

# GUIDANCE MEMORANDUM #1



## *Assessing Community Support, Building the Planning Team, and Engaging the Public and Other Stakeholders*

To: Christopher Jensen, Program Coordinator  
Rockland County Office of Fire & Emergency Services  
*For County distribution to representatives from all participating jurisdictions*

From: Anna Foley, URS

Date: October 22, 2008

Re: Rockland County Multi-Jurisdictional Hazard Mitigation Planning Project

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**The Project:** A county-wide, multi-jurisdictional hazard mitigation plan to identify the risks of specific natural disasters occurring in Rockland County and to identify where improvements need to be made to reduce potential impacts. The plan will be developed to comply with the Disaster Mitigation Act of 2000 and its implementing regulations.

**The Issue:** To serve Rockland County's diverse and concentrated population, **participation of local officials, the public and other stakeholders in the hazard mitigation planning process is essential** to provide local information to the planners; to identify potential risks and impacts; and to help develop, evaluate, and prioritize projects to mitigate those impacts. It is also required if the final plan is to meet FEMA requirements. The plan will therefore represent the collective efforts of citizens, elected and appointed government officials, business leaders, volunteers of non-profit organizations, and other stakeholders.

**Memo Purpose:** This memorandum has been prepared by URS to provide the Planning Committee (Rockland County and its participating jurisdictions) with suggestions for:

- assessing community support;
- building the planning team; and
- engaging the public and other stakeholders throughout the plan development process and prior to plan approval

This combined memorandum provides a summary of key information presented in the regulations and the FEMA How-To Guides, and is intended to serve as a supplement – not as a replacement – to the FEMA documents. It is intended to summarize the requirements, and provide suggestions for meeting the terms of these requirements. URS strongly suggests that Planning Committee members

make every effort to familiarize themselves with applicable FEMA regulations and mitigation planning guidance.

**Memo Structure:** Section 1 – Assessing Community Support discusses measuring the level and source of community support for hazard mitigation planning to determine if the community has the knowledge, support, and resources to begin the process.

Section 2 – Building the Planning Team provides an overview of the structure of the Planning Committee, basic roles of each component, and the role of contractors in the plan development process.

Section 3 – Engaging the Public and Other Stakeholders provides options for reaching out to the public and other stakeholders during the plan development process (before the plan is adopted) and the plan maintenance process (the review cycle after the plan is adopted). It is divided into three parts:

- Public Involvement in the Plan Development Process
- Involvement of Other Stakeholders in the Plan Development Process
- Inviting the Public and Other Stakeholders to Participate in the Plan Maintenance Process

**Keep In Mind:** URS Corporation, as the consulting company, is able to provide the Planning Committee with guidance on potential means to satisfy the FEMA requirements. Nevertheless, it is the members of the Planning Committee (Rockland County and its participating jurisdictions) who are ultimately responsible for selecting activities that they feel are most appropriate for their respective communities, carrying out these activities, and providing URS with activity summaries to be incorporated into the plan.

**Action Items:** Action items are discussed further throughout this memorandum. They are presented in summary here.

- Assess community support (County in October 2008; participating municipalities in November 2008)
- Assemble the planning team (County by November 22, 2008 and participating municipalities by December 12, 2008)
- County to schedule a Kickoff Meeting for the Core Planning Group on November 20, 2008 and send out meeting notices
- County to distribute this memorandum to the Planning Committee at the Kickoff Meeting
- Outreach Logs (to be completed by the County and each participating jurisdiction) documenting outreach activities to the public and other stakeholders provided to URS no later than June 20, 2009
- Provide selected approach for public and other stakeholder participation in plan maintenance no later than June 20, 2009

## Section 1 Assessing Community Support

FEMA's How-To Guide #386-1 suggests that the first step in any mitigation planning process is to measure the level and source of community support for planning to determine if the community has the knowledge, support, and resources to begin the process.

Seventeen of Rockland County's 19 municipalities participate in FEMA's National Flood Insurance Program (NFIP), based on FEMA's Community Status Book Report (October 14, 2008). It would be reasonable to expect that this has served to provide community leaders and citizens with increased awareness, knowledge, support, resources and capabilities in the hazard mitigation arena, with regard to flooding. The Rockland County Office of Fire and Emergency Services (RCOFES) is a strong advocate and supporter of the mitigation plan development process and is serving to champion efforts at the local level.

In addition, Rockland County municipalities have been impacted by natural hazards in the past. This exposure to the hazards, and to the Federal response and recovery resources available through FEMA, has presumably exposed them to the concepts of hazard mitigation. In the last ten years (since 1998) Rockland County has received three of New York's twenty Major Disaster Declarations, and five of the State's thirteen Emergency Declarations. Since the late 1990's, under a Major Disaster Declaration in the State, even non-declared counties can apply for FEMA Hazard Mitigation Grant Program monies when any county in the state is declared. The New York State Emergency Management Office and FEMA provide information to municipalities on many FEMA programs such as the Hazard Mitigation Grant Program (HMGP), Pre-Disaster Mitigation (PDM), Flood Mitigation Assistance (FMA) programs, to name a few. In fact, Rockland County is currently funding this hazard mitigation planning project through funding received under one of FEMA's grant programs.

The County's decision to pursue the hazard mitigation planning process and its past participation in FEMA's programs seem to indicate the overall readiness of the County and its municipalities towards the process. However, URS would suggest that the Committee members go through the questions on pages 1-3 through 1-5 of the FEMA How-To Guide #386-1 (reproduced here Attachment A) to assess the knowledge, support, and resources available to their respective jurisdictions at this time, followed by their undertaking of actions that may be beneficial to remove roadblocks and build support for the planning process from the project outset.

How-To #386-1 provides suggestions for actions a community can pursue to overcome roadblocks. Some ideas are summarized below. For communities with significant planning obstacles, the How-To should be referred to directly for additional information.

- Educate public officials about the benefits of reducing potential losses through pre-disaster mitigation planning and about the costs of not having a mitigation plan, to help them understand the importance of mitigation planning and what is at stake if they do not develop a plan for reducing losses from hazards. An entry point of discussion can include the new requirements of DMA 2000 and the consequences of not having a plan in place.
- Identify community leaders who have been successful in developing mitigation projects to help bring peers together to learn from experience.
- Identify a team leader for the municipality who is in a position of authority and can share information about the benefits of mitigation planning to gain support from the community as a whole.

- Identify existing processes such as comprehensive planning that can be expanded to include hazard mitigation elements.
- Identify self-interests in mitigation for a variety of community sectors to obtain broad support.
- Some key points that can be expressed to help a jurisdiction get ready for participation in the planning process can include:
  - It simply costs too much to address the effects of disasters only after they happen;
  - State and federal aid is usually insufficient to cover the extent of physical and economic damages resulting from disasters;
  - You can prevent a surprising amount of damage from hazards if you take the time to anticipate where and how they occur;
  - You can lessen the impact and speed the response and recovery process for hazards;
  - The most meaningful steps in avoiding the impacts of hazards are taken at the state and local levels by officials and community members who have a personal stake in the outcome and/or the ability to follow through on a sustained program of planning and implementation.
  - Mitigation planning can help your community become more sustainable and disaster-resistant through selecting the most appropriate mitigation measures, based on the knowledge you gain in the hazard identification and loss estimation process;
  - Can be incorporated as an integral component of daily government business;
  - Allows you to focus your efforts on the hazard areas most important to you by incorporating the concept of determining and setting priorities for mitigation planning efforts;
  - Can save you money by providing a forum for engaging in partnerships that could provide technical, financial, and/or staff resources in your effort to reduce the effects, and hence the costs, of natural and human-caused hazards.

**Action Item:**

**1. Assess community support (County in October 2008; participating municipalities in November 2008)**

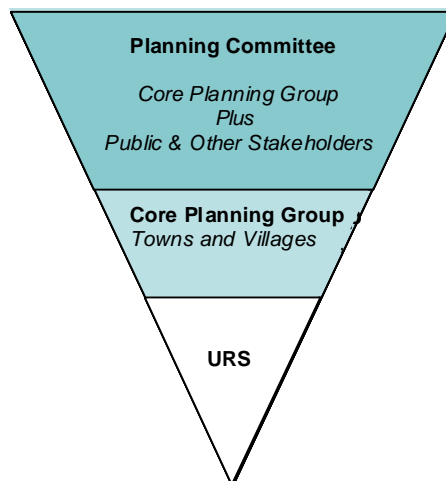
## Section 2 Building the Planning Team

The next important step in any mitigation planning process is to identify members of the planning team. FEMA's How-To Guide #386-1 recommends building the planning team on existing organizations or boards when possible, and suggests consideration of representation from the following groups for the overall Planning Committee (*additional information can be found in Chapter 2 of the guide*):

- Community leaders
- Neighborhood groups and other non-profit organizations and associations
- Regional and local government agency representatives
- Businesses and development organizations and business owners/operators
- Elected officials
- Interested citizens
- Academic institutions
- Neighboring communities

URS does not have the authority to designate new Committee members. We understand that RCOFES will be taking the lead to identify and designate members for the Committee.

For the Rockland County Multi-Jurisdictional Hazard Mitigation Plan, the overall Planning Committee should consist of representatives from the incorporated municipalities (towns and villages), the public, and other key stakeholders. To keep meeting sizes to manageable and productive numbers, we envision a Core Planning Group to include representation at only the County and municipal levels. We propose that the Core Planning Group, with guidance from URS, coordinate directly with the general public and other stakeholders within their borders (including but not limited to: neighboring jurisdictions, agencies, businesses, academia, nonprofits, and other interested parties).



URS would also like to highlight the following paragraph, as it appears on Page 2-6 of FEMA's How-To Guide #386-1:

***“...your planning efforts will be more successful if your team is designated with the official authority to develop a mitigation plan. Your planning team should consider obtaining official recognition in the form of a council resolution, a proclamation, a Memorandum of Agreement (MOA), or a Memorandum of Understanding (MOU). This recognition can go a long way toward demonstrating community or state support for mitigation action, and it greatly increases the plan’s chances of being formally adopted.”***

This is particularly important because the prerequisite for hazard mitigation plan approval is that the governing body for each participating jurisdiction must formally adopt the final plan. URS would suggest that the RCOFES move forward with requesting formal recognition of the Committee by Council at the earliest possible opportunity. Note, however, that obtaining official recognition of the committee is not a *requirement* for the plan to pass; it is something that can be helpful at the completion of the planning process when local governing bodies are presented with the final plan for adoption.

## The Role of the Contractors in the Plan Development Process

The Hazard Mitigation Plan is the County's plan; as such, its success rests on the decisions and directions set by the Planning Committee members throughout the plan development process. URS was contracted by Rockland County to work with the RCOFES and the multi-jurisdictional Planning Committee to assist them in developing a plan that will meet the requirements of DMA 2000.

The URS Team will assist the Planning Committee by conducting the analyses necessary to provide information they need to make sound decisions, and help guide them through the necessary steps of the plan development process. The Planning Committee, in turn, will take the lead by including the local community and other stakeholders, assessing the alternatives, and ultimately selecting the course of action to be followed. At the end of the planning process, URS will prepare the Plan text (with feedback from the Planning Committee) to document the group's efforts, along with hazard information and findings, in a manner consistent with applicable regulations (DMA 2000), criteria (44 CFR Part 201.6), and guidance (FEMA's Mitigation Planning "How-To" guides; FEMA's Multi-Hazard Mitigation Planning Guidance document of March 2004).

### Action Items:

1. Assemble the planning team (County by November 22, 2008 and participating municipalities by December 12, 2008)
2. Schedule a Kickoff Meeting for the Planning Committee on November 20, 2008 and send out meeting notices
3. Distribute this memorandum to the Planning Committee at the Kickoff Meeting

# Engaging the Public and Other Stakeholders

## Public Involvement in the Plan Development Process

The Regulations: 44 CFR Part 201.6 (b)(1) states, "*In order to develop a more comprehensive approach to reducing the effects of natural disasters, the planning process shall include...an opportunity for the public to comment on the plan during the drafting stage and prior to plan approval.*"

The role of public involvement in the plan development process is to provide the general public with the means not only to learn about the process that the Planning Committee is undertaking, but also to voice concerns and to provide input throughout the planning process. With support and guidance from URS, the Planning Committee Chairman will take the lead in: (a) alerting the public to the fact that the Planning Committee is working to develop this Hazard Mitigation Plan, and (b) providing the public with a forum to ask questions, and submit comments and suggestions on the process. Additional public outreach activities should be undertaken by each participating jurisdiction.

The **County** should consider the following actions:

- Alert the public to the fact that the Planning Committee is working to develop this multi-jurisdictional Hazard Mitigation Plan.
- Establish a Mitigation Planning page on the Atlantic County web site to provide information on the planning process, meeting minutes and other activities.
- Establish document repositories in libraries throughout the County containing the contents of the web site, for those who may not have internet access.
- Answer questions, receive comments and provide feedback.

The **Planning Committee members** should consider the following actions to raise public awareness of the plan development process and provide the public with a forum for providing feedback to the overall Planning Committee:

- Answer questions and incorporate suggestions as applicable throughout the process.
- Invite the public to attend meetings about the Plan
- Invite the public to review and provide comments on the Draft Plan.
- Establish a link on their jurisdiction's web site to the Atlantic County mitigation planning web site (to provide information on the planning process, meeting minutes, etc.)
- Notify the general public using radio announcements, press advisories/releases, interviews with television personalities via cable access television, web site postings, posters and flyers publicizing the meetings, document repositories, and letters to elected officials and interested residents.

- For all of the items above, interested parties should be provided with an avenue for asking questions, submitting comments, and providing feedback.

While DMA 2000 requires that the team reach out to invite public participation, the team will not be penalized if the public chooses not to participate. The Planning Committee should use the Outreach Log included in Attachment B to document their activities. URS will collect the logs at the end of the planning process for incorporation into the plan.

**Action Item:**

1. Provide Outreach Logs (completed by each participating jurisdiction) documenting outreach activities to the public and other stakeholders no later than June 20, 2009.

**Involvement of Other Stakeholders in the Plan Development Process**

The Regulations: 44 CFR Part 201.6 (b)(2) states, *"In order to develop a more comprehensive approach to reducing the effects of natural disasters, the planning process shall include...an opportunity for neighboring communities, local and regional agencies involved in hazard mitigation activities, and agencies that have the authority to regulate development, as well as businesses, academia and other private and non-profit interests to be involved in the planning process."*

To meet Federal requirements, "other stakeholders" (that is, stakeholders beyond Planning Committee members and the general public) must be able to learn about the process that the Planning Committee is undertaking and to voice concerns and provide input throughout the planning process.

Planning Committee members will have key roles in pursuing a range of activities to: (a) alert other stakeholders to the fact that the Planning Committee is working to develop this Hazard Mitigation Plan, and (b) provide other stakeholders with a forum to ask questions and submit comments and suggestions on the process.

Other stakeholders that could be considered are:

- Neighborhood groups
- Non-profit organizations (i.e. scout troops, Red Cross, Salvation Army)
- Housing organizations
- Environmental groups
- Historic preservation groups
- Parent-teacher organizations
- Church organizations
- State, federal, and local government offices
- Neighboring communities/counties
- Business and development organizations
- Academic institutions
- Utility providers
- Large businesses
- Hospitals
- Tribal groups
- Transportation entities
- Parks organizations
- Regional planning organizations
- Chambers of commerce

- Emergency service providers (i.e., police, fire, EMS)
- Member of municipal IT group (re: web link for mitigation planning effort)
- Any local office and/or group with a public outreach focus

As recommended in the FEMA How-To Guide #386-1, even if these groups decline to participate early on, they may be reached out to in later stages of the process for participation, information, or advice. Keeping stakeholders copied on meeting notices and providing copies of meeting minutes (even via email) is a good way to invite participation and encourage coordination. The level of participation received from stakeholders can range from no participation through advisory to active participant. While DMA 2000 requires that the team reach out to invite stakeholder participation; the team will not be penalized if other stakeholders choose not to participate.

Other stakeholders can be provided with opportunities to participate using many of the same methods used to reach out to the general public. Targeted outreach to key stakeholders (i.e. via phone, fax or letter) is recommended as a supplement to these broader actions. The Planning Committee members should consider undertaking the following actions to raise stakeholder awareness of the plan development process and provide other stakeholders with a forum for providing feedback to the Planning Committee:

- Along with the general public, other stakeholders should be invited to attend meetings about the Plan.
- Along with the general public, other stakeholders should be invited to review and provide comments on the Draft Plan.
- Other stakeholders that the Planning Committee would like to solicit particular feedback from should be targeted for outreach, at the discretion of the Planning Committee. Targeted outreach can be as simple as a one page letter sent to a list of a few key stakeholders in the County from a range of areas (for example: county-wide, neighborhood, EMS, hospital, business, and development organizations; neighboring counties). The letter could:
  - Alert the stakeholders to the planning process that is being undertaken;
  - Provide them with a link to the upcoming County web site for more information on the process;
  - Identify the Planning Committee Chairman's contact information if they have detailed questions;
  - Offer to send them copies of meeting minutes and a notification when the Draft is released, if they respond requesting such.
- A Multi-Jurisdictional Mitigation Planning web page should be established by the County on its web site. Each participating jurisdictions should establish a link on their jurisdiction's web site to the overall multi-jurisdictional planning page to provide information on the planning process, meeting minutes, etc.)
- Each participating jurisdiction should also add a link on their web site to the overall) to provide information on the planning process, meeting minutes, etc. Document repositories will be established in libraries throughout the County containing the contents of the web site, for those who may not have internet access.
- Use radio announcements, press advisories/releases, interviews with television personalities via cable access television, web site postings, posters and flyers publicizing

the meetings, document repositories, and letters to elected officials and interested residents.

- For all of the items above, interested parties should be provided with an avenue for asking questions, submitting comments, and providing feedback

While DMA 2000 requires that the team reach out to invite participation from other stakeholders, the team will not be penalized if the public chooses not to participate. The Planning Committee should use the Outreach Log included in Attachment B to document their activities. URS will collect the logs at the end of the planning process for incorporation into the plan.

**Action Item:**

**2. Provide Outreach Logs (completed by each participating jurisdiction) documenting outreach activities to the public and other stakeholders no later than June 20, 2009.**

## Inviting the Public and Other Stakeholders to Participate in the Plan Maintenance Process

The Regulations: 44 CFR Part 201.6(c)(4)(iii) states, “[The plan maintenance process shall include a] discussion on how the community will continue public participation in the plan maintenance process.”

To meet this requirement, the new Hazard Mitigation Plan should describe what opportunities the public and other stakeholders will have during the plan’s periodic review to comment on the progress made to date and on any proposed plan revisions. Opportunities for continued community involvement beyond the plan approval stage and into the plan maintenance cycle (future monitoring, evaluating, and update steps that will be undertaken in the years to come) are required for the plan to meet FEMA requirements. These also promote the development of an informed citizenry who are knowledgeable about their vulnerabilities to natural hazards and the options for reducing their losses.

Note that this is a separate issue from the public’s participation to-date in plan *development*. The plan must also discuss specific procedures for how the Planning Committee will invite the public to participate in *future* plan monitoring, evaluating, and updating. Will the Planning Committee send an annual newsletter out to the public, with a survey form to fill out? Will the Planning Committee hold annual public meetings to discuss the status of the plan recommendations? What process will be in place for public comments to be incorporated into future plan updates?

URS recommends that the Planning Committee pursue a wide array of activities to involve the public during future plan monitoring, evaluating, and updates. Options include but are not limited to the items below (*also options for reaching out to the public and other stakeholders during the plan development process*):

- **Share the findings of future progress reports** with interested groups, elected officials, neighborhood representatives and citizens as one way to keep the parties informed and involved. This could be done by posting progress reports in local libraries, clerk’s offices, web sites, etc. Furthermore, this keeps those responsible for implementing the mitigation actions motivated.

- Conduct **town hall meetings**, which are an effective way to bring citizens and Planning Committee members together to learn about the progress being made on the plan;
- Provide **facilitated meetings**. An experienced facilitator would assist with the process of obtaining public opinions, suggestions and other pertinent information relevant to the goals and objectives of the plan.
- Provide the public with **surveys** that assess how well the public education and outreach projects are working and how the community perceives the planning efforts. Samples are included in the FEMA How-To Guides. Questionnaires/surveys are excellent tools to assist the Planning Committee in obtaining valuable feedback on the plan. By their nature, questionnaires also provide recipients with an excellent vehicle to provide comments. Once the Planning Committee has gathered the feedback from the general public and local community, URS suggests organizing the data by topic, by types of responses and suggestions or by Planning Committee members' related tasks in the plan. This will facilitate the process of incorporating the feedback into the plan. One method of organizing the data is to build a database that would contain community member/general public responses to the plan and the surveys. This data could then be used to conduct statistical analyses by topic (such as land use or environment); calculate total numbers in support of or against policies of the mitigation process; and gather suggestions and comments regarding the natural hazards, among other concerns that may arise out of the public's awareness.
- Offer **working groups** or advisory groups by topic areas such as land use, environmental protection and transportation;
- Conduct planned or impromptu **interviews** with community members and publicize their comments;
- Use the **media** to inform the public of the plan, through press releases, handing out flyers, newsletters or placing local ads on TV, and in newspapers and magazines;
- Offer **telephone hotline services** (preferably a toll-free number).
- Establish an **online presence** with a Web site or the use of an existing Web site of the participating jurisdiction members. The easy accessibility to a Web site that the public can access at any time to read about the latest natural hazards or obtain the latest hazard mitigation planning information is an excellent method of keeping the public involved and informed on a continuous basis. For instance, the Planning Committee could provide a section where the community can fill-out questionnaires as well as email Planning Committee members with issues or success stories. Additionally, by offering online services, the general public could:
  - participate in message boards on the site (open to all for comments on specific mitigation topics);
  - review meeting minutes and notes;
  - review the Plan itself;
  - follow links to natural hazards information;
  - fill out online surveys and questionnaires;
  - obtain contact information for key persons involved in the mitigation planning process; and

- vote on various mitigation-related issues, questions, processes, goals, objectives, etc.

Opportunities selected by the Planning Committee for public participation in plan maintenance should be very specific in terms of: exactly *when* these opportunities will be available; *how* the public will be notified of their opportunity to participate; where the plan and any progress reports, meeting minutes, etc. will be maintained for review, how and to whom comments can be submitted.

Statements “that” certain things will happen are not sufficient in themselves to meet FEMA criteria. Details must be provided to show that a process has been clearly thought out and identified. For example, stating “that the public will be invited to participate in future plan monitoring, evaluation, and updates” is not sufficient. Additional information should be included so that the reader knows how and when members of the public will be invited to participate; what they will be invited to do (i.e., an annual meeting? A questionnaire or survey?); how and when they will be notified of this opportunity; how they can submit comments; what will be done with their comments. In our opinion, it would be more important to have a few, well thought out options defined in detail than a multitude of options defined only in part. If participating jurisdictions have public outreach persons on staff, it may be a good idea for the Planning Committee to consider soliciting their support.

**Action Item:**

1. Provide selected approach for public and other stakeholder participation in plan maintenance no later than June 20, 2009.

Excerpt

FEMA's How-To Guide #386-1, "Getting Started: Building Support for Mitigation Planning"  
Pages 1-3 through 1-5

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Below is a series of questions presented in FEMA's How-To Guide #1 designed to help you assess the availability of key elements necessary for a successful planning process: KNOWLEDGE, SUPPORT, and RESOURCES. Seeking answers to these questions will help you determine what you should focus on to ensure that you have the necessary ingredients in place to begin planning. It may be difficult to obtain these answers. If so, you may wish to go ahead and begin to build your planning team knowing that you can come back to this section for guidance on issues related to knowledge, support, and resources for planning. (Note: As this text is taken directly from the FEMA How-To Guide #1, you will notice several references to "Task C". If while answering the questions you identify shortcomings in areas of KNOWLEDGE, SUPPORT, or RESOURCES, you can go to the FEMA web site and download How-To Guide #1 to read more under Task C for suggestions for removing these roadblocks. The link is <http://www.fema.gov/plan/mitplanning/howto1.shtm> and Task C begins on Page 1-5 of the document.

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**KNOWLEDGE**. Answering the following four questions can help you begin to determine the level of understanding about hazard mitigation planning and risk reduction in your community. If you determine that your public officials are either unfamiliar with hazard mitigation or unconvinced that investing in mitigation measures before a disaster strikes will save more money than it would cost to recover from the disaster, you should consider engaging in the activities related to "Knowledge" that are included later in this step under Task C to help increase knowledge of hazard mitigation in your community.

1. How much do elected and/or appointed officials know and understand about hazards in their area? Do they know what they and the community can do to reduce their effects? Has there been recent disaster (or severe weather) activity?
2. How much do the citizens know about hazards in the community?
3. Do officials and citizens understand that their actions, behavior, and decisions affect their vulnerability and that steps can be taken to reduce risks?
4. Is there a difference between the risk perceived by the community and the actual risk (to the extent that risk is currently known)?

**SUPPORT**. Answering the following questions can help you begin to determine the level of support for hazard mitigation planning and mitigation project implementation in your community. If you determine that your local government elected and/or appointed officials or citizens do not know how they and the private sector can support mitigation, consider engaging in activities related to "Support" included later in this step under Task C to help identify strategies to increase the level of support for hazard mitigation. If you are unfamiliar with other types of planning activities at work in your community that can help support mitigation planning and activities, review these examples as well in the "Support" section under Task C.

5. Do elected and appointed officials understand how local, state, and federal levels each support hazard mitigation and emergency management?
6. Is there something (not necessarily hazard-related) that citizens are dissatisfied with that may be located in a hazard area (i.e., tourism, economic development, blight, transportation issues) that could be dealt with in context of mitigation planning? How can the mitigation plan contribute to other planning initiatives?
7. How likely is it that there will be an individual to serve as a champion to provide leadership and/or support for mitigation planning (individual, organization, or business)?
8. What would it take to identify or recruit a planning team leader? How will you capitalize and build on expanding enthusiasm?
9. Is there an existing FMA or CRS flood mitigation plan or other single hazard plan?
10. Is there an existing system for planning in the community? Is there a planning department? A community plan? Are there local staff with planning capabilities with whom you can collaborate?
11. Is there a history of community interest and/or involvement in environmental issues? Recreational issues? Safety issues?
12. Is there an existing land use map, GIS system, contour map, soils map, topographic map, or other material that can be used to better understand the hazards context of the community?

**RESOURCES.** Answering the following questions can help you begin to determine the availability of resources and capabilities for hazard mitigation planning and mitigation measures in your community. If you determine that you are unfamiliar with programs that may be available in your community or state, or need financial resources to initiate the planning process, consider the activities related to "Resources" that are included later in this step under Task C to help identify untapped resources to support hazard mitigation.

13. Are you aware of the range of non-FEMA or non-mitigation programs available to assist in mitigation projects?
14. What are the major employers, industries, and organizations that help shape the culture of the community? Are they willing to be involved?

**Outreach Log**



ROCKLAND COUNTY  
MULTI-JURISDICTIONAL  
HAZARD MITIGATION PLAN  
**OUTREACH LOG**

PARTICIPATING JURISDICTION: \_\_\_\_\_

DATE OF ACTIVITY	TYPE OF ACTIVITY	ACTIVITY DETAILS	LEAD DEPARTMENT AND/OR STAFF TITLE WHO UNDERTOOK ACTIVITY

*Please add additional pages as needed.*

