

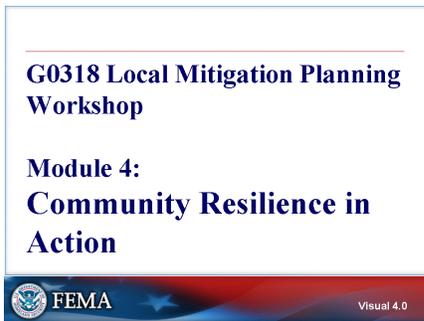
MODULE 4: COMMUNITY RESILIENCE IN ACTION

OBJECTIVES

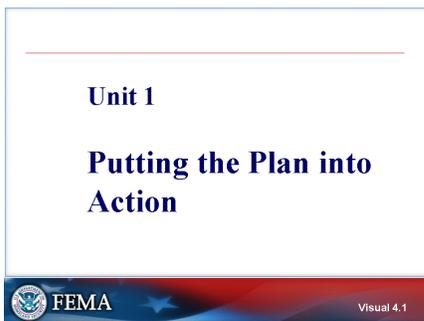
Participants will be able to identify opportunities for implementing a mitigation plan.

METHODOLOGY

This section includes lecture, discussion questions, and a tabletop activity, and provides an opportunity for participants to ask questions.



Visual 4.0



Visual 4.1

Module 4: Community Resilience in Action

Unit 1: Putting the Plan into Action

At the end of this unit, participants will be able to identify some of the benefits of planning as well as some of the obstacles to plan implementation.

Planning Has Important Benefits
Engages the whole community in a process to:

- Builds partnerships
- Increases awareness of hazards and risks
- Communicates priorities
- Aligns with other community objectives

FEMA Visual 4.2

Visual 4.2

Risk Reduction Requires Action

Implement plan to:

- Protect public safety
- Prevent damage to community assets
- Reduce costs of disaster response and recovery
- Improve community capabilities
- Create safer, more sustainable development

Photo credit: Bridgette Ndikum-Nyada, FEMA Region I

FEMA Visual 4.3

Visual 4.3

Challenges to Achieving Mitigation Goals

FEMA Visual 4.4

Visual 4.4

Planning Has Important Benefits

Engages the whole community in a process to:

- Assess vulnerabilities and risks
- Identify policies and actions to reduce risk
- Build partnerships
- Increase awareness of hazards and risks
- Communicate priorities
- Align with other community objectives

Risk Reduction Requires Action

Implement plan to:

- Protect public safety
- Prevent damage to community assets
- Reduce costs of disaster response and recovery
- Improve community capabilities
- Create safer, more sustainable development

Challenges to Achieving Mitigation Goals

Turning your mitigation plan into action can be difficult. Community officials make difficult decisions every day and must balance competing priorities for local resources, funding, and staff time. Multiple, competing priorities can be a major challenge to implementing the plan and accomplishing your community’s mitigation goals.

Discussion Question

- What are challenges to implementing mitigation actions in your community?



FEMA Visual 4.5

Visual 4.5

Common Challenges

- Competing priorities
- Apathy, loss of interest
- Lack of funding and resources
- Limited local capability or capacity
- Insufficient political will
- Disconnect with day-to-day operations



FEMA Visual 4.6

Visual 4.6

Discussion Question

What are some of the challenges to implementing mitigation actions in your community?

Common Challenges

- Competing priorities
- Apathy, loss of interest
- Lack of funding and resources
- Limited local capability or capacity
- Insufficient political will
- Disconnect with day-to-day operations

There are several potential common challenges to implementing mitigation actions.

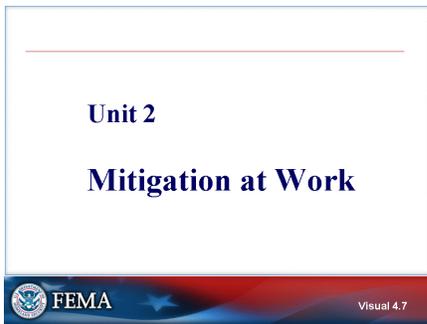
If several years have passed without a significant hazard occurring, the community may exhibit apathy as the result of “disaster amnesia” or the perception that “nothing ever happens here.”

The planning team, stakeholders, and the public may exhibit a loss of interest or meeting fatigue after the mitigation planning and adoption process ends.

A community may lack the technical expertise needed to accomplish some of the recommended mitigation actions.

There may be insufficient political support for addressing the more complicated problems or for implementing a potentially controversial solution.

There may not be a connection between the mitigation strategy and the day-to-day operations of a local jurisdiction governed by staff work plans, established procedures, and the policies and objectives of other local plans and programs.



Visual 4.7



Visual 4.8



Visual 4.9

Unit 2: Mitigation at Work

At the end of this unit, participants will be aware of some of the mitigation accomplishments of local jurisdictions.

Local Success Stories

- St. George, Utah
- Wichita, Kansas
- Colorado Springs, Colorado
- Rock Springs, Wyoming

Communities of various sizes and with a wide variety of capabilities have successfully implemented mitigation actions. Each of these communities has overcome a variety of challenges or obstacles. Obstacles have included insufficient funding, competing priorities, and political hardships. While there are many examples of successful mitigation achievements, four are presented in this workshop.

Happy Trails in St. George Utah

- Potential high risk development converted to open space
- Flood mitigation creates popular trail system
- Initial FEMA funds spur State and local investment
- Mindset of community altered by win/win solution

See Attachment H: Mitigation Planning Case Studies for additional information

Safer Schools in Wichita, Kansas

- Near miss creates sense of urgency
- Success requires whole community
- One school district paves way for schools across State




Visual 4.10

Visual 4.10

Owners' Actions Save Homes in Colorado

- Local champion's passion for mitigation results in millions for City
- Firewise creates a structure for neighborhood projects and builds awareness
- Property owners' sweat equity is secret to success




Visual 4.11

Visual 4.11

Comprehensive Planning in Rock Springs

"Hazard mitigation planning is not something to be done in isolation; it's part of the overall vision for a healthy, safe community; it belongs as part of the master plan."

-- Jana McCarron, Planner, City of Rock Springs




Visual 4.12

Visual 4.12

Discussion Question

- What factors contributed to success in the local success stories?




Visual 4.13

Visual 4.13

Safer Schools in Wichita, Kansas

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- Success requires whole community
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Comprehensive Planning in Rock Springs

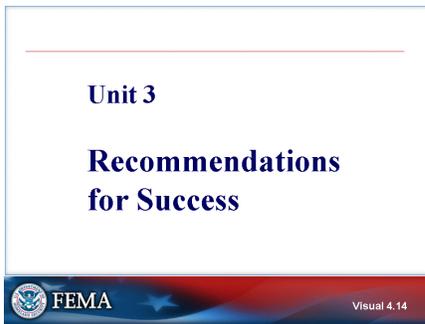
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--Jana McCarron, Planner, City of Rock Springs

See Attachment H: Mitigation Planning Case Studies for additional information

Discussion Question

- What factors contributed to success in the local success stories?



Visual 4.14



Visual 4.15



Visual 4.16

Unit 3: Recommendations for Success

At the end of this unit, participants will understand five factors that can contribute to the success of a hazard mitigation program.

Recommendations for Success

- Use post-disaster window of opportunity
- Focus on quality over quantity
- Build on existing strengths
- Encourage local champions
- Develop strong messaging

Use Post-Disaster Window of Opportunity

- Take advantage of public interest and political will
- Funding opportunities to address problems
- Chance to re-invent community

Following a disaster, there is generally a great deal of public interest in mitigation and a desire to avoid a recurrence of the effects of the hazard.

Various funding opportunities may be available after a disaster to fund mitigation actions; funding may be through State and Federal sources as well as through volunteers and donations.

Redevelopment may provide a chance to re-invent the community by implementing features of community economic development, environmental protection, land use, growth management, or other plans.

Focus on Quality over Quantity

- Balance staff available and the time allotted to the project
- Plans can always be updated to include future projects
- Identify and focus on projects that target the highest risks and greatest community needs



FEMA Visual 4.17

Visual 4.17

Focus on Quality over Quantity

- Balance staff available and the time allotted to the project
- Plans can always be updated to include future projects
- Identify and focus on projects that target the highest risks and greatest community needs

Communities generally benefit a great deal from carrying out a few important projects that significantly reduce risk. As you transition from plan development to plan implementation, it is important to achieve a few wins early in the process and/or successfully complete some initial mitigation actions. These could be low cost actions that can be implemented quickly or a single high-priority project. Demonstrating progress can go a long way in gaining the support needed to implement more complex actions in the future.

Build on Existing Strengths

Look at existing programs and plans to match with mitigation actions and proposed projects.



FEMA Visual 4.18

Visual 4.18

Build on Existing Strengths

Look at existing programs and plans to match with mitigation actions and proposed projects.

Instead of re-inventing the wheel or starting from scratch, consider the programs, policies, and people that have already been successful in your community. Integrate with and build upon these capabilities. The capability assessment conducted as part of the planning process summarizes the existing and potential mitigation capabilities in your community.

Encourage Local Champion

- Must have sufficient authority
- Understands the vision and can clearly communicate it to others
- Ideally from an organization that will be spearheading the project



FEMA Visual 4.19

Visual 4.19

Encourage Local Champion

- Must have sufficient authority
- Understands the vision and can clearly communicate it to others
- Ideally from an organization that will be spearheading the project

Successful projects often involve a strong, local champion. Champions are leaders who understand the mitigation vision, can clearly communicate it, and can engage others in the project.

Develop Strong Messaging

- Stakeholders need to see personal value
- Community officials want to see the financial benefit
- Agency leads want to see the benefit to their goals and objectives
- Businesses want to see how the plan will protect their investments
- The public wants to see how it will protect their lives and property



 FEMA Visual 4.20

Visual 4.20

Develop Strong Messaging

- Stakeholders need to see personal value
- Community officials want to see the financial benefit
- Agency leads want to see the benefit to their goals and objectives
- Businesses want to see how the plan will protect their investments
- The public wants to see how it will protect their lives and property

It may require greater effort to gain political backing or public support for some actions than for others. Actions that require local financial and/or administrative commitments and actions that generate opposition from competing interests may be challenging.

You should consider the unique concerns of various groups and identify ways mitigation can address their concerns. You will need to make a convincing case for the long-lasting benefits of mitigation.

For each proposed action, you should be prepared to clearly and succinctly explain how well the action supports multiple other community objectives, such as by providing social, economic, or environmental benefits.

For each proposed action, identify key selling points such as:

- The action is economically viable
- The action contributes to the community's long-term resilience and sustainability
- The action can be completed efficiently using staff time and coordination among departments
- The action is a wise and cost-effective expenditure
- The action will reduce the overall community risk and protect public safety
- The action will achieve multiple objectives
- The action is supported by a broad array of stakeholders including intergovernmental or public- private partnerships
- The action has a local champion who will work toward its completion and success



Visual 4.21

Activity 4.1: Win Support for a Mitigation Action

- Allotted Time: 30 minutes

Instructions

Work with your small group. Identify a mitigation action that will be the focus of this activity for the group; it can be an action that we've talked about during the class or one that you already know is needed in your community.

Imagine that your community has a newly adopted and approved mitigation plan. You are ready to move forward with implementing this mitigation action or project designated as a high priority in your plan.

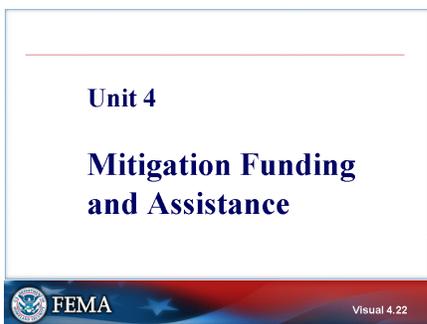
You have 2 minutes at a meeting of your elected officials to convince them to support the adoption and/or funding of the action.

How will you make your case for resiliency? Consider the unique characteristics and values of your community and the risk and vulnerabilities identified in the plan. What are the key points that you would make in your two minute speech?

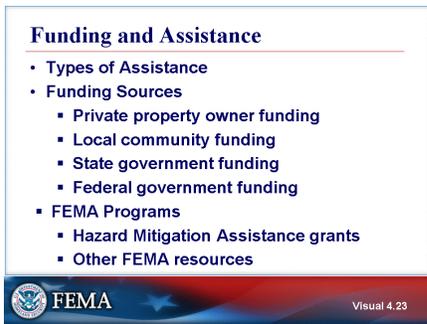
Write one key point on each index card in your small group.

Unit 4: Mitigation Funding and Assistance

At the end of this unit, participants will be able to identify several potential sources of funding for hazard mitigation actions.



Visual 4.22



Visual 4.23

Funding and Assistance

- Types of Assistance
- Funding Sources
 - Private property owner funding
 - Local community funding
 - State government funding
 - Federal government funding
- FEMA programs
 - Hazard Mitigation Assistance grants
 - Other FEMA resources

This visual outlines the material covered on the next several visuals.



Visual 4.24

Types of Mitigation Funding Available

- Grants
- Loans
- Local revenue
 - Bonds
 - Taxes
- Technical assistance
- In-kind services and materials

Mitigation projects can be funded with grants, loans, and through regular local revenue sources such as bonds or taxes. Mitigation projects may require technical assistance or training that can be provided by State and Federal agencies. Mitigation projects can be supported with in-kind services including volunteer labor and donated materials.

Discussion Question: Hazard Mitigation Funding Scenario

A local community has had repetitive flood losses and wants to do a flood acquisition project that will cost \$1,000,000. They have identified the HMGP as their primary funding source. However, the community needs to come up with the 25% match.

- Question: What kind of funding avenues could they use to help make the match?

\$1,000,000 Flood Acquisition Project		
Funding Source	% of Funding	Amount Funded
HMGP	75%	\$750,000
Match 1	?	\$?
Match 1	?	\$?
Total	100%	\$1,000,000



Visual 4.25

Visual 4.25

Discussion Question: Hazard Mitigation Funding Scenario

- A local community has had repetitive flood losses and wants to do a flood acquisition project that will cost \$1,000,000.
- They have identified the HMGP as their primary funding source.
- However, the community needs to come up with the 25 percent match.

Question: What kind of funding avenues could they use to help make the match?

\$1,000,000 Flood Acquisition Project		
Funding Source	% of Funding	Amount Funded
HMGP	75%	\$750,000
Match 1	?%	\$?
Match 1	?%	\$?
Total	100%	\$1,000,000

Private Property Owners

Homeowners or property owners may be asked to cover a portion of the cost of mitigation measures for their property.

- All or part of the non-Federal share
- Increases the likelihood of buy-in



FEMA Visual 4.26

Visual 4.26

Local Funding

Some local resources that are often leveraged as grant matching funds and can be used to fund mitigation projects:

- General fund
- Capital improvement budget
- Special revenue sources



FEMA Visual 4.27

Visual 4.27

Private Property Owners

Homeowners or property owners may be asked to cover a portion of the cost of mitigation measures for their property.

- All or part of the non-Federal share
- Increases the likelihood of buy-in

Participation in a mitigation project by a homeowner or property owner is voluntary. However, if an owner of private property elects to participate, the owner may be asked to contribute to the project such as by funding part of the cost of elevation or of building a safe room. This contribution to the total project cost may be all or a portion of the non-Federal share. Contributions by property owners may increase the likelihood of buy-in or commitment to mitigation goals.

Local Funding

Some local resources that are often leveraged as grant matching funds and can be used to fund mitigation projects:

- General fund
- Capital improvement budget
- Special revenue sources

Local financial resources can fund all or part of mitigation projects. For example, the general fund can be used to pay staff to enforce regulations that mitigate risk; the capital improvements budget can be used to construct needed government facilities that incorporate mitigation measures into their design; or special revenue sources such as special district taxation can provide funds to pay for mitigation measures in a particular part of a jurisdiction.

State Funding and Assistance

State funding is:

- Often available following a Federal disaster declaration
- Often leveraged as grant matching funds

Contact your SHMO to find out about the availability of funds in your State.




Visual 4.28

Visual 4.28

FEMA Hazard Mitigation Assistance Grants

FEMA offers grants to State and local governments to support mitigation projects. Specific funding availability may vary from year to year, and some program verification may be required.

- Hazard Mitigation Grant Program (HMGP)
- Pre-Disaster Mitigation (PDM)
- Flood Mitigation Assistance (FMA)
- Repetitive Flood Claims (RFC)
- Severe Repetitive Loss (SRL)




Visual 4.29

Visual 4.29

State Funding and Assistance

State funding is:

- Often available following a Federal disaster declaration
- Often leveraged as grant matching funds

Contact your SHMO to find out about the availability of funds in your State.

State government may receive Federal government funds from FEMA as well as from other Federal agencies as part of a post-disaster recovery and rebuilding effort. As a result, the State can sometimes provide the non-Federal match to a mitigation grant. The SHMO will have information about availability and regulations governing the use of such funds.

FEMA Hazard Mitigation Assistance Grants

FEMA offers grants to State and local governments to support mitigation projects. Specific funding availability may vary from year to year, and some program verification may be required.

- Hazard Mitigation Grant Program (HMGP)
- Pre-Disaster Mitigation (PDM)
- Flood Mitigation Assistance (FMA)

FEMA publishes information on eligibility and application procedures for the three mitigation grant programs. Each program is administered by the State.

Hazard Mitigation Grant Program (HMGP)

Grant Program	Purpose	Eligible	Non-Fed. Share	Application Timeline
Hazard Mitigation Grant Program (HMGP) (Sect 404)	Post-Disaster All Hazards Plans and Projects	Broad	25%	Generally due to State 12 months after declaration



Visual 4.30

Pre-Disaster Mitigation (PDM)

Grant Program	Purpose	Eligible	Non-Fed. Share	Application Timeline
Pre-Disaster Mitigation Grant Program (PDM)	Pre-Disaster All Hazards Plans and Projects	Broad	10% - 25%	Generally due to State in August or September



Visual 4.31

Flood Mitigation Assistance (FMA)

Grant Program	Purpose	Eligible	Non-Fed. Share	Application Timeline
Flood Mitigation Assistance (FMA) Program	Pre-Disaster Flood Hazard Only Projects Only	Flood Insurance	10 - 25%	Generally due to State in August or September



Visual 4.32

Hazard Mitigation Grant Program (HMGP)

The purpose of HMGP is to provide post-disaster funding. HMGP funds can be used to mitigate any natural hazard and can be used for planning as well as for a project. The non-Federal share is 25 percent. Local jurisdictions must generally apply to the State for HMGP funds within a year of a disaster declaration.

Pre-Disaster Mitigation (PDM)

The purpose of PDM is to provide mitigation funding. PDM funds are available annually, depending on appropriations. PDM funds can be used to mitigate any natural hazard and can be used for planning as well as for a project. The non-Federal share ranges from 10 percent to 25 percent. Applications for PDM funds are generally due to the State in August or September.

Flood Mitigation Assistance (FMA)

The purpose of FMA is to provide funds to mitigate the effects of flooding. FMA is available annually depending on appropriations. FMA is used to mitigate the effects of flooding. FMA can be used to fund projects, but not plans. The non-Federal share ranges from 10 percent to 25 percent. Applications for FMA grants are generally due to the State in August or September.

Hazard Mitigation Grant Program (HMGP)

Grant Program	Purpose	Eligible	Non-Fed Share	Application Timeline
Hazard Mitigation Grant Program (HMGP) (Sect 404)	Post Disaster All Hazards Plans and Projects	Broad	25%	Generally due to State 12 months after declaration

Pre-Disaster Mitigation (PDM)

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Pre-Disaster Mitigation Grant Program (PDM)	Post Disaster All Hazards Plans and Projects	Broad	10%–25%	Generally due to State in August or September

Flood Mitigation Assistance (FMA)

Grant Program	Purpose	Eligible	Non-Fed Share	Application Timeline
Flood Mitigation Assistance (FMA) Program	Pre-Disaster Flood Hazard Only Projects Only	Flood Insurance	10%–25%	Generally due to State in August or September

Other FEMA Resources

There are many FEMA programs that help fund mitigation projects.

- Public Assistance (PA) Section 406 Mitigation
- Emergency Management Performance Grant (EMPG)
- Increased Cost of Compliance (ICC) under the NFIP



Visual 4.33

Questions?



Visual 4.34

Other FEMA Resources

There are many FEMA programs that help fund mitigation projects.

- Public Assistance (PA) Section 406 mitigation
- Emergency Management Performance Grant (EMPG)
- Increased Cost of Compliance (ICC) under the NFIP

Are there any questions?