all phases of this process and is needed to achieve success. Engagement should be an ongoing activity, not one that is limited to this phase, to the period immediately preceding this phase, or to opportunities for formal meetings. Regular dialogue and touch points, even if they are limited to a periodic emails or telephone calls, foster trust and confidence in the partnership between FEMA and a community. Table 1 lists the activities and specific engagement goals for each phase of the Preliminary Production Process.

Table 1: Preliminary Production Process and Stakeholder Engagement

Phase	Activities	Engagement Goals
Data and Product Development	• Develop/refine a stakeholder engagement plan for delivering draft Flood Risk Datasets and Flood Risk Products (if scoped). • Communicate information about the planned model(s), per Standard ID 620.* • Initiate a 30-day review period regarding the appropriateness of the model(s) used, per Standard ID 620.* • Acquire new data and develop hydrologic and hydraulic models, as necessary. • Develop the draft FIRM database and provide access to affected communities for review (deliver contributing data as requested), per Standard ID 621.* • Initiate a 30-day review and comment period to allow communities to review the draft FIRM database and other contributing data and submit appropriate data to be included, per Standard ID 621.* • Before or during the FRR Meeting(s), potentially share the following videos from the Flood Risk Communication Toolkit: *Flood Insurance and Communities, Introduction to Risk MAP, Providing Input as Maps are Developed,* and *Collecting Data to Create the Maps.**** • Hold the FRR Meeting(s). • Encourage community officials in the flood risk project area to use the Flood Risk Communication Toolkit** and videos*** to communicate about flood risk with the public. • Incorporate appropriate data submitted by communities. • Develop the preliminary FIRM database and elements of the Flood Insurance Study (FIS) Report and produce the draft Flood Risk Datasets and Flood Risk Products (e.g., Flood Risk Database, Flood Risk Report, and Flood Risk Map). • Establish and maintain a community case file and Flood Elevation Determination Docket (FEDD) file for each affected community in compliance with NFIP regulations.	• Provide transparency into the Risk MAP process, including timeline and expectations. • Establish clear expectations and timeframes for data and products to be provided by the Project Team. • Help community officials and other Project Stakeholders understand, have confidence in, and take ownership of the data, products, and process being followed, by obtaining and incorporating their feedback on the chosen models and draft FIRM database. • Continue to enhance and expand on the relationships with Project Stakeholders developed during Discovery and identify additional Project Stakeholders for engagement. • Keep Project Stakeholders informed and regularly engaged in dialogue about local risks and potential mitigation actions according to the stakeholder engagement plan. • Present and explain the engineering data and draft work maps to community officials and other Project Stakeholders. • Improve Project Stakeholders' understanding of, and support for, mitigation action through local risk reduction activities. • Explain the differences between the effective data and products and the new data and products.

Phase	Activities	Engagement Goals
Risk Awareness	• Update and continue to follow the stakeholder engagement plan. • Deliver Flood Risk Datasets and Flood Risk Products (if scoped) to community officials and other key Project Stakeholders for review. • Using the existing knowledge and information, determine with the community how best to leverage community activities, assets, and concerns to remove barriers and create incentives for mitigation action. • Identify and discuss mitigation actions and best practices relevant to the community. • Document completed, in-progress, and planned mitigation actions to include in updated community Hazard Mitigation Plans. • Before or during Resilience Meetings, potentially share the following videos from the Flood Risk Communication Toolkit: *Flood Risk Basics and Communities, Introduction to Risk MAP, We Have a Map, Now What?,* and *Mitigation.**** • Hold Resilience Meetings. • Encourage community officials in the flood risk project area to use the Flood Risk Communication Toolkit** and videos*** to communicate about flood risk with the public.	• Improve and continue to execute the stakeholder engagement plan. • Provide a comprehensive view of the mitigation planning and mitigation options available to communities, especially those integrated with existing community planning processes. • Continue to help Project Stakeholders understand, have confidence in, and take ownership of the process being followed and the Flood Risk Datasets and Flood Risk Products provided by FEMA. • Enhance and expand relationships with previously identified key influencers and Project Stakeholders and develop relations with newly identified key influencers and Project Stakeholders. • Improve Project Stakeholders' awareness and understanding of flood risk and the potential impacts of flooding on homes, businesses, and families; continue to encourage the use of the Flood Risk Communication Toolkit and videos • Encourage community officials and individual property owners to take mitigation actions. • Continue to provide transparency into the Risk MAP process. • Work with the community to determine how best to leverage community activities, assets, and concerns to remove barriers and create incentives for mitigation action. • Improve community officials' understanding of how to adopt the latest consensus-based hazard-resistant building codes and standards, the benefits and costs associated with adopting them, and the FEMA Building Science resources available. • Improve community officials' understanding of the purpose of the Building Code Effectiveness Grading Schedule (BCEGS) ratings and how a community can obtain a rating.

Phase	Activities	Engagement Goals
Preliminary FIRM Release	• Update and continue to follow the stakeholder engagement plan. • Complete the preliminary versions of the FIRM, FIS Report, FIRM database, and SOMA, and deliver them to community officials and other key Project Stakeholders for review and comment. • Send notifications to U.S. senators and representatives regarding the upcoming release of the preliminary FIRM and FIS Report, to meet the requirements of Section 216 of BW12, as amended by HFIAA. • Ask for comments from communities and other key Project Stakeholders. • Ask for and document updates for mitigation projects that communities or other Project Stakeholders have planned or initiated. • Start planning CCO Meetings for community officials and Flood Risk Open House(s) for the public • Continue to maintain a community case file and FEDD file.	• Continue to follow the stakeholder engagement plan; continue to embed the Flood Risk Communication Toolkit** and videos*** as resources for community officials to use when communicating about risk with the public. • Clarify how the flood hazard information shown on the preliminary FIRM and FIS Report is different from the flood hazard information shown on the effective FIRM and FIS Report. • Keep building community officials' understanding of, confidence in, and ownership of preliminary FIRMs, FIS Reports, FIRM database, and SOMAs. • Improve key Project Stakeholders' knowledge about and acceptance of preliminary FIRMs, FIS Reports, FIRM database, and SOMAs. • Enhance and expand the relationships with Project Stakeholders developed earlier in the project. • Maintain clear roles and responsibilities for all Project Team members. • Establish clear roles for both previously established and newly identified key influencers. • Continue to provide transparency into the Risk MAP process.

* Templates to support the implementation of SIDs 620 and 621 can be found in the Flood Mapping Letter Repository on the password-protected RMD SharePoint portal

** The Flood Risk Communication Toolkit can be found at https://www.fema.gov/media-library/assets/documents/179697

*** The Flood Risk Communication Toolkit videos can be found at https://www.youtube.com/playlist?list=PL720Kw_OojIlUiWw2bDc-On5MjQw13E6e

2.0 Coordinating Mitigation Planning Activities and Local Hazard Mitigation Plans as Part of Mapping-Related Phases and Meetings

The Risk MAP lifecycle provides an opportunity for the Project Team to review the study area's local Hazard Mitigation Plans (HMPs). These documents may reveal data and information that were not presented during virtual and in-person meetings, since members of that planning team may not have participated in meetings due to staff turnover, elections, or other factors. Local HMPs more accurately reflect the communities' priorities and interests when the plans were created. They contain important information about proposed mitigation projects, their prioritization, and potential funding mechanisms; this could be important after the new FIRMs are developed. Additionally, data deficiencies identified in the HMP may help guide the development of Flood Risk Products and Flood Risk Datasets. Products such as depth grids may also help the community prioritize its proposed mitigation actions, such as property acquisitions.

2.1 Data and Product Development Phase

During this phase, planning for mitigation action through stakeholder engagement will occur primarily as a part of FRR Meetings. FRR Meetings are intended to be technical, engineering-focused meetings that give community officials and other technical Project Stakeholders a chance to review the draft flood risk information included in the project scope. However, the Project Team should also engage community hazard mitigation planners and the officials who will be involved in carrying out mitigation projects. Making these connections will give the Project Team awareness of resources and existing networks for developing, maintaining, and updating HMPs.

The FRR Meeting allows the Project Team to highlight areas of flood risk changes as communities review the results and prepare to communicate that risk to the affected residents and businesses. Discussing risk during this phase helps the community prioritize mitigation actions and develop mitigation strategies.

2.2 Risk Awareness Phase

The Risk Awareness phase of the Risk MAP project lifecycle has two objectives: (1) to provide a comprehensive view of mitigation planning and the mitigation options available to communities, and (2) to share success stories and potential mitigation actions that communities can initiate. The Flood Risk Datasets and Flood Risk Products produced by the Project Team (if scoped) are a powerful set of tools to help explain the flood risks in a watershed or individual community. The Project Team should use and share these tools to help give Project Stakeholders a better understanding of their flood risk and to help them prepare to reduce that risk. See Section 4.1, Flood Risk Dataset and Product Overview, for a description of these products.

2.3 Preliminary FIRM Release Phase

Information in the preliminary regulatory products can be incorporated into HMP updates. Using Geographic Information Systems (GIS), communities can identify structures, including critical facilities, that are in the Special Flood Hazard Area (SFHA), and use this information to guide their mitigation strategies. For example, areas with the largest number of structures in the SFHA may be prioritized for mitigation activities, or the critical facilities most vulnerable to flooding may be identified and prioritized. Flood Risk Products can also be used in the mitigation planning process,

in coordination with other planning activities related to future development, beneficial uses of the floodplain, and protecting sites of cultural, historic, and religious significance.

2.3.1 CCO Meetings and Flood Risk Open Houses

The stakeholder engagement component of the CCO Meeting should focus on providing resources and information to community officials to prepare them to share risk reduction messages and information more effectively with the public. FEMA developed the Flood Risk Communication Toolkit and videos as resources for community officials. They were made to equip officials to take a more active role in talking about risk with the public and to discuss the actions their community can take to mitigate risk. The Toolkit can be found at https://www.fema.gov/media-library/assets/documents/179697.

Several activities that involve mitigation planning and action may take place during the CCO Meeting:

- Prepare community officials to share information with local citizens about their communities' flood hazards and risks, proposed maps, mitigation actions taken and planned, and status of mitigation planning activities.
- Alert community officials about the requirement to amend and/or adopt the community's floodplain management ordinance during the adoption/compliance period later in the Risk MAP process, and "plant the seed" about incorporating and adopting higher floodplain management standards.
- Identify additional community mitigation actions and start a discussion about the Mitigation Action Tracker. Assess whether Risk MAP communities are moving down the path of taking mitigation action to reduce the risk of flooding.

Additionally, communities actively involved in the hazard mitigation planning process should use the regulatory products and Flood Risk Products to update or validate their risk assessment, and possibly to meet or enhance public participation requirements inherent in the plan development, maintenance, and update processes.

3.0 Flood Risk Review Meeting Planning and Implementation

FRR Meetings are intended to be technical, engineering-focused meetings. They give community staff (floodplain administrators [FPAs], engineers, and other "technical" Project Stakeholders) a chance to review the draft flood risk data and maps that the Project Team developed based on needs identified during the Discovery phase. The FRR Meeting allows the Project Team to highlight the area's flood risk changes in the watershed/project area. Communities can review the results, provide feedback on the draft data and products, and prepare to communicate that risk to affected residents and businesses.

The Project Team should treat FRR Meetings as working meetings, not FEMA briefings. As with Discovery Meetings, it is important that attendees expect to participate in discussions about the data and products presented and offer insights into community conditions that the project might otherwise overlook. Like the Discovery Meeting, FRR Meetings bring communities and other watershed-wide Project Stakeholders together.

At this meeting, the Project Team should encourage discussions about flood hazards and risks, rather than talking primarily about flood insurance implications or which locations are "in or out" of SFHAs. In some cases, the FEMA Project Officer may choose, based on knowledge of the community/communities involved and other aspects of the watershed, that presenting the draft work maps and/or Changes Since Last FIRM at this meeting is appropriate.

3.1 Implementing Communication Standards

Given the emphasis placed on community outreach and engagement, both by Risk MAP and by the U.S. Congress in the Biggert-Waters Flood Insurance Reform Act of 2012 (BW12), as amended by the Homeowner Flood Insurance Affordability Act of 2014 (HFIAA), it is appropriate for the Project Team to establish and maintain a consistent level of engagement with community and county officials in the watershed or geographic area that is the focus of the project. This engagement should start before or during the Discovery phase, as documented in Guidance Document No. 102, Guidance for Stakeholder Development: Project Planning and Discovery Phase.

FEMA's communication-related Standards (620, 621, and 622) address requirements of BW12, as amended by HFIAA. The following limitations apply to these Standards:

- They apply only to FEMA Flood Risk Projects funded in or after June 2016.
- They are not retroactive (even where projects were funded in phases).
- They do not need to be met a second time (i.e., if a revised preliminary map is prepared).
- They do not apply to Letters of Map Revision, community-initiated Physical Map Revisions (PMRs), or PMRs that are undertaken as a followup to a LOMR.

Templates to support the implementation of the communication-related Standards are available from the Flood Mapping Letter Repository, which can be found on the password-protected RMD SharePoint portal or through the FEMA Program Officer.

To comply with FEMA Standard 620, the Project Team should provide an Engineering Model Notification to the community Chief Executive Officers (CEOs) and FPAs after the Discovery Meeting. This notification proposes the engineering model type, provides a justification for each stream being studied, and sets up a 30-day comment period for communities to consult with FEMA on the appropriateness of the models. The notification is intended to address new mapping and modeling. Flooding sources where the SFHA is redelineated based on new topographic data do not need to be included in the model notification.

In addition, before or immediately after the FRR Meeting, the Project Team must send a draft database notification to the affected communities to satisfy the requirements of FEMA Standard 621. This gives them access to the draft flood hazard database, which may include the Changes Since Last FIRM layer. The notification should provide a 30-day comment period and an opportunity to consult with FEMA about the proposed changes. Draft data should be uploaded to the FEMA Draft National Flood Hazard Layer accessible at https://www.fema.gov/draft-national-flood-hazard-layer, and a community specific link may be created and provided to the community for viewing online. Additional data, including models, can be provided upon request in a manner the Regional Office deems acceptable. The FEMA Risk Study Engineering Library is a publicly

available option to share modeling data which can be utilized by uploading draft models to the Mapping Information Platform (MIP). The notification can be sent by mail or by email.

The Project Team should file copies of all communications with the community CEO and FPA regarding the models in the community file discussed in Section 11.0 of this document.

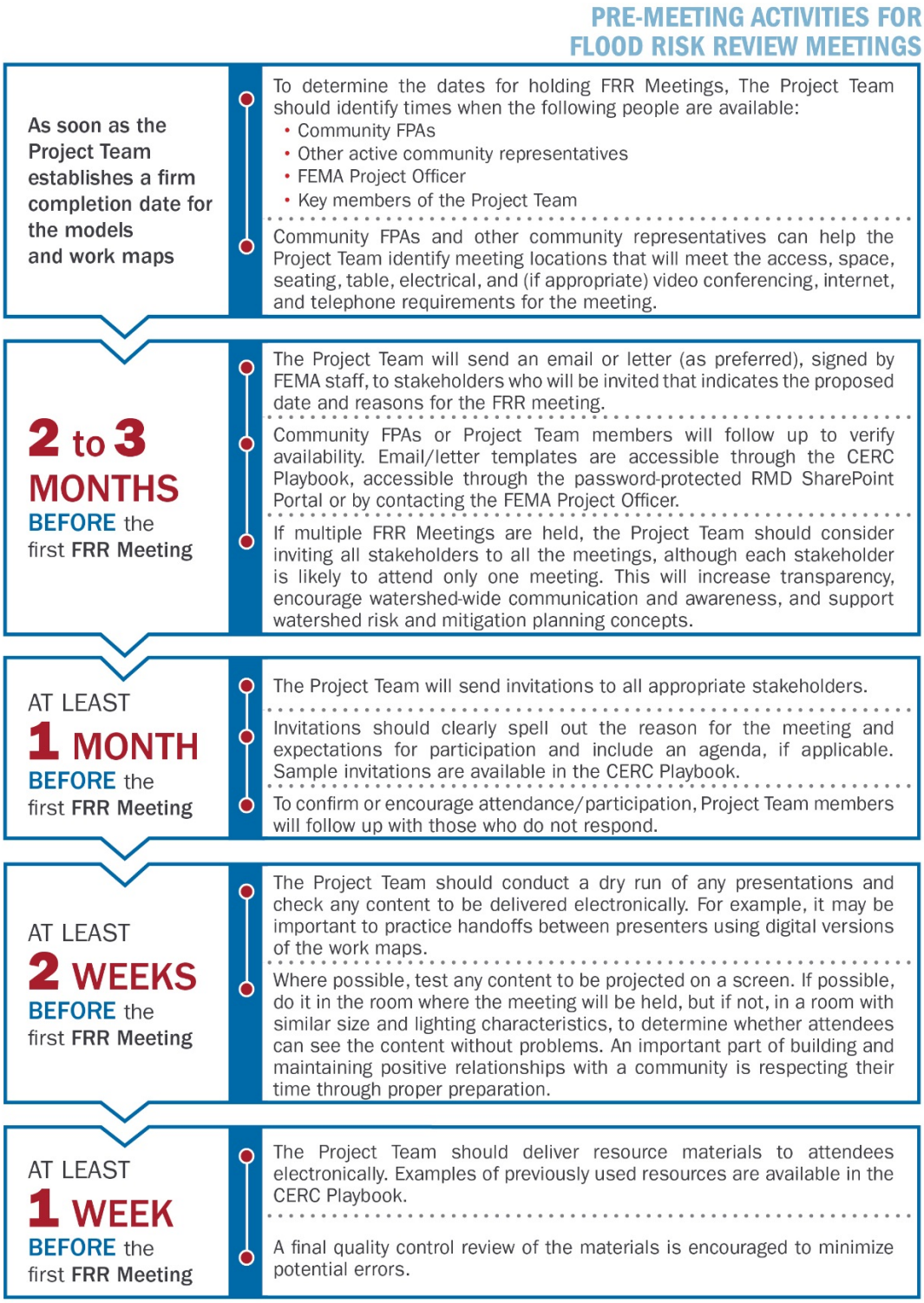
3.2 Meeting Objectives

The primary objectives of the FRR Meetings are as follows:

- Provide and present models and draft work maps to the communities' designated "technical" Project Stakeholders.
- Obtain Project Stakeholder feedback on the draft work maps.
- Increase Project Stakeholder awareness and understanding about the draft flood hazard data and the Risk MAP Flood Risk Project process.
- Identify, with community officials, additional opportunities to communicate to affected citizens about their flood risk and the Flood Risk Project study process; encourage community officials to use the Flood Risk Communication Toolkit and videos.
- Gather information on the focus for the upcoming Resilience Meeting (if the Resilience Meeting is planned to follow the FRR Meeting, rather than taking place much later in the process) and plan for additional mitigation discussions that can occur outside of the Resilience Meeting, as needed.
- Document the extent to which the affected communities are acting to reduce flood risk.

3.3 Pre-Meeting Activities

Table 2. Pre-Meeting Activities for Flood Risk Review Meetings



3.4 Holding the Meeting

3.4.1 Timing

This meeting should take place toward the middle of the Data and Product Development Phase, when models and draft work maps are available.

3.4.2 Meeting Invitees and Attendees

In addition to the FEMA Project Officer and Project Team members, the following Project Stakeholders should be considered as potential invitees, depending on the data and products to be discussed. Community officials should be encouraged to extend the invitation to specific city/town staff who wish to attend.

- Community/County FPAs
- Community/County emergency managers
- Community/County engineers
- Community/County planners
- Community/County GIS managers/coordinators/specialists
- Community/County hazard mitigation planners and officials involved in implementation
- Community/County building/code enforcement officials
- Regional planners and emergency management officials
- Other appropriate FEMA Regional Office staff
- State NFIP Coordinator
- State Hazard Mitigation Officer (SHMO)
- Regional Tribes and Tribal Nations
- Federal or state agencies with an interest in the area where engineering studies were conducted
- Other key “technical” Project Stakeholders (e.g. county commissioners) identified during the Discovery or Data and Product Development phases

The Project Team, including staff from the Community Engagement and Risk Communication (CERC) and Production and Technical Services (PTS) providers, Cooperating Technical Partners (if involved), and the FEMA Project Officer, should coordinate to identify, target, and include communities in the study area for which SFHAs have been identified and/or flood hazard changes have been proposed. To ensure that local officials feel their time is being valued and well spent, the Project Team may choose to request attendance only from affected communities. Given the interest of some congressional delegations in planned or actual changes to the information shown on FIRMs, it may be appropriate to invite congressional district staff to the FRR Meetings. These invitations should be coordinated through, or handled by, appropriate Regional Office External Affairs staff members, rather than being handled with the others. In smaller communities, it would

also be appropriate to invite local elected officials directly, especially if they have already been involved in the process.

Additional local, state, and national organizations that may be helpful to include can be identified through the CERC provider's Resilient Nation Partnership Network. Contact your FEMA Project Team to find out how to use this resource.

3.5 Meeting Activities

While the meeting is underway, the Project Team needs to cover certain points to help community members better understand the models, draft work maps, and ultimately the overall Risk MAP process. By focusing on what these changes mean in the community and how they will affect residents, the team can shift the conversation away from the models and data to "What can I do to reduce my risk?"

More specifically, the Project Team should interact with attendees as follows:

- Discuss the models and data that were used; why they were chosen; any comments or data received during the 30-day comment periods regarding the appropriateness of the models, the draft FIRM database, and other contributing data; and the results of the completed models and important inputs.
- When discussing the draft work maps, identify the differences between the new flood hazard information and the flood hazard information shown on the effective FIRM.
- Highlight changes in critical infrastructure (e.g., a wastewater treatment plant), and note how this infrastructure is affected by the flood hazard information on the effective FIRM; discuss future funding opportunities for additional projects, if relevant.
- Allow attendees to provide feedback on the draft work maps and associated models, and document the feedback.
- Describe how community staff can use the products and tools FEMA is offering to explain flood risk to the public, especially in areas where the flood risk information has changed significantly.
- Identify additional outreach tools and potential areas of the community that might need specialized flood risk outreach. Provide an opportunity for community officials and other attendees to discuss risk communication and outreach opportunities, tasks, and issues with FEMA outreach/public affairs specialists. Continue to offer the Flood Risk Communications Toolkit for Community Officials as a resource to community officials.
- Discuss ongoing, planned, and future mitigation actions. (See Section 2.0, Coordinating Mitigation Planning Activities and Local Hazard Mitigation Plans as Part of Mapping-Related Phases and Meetings, for additional details) The Project Team will need to include possible connections with community officials involved in the mitigation planning process. This will help leverage resources and existing networks to develop, maintain, and update plans, based on new data as they become available, using activities that require ongoing public involvement.

- Provide a meeting evaluation form for attendees to provide general feedback on key elements of the meeting–format, location, level of information provided, etc.–for use in planning future meetings.
- If this information was not provided prior to the meeting, tell users how to access the draft FIRM database, how to submit comments, and how any comments will be addressed.

3.6 Post-Meeting Activities and Products

Following up with attendees after a FRR Meeting will bolster previously developed relationships and help to build trust between the Project Team and these communities. It also ensures the continual sharing of information, which can build trust and keep communities engaged through the periods between Risk MAP process phases.

The Project Team will need to complete the activities listed below:

- Remind communities of the 30-day period for reviewing the draft FIRM database and contributing data, in addition to any other timelines, as appropriate.
- Prepare and distribute a FRR Meeting report, minutes, or notes to people who participated in the meeting. Examples of the FRR Meeting report are available in the CERC Playbook available from the password protected RMD . The report, minutes, or notes should include a summary of the feedback on the draft work maps and/or Flood Risk Products received during the meeting, as well as the sign-in sheets.
- Ask attendees for additional feedback on the draft work maps and models.
- Address any feedback on the draft work maps and models that is received during and after FRR Meetings, and update the work maps/models as appropriate.
- Prepare and distribute a revised version of the FRR Meeting report, minutes, or notes, summarizing any additional feedback received and any changes made to the work maps or Flood Risk Products.
- Post the final FRR Meeting report, minutes, or notes to the community file.
- Update community and Project Stakeholder contact lists to include information on newly identified members of the community or other Project Stakeholders.
- Follow up, as appropriate, to determine progress toward Risk MAP metrics.

3.7 Outcomes

Successful stakeholder engagement during the Data and Product Development Phase should create the following outcomes:

- Community officials have a greater awareness and understanding of the Risk MAP process.
- Stakeholders have a clearer expectation and understanding about the data and products FEMA will provide.
- Community officials have a better understanding of, confidence in, and ownership of the new Risk MAP data and products being provided, know how and why they are different

from previous data and products, and understand how to use the data and to communicate flood risk to the public.

- Stakeholders have an improved understanding of and support for mitigation planning and action through local flood risk reduction activities.
- FEMA has enhanced relationships with community officials, key influencers, and other Project Stakeholders.
- Media and other Project Stakeholders will disseminate more comprehensive information regarding flood risks and the flood risk study.
- FEMA has a greater compliance with the consultation and coordination requirements of BW12, as amended by HFIAA.

4.0 Resilience Meeting Planning and Implementation

4.1 Flood Risk Dataset and Product Overview

As described in Section 2.2, Flood Risk Datasets and Flood Risk Products are a powerful set of tools to help people understand the flood risks in their watershed or community. The Project Team should use and share these tools—in conjunction with other resources and techniques—when engaging with Project Stakeholders. The information they convey can foster a better understanding of flood risk and encourage action to reduce that risk. However, it is important to keep the target audience in mind while introducing these tools, so that they will be understood and used. The Risk MAP comprehensive messaging guide (available on the password-protected RMD SharePoint Portal or by contacting the FEMA Project Officer) provides information on how to structure messages for non-technical audiences. Two FEMA story maps about Flood Risk Products, including a tutorial, may also be useful:

- FEMA's Flood Risk Products: Driving Data-Informed Decisions for Community Resilience (https://arcg.is/fm005)
- Learning from Lycoming: A Case Study and Tutorial on Using Flood Risk Products for Community Resilience (http://arcg.is/0Wv049)
- Flood Risk Product Recipe Cards (Project Team members should request from your FEMA Regional Officer or CERC-L)

Although all Flood Risk Datasets and Flood Risk Products are discussed in this section, the specific products produced for a Flood Risk Project will be based on that project's scope of work. The Project Team will need to work with local FPAs, GIS specialists, and other community officials to determine the capabilities of the community to use these datasets and products to develop additional risk communication tools. Project Teams should consult the FEMA Project Officer to discuss potential training opportunities to increase a community's capabilities in this area.

4.1.1 Flood Risk Datasets

Flood Risk Datasets compile data gathered during the flood risk study. Information in the dataset is typically provided electronically, in table format. It can be used in other applications, such as GIS, to represent flood risks graphically or visually in ways that help users understand more fully. The four Flood Risk Dataset "families" are presented in Sections 4.1.1.1 through 4.1.1.4.

4.1.1.1 Changes Since Last FIRM

The Changes Since Last FIRM (CSLF) dataset provides information about changes made to the mapped floodplain and regulatory floodway since the effective FIRM was published. In addition to its use in creating a graphic depiction of these changes, this dataset includes information to help community officials explain why the boundaries were changed. The CSLF may be viewed online via FEMA's Flood Map Changes Viewer, accessible at https://www.arcgis.com/apps/webappviewer/index.html?id=e7a7dc3ebd7f4ad39bb8e485bb64ce44. The Project Team may create a community-specific link to provide to community officials and other Project Stakeholders. For additional details on the CSLF dataset, see Guidance Document No. 13: Guidance for Flood Risk Analysis and Mapping: Changes Since Last FIRM.

4.1.1.2 Areas of Mitigation Interest Dataset

The Areas of Mitigation Interest (AOMI) dataset identifies physical factors that may contribute (positively or negatively) to flooding and flood losses. A Flood Risk Map made from this dataset can include callout boxes with examples of potential mitigation opportunities for at-risk locations.

The AOMI dataset helps raise users' awareness of how a variety of mitigation projects could reduce the risk of flooding in specific areas. The dataset can be used for formulating building code enhancements, prioritizing mitigation actions, and identifying the resources the community needs. It also allows neighboring communities to see how factors outside their boundaries may affect them. This can foster local conversations and collaboration. For additional information on the AOMI dataset, see Guidance Document No. 16: Guidance for Flood Risk Analysis and Mapping: Areas of Mitigation Interest.

4.1.1.3 Flood Risk Assessments

Flood Risk Assessments appraise the potential financial consequences of a flood for structures in a 0.2-percent-annual-chance floodplain. This data is expressed as an annualized estimate of damage that, for example, a homeowner with property in a mapped flood hazard area might expect to incur during any given year. Flood Risk Assessment data can be used to create the community-specific tables in the Flood Risk Report. For additional details on the Flood Risk Assessment dataset, see Guidance Document No. 15: Guidance for Flood Risk Analysis and Mapping: Flood Risk Assessments.

4.1.1.4 Flood Depth and Analysis Grids Dataset

The Flood Depth and Analysis Grids dataset contains a variety of grids that represent different elements of flood risk that apply to each flood hazard area on the FIRM. The grid dataset represents features such as flooding depths, which vary continuously over an area, by showing an average value every 10 meters. Ultimately, this information can help users understand the characteristics of the floodplain and the areas of lowest and highest flood risk within the same flood zone. It also shows the different depths of flooding at any location under different flood frequencies.

Several of the flood risk elements represented as grids in this database are summarized below.

- ***Flood Depth Grids*** identify depths of flooding at any given location. Users typically understand this information more easily, because the flood depths can be related to local

landmarks and personal experience. For example, people generally find it easier to know that floodwater could be 4 feet deep at their local grocery store, as opposed to hearing that floodwater could rise to an elevation of 2,224 feet, referenced to the North American Vertical Datum of 1988.

- ***Percent Annual Chance Probability Grids*** provide insight into the possibility of flooding in any given year; they are useful for mapping and communicating the statistical probabilities for flooding.
- ***30-Year Chance Probability Grids*** indicate the possibility of being flooded over the course of a 30-year mortgage. These grids are especially helpful for enabling property owners understand their long-term flood risk. For example, mortgage holders readily comprehend that their location has at least a 26-percent chance of flooding over the course of their mortgage, because it uses an easily understood period of reference. The level of risk to a house in a 1-percent-annual-chance flood zone is not as obvious.
- **Water-Surface Elevation Change Grids** point out areas where the calculated flood water-surface elevations have changed. This dataset is the vertical equivalent of the CSLF dataset, because it depicts differences between the previous flood elevations and the new ones.
- ***Velocity Grids*** show areas where rapidly moving floodwater creates a greater risk, to communicate the increased hazards associated with high-velocity floodwater.

For additional details on the Flood Depth and Analysis Grids dataset, see Guidance Document No. 14: Guidance for Flood Risk Analysis and Mapping: Flood Depth and Analysis Grids.

4.1.2 Flood Risk Products

The Flood Risk Datasets are used to create three Flood Risk Products–a report, a map, and a database. As of February 2018, a Flood Risk Database is provided for all studies, but the Flood Risk Report and Flood Risk Map are optional. Project Teams have the flexibility to provide a project's flood risk narrative in different ways (such as by using a story map).

4.1.2.1 Flood Risk Report (Optional)

The Flood Risk Report provides summary flood risk data for the entire geographic area covered by the Flood Risk Project, as well as each community within the project area. A Flood Risk Report, if produced, should be used with other data sources to provide a comprehensive picture of flood risk in the watershed/ project area. An example is available in the CERC Playbook, found through the password-protected RMD SharePoint Portal or by contacting the FEMA Project Officer. For additional details on Flood Risk Reports, see Guidance Document No. 10: Guidance for Flood Risk Analysis and Mapping: Flood Risk Report.

4.1.2.2 Flood Risk Map (Optional)

The Flood Risk Map, which combines multiple datasets from the Flood Risk Database, provides local officials with a high-level overview of flood risks in the project area. The map will enable them to identify flood risk "hot spots" and AOMI and will facilitate coordination with neighboring communities, upstream and downstream. The map also includes the composite total 1-percent-annual-chance loss per census block, presented as a GIS layer, and charts with losses per community. Local officials may also create customized maps using the Flood Risk Database. For

additional details on the Flood Risk Map, see Guidance Document No. 9: Guidance for Flood Risk Analysis and Mapping: Flood Risk Map, accessible through the FEMA Guidelines and Standards for Flood Risk Analysis and Mapping webpage.

4.1.2.3 Flood Risk Database (Required)

The Flood Risk Database contains the raw data and results from the Flood Risk Assessment analysis. It includes all datasets generated for the community, including CSLF, AOMI, Flood Depth and Analysis Grids, and the following data resulting from the Flood Risk Assessment:

- Average Annualized Loss (Hazus) results for the entire project area
- Refined Hazus results for areas restudied
- Composite Flood Risk Assessment
- Analyses required for Flood Risk Assessment data in the Flood Risk Report and Flood Risk Map

For additional information on the Flood Risk Database, see Guidance Document No. 8: Guidance for Flood Risk Analysis and Mapping: Flood Risk Database.

4.2 Meeting Design Considerations

The purpose of the Resilience Meeting is to increase local capacity for communicating about flood risk and implementing high-priority mitigation activities. In addition to the guidance below, approaches and best practices for designing and holding a successful Resilience Meeting can be found in the CERC Playbook, available on the password-protected RMD SharePoint Portal or by contacting the FEMA Project Officer.

4.3 Meeting Objectives

The objectives of the Resilience Meeting are to help local officials and other Project Stakeholders better understand:

- Their community's flood risk
- Their role as leaders in identifying, communicating, and mitigating flood risk
- Strategies they can use to reduce the flood risk and improve their community's resilience to floods
- The resources available to help them carry out the appropriate risk reduction strategies
- The resources available to help them communicate effectively with the public about flood risk and to know why that is important
- How to leverage risk data to support existing local planning processes (e.g., HMPs or Emergency Response Plans) to further reduce their community's risk to hazards and to better integrate mitigation planning efforts
- How to adopt the latest consensus-based hazard-resistant building codes and standards, the benefits and costs of adopting them, and the FEMA Building Science resources available, including resources made available through the Disaster Recovery Reform Act

of 2018 (DRRA 2018), part of the Federal Aviation Administration Resource Act of 2018 (Public Law 115-254), and Section 20606 of the Bipartisan Budget Act of 2018 (Public Law 115-123)

- Purpose of BCEGS ratings and how a community can obtain a rating

4.4 Internal Meeting Preparation

While planning the meeting, the Project Team should brush up on the following resources to ensure that the team members who will lead or facilitate Resilience Meetings are comfortable speaking about that community's specific needs and technical concerns:

- Flood Risk Datasets and Flood Risk Products and how to use them
- Risk-related information collected during the Discovery and Data and Product Development phases
- Building codes and mitigation publications, training, and grant awareness materials accessible through the FEMA Building Science Publications webpage
- Other resources available to facilitate mitigation activities, including resources made available through DRRA 2018 and Section 20606 of the Bipartisan Budget Act of 2018

Communication that is nuanced to address community-specific needs will help build trust between the Project Team and the community. It is most important for the Project Team to understand the Flood Risk Datasets and Flood Risk Products.

In addition to becoming familiar with relevant materials and local community resources, the Project Team should spend time with local Project Stakeholders to understand their specific needs and concerns. "Listening sessions" will help the Project Team learn how the community has already approached mitigation and to identify ways FEMA can support their goals. Coupling this information with existing hazard data will help the community plan and carry out new mitigation activities.

Project Team members can review the following materials in preparation for working with communities on strategies and recommendations for reducing their flood risk:

- AOMI identified by community officials and other key Project Stakeholders
- Areas targeted for development or redevelopment and unique areas, such as sites of cultural, historic, or religious significance
- Critical habitat or other protected areas
- State and local HMPs, associated local plans (e.g., stormwater, land use, and comprehensive plans); local subdivision regulations; plans developed by CRS participating communities, and plans funded under FEMA's Flood Mitigation Assistance grant program
- State and local best practices obtained from the SHMO and nearby CRS participating communities

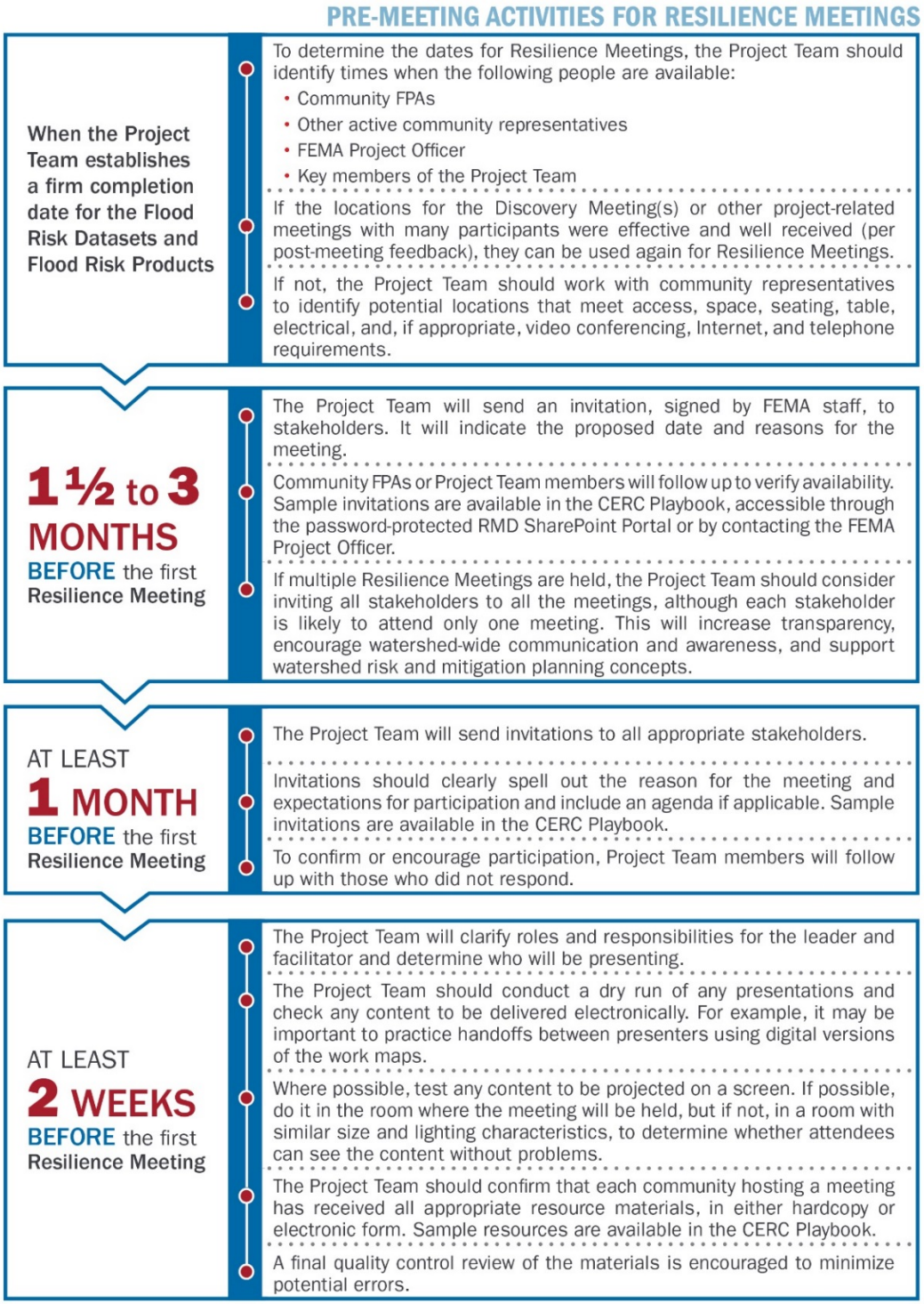
- Model ordinances obtained from state NFIP Coordinators, state Building Code offices, and local chapters of the American Planning Association
- Related best practices from the FEMA database, identified from coordination with SHMOs, from the FEMA Building Sciences Toolkit, and from any related handouts.

Project Team members can review the following materials in preparation for working with communities to develop and implement mitigation actions:

- Notes from earlier discussions on existing barriers and incentives for acting to reduce risk
- Local economic and situational drivers, tensions, and synergies
- FEMA grants and other federal grants related to the AOMI
- Technical resources available from FEMA and professional associations, related to the AOMI
- State technical resources that may be available from state NFIP Coordinators or SHMOs
- FEMA's hazard mitigation discretionary funding under the Robert T. Stafford Disaster Relief and Emergency Assistance Act Section 406, to educate communities and promote this funding

4.5 Pre-Meeting Activities

Table 3. Pre-Meeting Activities for Resilience Meetings



4.6 Holding the Meeting

4.6.1 Timing

Together, the Project Team, affected communities, key influencers, and other Project Stakeholders will determine the appropriate timing for Resilience Meetings. Resilience Meetings generally occur when the appropriate Flood Risk Datasets and Flood Risk Products for the project are available. However, they have also been held at other times:

- At the same time as FRR Meetings
- Before the preliminary FIRM and FIS Report are delivered to the community for review, and before holding CCO Meetings and Flood Risk Open Houses
- During the Due Process phase, which begins with the CCO Meetings and Flood Risk Open Houses, or after issuing the Letter of Final Determination that starts the adoption/ compliance period
- Aligned with an HMP update, either to present data to support an update or to provide technical support and resources to prioritize mitigation actions and connect those actions to resources for a newly updated plan.

4.6.2 Meeting Invitees and Attendees

In addition to the FEMA Project Officer and Project Team members who will be leading or facilitating portions of the meetings, all individuals contacted during the Discovery process or who attended Discovery Meetings should be invited to Resilience Meetings. The key Project Stakeholders listed below should be considered as potential invitees, in addition to any requested by the community Point of Contact (POC):

- Elected community officials (CEOs, council members, administrators, aldermen, etc.)
- Community FPAs, emergency managers, engineers, planners, GIS staff, hazard mitigation planners, and staff involved in code enforcement (building, construction, and construction permits)
- Local planning commissions
- Watershed management districts
- Land trusts
- Regional planners and emergency management officials
- State Mitigation Planner and other state officials involved in hazard mitigation planning
- State Building Code Officer
- State Dam Safety Official
- Regional Tribes and Tribal Nations
- Leaders of local hospitals, schools, and other public infrastructure and services
- Federal or state agencies with interest in the study area

- Representatives of state, regional, or local affiliates of professional associations, other non-government organizations (NGOs), and nonprofit organizations focused on land conservancy, watershed management and protection, floodplain management, flood risk reduction, or resilience
- Developers and representatives of developers' professional associations
- Representatives of insurance and real estate industry professional associations
- Representatives of independent neighborhood, condominium, or homeowners' associations

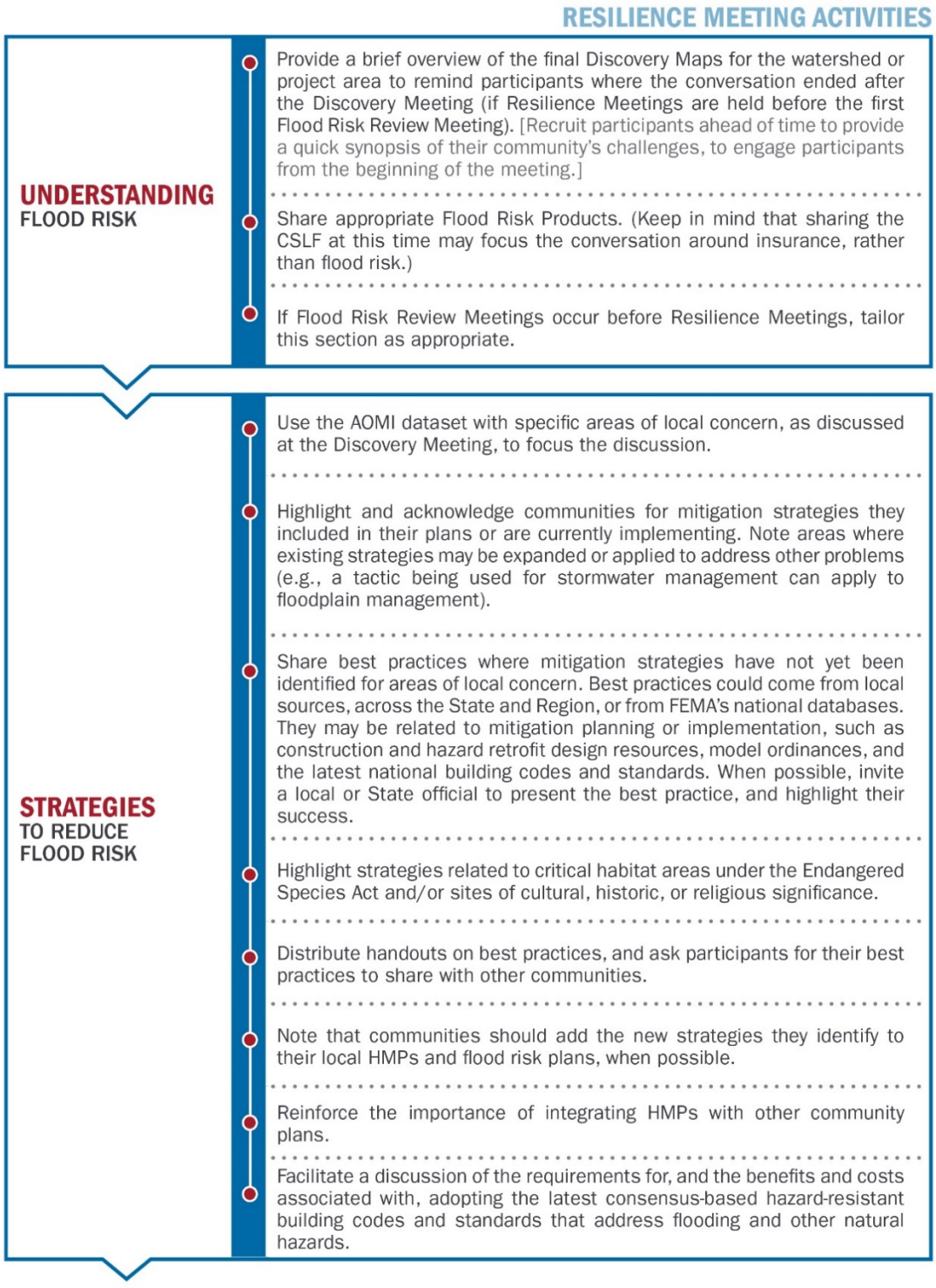
Based on the interest of some U.S. and state congressional delegations, it may be appropriate to invite district office staff to Resilience Meetings. These invitations should be handled separately from the list above and should be coordinated through the FEMA Regional Office of External Affairs.

Additional local, state, and national organizations that may be helpful to include can be identified through the CERC provider's Resilient Nation Partnership Network. Project Team members should contact the FEMA Project Officer to find out how to connect to this resource.

4.7 Meeting Activities

Resilience Meeting activities for the Project Team to consider are summarized below. They are placed in four topical areas so the Project Team can concentrate on specific areas of need. Project Teams should refer to the Designing Effective Public Meetings Guide component of the Flood Risk Communication Toolkit while planning the meeting and share this resource with community officials for their use when planning meetings with the public. The Toolkit is available at https://www.fema.gov/media-library/assets/documents/179697.

Table 4: Resilience Meeting Activities



RESOURCES
TO FACILITATE IMPLEMENTATION

Discuss resources that address barriers or incentivize communities and individuals to act to reduce flood risk.

Share ideas for mitigation activities that may be carried out with existing financial and other resources.

Describe the resources available to local, regional, State and Federal agencies, and entities that may assist with the mitigation strategies that were identified, including the following:

- FEMA grants available to communities that participate in the NFIP
- Federal grants available from non-FEMA agencies, like the U.S. Department of Housing and Urban Development
- Resources from the NFIP, CRS (when applicable), and floodplain management
- FEMA technical resources available online, such as design guides for hazard-resistant construction, independent study courses, damage estimators, FEMA grant guidance, and structure retrofits (accessible through the FEMA Building Science Publications webpage)
- Technical assistance available from State and Federal agencies
- Technical assistance available from professional associations and other NGOs
- Clarification on additional funding set aside, as part of the "5 Percent Initiative," to help communities enhance disaster resilience in ways related to building codes, such as adopting the current International Building Code® and improving a community's BCEGS rating
- FEMA Building Science resources and technical assistance

COMMUNICATION
ROLES AND RESPONSIBILITIES

Emphasize the importance of sharing flood risk information with the public because it allows people to make informed decisions to protect themselves, their families, and their businesses from flood risk.

- Constituents expect to hear about flood risk from local officials, and transparency in sharing information can increase trust between local officials and their constituents (reference Risk MAP survey findings).

Share information about the guidance available to help local officials communicate about the flood risk products with the people who live and do business in their communities.

Encourage communities to prepare a Community Outreach Plan. The Flood Risk Communication Toolkit for Community Officials **https://www.fema.gov/media-library/assets/documents/179697** includes a Communication Plan Guide, Social Media Guide, and Designing Effective Public Meetings Guide. The Project Team should encourage the use of these resources and follow up with community officials to discuss the Communication Plan after it has been developed.

4.7.1 Breakout Groups

When possible, have participants form smaller groups to focus on specific areas of interest. Ideas for breakout groups include the following:

- Technical group – Led by a Project Team engineer, this group may include engineers, GIS specialists, and other technically driven participants. The focus of this group is to review the Flood Risk Datasets and discuss how to use the data.
- Planning group – Led by the SHMO or FEMA Planner, this group may include community planners and those with related specialties. It should focus on how Flood Risk Datasets, Flood Risk Products, and mitigation strategies can enhance existing mitigation plans. The group can also discuss the Mitigation Planning Technical Assistance provided through the Risk MAP program (if applicable) and how to incorporate the public participation requirements of the planning process into Risk MAP meetings.
- Senior officials' group – Led by the FEMA Project Officer or other FEMA staff, this group may include CEOs, other state and local elected officials, and other senior staff. The group will discuss the incentives available to encourage mitigation action (e.g., grants, CRS), the importance of communication, and how these tools can increase resiliency.

4.7.2 Table Top Discussions

Another way to structure Resilience Meetings is to hold them as table top discussions, or listening sessions. This format allows local and regional partners to participate in a more engaging, workshop-type experience that allows interactive activities, resource sharing, and networking opportunities. This format tends to knit communities together and help them update an HMP more easily.

Working with the county POC, participants should include county and jurisdictional staff, in addition to regional partners and Project Stakeholders. This meeting can be held before or after FEMA approves an HMP or any other mitigation plan to better integrate hazard data. Tables should be set up in a U-shape to encourage discussion within the groups.

Once attendees have arrived, they should be divided into groups of individuals with diverse backgrounds (previously determined by the county POC, to ensure that people who do not typically work together are able to collaborate during this discussion). After an introduction, activities occur at the same time in each group, including discussions about how to prioritize mitigation strategies from the HMP, developing a mitigation action proposal, and how to localize public outreach messaging. Afterward, a Q&A session is held with county and state partners, followed by an opportunity to network with all participants.

As with all meetings in the Risk MAP process, followup activities will include sharing notes and key decisions with all meeting participants and incorporating discussions of mitigation actions into the HMP and other community mitigation action plans, so progress toward completion can be measured.

4.7.3 Action Item List

It can be helpful to prepare and distribute a list of action items contributed by each participant. for this project. The Project Team should ask participants to list up to three actions they can take personally to encourage flood mitigation strategies; by doing this, they invest their own time in the process. After compiling and disseminating the list of action items–approved by these Project Stakeholders–along with meeting notes after the Resilience Meeting, the participants have a self-appointed commitment to take action. Ideally, these items should be linked to the HMP, through which most of the funding to complete these actions is distributed. This further involves the contributing Project Stakeholders in the planning process and can incentivize them to take action. For more information about this activity, see the CERC Playbook, accessible through the password-protected RMD SharePoint Portal or by contacting the FEMA Project Officer.

4.8 Post-Meeting Activities and Products

Following up with attendees after a Resilience Meeting will bolster previously developed relationships and help build trust between the Project Team and the affected communities. It also supports the continuous sharing of that information that keeps communities engaged through the periods between the Risk MAP process phases.

The Project Team should complete the following activities:

- Distribute the attendee list with an email message (or letter) thanking attendees for their participation.
- Prepare and distribute the Resilience Meeting report, minutes, or notes to all attendees.
- Ask attendees for additional comments on the draft work maps and Flood Risk Products.
- Distribute individual action item lists and resource lists (e.g., websites, reports, maps, mitigation funding, and technical assistance).
- Prepare and distribute a revised version of the Resilience Meeting report, minutes, or notes, summarizing any additional feedback and changes to the work maps and Flood Risk Products.
- Update community and Project Stakeholder contact lists to include newly identified contacts.
- Follow up, as appropriate, to determine progress toward the actions agreed upon during the Resilience Meetings and progress toward Risk MAP metrics relating to local actions to reduce flood risk.
- Notify federal and state elected officials who were not represented at the Resilience Meetings.
- Post the final Resilience Meeting report, minutes, or notes and all other appropriate documentation to the community file.

4.9 Additional Community-Based Resilience Activities

The Resilience Meeting can be further supported by other community outreach activities that expand the influence of resilience messages, reach more people with resilience information, and

increase local conversations about and momentum toward mitigation actions. These activities can occur in the weeks leading up to Resilience Meetings or as followup events.

The CERC provider is likely to have the primary responsibility for planning and executing these outreach activities, in coordination with the FEMA Regional Office staff (including the Office of External Affairs) and other Project Team members. Potential activities include the following:

- Geotargeted (e.g., zip code level) online advertising intended to expand awareness of flood risk, mitigation action, and the upcoming Resilience Meeting
- Community events in public locations, such as town squares, schools, and common areas where people gather; such events could feature simple installations that help visualize risk, increasing risk and resilience awareness
- Local contests to suggest possible mitigation actions.
- Activities sponsored by partners, such as affinity groups, professional groups, colleges, and universities

The Project Team should take this opportunity to engage the creativity and energy of local outreach teams. All activities should be focused on advancing the shared mitigation and awareness priorities, as identified by the community and FEMA. The CERC Playbook provides more information about possible community activities. The CERC Playbook can be accessed through the password-protected RMD SharePoint Portal or by contacting the FEMA Project Officer.

5.0 Preliminary FIRM Release and Community Coordination

5.1 Preliminary FIRM Release Overview

The objectives of the Preliminary FIRM phase are (1) to provide community officials and other Project Stakeholders with copies of the preliminary versions of the FIRM, FIS Report, FIRM database, and Summary of Map Actions (SOMA); and (2) to initiate the planning for the CCO Meeting(s) and Flood Risk Open House(s) during which these products–sometimes referred to as “regulatory products”–will be presented and discussed.

5.2 Community Review of Preliminary Map Products

Once the Project Team has established a completion date for the preliminary versions of the FIRM, FIS Report, FIRM Database, and SOMA, the team should notify community officials and other key Project Stakeholders and may want to consider offering to meet with them to deliver and discuss these products. This notification can be handled by email, conference call, or webinar.

If the notification is to be handled by conference call or webinar, the Project Team may want to use a scheduling tool with community officials and other Project Stakeholders to determine a suitable date and time. This approach can also be used to determine a date for Delivery Meetings. These touchpoints can also be considered as opportunities to ask the community leaders what they need to help communicate the updates to either elected officials or residents, and how the FEMA Project Team may be able to assist.

5.2.1 Delivery Meeting Planning

The Project Team will determine the number of Delivery Meetings and whether they will be held in person, virtually, or by some combination, based on the size of the watershed or geographic area, budgetary concerns, and community officials' preferences.

For in-person Delivery Meetings, using some form of virtual format (e.g., webinar) allows multiple Regional Office staff members, the state NFIP Coordinator, the SHMO, and others to participate remotely, conserving limited travel funding for later meetings. Meetings can be held for an entire county or for individual communities, depending on the mutual preference of the FEMA Project Officer and community officials.

The Regional Office may have developed templates and other tools to help Project Teams conduct Delivery Meetings. Project Team members may also have meeting materials from other Flood Risk Projects that would be beneficial and help limit production costs. Other FEMA Regional Offices, FEMA Headquarters, and PTS and CERC provider staff who are not on the Project Team are potential sources of useful templates and tools. Additional information, tools, and examples are available in the CERC Playbook, accessible through the password-protected RMD SharePoint Portal or by contacting the FEMA Project Officer.

5.2.2 Delivery Meeting Activities

Delivery Meetings are intended to be working meetings, with consideration for interactive, two-way communication. They are not solely FEMA/Project Team briefings. Each meeting should include a general discussion of the FIRM, FIS Report, FIRM database, and SOMA, and the next steps in the project lifecycle–that is, CCO Meetings and Flood Risk Open Houses–and allow time for attendees to ask questions and provide feedback. Invitees can include both technical and non-technical community officials (e.g., CEOs, administrators, FPAs, engineers, planners, emergency managers) and other key Project Stakeholders who have been active participants in previous meetings.

During a Delivery Meeting, the Project Team will establish a timeframe for attendees to provide additional feedback. A period of 2 to 4 weeks is likely to be enough; however, the Project Team and the attendees should reach a consensus, so they feel they are being given ample time to provide feedback.

The primary goal of the Delivery Meeting is to continue to build community officials' and other Project Stakeholders' understanding, acceptance, and ownership of the FIRM, FIS Report, FIRM database, and SOMA. An important message for the meeting is:

> Teamwork is vital to our collective success in identifying and communicating flood risk and making informed decisions about how to address the risk. Let's talk about our next steps on this project as a team.

Additional messages that will be helpful during this phase are available in the Risk MAP Comprehensive Messaging Guide, accessible through on the password-protected RMD SharePoint Portal or by contacting the FEMA Project Officer.

During Delivery Meetings, the Project Team should review community officials' roles and responsibilities leading up to the CCO Meetings and Flood Risk Open Houses. If the meetings are held in person, the Project Team will also have an opportunity to talk separately to key influencers about their role going forward and to get their perspective on issues the Project Team may face before and during the CCO Meetings and Flood Risk Open Houses.

New engagement activities required by NFIP reform legislation should be discussed at this time. These include FEMA issuing the Notice to Congress, and FEMA and the community engaging with local television and radio outlets to educate property owners about proposed flood map updates and the process available to property owners to appeal proposed flood hazard determinations, in accordance with BW12, as amended by HFIAA and FEMA Standard (SID) 622. Implementation of SID 622 is discussed in greater detail in Guidance Document No. 104, Guidance for Stakeholder Engagement: Post-Preliminary Process, and templates to support its implementation are kept in the Flood Mapping Letter Repository on the password-protected RMD SharePoint portal.

A CCO Meeting is required after preliminary products are issued for Flood Risk Projects. Very rarely, the FEMA Regional Office and community officials may decide jointly that CCO Meetings and Flood Risk Open Houses are not needed. When this occurs, in accordance with FEMA Standard 384, the Project Team should document the decision in letters to the community CEOs, FPAs, and other key Project Stakeholders, using templates from the password-protected RMD SharePoint Portal or provided by the FEMA Project Officer. The Delivery Meeting would be a good time for the Project Team to collaborate with community officials and other Project Stakeholders regarding the process FEMA will follow to notify the public about the preliminary versions of the FIRM, FIS Report, FIRM database, and SOMA.

5.2.3 Post-Delivery Meeting Activities and Products

Following the Delivery Meetings, Project Team members should document any specific feedback or general concerns raised by attendees and determine whether any followup is necessary. If followup with attendees is appropriate, the Project Team should complete that in a timely manner, to continue building credibility and cooperation with community officials and other Project Stakeholders.

5.3 CCO Meeting and Flood Risk Open House Planning

5.3.1 Pre-Meeting Activities

Regardless of whether a Delivery Meeting, as discussed in the previous section, is held, the Project Team should contact community officials before planning CCO Meetings and Flood Risk Open Houses. Flood Risk Open Houses are intended to be community-led meetings for the public that are supported by the FEMA Regional Office, the state NFIP Coordinator and SHMO, and other Project Team members. Therefore, the Project Team should allow community officials to select the locations.

The selected sites for CCO Meetings and Flood Risk Open Houses will need to meet a number of requirements:

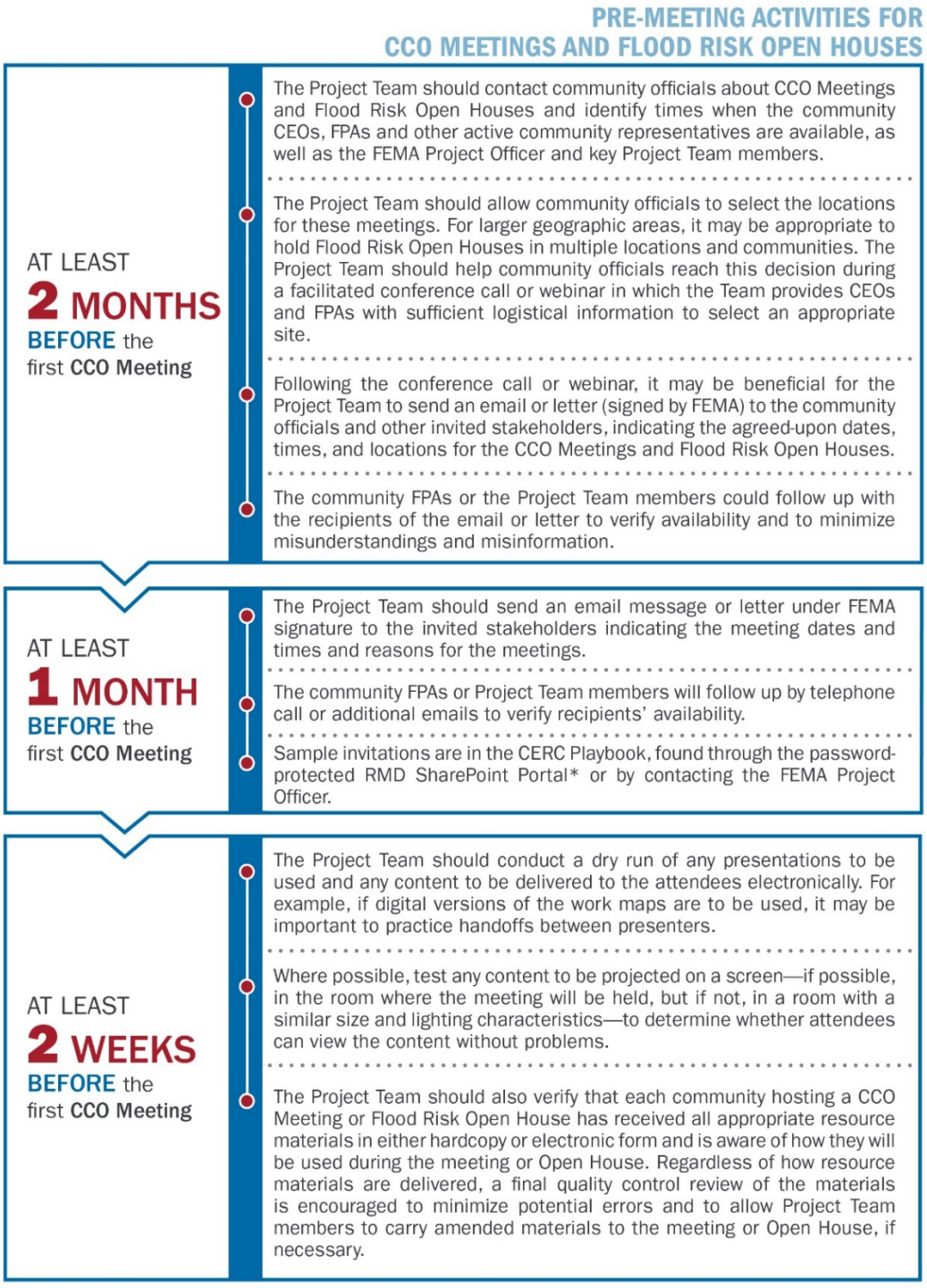
- Proximity to town or city centers

- Accessibility for the handicapped
- Parking
- Space
- Seating
- Table and work space (to lay out paper copies of FIRM panels for discussion and marking up)
- Electrical resources
- Video conferencing (if appropriate)
- Internet access (if appropriate)
- Telephones
- Other requirements established by the FEMA Project Officer

The Project Team is likely to provide interactive workstations, where property owners can receive information about the location of their property relative to the SFHA and be directed to visit other workstations, based on the information provided. Therefore, the selected locations will need to allow attendees to move through a reasonable number of information stations and workstations. Some Regional Offices have established recommended room layouts to facilitate the choice of location. Examples of previously used resources are available in the CERC Playbook, accessible through the password-protected RMD SharePoint Portal or by contacting the FEMA Project Officer.

When possible, it is beneficial to hold the CCO Meeting at the same location as the Flood Risk Open House. This allows the Project Team to guide community officials and other key Project Stakeholders through the workstations to help them understand what the public will experience. If appropriate, the Project Team may adjust the workstations in advance of the Flood Risk Open House, based on feedback from community officials and Project Stakeholders.

Table 5. Pre-Meeting Activities for CCO Meetings and Flood Risk Open Houses



Stakeholder engagement guidance related to conducting CCO Meetings and Flood Risk Open Houses–timing, invitees and attendees, objectives, messages, and activities–and conducting the activities after the meetings and Open Houses is covered in Guidance Document No. 104, Guidance for Stakeholder Engagement: Post-Preliminary Process. Guidance on the appeals process that FEMA administers after CCO Meetings and Flood Risk Open Houses is also available in that document, as well as in Guidance Document No. 56, Guidance for Flood Risk Analysis and Mapping: Post-Preliminary Due Process.

5.4 Congressional Notifications

In enacting the reform legislation, the U.S. Congress placed some specific requirements on FEMA to notify congressional delegations about the details of mapping milestones reached during the previous month, and an estimated schedule of certain mapping activities anticipated in upcoming months. Specifically, the legislation requires FEMA, at least 30 days before issuing any preliminary FIRM, to notify in writing the U.S. senators for each state affected and the U.S. representative for each congressional district affected by the preliminary FIRM. Notification should include the estimated schedule for community meetings regarding the preliminary FIRM; publication of notices regarding the preliminary FIRM in local newspapers; and the commencement of the appeals process. FEMA Headquarters delivers a monthly "Notice to Congress: Monthly Update on Flood Mapping" to address this requirement.

The reports are also posted to the FEMA library and archived by year at https://www.fema.gov/whats-new-flood-hazard-mapping.

Given the interest of some congressional and state delegations in planned or actual changes in the information shown on FIRMs, it may be appropriate to send separate notifications to district office staff members of U.S. senators, U.S. representatives, governors, state senators, and state representatives, to inform them about upcoming CCO Meetings and Flood Risk Open Houses. These notifications should be handled separately from the notifications and appointments sent to community officials and other key Project Stakeholders and should be coordinated with, and handled by, the Office of External Affairs in the FEMA Region Office.

5.5 Engagement Outcomes

Successful stakeholder engagement during the Preliminary FIRM Release and Community Coordination phase should result in the following outcomes:

- Community officials have a greater awareness and understanding of the Risk MAP process.
- Community officials have a greater awareness and understanding of their flood risks and the importance of mitigation and risk reduction.
- Community officials have a better understanding of, confidence in, and ownership of the preliminary FIRM, FIS Report, FIRM database, and SOMA and know how and why they are different from previously provided NFIP products.
- Project Stakeholders have a better understanding of, and support for, local flood risk reduction activities.

- Project Stakeholders have a better understanding of the requirements for, and the benefits and costs associated with, adopting the latest consensus-based hazard-resistant and standards to address flooding and other natural hazards.
- Project Stakeholders have a better understanding of the building code and floodplain management-related assistance and resources made available by FEMA in accordance with DRRA 2018 and Section 20606 of the Bipartisan Budget Act of 2018
- Relationships between FEMA, community officials, key influencers, and other Project Stakeholders are enhanced.
- Property owners and lessees are more educated about flood risks and reducing this risk in their community. Property owners understand that flooding can happen anywhere, including in areas where the purchase of flood insurance is no longer mandatory.
- Property owners and lessees are more aware of new or updated flood hazard information and have a better understanding of the appeal and map revision processes.
- Property owners and lessees are better educated about the benefits of maintaining or acquiring flood insurance.
- Misleading or incorrect information disseminated by media and other Project Stakeholders is avoided or reduced.

6.0 File Maintenance

To comply with Section 66.3 of the NFIP regulations (44 CFR 66.3), the Project Team needs to maintain community files for the project. The required community files for all affected communities should have been set up during the Discovery phase, following protocols established by the FEMA Regional Office. Therefore, the Project Team should place records of engagement activities (e.g., letters, email messages, memorandums, meeting notes) during the Preliminary Production Process in the previously established community files. This includes any documentation related to working with the media to educate property owners about the appeals and map revision processes and procedures, in accordance with Section 216 of BW12, as amended by HFIAA.

To comply with Section 67.3 of the NFIP regulations (44 CFR 67.3), the Project Team should also establish a Flood Elevation Determination Docket (FEDD) file for each affected community. The FEDD file should contain copies of all correspondence with communities concerning preliminary flood hazard information, as well as copies of the preliminary FIRM, FIS Report, and SOMA. The Project Team should also include all communication with community officials and the media taken to comply with the requirements of Section 216 of BW12, as amended by HFIAA.

Additional guidance on the information to be included in the FEDD file is provided in Guidance Document No. 69, Guidance for Flood Risk Mapping and Analysis: Technical Support Data Notebook and Flood Elevation Determination Docket.