Guidance for Stakeholder Engagement

Data and Product Development Phase

February 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 (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 www.fema.gov/library.

<p style="text-align:center; color:red;">This Document Has Been Superseded.
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Document History

Affected Section or Subsection	Date	Description
First Publication	November 2015	Initial version of new transformed guidance. The content was derived from Operating Guidance 04-11, <u>Risk MAP Meetings Guidance.</u> It has been reorganized and is being published separately.
Second Publication	May 2016	This guidance document has been revised to address requirements resulting from Section 216 of the Biggert-Waters Flood Insurance Reform Act of 2012 (BW12), as amended by the Homeowner Flood Insurance Affordability Act of 2014 (HFIAA), and FEMA organizational changes. Additional updates have been completed to reflect enhanced stakeholder engagement practices in place as a result of increased investment in community engagement and risk communication.
Subsections 1.1, 1.5, 1.6, 3.2, 3.2.1, and 3.4 and Sections 5 and 6	February 2019	Provide additional clarity on the implementation of enhanced stakeholder engagement requirements resulting from BW12 as amended by HFIAA and to cross reference tools and templates to both the Templates and Other Resources page on FEMA.gov and the password-protected RMD SharePoint Portal.

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1.0   Introduction

This guidance document has been prepared to expand on, and therefore supersede, Risk Mapping, Assessment, and Planning (Risk MAP) program guidance provided in Sections 1 and 4 of Federal Emergency Management Agency (FEMA) Operating Guidance (OG) 04-11, Risk MAP Meetings Guidance, dated June 30, 2011. Specifically, this guidance document addresses stakeholder engagement during the Data and Product Planning Phase (formerly referred to as the Data Development and Sharing Phase in OG 04-11) of the Risk MAP project lifecycle.

The objectives of the Data and Product Planning Phase are (1) to provide communities with engineering data and drafts of Risk MAP products as they are developed (collecting feedback and revising as needed), and (2) to build confidence in those products.

The primary audiences for this guidance document are staff from the 10 FEMA Regional Offices, FEMA Headquarters (HQ), and the Project Teams that are formed to carry out the projects in support of the Regional Offices. (Information about potential Project Team members is provided in Subsection 1.5.) However, this guidance document is also intended for Risk MAP providers that may not be actively involved in individual Risk MAP projects, but may be called on to support activities during the Data and Product Development Phase as "internal stakeholders." (See Subsection 3.3.3.)

The guidance in this document is consistent with the Risk MAP program vision. The Risk MAP program vision includes collaborating with local, State, and Tribal entities throughout a watershed to deliver quality data that increases public awareness and leads to mitigation actions that reduce risk to life and property. To achieve this vision, FEMA transformed its traditional flood hazard identification and mapping efforts into a more integrated process of identifying, assessing, communicating, planning, and mitigating flood-related risks. The goals of the Risk MAP program are:

- Goal 1: Address gaps in flood hazard data to form a solid foundation for flood risk assessments, floodplain management, and actuarial soundness of the National Flood Insurance Program (NFIP).

- Goal 2: Ensure that a measurable increase of the public's awareness and understanding of risk management results in a measurable reduction of current and future vulnerability to flooding.

- Goal 3: Lead and support States, communities, and Tribes to effectively engage in risk-based mitigation planning that results in sustainable actions that reduce or eliminate risks to life and property from natural hazards.

- Goal 4: Provide an enhanced digital platform that improves management of limited Risk MAP resources, stewards information produced by Risk MAP, and improves

communication and sharing of risk data and related products to all levels of government and the public.

- Goal 5: Align Risk Analysis programs and develop synergies to enhance decision-making capabilities through effective risk communication and management.

To achieve these goals, stakeholder coordination and engagement is necessary throughout the Risk MAP project lifecycle.

Engagement is particularly important during the Data and Product Development Phase because activities during this phase may require an extended timeframe to complete. Engagement is necessary and appropriate to maintain the interest of community officials and other stakeholders and to build on the relationships established or enhanced during the Discovery Phase of the project lifecycle. Engagement should be considered an ongoing activity, not limited to the period immediately preceding and during the Flood Risk Review Meeting or other formal meeting opportunities. Regular dialogue and touch points, even if limited to a periodic email or phone call, can foster trust and confidence in the partnership between FEMA and the community.

As mentioned previously, the guidance, context, and other information in this document is not required unless it is codified separately in a statute, regulation, or policy. Alternate approaches that comply with all requirements are acceptable. Each Regional Office has an Action Strategy that will inform the engagement support and activities performed during the Data and Product Development Phase; the FEMA Project Officer will identify the required level of support.

1.1 Data and Product Development Overview

As shown in Figure 1, the Data and Product Development Phase is the third phase in the Risk MAP lifecycle.

Figure 1: Risk MAP Project Lifecycle

Project Planning → Discovery → Data and Product Development → Risk Awareness → Preliminary NFIP Map Release → Planning for Mitigation Action → Due Process → FIS and FIRM Delivery

In addition to ongoing community outreach and engagement, other activities that occur during the Data and Product Development Phase include the following, as appropriate:

- Develop and implement a new stakeholder engagement plan or refine the existing stakeholder engagement plan, including provisions for delivering draft Flood Risk Datasets and Flood Risk Products to affected communities.

- Communicate information about the planned model or models to communities receiving updated flood hazard information. (See Subsection 3.2.1.)

- Initiate a 30-day review period for communities to consult with FEMA regarding the appropriateness of the model or models to be used.

- Acquire new data.

- Develop hydrologic and hydraulic models.

- Develop the draft work maps.

- Deliver the draft models and work maps to the affected communities for review.

- Initiate a 30-day review and comment period to allow communities to review the draft FIRM database and other contributing data (as requested) and submit appropriate data that are consistent with prevailing engineering principles to be included in the flood risk project. (See Subsection 3.2.1.)

- Hold the Flood Risk Review Meeting(s) with community officials and other stakeholders.

- Incorporate appropriate data submitted by communities, if the data are consistent with prevailing engineering principles, into the proposed flood hazard information.

- Develop the Preliminary Flood Insurance Rate Map (FIRM) database and Flood Insurance Study (FIS) report elements.

- Produce the draft Flood Risk Datasets and products (e.g., Flood Risk Database, Flood Risk Report, Flood Risk Map).

- Establish and maintain a community case file and Flood Elevation Determination Docket file for each affected community in compliance with NFIP regulations. (See Section 4 of this document.)

1.2 Stakeholder Engagement Goals for Data and Product Development Phase

Stakeholder engagement during the Data and Product Development Phase should be flexible and scalable, and will not look the same in all areas, as each FEMA Regional Office, each watershed or study area, each Project Team, and each stakeholder group to be engaged will vary. The stakeholder engagement activities that the FEMA-led Project Team might conduct during the Data and Product Development Phase are intended to accomplish the following:

- Provide transparency into the Risk MAP process.

- Establish clear expectations for the data and products to be provided by the Project Team and the timeframe for delivery. (This may be particularly important if a significant period oftime has passed since the Discovery process was completed.)

- Build community official and stakeholder understanding of, confidence in, and ownership of the data and products that have been provided and the process being followed, by obtaining input from community stakeholders regarding the models chosen and the associated draft FIRM database and incorporating relevant feedback into the products.

- Continue to enhance and expand on the relationships with stakeholders developed during the Discovery Phase.

- Identify additional stakeholders and build relationships with them.

- Develop a stakeholder engagement plan designed to (1) keep project stakeholders informed of all key decisions, draft findings, and finished outputs; and (2) regularly engage key stakeholders in a dialogue about local risks and potential mitigation actions to manage and reduce those risks.

- Identify additional key influencers for the watershed, as appropriate.

- Present and explain engineering data and draft work maps to community officials and other stakeholders.

- Improve stakeholder understanding of, and support for, mitigation action through local risk-reduction activities.

- Explain differences between the effective data and products and the new data and products.

- Verify that the engagement with local community stakeholders discussed in Section 6.0, "Scope Refinement," of FEMA Guidance Document No. 22, Guidance for Stakeholder Engagement: Discovery Phase, has taken place.

Engagement with both internal and external stakeholders is appropriate and a very important activity during the Data and Product Development Phase to meet the Program goals.

1.3   Coastal and Levee Accreditation Project Considerations

All newly initiated Flood Risk Projects must be watershed-based, with the exception of coastal and small-scale projects related to levee accreditation status. Coastal projects and levee accreditation projects may have longer timelines than Flood Risk Projects for watersheds, separate prioritization protocols, widely varying stakeholder audiences, and other differences. For example, levee projects may require the formation of a Local Levee Partnership Team that includes a diverse group of stakeholders.

Project Team members involved in Flood Risk Projects involving coastal analyses or levees should refer to separate guidance related to coastal projects and levee accreditation projects provided on the Guidelines and Standards for Flood Risk Analysis and Mapping webpage. Additional resources related to coastal analyses and mapping are available from www.fema.gov/coastal-flood-risks-achieving-resilience-together. Additional resources related to levee analysis and mapping are available from the FEMA Levee Resources Library at www.fema.gov/fema-levee-resources-library.

1.4   Tribal Considerations

When Tribal lands are included in a watershed/project area, consultation with Tribal entities is to be coordinated with the Regional Office Tribal Liaison. During the Discovery Phase, the affected Tribal entities should be consulted on whether they want to be included in other planned engagement efforts and Risk MAP meetings, or if separate engagement efforts or meetings with them would be more appropriate. This will depend on established working relationships between the Regional Office Tribal Liaisons and the tribal entities within each region and other factors. For instance, if a Tribal entity participates in a multijurisdictional Hazard Mitigation Plan, it might be appropriate for them to participate in the Resilience Meeting. (For information on Resilience Meetings for flood risk projects, see Guidance Document No. 63, <u>Guidance for Stakeholder Engagement: Risk Awareness Phase</u>. Guidance Document No. 63 is accessible through the FEMA Guidelines and Standards for Flood Risk Analysis and Mapping webpage.)

Even if the FEMA Region determines that a tribe does not have the land-use authority needed to implement the requirements of the NFIP, the Discovery process might have provided an opportunity to inform the Tribe about the NFIP, Risk MAP program, and other mitigation programs, such as the benefit of developing Hazard Mitigation Plans. Before the end of the Discovery Phase, the FEMA Region usually will have an understanding, in coordination with the tribal entity, on whether the tribe meets the NFIP definition of a community and how the tribal entity should be included in the Flood Risk Project. The FEMA Region Tribal Liaison will continue to work with the tribal entity after the Discovery Phase has ended as appropriate.

Only the FEMA Regional Office Tribal Liaison or other approved Regional Office staff members are to work directly with federally recognized tribes and tribal entities. Therefore, if a Tribal entity contacts a Project Team member about participation in the NFIP or participation in the ongoing project, that Project Team member is to notify the FEMA Project Officer and the RegionTribal Liaison immediately.

In this document, the term "communities" includes tribes/tribal entities that have chosen to participate actively in a Flood Risk Project.

1.5   Key Terms Defined

The terms listed below are key terms that will be used in this guidance document and other stakeholder engagement guidance documents.

- *Changes Since Last FIRM* – A FEMA Flood Risk Dataset that provides information regarding changes made to the mapped floodplain and regulatory floodway boundaries during the course of an updated study of flood hazards for an impacted jurisdiction

- *Chief Executive Officer* – The official of a community who has the authority to implement and administer laws, ordinances, and regulations for that community

- *Consultation Coordination Officer* – The individual on the FEMA Regional Office staff who is responsible for coordinating with a community on activities related to the NFIP

- *Floodplain Administrator (FPA)* – The community official who is responsible for operating a floodplain management program in a community in accordance with NFIP regulatory standards

- *Flood Elevation Determination Docket (FEDD)* – The FEDD file (one PDF file per community), a component of the Technical Support Data Notebook, is a file maintained by FEMA that includes all correspondence between FEMA and the community concerning a Flood Risk Project

- *Flood Risk Database* – The FEMA Flood Risk Product that stores all flood risk data for a flood risk project, including the information shown in the Flood Risk Report and on the Flood Risk Map. The Flood Risk Database contains a wide variety of flood risk data, ranging from potential annual flood losses to the probability of being flooded in any given year or in a 30-year period.

- *Flood Risk Dataset* - A compilation of data gathered during a Flood Risk Project. The information in a dataset is typically provided electronically in table format and is able to be used in other formats, such as in a Geographic Information System. Four groupings of information that are typically provided as a result of a Flood Risk Project are the Changes Since Last FIRM, Flood Depth and Analysis Grids, Flood Risk Assessment Data, and Areas of Mitigation Interest Datasets.

- *Flood Risk Map* – The FEMA Flood Risk Product that provides a high-level overview of specific flood risk data for the project area, such as the potential flood losses associated with a 1 percent annual chance event reported for each census block within the project area. The Flood Risk Map may be used by community and elected officials to visually support presentations, proposals, and discussions about flood risks in the watershed.

- *Flood Risk Products* – The term used to describe products provided to community officials by FEMA as a result of a Flood Risk Project that, unlike the FIRM and FIS report, are not subject to statutory due-process requirements. Flood Risk Products include the Flood Risk Database, Flood Risk Map, and Flood Risk Report

- *Flood Risk Report* – The FEMA Flood Risk Product that provides summary flood risk data for the entire Flood Risk Project as well as the individual community within the project area. The Flood Risk Report is not intended to be the regulatory or final authoritative source of all flood risk data in the project area. The Flood Risk Report is to be used in conjunction with other data sources to provide a comprehensive picture of flood risk within a project area.

- *Key Influencers* – The term used to describe public- or private-sector organizations and individuals who have direct or indirect power to affect the decisions of others because of their real or perceived authority, knowledge, position, or relationship

- *Local Outreach Team* – A group of community residents that serves as the face and voice of resilience in the watershed. This group can be supported by the Community Engagement and Risk Communication (CERC) provider team through technical assistance, ongoing counsel, training, and template materials.

- *Outreach* – The activity, process, or channel used to engage or communicate to others

- *Project Charter* – A document, usually produced during the Discovery process for a Flood Risk Project carried out under the Risk MAP program, that summarizes the watershed/project area vision; the products that each affected community will receive; mitigation technical assistance to be provided; roles and responsibilities for all parties involved; data to be provided with associated deadlines; projected timeline for the project; and an explanation of what is expected from partners at each milestone on the project timeline

- *Project Management Team* – The term used to describe the individuals who will manage a Flood Risk Project for its entire lifecycle. The Project Management Team includes: FEMA Risk Analysis Branch staff member who is the FEMA Project Officer for a project; project manager or senior-level staff from the Cooperating Technical Partners (CTPs) and/or Risk MAP providers who are participating on the Project Team; the State NFIP Coordinator; and the FEMA Regional Office Contracting Officer

- *Project Team* – The term used to describe the team of individuals and organizations who will execute a Flood Risk Project over its lifecycle. In addition to the FEMA Project Officer for the project, the Project Team can include management and staff from the CTP(s) and/or Risk MAP provider(s) who are participating in the project; the State NFIP Coordinator and State Hazard Mitigation Officer (SHMO); other Federal agencies; and others, such as regional planning agencies and water management districts

- *Regulatory Products* – The term used to collectively refer to the FIRM, FIS report, and FIRM database

- *Risk MAP Providers* – The term used to collectively refer to the teams of private-sector companies that support the Risk MAP program under contract to FEMA; i.e., the Customer and Data Services (CDS), CERC, Production and Technical Services (PTS), and Program Management (PM) providers

- *Stakeholder Engagement* – The process by which an organization involves people or organizations that may be affected by the decisions it makes or can influence the implementation of those decisions

1.6 Impact of Recent National Flood Insurance Program (NFIP) Reform Legislation

Through enactment of the Biggert-Waters Flood Insurance Reform Act of 2012 (BW12) and the Homeowner Flood Insurance Affordability Act of 2014 (HFIAA), the U.S. Congress established a number of new mapping-related requirements. For a complete breakdown of the new requirements, visit the Flood Insurance Reform portion of the FEMA website (www.fema.gov/flood-insurance-reform). Some of the new legislative requirements from Section 216 of BW12 are addressed in Subsections 3.2.1, 4.6, and 4.7 and Section 5.

As part of the reform legislation, the U.S. Congress also required the establishment of a new Technical Mapping Advisory Council (TMAC) to advise FEMA on certain aspects of the national flood mapping program. Additional information on the TMAC is accessible through the FEMA website at https://www.fema.gov/technical-mapping-advisory-council.

FEMA continues to work with TMAC on fully implementing the NFIP reform legislation and the recommendations from TMAC. As new FEMA standards for the Data and Product Development Phase are established, FEMA will update and re-issue this guidance document.

2.0 Documenting Outreach and Engagement Activities

To assure a clear understanding on the part of all Project Team members, all stakeholder outreach and engagement activities for the Flood Risk Projects are to be documented in an implementable written plan. For the purposes of this document, the new or updated plan that will be used to document activities during this phase will be referred to as a stakeholder engagement plan. This plan will be tailored to the needs of the individual community, taking into account factors such as size, the complexity of the mapping project, prevailing attitude towards mapping and resiliency, the presence of local advocates, the potential impact of mapping changes, and any propensity towards mitigation action in the community.

A stakeholder engagement plan may have been created during the Discovery Phase and may cover the entire project lifecycle. (That plan may have been referred to as a communications plan, outreach plan, or community engagement plan.) If a stakeholder engagement plan was created, Project Team members will need to review the plan to determine whether it is accurate based on contractual arrangements made with CTPs and Risk MAP providers and current guidance from the Flood Mapping Program IPT and FEMA HQ. This review should be done at the beginning of the Data and Product Development Phase.

If a stakeholder engagement plan was not developed previously, the Regional Office may have an up-to-date template that the Project Team could use. Some Regional Offices have required only that an assigned Project Team member produce a comprehensive plan, without any specific requirements. The Project Management Team and other Project Team members would then review and comment on the plan.

If the Project Team did not create a stakeholder engagement plan during the Discovery Phase and the Regional Office does not have a template, an assigned Project Team member will need to create an appropriate plan that includes information on the topics below. Given the engagement and communication responsibilities of the CERC provider, the regional CERC Liaison (CERC-L) would likely be the appropriate Project Team member to lead the development of a draft stakeholder engagement plan for review by other Project Team members. While specific goals will vary with the needs and requirements for each project, key points to include in a stakeholder engagement plan might include the following:

- Environment/background in which the outreach and engagement will take place

- Goals/objectives

- Roles and responsibilities of Project Team members, which will include some combination of:

  o FEMA Risk Analysis Branch, Floodplain Management and Insurance Branch, and Hazard Mitigation Assistance Branch staff

- o CTP staff
- o State NFIP Coordinator
- o SHMO
- o PTS provider staff
- o CERC-L and other CERC provider staff
- o CTP contractor staff
- o Other Federal agency staff

- Roles and responsibilities of non-Project Team members, such as staff from:

  - o Regional Office of External Affairs
  - o Other FEMA Regional Offices and HQ offices
  - o CTP(s)
  - o Risk MAP providers
  - o Other Federal agencies

- Approaches to recruiting and supporting a Local Outreach Team:

  - o Members
  - o Schedule of activities
  - o Tools and templates

- Key message content and format

- Engagement tools and techniques to be used

- Audiences to be engaged, including external (public- and private-sector) stakeholders, internal stakeholders, and key influencers

- Outreach and engagement strategies and tactics

- Schedule of activities timeline

- Expected outcomes

- Potential barriers to success

- Monitoring plan and proposed solutions

During the Discovery process for some projects, a Project Charter or similar document may have been created to summarize the scope of the project and other items. Project Charters would have been developed in coordination with watershed stakeholders and may have been signed by all parties. When preparing the stakeholder engagement plan, the Project Team should review the Project Charter, as appropriate, to ensure that the two documents are similar with regard to the distribution of communications and engagement responsibilities.

Once the stakeholder plan has been developed or updated, it would likely be beneficial for the Project Management Team to distribute the plan and to emphasize to Project Team members the importance of carrying out assigned activities and responsibilities. It also may benefit the Project Management Team to establish a process for amending the plan later in the Data and Product Development Phase should this become necessary to meet the changing needs of the project.

The stakeholder engagement plan should be considered a "living" document.

3.0   Engaging Stakeholders

Engagement with a variety of both external and internal stakeholders is vital for the project to be completed successfully. Information on potential external stakeholders is provided in Subsection 3.3, while information on potential internal stakeholders – FEMA HQ Federal Insurance and Mitigation Administration (FIMA) staff, staff from other FEMA Regional Offices, Risk MAP provider staff not represented on the Project Team – is provided in Subsection 3.4.

Project Team members should refer to a separately published document, the CERC Playbook, for additional information about stakeholder engagement during the Data and Product Development Phase and links to examples, tools, and templates. The CERC Playbook can be accessed through the password-protected Risk MAP Program Portal or by contacting the FEMA Regional Project Officer.

3.1   Identification of Key Influencers

During each phase of the project lifecycle, it is important for Project Team members to identify organizations or individuals that are, or have the potential to be, key influencers. For the purposes of this document, key influencers are public- or private-sector individuals or organizations who have the direct or indirect power to affect the decisions of others because of their real or perceived authority, knowledge, position, or relationship. These individuals or organizations are trusted sources of information. They may be individuals who traditionally have a role in emergency management, floodplain management, hazard mitigation, or mapping projects. It is important not to overlook others who may represent civic organizations, business, or groups that having a standing in the community.

While the FPAs are key contacts for flood hazard mapping- and floodplain management-related communications, they may not be the key local influencers that will convince Chief Executive Officers (CEOs), other elected officials, residents, and other stakeholders that flood hazard information is accurate, flood risks are real, and mitigation action is necessary. The FPAs, however, may be a good source for identifying key influencers locally, such as planners, emergency managers, engineers, and other local officials. Based on their previous experiences in the watershed, FEMA Regional Office staff, State NFIP Coordinators, SHMOs, and other Project Team members also may be good sources for information on key influencers.

Local community organizations and partners can play an important role in supporting the mapping process and lending support from community influencers. Local partners provide credibility and an existing communication network. Identifying local partners who have a vested interest in the mapping process provides a framework to effectively implement stakeholder engagement activities. The identification of organizations also should align, where appropriate, with those organizations with which FEMA has already established a relationship at the national level through partnership efforts. Many of these organizations also have state and local chapters.

Local media are often key influencers because they communicate with virtually all stakeholders every day. Regional, state, and local affiliates of professional associations and other nongovernmental organizations (NGOs) and nonprofit organizations (NPOs) – and representatives thereof – also may be key influencers. They often are embedded in a community; have routine interactions with, and often can influence, Federal, State, and local elected officials and other decision-makers; and have daily interactions with local citizens and the media.

If the Regional Office has not developed a preferred approach for identifying key stakeholders, it may be appropriate for the FEMA Project Officer to request that the CERC-L design an approach for the watershed or other geographic area that is covered by the project. The FEMA Project Officer may call on the CERC-L to provide this support even if he or she is not a Project Team member.

3.2   Engagement with Communities and Other External Stakeholders

Engagement with a variety of external stakeholders will enable the FEMA Project Officer and other Project Team members to do the following:

- Continue the data and information collection activities initiated during the Discovery Phase to assure that the most up-to-date hazard and risk information for a watershed/project area is provided.

- Maintain relationships with Federal and State agency partners that participated during the Discovery effort and whose participation later in the process will be vital.

- Identify key influencers who can help deliver products and related messages to community officials and the public.

- Further educate community officials and other stakeholders about the types of data and products that will be provided.

- Encourage and support communities taking more ownership of the data and products created.

- Comply with the consultation and coordination requirements of Section 216 of BW12, as amended by HFIAA.

The following stakeholder groups, which could be engaged by the Project Team during the Data and Document Production Phase, are discussed in Subsections 3.2.1 through 3.2.5:

- Community officials

- Regional entities

- State partners and other State agencies

- Federal agency partners and other Federal agencies

- Federal and State elected officials

- Private-sector organizations, including the media

3.2.1.   Engaging Local Community Officials

Given the emphasis placed on community outreach and engagement, both by the Risk MAP program and by the U.S. Congress in BW12 and 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 have started before or during the Discovery Phase, as documented in Section 2 of FEMA Guidance Document No. 22, *Guidance for Stakeholder Development: Discovery Phase*. Guidance Document No. 22 is accessible through the FEMA Guidelines and Standards for Flood Risk Analysis and Mapping webpage.

As indicated in that document, engagement with a broad array of stakeholders is one of the guiding principles for working with communities under the Risk MAP program. Timely, appropriate, and comprehensive engagement will help the Project Team members continue to build solid relationships.

Potential local officials (county and community) with whom the Project Team may want to engage during the Data and Product Development Phase include, but are not limited to, the following:

- CEOs

- FPAs

- Emergency managers

- Engineers

- Planners

- Geographic Information Systems (GIS) managers/coordinators/specialists

- Hazard mitigation planners and officials involved in implementation

- Code enforcement officials

- Metropolitan planning and transportation entities

The Project Team should keep contact information for community officials (particularly CEOs and FPAs) current throughout the lifecycle of a flood risk project. One source of this information is the FEMA Community Information System (CIS). If the Project Management Team determines that the CIS should be the primary source of the community contact information, the Project Team may find it beneficial to check the CIS periodically and notify the FEMA Project Officer when information is out of date to help assure timely and accurate delivery of correspondence to CEOs and FPAs. This may be especially beneficial for Flood Risk Projects that take several years to complete. If the community contact information is kept separate from the CIS, all Project Team members should have access to it.

It is not the intent of this guidance document to list all of the topics that the Project Team may need to discuss with local officials. However, FEMA standards require that certain topics be discussed early in the study lifecycle. Therefore, the Project Team will need to verify that the engagement with local community stakeholders discussed in Section 6.0, "Scope Refinement," of

FEMA Guidance Document No. 22, <u>Guidance for Stakeholder Engagement: Discovery Phase</u>, has taken place and is documented. Guidance Document No. 22 is accessible through the FEMA Guidelines and Standards for Flood Risk Analysis and Mapping webpage.

In addition, to comply with the requirements of Section 216 of BW12, the Project Team will need to complete the tasks described below.

- Before any data development tasks within a Flood Risk Project, including a FIRM update, begin, each community affected by the FIRM update must be notified of the planned model or models to be used and provided with an explanation of why such model or models are appropriate. The Project Team is to provide each affected community with a 30-day period beginning upon notification to consult with FEMA regarding the appropriateness of the mapping model or models to be used. This consultation does not waive or otherwise affect the right of the community to later appeal any flood hazard determinations.

- This consultation may have occurred during or at the end of the Discovery Phase, but it needs to be implemented before the start of the Data and Product Development Phase. This communication and consultation period may be initiated at or before a project kickoff meeting, if such a meeting is planned. The Project Team should conduct written communication via mail or e-mail, and the communication should be sent at least 15 days before the start of the 30-day period to ensure that communities receive the information and have a full 30 days to review. The Project Team may elect to send advanced email notification to community FPAs before to make them aware of the Engineering Model Notification letter they will be receiving. To facilitate this process, FEMA Headquarters has created the templates listed below and posted them to the password-protected RMD SharePoint Portal.

  o Advanced Email Notification – This email would be sent to the FPAs of the affected communities, before the notification letters to the community CEOs and would explain what the communities/CEOs will be receiving.

  o Engineering Model Notification Letter and Summary Table – This letter would be sent to the CEOs of the affected communities, with copies to the FPAs, notifying the communities of the planned model(s) and provide a 30-day review period. This template includes an attachment titled "Proposed Engineering Model Summary Table.

  o Engineering Model Comment Acknowledgement Letter – This letter can be sent to acknowledge a comment and to propose next steps. It is not required.

The summary table includes the flooding source, reach, affected communities, model used, and a brief explanation of the "rationale for the model selected." In the "Rationale for Models Selected" column, the table includes a general description that can be used. The model summary table should list all flooding sources to be studied within a community. If a streamline and/or its associated flood hazard area is present in a community, then that flooding source, along with selected model details and rationale, should be included in the community's model summary table. This information can be most efficiently generated through a geographic information systems (GIS) intersect analysis between streamline, flood hazard area, and political boundaries.

The Project Team does not need to include flooding sources where SFHAs are redelineated based on new or superior topographic data and not remodeling in the table. However, the Project Team can choose to include those flooding sources if it will enhance communication with community officials.

A coded map of the study area can also be utilized to illustrate the affected flooding sources and corresponding proposed models at the discretion of the region.

The Engineering Model Comment Acknowledgment Letter is optional and can be used as needed. The Project Team can address and respond to comments through email correspondence, telephone, in-person meetings, and in writing as deemed appropriate by the FEMA Project Officer. There is no formal requirement for documenting the comment period; phone logs and copies of incoming comments, and response emails or transmittal letters are all acceptable forms of documentation. This documentation should be maintained and uploaded to the Mapping Information Platform as proof of compliance with Standard ID (SID) 620 along with copies of the e-mail or paper letter notification sent to each affected community CEO and FPA.

If changes are made to the proposed model(s) as a result of comments received during the 30-day comment period, a second or additional letter notification and summary table is not necessary. Changes to the selected models and should be communicated to the affected community(ies) in a manner deemed appropriate by the FEMA Project Officer.

- When a Flood Risk Project includes new or updated FIRM panels, before completing Quality Review 1, the Project Team must provide a copy of the draft FIRM database and other contributing data as requested to the communities receiving the new or revised FIRM panels. The Project Team must provide the affected communities with a 30-day period during which the communities may provide data to FEMA that can be used to supplement or modify the existing data. The Project Team should incorporate any community-submitted data into the project as appropriate. Data or information submitted must be completed to a level to be directly incorporated to the study or demonstrate scientific incorrectness by:

  o Identifying the methods, or assumptions purported to be scientifically incorrect

  o Supporting why the methods, or assumptions used are not appropriate

  o Providing new or alternative analysis and mapping data utilizing methods consistent with prevailing engineering principles and meeting FEMA's Standards

  o Providing technical support indicating why the new or updated analysis and mapping should be accepted as more correct

- The Project Team should consult with community officials on the best way to transmit the draft FIRM database and other contributing data for review. The data needs to have "language indicating that the data are provisional and subject to change to ensure that the end user does not mistake the data for Final or Effective data. The Project Team should primarily consider using the FEMA Geoplatform (http://fema.maps.arcgis.com/home/), specifically the Draft National Flood Hazard Viewer to facilitate community access, as it would provide a consistent delivery of the data and would facilitate the data not being misused. On the GeoPlatform, the draft flood

hazard layer, along with the draft Changes Since Last FIRM (CSLF) layer can be viewed but cannot be downloaded or manipulated by the community officials in any way. Information on the GeoPlatform, including requesting an account and technical support, can be found at https://www.femadata.com/. FIRM databases and map services portraying these data can be published to EC2. Services can be made into a map through a FEMA ArcGIS Online account.

- To facilitate the process documented above, FEMA Headquarters has created the templates listed below and posted them to the password-protected RMD SharePoint Portal.:

    o Data Submission FPA Email Notification Template – This email would be sent to the FPAs of the affected communities, before the Data Submission Notification Letters to the community CEOs, to explain what the communities/CEOs will be receiving for the review of the draft FIRM database. This is optional.

    o Draft FIRM Database CEO Notification Letter Template – This letter would be sent to the CEOs of the affected communities, with copies to the FPAs, via email or mail, notifying the communities of the opportunity to review the draft FIRM database and providing a 30-day period for the review and submission of additional data. Language has been included in this letter template to indicate that the data are "provisional and subject to change."

    o Draft FIRM Database Comment Acknowledgement Letter – This letter can be used to acknowledge a comment and to propose next steps. It is not required.

If the recommended method of displaying the draft flood hazard data to the GeoPlatform is selected, the link to view the data can be easily inserted into an e-mail notification letter. Mailing a hard copy of the notification letter is acceptable however providing a clickable link to view the data electronically is preferable. Additional and supporting data such as models can be transmitted upon request via FTP, hard drive, etc. as the Region deems appropriate.

The Draft FIRM Database Comment Acknowledgment Letter is optional and can be used as needed. The Project Team can address and respond to comments on the draft flood hazard data through email correspondence, telephone, in-person meetings, and in writing as deemed appropriate by the FEMA Project Officer. There is no formal requirement for documenting the comment period; phone logs and copies of incoming comments, and response emails or transmittal letters are all acceptable forms of documentation. This documentation should be maintained and uploaded to the Mapping Information Platform as proof of compliance of Standard ID (SID) 621 along with copies of the e-mail or paper letter notification sent to each affected community CEO and FPA.

If changes are made to the flood hazard data as a result of comments received during the 30-day comment period, a second or additional letter notification is not necessary. Changes to the draft data can and should be communicated to the affected community(ies) in a manner deemed appropriate by the FEMA Project Officer.

The templates discussed above are accessible through the Templates and Other Resources page on FEMA.gov and the password-protected RMD SharePoint Portal. Project Team members

should confer with the FEMA Project Officer to determine whether a region-specific version of a template is available before using the templates above to communicate with a community.

3.2.2. Engaging Regional Entities

It is appropriate for the Project Team to engage at least periodically with some of the regional entities in the watershed or geographic area that is the focus of the project. This engagement may have started during the Discovery Phase. Potential regional entities with whom the Project Team may want to engage during the Data and Product Development Phase include, but are not limited to, the following:

- Planning districts and authorities

- Flood control, water management, and water conservation districts and authorities

- Economic development commissions, councils, boards, authorities, and agencies

- Transportation planning organizations

3.2.3. Engaging State Partners and Other State Agencies

State CTP(s), State NFIP Coordinator(s), SHMO(s), and their staff will likely already be active Project Team members. Project Team members may want to engage with some other State agencies because they also may be able help to communicate about flood risk and support flood risk reduction activities in the watershed.

Potential State agencies with whom the Project Team may want to engage during the Data and Product Development Phase include, but are not limited to, the following:

- State agencies that own and/or operate levees or dams

- State historic preservation offices

- State dam safety officials

- State departments of environmental protection

- State transportation departments

- State housing and economic development authorities

3.2.4. Engaging Other Federal Agencies

Some existing Federal agency partners and their staff may be active Project Team members. Project Team members may want to engage with some other Federal agencies because they also may be able help to communicate about flood risk and support flood risk reduction activities in the watershed. Federal agencies with whom the Project Team should consider engaging during the Data and Product Development Phase include, but are not limited to, the following:

- National Oceanic and Atmospheric Administration, including the National Weather Service and Office for Coastal Management

- Natural Resources Conservation Service

- U.S. Army Corps of Engineers, including the Flood Risk Management Program office

- U.S. Bureau of Indian Affairs, when Tribal lands/entities may be affected

- U.S. Bureau of Land Management

- U.S. Bureau of Reclamation

- U.S. Census Bureau

- U.S. Department of Housing and Urban Development

- U.S. Economic Development Administration

- U.S. Environmental Protection Agency

- U.S. Fish and Wildlife Service

- U.S. Forest Service

- U.S. Geological Survey

3.2.5. Engaging Federal and State Elected Officials

Engagement with the following Federal and State elected officials and their staff may be beneficial during the Data and Product Development Phase to minimize disruptions in the flood risk study process, to obtain support for products, or to obtain support for mitigation projects.

- U.S. Senators

- U.S. Representative(s) for the watershed or project area

- State Senator(s) for the watershed or project area

- State Representative(s) for the watershed or project area

- Governor

Any such engagement would need to be carried out by, or with the approval of, the appropriate staff in the Regional Office of External Affairs.

3.2.6. Engaging Private-Sector Organizations and the Media

The Project Team may have initiated engagement activities with regional, state, and local affiliates of professional associations and other nongovernmental organizations (NGOs) and nonprofit organizations (NPOs), including those listed below, during the Discovery Phase. The members of these organizations, by and large, are embedded in the community; have routine interactions with, and often can influence, Federal, State, and local elected officials and other decision-makers; and have daily interactions with local citizens and the media.

On a longer term basis, engagement with these organizations may improve the intensive coordination that is required in a post-disaster setting should a disaster occur. Therefore, the Project Team members will need to continue and enhance their engagement efforts with these organizations.

Professional Associations

- American Congress of Surveying and Mapping

- American Planning Association

- American Public Works Association

- American Society of Civil Engineers

- American Water Resources Association

- Association of State Floodplain Managers

- Association of State Wetland Managers

- National Association of Counties

- National Association of Flood and Stormwater Management Agencies

- National Association of Home Builders

- National Association of Realtors

- National Emergency Management Association

- National Flood Determination Association

- National League of Cities

- Natural Hazard Mitigation Association

NGOs and NPOs

- American Red Cross

- American Rivers

- American Shore and Beach Preservation Association

- Coastal Conservation Association

- Institute for Business and Home Safety

- The Nature Conservancy

- U.S. Chamber of Commerce

Federal Insurance and Mitigation Administration (FIMA) communications and outreach staff, with support from the CERC provider, have formulated a National Partnership Network as a platform for thought leaders who have a complementary disaster resiliency perspective. If the Project Team has not already engaged with participants in the Resilient Nation Partnership Network, the FEMA Project Officer or a Project Team member designated by the FEMA Project Officer (i.e., CERC-L, other CERC provider staff) may want to initiate this engagement.

If any of the state, regional, and local affiliates of these organizations—or any other influential civic organizations—have problems with, or complaints about, the project and/or the data and products being produced, it would benefit the Project Team to know about the problems or complaints so they may address them, in whole or part, before the data and products are delivered to community

officials at the end of the Data and Product Development Phase. Many of these affiliates – particularly those associated with lending, insurance, real estate, and business/commerce – are likely to become more active during the Preliminary NFIP Map Release and Due Process Phases.

The other key private-sector stakeholder group that the Project Team may need to engage is the media. Engagement with the media – which could include working with the media planners, reporters, editorial boards or other staff of newspapers and television and radio stations in the watershed – should be carried out under the leadership of the appropriate staff in the Regional Office of External Affairs. Depending on the watershed, the print and broadcast media are likely to be active in communicating activities to the general public, covering most, if not all, of the stakeholder groups discussed in this subsection. Working proactively with the media to provide accurate information may be labor-intensive, but definitely worthwhile, even before the Preliminary FIRM and FIS report are released.

3.3   Engagement with Internal Partners and Programs

In addition to coordinating with external stakeholders, the Project Team will want to engage, or continue to engage with internal partners. The primary internal partners with whom it may be appropriate for the Project Team to engage are as follows:

- FIMA offices at FEMA HQ

- FEMA Regional Offices that are not represented on the Project Team

- Risk MAP providers that are not represented on the Project Team (i.e., CERC provider, CDS provider, PTS providers)

3.3.1.   Engaging with FIMA Directorates and Offices

FIMA is charged with integrating the efforts of teams who oversee individual programs within its organization to ensure that resources are better leveraged and steps are taken to reduce duplication of effort and better achieve complementary goals and objectives. The management and staff in the Risk Management Directorate, Mitigation Directorate, Federal Insurance Directorate, Funds Management Directorate, Office of Environmental Planning and Historic Preservation, Customer Experience office, and Integration Office are uniquely positioned to accomplish this because of the natural synergies among the staff and the programs, initiatives, and activities they oversee. Periodic engagement with the FIMA staff in the Office of the Flood Insurance Advocate (OFIA) also may be beneficial.

Periodic engagement with staff from individual divisions and branches within the directorates and offices mentioned above may be beneficial during the Data and Product Development Phase for Project Team members to obtain the following:

- Latest information on existing programs and initiatives
- Latest stakeholder engagement guidance

- Information on near-term and longer term initiatives that are in progress or planned and that are expected to have a positive impact on stakeholder engagement

- Support for answering community questions regarding existing programs and initiatives and any newly implemented programs and initiatives

- Support for responding to inquiries from U.S. Congress and State legislatures

Some of the key programs, initiatives, and activities overseen by each of these directorates and offices are listed below.

- RMD (CTP Program, Data Warehouse management, Flood Mapping Information eXchange (FMIX) management, multi-hazard risk assessment, National Dam Safety Program, National Earthquake Hazards Reduction Program, national hazard mitigation planning, National Levee Safety Program, and Risk MAP program)

- MTD (Community Assistance Program, Community Assistance Program – State Support Services Element program, Community Rating System, Flood Mitigation Assistance Program, floodplain management, Hazard Mitigation Grant Program, Interagency Floodplain Management Task Force, and Pre-Disaster Mitigation Grant Program)

- FID (FloodSmart, NFIP)

- FMD (National Flood Insurance Fund)

- OEHP (Environmental Planning and Historic Preservation program and Unified Federal Review)

- Customer Experience office (NFIP customer experience strategy, customer experience change management)

- Integration Office (congressional inquiry tracking and analysis, regional engagement coordination, and facilitation of oversight agency reviews and implementation of strategic recommendations)

Section 24 of HFIAA directed the FEMA Administrator to establish a Flood Insurance Advocate, whose mission is to advocate for the fair treatment of policyholders under the NFIP and for property owners in the mapping of flood hazards, the identification of risks from flood, and the implementation of measures to minimize the risk of flood. The Flood Insurance Advocate, in turn, established the OFIA.

The OFIA staff includes program professionals who are experts in all aspects of the NFIP, including claims processes, map review and amendment processes, floodplain management, and flood mitigation techniques and resources. The Advocate also will work with the Regional Offices to develop a long-term regional mapping outreach and education support strategy.

As a result of their day-to-day activities, the Advocate and OFIA staff may have information and documentation that may help identify problem areas in the national flood mapping program and specific watersheds or communities with mapping needs that should be considered for prioritization. Therefore, the FEMA Project Officer is encouraged to engage with the Advocate and OFIA staff when appropriate. The two-way communication that takes place during engagement may be equally beneficial to the Advocate and OFIA staff as they will receive

information on a Flood Risk Project for an area that may be the subject of, or pertinent to, responding to, a particular inquiry.

3.3.2. Engaging with Other Regional Offices

Where a watershed abuts or crosses Region boundaries, periodic or more frequent engagement by the FEMA Project Officer and the Project Team with the FEMA Project Officer(s) and Project Team(s) in the adjoining Region(s) is vital. Such engagement will help to ensure that the flood hazard data and products and related messaging are consistent and that community and State officials' coordination of mitigation activities across community, county, and state boundaries is encouraged.

Periodic engagement with other Regional Offices that do not have a geographic stake in the project could be carried out by the FEMA Project Officer or other Project Team members to obtain information on lessons learned and best practices developed for similar projects or situations (e.g., contentious projects). This can be accomplished through telephone conversations, participation in IPTs and work groups, or through attendance at training sponsored by another Regional Office.

3.3.3. Engaging with Risk MAP Providers

As mentioned earlier in this document, some Risk MAP provider staff (i.e., PTS staff, CERC staff) may participate actively on the Project Team. When Risk MAP provider staff members are not actively involved, periodic Project Team engagement with the providers could still prove to be valuable and should be considered, as summarized below.

- Engagement with the CDS provider may be appropriate to obtain recent FMIX email messages and telephone records and provide FMIX staff with information they can use to answer incoming flood risk study-related questions.

- Engagement CERC provider team members that are not Project Team members can offer:
  - Monitoring media and recent congressional correspondence for the watershed
  - Responding to inquiries from, or preparing presentations for, Federal, State, and local elected officials and the media
  - Assisting with identifying key influencers and communicating with them
  - Obtaining the latest community engagement and risk communication materials related to regulatory products, Flood Risk Products, and other products that might be used during a Flood Risk Review Meeting
  - Obtaining assistance with modifying communication engagement and risk communication materials to meet Region or project requirements
  - Facilitating partner identification and relationship building
  - Obtaining information on community propensity for, and interest in, taking mitigation action
  - Design and layout of materials such as fact sheets, presentations, web content, and videos
  - Arranging for professional meeting facilitation and dispute resolution support

- Facilitating training of Project Team members on community engagement and risk communication-related topics
- Facilitating other training identified during the Discovery process
- Coordinating project engagement activities with other planned and in-progress CERC-related activities

- Engagement with the PTS provider that does not have members on the Project Team may be appropriate to share information when a watershed abuts or crosses regional boundaries and to obtain information on lessons learned and best practices.

3.4 Potential Techniques and Tools to Support Stakeholder Engagement Effort

The Project Team may want to consider a number of techniques and tools when determining how to engage effectively with both internal and external stakeholders during the Data and Product Development Phase. Several potential techniques and tools that the Project Team may consider are listed below. The Project Team should document the techniques and tools selected for each stakeholder group in the stakeholder engagement plan discussed in Section 2 and should monitor their effectiveness in meeting project goals so that the Project Team may determine whether to use a particular technique or tool during future project phases or on future projects.

- **Facilitated Conference Calls**: The Project Team will need to carry out ongoing periodic engagement with both internal and external stakeholders/partners that are actively involved or otherwise interested in the project and whose support is required for the overall success of the project. This periodic engagement can be accomplished via facilitated conference calls. Each conference call should have an agenda, and the Project Team should document the results of the conference call in writing for future reference as discussed in Section 5.

- **Facilitated Webinars**: For engagement opportunities that involve the delivery of a volume of information, that require attendees to see materials being discussed, or that require orientation and training, properly facilitated webinars using Adobe Connect or similarly capable platform can be very effective. Depending on the platform used, these sessions also can be recorded, allowing participants to review sessions at a later date or direct other stakeholder staff to listen to the recording. Facilitated webinars can be an effective tool both early and late in the Data and Product Development Phase, such as when the Project Team is explaining complex technical issues or presenting the Flood Risk Products to the affected communities for the first time. Unless the recording of the session can be posted to the files discussed in Section 5, the Project Team will need to document the results of the webinar for that purpose.

- **In-Person Meetings/Site Visits/Community Events**: While time-consuming and somewhat expensive when distance travel is required, in-person meetings with key stakeholders and interim site visits to watersheds are invaluable opportunities for the Project Team to engage with stakeholders. Depending on the extent and complexity of the project, multiple in-person meetings and site visits by the Project Team may be appropriate during the Data and Document Development Phase.

   The Project Team also should consider the types of community events where engagement and outreach can be leveraged – either events that already exist or events that FEMA develops in cooperation with community leaders, stakeholders, and partners.

- **Correspondence**: As a precursor of, or follow-up to, a facilitated conference call, webinar, or in-person meeting, tailored letters and email messages are an effective way to keep stakeholders engaged. Email messages are also effective for delivering interim status updates and for soliciting feedback from stakeholders. The Project Team will need to prepare the documentation in a form to be stored in the files discussed in Section 5.

- **Fact Sheets, Flyers, and Brochures**: Project Teams have, for many years, relied on fact sheets, flyers, brochures, and other print-type publications to communicate information. These tools are most effective as a means of communicating information one way. However, a Project Team can use them effectively as an integral part of engagement efforts to announce webinars, meetings, conferences, and workshops. They can be effective as "leave-behinds" at in-person meetings and workshops, as digital attachments to email messages, as attachments for webinars, or as content posted to partner or Regional Office websites.

- **Newsletters, Listservs, or other means of Maintaining General, Ongoing Engagement**: The Project Team could employ the use of newsletters, Listservs, or other means of monthly or bimonthly engagement with Federal and State partners, regional entities, and local communities. This kind of ongoing communication encourages relationship-building with these partners.

- **State/Regional Conferences, Meetings, and Workshops**: Participation in State and Regional conferences, meetings, and workshops sponsored by key professional associations, NGOs, and NPOs, when possible, can be an effective way to engage with multiple entities and individuals directly. Likewise, Regional Office- or Project Team-led workshops can be valuable mechanisms for ongoing relationship building and information sharing.

- **Templates**: To assist a Project Team with engaging Federal and State partners, professional associations, and other NGOs, FEMA, FEMA partners, and Risk MAP providers have developed templates for letters, email messages, and newsletter articles, and for communication tracking purposes. These template materials have been, and can continue to be, modified to fit Project Team needs. Project Team members should consult with the FEMA Project Officer about the availability of previously developed Region-specific templates that may be appropriate for the project, including template materials developed to address the requirements of Section 216 of BW12, as discussed in Subsection 3.2.1. These and other templates are accessible through the Templates and Other Resources page on FEMA.gov and the password-protected RMD SharePoint

Portal. Project Team members should confer with the FEMA Project Officer to determine whether a region-specific version of a template is available before using the templates above to communicate with a community.

- **Websites/Web Content**: If a CTP is a member of the Project Team, it would be possible and beneficial to engage with stakeholders through a project-dedicated website or through the posting of project-related information to web pages controlled by the CTP. As with the fact sheets, flyers, and brochures discussed above, websites and web content have been used most often and effectively as a means of communicating information one way. However, they also can be used effectively as an integral part of engagement efforts to announce webinars, meetings, conferences, and workshops.

  Where Regional Offices already have established websites, these sites also could be used to announce webinars, meetings, conferences, and workshops or for posting of project-related fact sheets, flyers, and brochures. Before establishing new websites, however, Regional Office staff should confer with the FEMA HQ Office of External Affairs.

  Where resources are available, chat rooms or other two-communication vehicles hosted on websites also can be effective. For example, a Project Team may want to make draft work maps available for comment before and after Flood Risk Review Meetings in support of engagement efforts.

- **Videos**: Although the production of videos can be cost-prohibitive, they are invaluable for explaining complex technical and programmatic issues and consistent messaging and can be very effective during in-person meetings, webinars, conferences, and workshops to promote discussion. It may be possible for the Project Team to use videos developed for other projects, including projects in other FEMA Regions, to reduce production costs.

- **Animations**: Because of their visual impact, animations are also an effective way to explain processes and complex concepts. Animations are generally not as expensive to produce as videos; however, it would be beneficial for the Project Team to use animations developed for other projects or animations developed by other Federal agencies (e.g., National Oceanic and Atmospheric Administration, U.S. Army Corps of Engineers, U.S. Geological Survey) for other programs where possible.

- **Social Media and Shareable Content**: Social media is an increasingly important channel for receiving and sharing information. Project Teams may want to explore channels such as Facebook and Twitter for sharing messaging on resilience and mitigation action. Project Teams should coordinate with FEMA Regional External Affairs staff for coordination, approval, and execution of social media outreach on FEMA-owned platforms. Social media platforms owned by communities, partners, and other stakeholders also can be used for information sharing. Facebook posts, Tweets, newsletter articles, and web content can be prepared by the Project Team and shared with stakeholder groups for their use. The Project Team will need to consult with Regional Office of External Affairs staff for approvals, counsel on content, and possible coordination with public information officers from stakeholder organizations

4.0   Flood Risk Review Meetings

Flood Risk Review Meetings are intended to be technical, engineering-focused meetings that give community officials (i.e., FPAs, engineers, other "technical" stakeholders) a chance to review the draft flood risk information included in the project scope, which was established at the end of the Discovery Phase. The Flood Risk Review Meeting allows the Project Team to highlight the flood risk associated with the changes, and gives communities the opportunity to review the results and prepare to communicate that risk to impacted residents and businesses.

To the extent possible, the Project Team should treat the Flood Risk Review Meetings as working meetings, not FEMA briefings. As with the 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, these meetings bring communities and other stakeholders in the watershed together.

FEMA has developed tools and templates to assist the Project Team in conducting Flood Risk Review Meetings, including letter and email templates. The Project Team is encouraged to use the tools and templates as appropriate for the watershed or project, and to revise or change them as necessary.

The Project Team should encourage discussions about flood hazards and risks, rather than talking primarily about the flood insurance implications or what locations are "in or out" of Special Flood Hazard Areas (SFHAs) at this meeting. In some cases, the FEMA Project Officer may decide that, based on knowledge of the communities involved and other aspects of the watershed, delaying the presentation of the draft work maps and/or Changes Since Last FIRM may not be possible or appropriate and may choose to present them during this meeting.

4.1   Pre-Meeting Activities

Once the Project Team has established a definitive date for when the models and work maps for the study will be completed, the date(s) for the Flood Risk Review Meeting(s) should be determined. Initially, this date will be based on when the FEMA Project Officer and other key members of the Project Team will be available to participate in meetings, either in person or remotely. However, the Project Team also will want to coordinate with the community FPAs and other active community representatives to ascertain the date(s) that would be best for the individuals listed in Subsection 5.3 and to solicit suggestions for the location(s) of the meeting(s).

The Project Team will need to work with those representatives to identify sites that meet access, space, seating, table, electrical, video conferencing (if appropriate), Internet (if appropriate), and telephone requirements for the meeting(s). For example, if the Project Team wants to provide interactive work stations for the Risk MAP product and have meeting participants move through the work stations, the selected location(s) will need to be sufficient to allow for a reasonable flow of people.

About 2 to 3 months before the meeting(s), it may be beneficial for the Project Team to send an email message – or, perhaps, a letter – under FEMA signature to the invited stakeholders indicating the proposed project date(s) and reasons for the meeting(s). The community FPAs or

the Project Team members could then follow up by telephone call with the recipients of the email message or letter to verify availability.

If multiple Flood Risk Review Meetings are held, the Project Team should consider inviting all stakeholders to all of the meetings, although it is likely that each stakeholder would attend only one of the meetings. This will increase transparency into the process, encourage watershed-wide communication and awareness, and support watershed risk and mitigation planning concepts.

At least 1 month before the Flood Risk Review Meeting(s), the Project Team should send the invitation(s), via Outlook appointment(s) or other means, to all appropriate stakeholders. Project Team members will then need to follow up by email or telephone with those stakeholders who do not respond to the appointment(s), to confirm or encourage attendance/participation in the meeting(s). The invitation(s) should clearly spell out the reason for the meeting(s) and expectations for participation.

At least 2 weeks before the meeting(s), the Project Team should conduct a dry run of any presentation(s) to be used and any content to be delivered to the attendees electronically. For example, if digital versions of the work maps are to be used, it may be important to practice handoffs between presenters. Where possible, content to be projected to a screen should be tested in a room with similar size and lighting characteristics to determine whether attendees may view the content without problems.

If the Project Team anticipates providing resource materials for the Flood Risk Review Meetings, in hard copy or electronic form, these materials should be delivered at least 1 week before the first meeting. Regardless of how resource materials are delivered, a final quality control review of the materials is encouraged to minimize potential errors.

4.2   Meeting Timing

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

4.3   Meeting Invitees and Attendees

In addition to the FEMA Project Officer and Project Team members, the following stakeholders should be considered as potential invitees/attendees, depending on the data and products to be discussed:

- 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 code enforcement officials

- Regional planners and emergency management officials

- Other appropriate FEMA Regional Office staff

- State NFIP Coordinator

- SHMO

- Federal or State agencies with a vested interest in the area where engineering studies were conducted

- Other key "technical" stakeholders identified during the Discovery or Data and Product Development Phases

In enacting HFIAA, the U.S. Congress established some specific requirements with regard to notifying congressional delegations about upcoming map changes. FEMA is addressing these requirements through the posting of the monthly Notice to Congress to the FEMA website.

Given the interest of some congressional delegations in planned or actual changes in the information shown on FIRMs, it may be appropriate to invite congressional district staff to the Flood Risk Review Meetings. These invitations should be handled separately from the invitations discussed in Subsection 5.1 and should be coordinated through, or handled by, appropriate Regional Office External Affairs staff members.

4.4 Meeting Objectives

This Document Has Been Superseded. For Reference Only

The primary objectives of the Flood Risk Review Meetings are as follows:

- Provide models and draft work maps using a format such as the FEMA GeoPlatform to transmit the data and note that these data are provisional and subject to change.

- Present the draft work maps to the communities' designated "technical" stakeholders.

- Obtain stakeholder feedback on the models and draft work maps.

- Increase stakeholder understanding about the draft flood hazard data.

- Increase stakeholder understanding about the Risk MAP study process.

- Present community officials with additional opportunities to assist them in communicating about flood risk information to citizens in affected communities.

- Gather information on the focus for the upcoming Resilience Meeting (if the Resilience Meeting is planned to follow the Flood Risk Review Meeting rather than much later in the process).

- Document the extent to which the affected communities are taking action to reduce flood risk.

4.5   Key Meeting Messages

The key messages that the Project Team needs to communicate during the Flood Risk Review Meeting include, but are not limited to, the following:

- Here is what available data suggest about your flood hazards and flood risk; the Project Team is here to confirm whether this is accurate and get your perspective/feedback.

- FEMA strives to ensure that all appropriate information is incorporated into the products produced. If, during the meeting, it is determined that updated information is available, FEMA will collect it and, as appropriate, incorporate it.

- The Risk MAP products and data can help your community prioritize mitigation actions and provide assistance in understanding risk data and improving mitigation plans, especially risk assessments and mitigation strategies.

- Teamwork is vital to our collective success on identifying flood risk, communicating effectively with citizens about flood risk, and making informed decisions about how to reduce the risk.

4.6   Meeting Activities

The activities that the Project Team will need to carry out during the Flood Risk Review Meeting include the following:

- Review the modeling that was used and the reason it was chosen. It may be necessary to refer back to the community's initial 30-day opportunity to review the then-proposed modeling plan.

- Review the completed models and important inputs.

- Present and explain the draft work maps.

- Depict how the flood hazard information shown on the draft work maps is different from the flood hazard information shown on the effective FIRM.

- Provide an opportunity for attendees to provide feedback on the draft work maps and associated models and refer back to the community's 30-day review period of the draft FIRM database.

- Explain that any submitted data should be consistent with prevailing engineering principles.

- Guide discussions on how communities can use the products and tools being offered by FEMA to explain flood risk to the public, especially in areas of significant change to the flood risk information.

- Discuss other outreach tools and potential areas of the communities in need of flood risk outreach and communications. (The Project Team will need to be sure to include possible connections with community officials involved in the mitigation planning process. This will help leverage resources and existing networks developed for plan development, maintenance, and update activities that require ongoing public involvement and support updates based on new data as they become available.)

- Discuss ongoing, planned, and future mitigation actions.

- 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.

- Provide an opportunity for attendees to provide feedback (via a meeting evaluation form) on key meeting elements – format, location, level of information provided, etc. – for use in planning future Flood Risk Review Meetings.

4.7   Post-Meeting Activities

The Project Team will need to complete the activities listed below following the Flood Risk Review Meeting:

- Remind communities of the 30-day period to review the draft FIRM database and other contributing data as requested and associated timelines, if appropriate. (See Subsection 3.2.1.)

- Prepare and distribute a Flood Risk Review Meeting report, minutes, or notes (format to be determined by the FEMA Project Officer) to stakeholders who participated in the meeting. 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(s) as well as sign-in sheets used for the meeting(s).

- Solicit additional feedback from stakeholders on the draft work maps and models.

- Address feedback on the draft work maps and models received during and after the Flood Risk Review Meeting(s) and update the work maps and/or models as appropriate.

- Prepare and distribute a revised version of the Flood Risk Review Meeting report, minutes, or notes summarizing additional feedback received and any changes made to the work maps and Flood Risk Products.

- Post the final Flood Risk Review Meeting report, minutes, or notes to the community file discussed in Section 5.

- Update community and stakeholder contact list(s) to include information on newly identified community contacts and other stakeholder contacts.

- Conduct follow-up as appropriate to determine progress toward FEMA Risk MAP metrics.

5.0   File Maintenance

To be compliant with Section 66.3 of the NFIP regulations (44 CFR 66.3), the Project Team needs to maintain a community file for each of the communities affected by the project. The required community files for all affected communities should have been set up during the Discovery Phase, following protocols established by the Regional Office. The Project Team should place records of engagement activities (e.g., letters, email messages, memorandums, meeting notes, call logs) during the Data and Product Development Phase in the previously established community files. This would include any letters or memorandums used to implement the requirements of Section 216 of BW12, as discussed in Subsection 3.2.1. If, for any reason, the community files were not

established previously, the Project Team should establish these files during the Data and Product Development Phase following protocols established by the Regional Office.

According to Paragraph 66.3(b) of the regulations, a portion of the community file is to be designated a "flood elevation study consultation docket." That docket is to include copies of the following:

- All correspondence (e.g., letters, email messages, memorandums, meeting notes, call logs) between FEMA, the community, and the Project Team concerning the Flood Risk Project, including correspondence generated in carrying out the requirements of Section 216 of BW12, as amended by HFIAA

- Reports of any meetings among FEMA representatives, property owners in the community, the State NFIP Coordinator, FEMA contractors, and other interested persons

- Relevant publications

- Completed flood risk study

- FEMA's final determination

6.0   Outcomes from Stakeholder Engagement Effort

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

- Greater transparency into the Risk MAP process

- Clearer stakeholder expectations about the data and products to be provided by FEMA

- Improved community official understanding of, confidence in, and ownership of the new Risk MAP data and products provided, how/why they are different from previously provided data and products, and how the data and products may be used to communicate flood risk to the public

- Improved stakeholder understanding of, and support for, mitigation planning and action through local flood risk reduction activities

- Enhanced relationships with community officials, other key influencers, and other stakeholders

- Reduced amount of misleading or incorrect information disseminated by media and other stakeholders regarding flood risks and the flood risk study undertaken by FEMA

- Greater compliance with the consultation and coordination requirements of BW12, as amended by HFIAA