



CITY-WIDE RESILIENCE ASSESSMENT AND PLAN

PROJECT CHARTER



THE WATER INSTITUTE
OF THE GULF®

VOLKERT

Sea Grant



WAGGONNER
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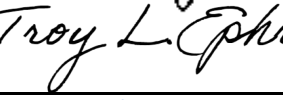


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1. EXECUTIVE SUMMARY

This project was initiated by the City of Mobile when it released a request for proposals (RFP) for development of a **City-wide Resilience Assessment and Plan** that will position the city to withstand, adapt, and thrive in the face of the challenges of the future. This project will involve an interdisciplinary team of local and regional resilience practitioners and experts in planning, policy, science, engineering, design, and engagement to work closely with the Chief Resilience Officer (CRO) and internal and external stakeholder groups. The Water Institute of the Gulf (**The Water Institute**) team is joined by: **Volkert, Inc.**, an award-winning professional services firm with civil and coastal engineers and environmental scientists that provides a comprehensive range of resilience services through a multidisciplinary approach; Renee Collini with the **Sea Grant program PLACE:SLR**, working to enhance resilience to coastal inundation under rising sea levels in a changing climate in the Gulf of Mexico and around the U.S.; **Ephriam and Associates Environmental Consulting, LLC (EAC)**, a certified DBE with relevant local experience and knowledge to lead community engagement and outreach efforts; **Waggoner and Ball**, who have led successful Living With Water® design workshops across the country from Houston and New Orleans to coastal Virginia and Charleston, South Carolina; and **Moffatt & Nichol**, who is working with the City for the Mobile Bay Shore Habitat Conservation and Acquisition Initiative and Brookley Bay Front Net Ecosystem Services Benefit Valuation. This project team combines deep local technical knowledge and strong community relationships in Mobile with seasoned experience developing resilience best practices across the country. This team brings robust, cost-effective resources and propose a proven methodology to execute this project within scope, budget, and schedule.

This 18-month long project will produce the following deliverables to the CRO by project completion (January 31, 2024): (a) Resilience Assessment, (b) Resilience Plan, (c) Community Engagement Plan, (d) Implementation Roadmap, and (e) communication tools related to the Resilience Plan. Deliverables (a) and (c) will be completed within the first nine months of the project, whereas (b), (d), and (e) will be delivered by project completion. The total budget for this project is \$449,671.

2. PROJECT OVERVIEW

This section provides a high-level summary of the project including timeline, budget, outcomes, and scope.

2.1 Project Summary

City resilience is the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and thrive no matter what kind of acute shocks (a sudden, extreme event that threatens a community) or chronic stressors (long-term pressures that weaken the fabric of a community over time) they experience. The City of Mobile is undertaking a community-wide vulnerability, risk, and resilience assessment to develop a plan to ensure the City can withstand the associated impacts related to changing conditions and continue to thrive. Building on existing city plans and strategic endeavors, this project seeks to embed a perspective of resilience into the fabric of Mobile's decision-making to position the city to withstand, adapt, and thrive in the face of the challenges of the future. Working alongside the Chief Resilience Officer (CRO) of Mobile, this 18-month project is led by The Water Institute of the Gulf (The Water Institute) working closely alongside Volkert, Inc., Sea Grant program PLACE:SLR, Ephriam and Associates Environmental Consulting, LLC (EAC), Waggoner and Ball, and Moffat & Nichol. This project is budgeted at a total of \$449,671 and will be completed by January 31, 2024.

2.2 Project goals, outcomes, and objectives

The objectives of this work include: (1) undertaking a City-wide Resilience Assessment: a comprehensive review of the city's assets, critical systems, current plans, and key policies through the lens of their vulnerability to acute shocks and chronic stressors; and (2) develop a City-wide Resilience Plan that includes a prioritized and actionable set of adaptation and resilience strategies, closely intertwined with existing city plans and priorities, that serve as the roadmap with which to build the city's resilience. These main objectives will be supported through community engagement throughout the planning process.

2.3 Scope

The project approach is broken into two phases: the development of a City-wide Resilience Assessment in Phase 1 and the development of a Resilience Plan for Mobile in Phase 2. Each phase is anticipated to take nine months to complete, for a total project timeline of 18 months. The final Resilience Assessment completed at the end of Phase 1 will serve as an essential starting point and context for developing the strategies and actions that will be included in the final Resilience Plan in the second phase of this work.

Phase 1: City-wide Resilience Assessment

The Resilience Assessment will establish a baseline understanding of the resilience of Mobile's communities, institutions, businesses, and systems to chronic stressors and acute shocks the city faces today and into the future. This assessment will be grounded in the best available and localized science and data on climate, social, and economic projections. Just as critically, the process of developing this assessment will build trust, a common understanding of risk, and a collective vision for a more resilient Mobile among internal and external stakeholders. This work will draw on the wealth of data that

currently exists rather than undertake complex and time-consuming new analyses within this planning process.

Phase 1 will involve seven components: (1) Establish a project charter and community engagement plan; (2) Establish vision for a resilient Mobile to serve as foundation of planning process; (3) Data synthesis on changing conditions; (4) Defining chronic stressors and acute shocks; (5) Asset review; (6) Audit of city policies, plans, and programs; and (7) Resilience assessment.

Phase 2: Resilience Plan

Developing, analyzing, prioritizing, and refining adaptation and resilience strategies for incorporation into a comprehensive Resilience Plan requires an iterative and collaborative planning process that engages internal and external stakeholders. This planning process will leverage a Structured Decision Making (SDM) framework that will help the city build consensus on the scope, nature, and extent of actions necessary to sufficiently address and adapt to the interrelated risks, stresses, and vulnerabilities that Mobile faces now and into the future.

The approach for developing the Resilience Plan follows the steps of the SDM process and is described in Table 1.

Table 1. Alignment of SDM process steps with the Resilient Mobile planning process.

| SDM Process Step | Corresponding Step in Resilient Mobile Planning Process |
|--|--|
| 1. Define the problem and decision context | The Resilience Assessment will serve as the foundation for background data and decision context for the Resilience Plan |
| 2. Determine the objectives | Develop clearly defined and measurable objectives through close engagement with the CRO, stakeholder advisory groups, and city leadership |
| 3. Identify alternatives | Develop potential resilience opportunities and strategies through engagement with city staff and stakeholder advisory groups and through a Living With Water® workshop to identify adaptation strategies for Mobile |
| 4. Forecast consequences | Analyze alternatives based on the anticipated impact to objectives and a suite of evaluation criteria created by the Planning Team with support by the CRO |
| 5. Weigh tradeoffs | The Planning Team, CRO, and city staff prioritize and refine resilience strategies that best meet the established objectives |
| 6. Make the decision & take action | A comprehensive resilience plan and implementation roadmap developed by the Planning Team alongside the CRO and with guidance from city leadership and input from city staff, advisory groups, and other local stakeholders. |

2.4 Deliverables

This effort will result in **three primary deliverables** subject to review by the CRO, the Internal Planning/Review Team (IP/RT), and Steering Committee:

- Final Resilience Assessment
- Final Resilience Plan
- Implementation Roadmap

Additional deliverables will be developed throughout the project. These **interim deliverables** are internal-facing “working” documents that will only be subject to review by the CRO:

- Project charter
- Community outreach/engagement plan
- Resilient Mobile vision statement
- Localized projections summary
- City’s exposure summary
- Asset review & risk level assessment summary
- Audit findings summary

2.5 Success Factors

Project success is outlined using a multi-level framework presented below.

| Success Criterion | Indicators of Success |
|---------------------------------|--|
| Process | Technical and managerial processes were: <ul style="list-style-type: none"> ● Appropriately chosen for the purpose ● Aligned with the project objectives ● Integrated with each other (as appropriate) ● Effectively implemented |
| Stakeholder & Public Engagement | <ul style="list-style-type: none"> ● Key stakeholder groups were engaged in both phases of the project ● Stakeholder groups include diverse resident perspectives ● Input from stakeholders and the public builds consensus on key actions/strategies |
| Project Management | <ul style="list-style-type: none"> ● Schedule met ● Budget not exceeded ● Project scope achieved |
| Products (Main Deliverables) | <ul style="list-style-type: none"> ● Specifications met ● Requirements met ● Client expectations met ● Client acceptance ● Client satisfied |
| Planning | The final Resilience Plan: <ul style="list-style-type: none"> ● Provides specific recommendations that will meaningfully improve the resilience of Mobile ● Is actionable and implementable ● Is supported by a coalition of champions across sectors |

3. PROJECT ORGANIZATION

3.1 Organization Chart

This project is structured with a Core Planning Team led by Colleen McHugh as Project Manager for day-to-day interactions with the CRO and IP/RT. Alyssa Dausman will serve as the Quality Manager ensuring all public-facing deliverables are evaluated thoroughly to ensure that they adhere closely to The Water Institute’s high standards. Subject matter experts (SMEs) will be engaged as-needed to provide national and local expertise and to assist on project deliverables, as needed. The project organization chart is shown below.



Legend: **E** - Ephriam Environmental LLC (DBE) **S** - Sea Grant PLACE:SLR **M** - Moffat & Nichol **V** - Volkert **W** - Waggonner & Ball

3.2 Roles & Responsibilities

Table 2 outlines the roles and responsibilities of the Planning Team, consisting of the CRO and the project team. Table 3 details the roles and expectations of internal and external stakeholder groups.

Table 2. Roles, responsibilities, and lead points of contact (POC) of each entity within the Planning Team.

| Planning Team Entity | Roles & Responsibilities | Lead POC |
|--|--|-------------------------------------|
| City of Mobile Chief Resilience Officer | <ul style="list-style-type: none"> • Client and primary POC managing scope of work of consultant team • Project leadership: review all project deliverables, make key decisions to advance planning process, and manage partnerships with stakeholder groups and other key contacts | Casi Calloway |
| The Water Institute | <ul style="list-style-type: none"> • Project management: day-to-day communication with CRO, team coordination • Planning lead: lead on drafting resilience assessment and resilience plan • Quality management: quality assurance/quality control (QAQC) of all final deliverables sent to the client | Colleen McHugh |
| Volkert | <ul style="list-style-type: none"> • Key resource for maintaining connectivity with local issues and stakeholders across all tasks; navigating local politics • Task lead for: Audit of city policies, plans, and programs • Support on other deliverables and workshops and engagement with stakeholders | Jordan Stringfellow, George Talbott |
| Ephriam Environmental | <ul style="list-style-type: none"> • Task lead for: drafting and executing a community engagement and outreach plan • Support core planning team with local technical knowledge • Provide support on deliverables development | Troy Ephriam |

| Planning Team Entity | Roles & Responsibilities | Lead POC |
|----------------------------|--|---------------------------|
| Sea Grant | <ul style="list-style-type: none"> ● Key resource for data collection, synthesis, and analysis towards development of a localized projections summary and city's exposure summary ● Task lead for: Data synthesis on changing conditions | Renee Collini |
| Waggoner & Ball | <ul style="list-style-type: none"> ● Task lead for: Living With Water® design strategies workshop (Phase 2) | Andy Sternard |
| Moffat & Nichol | <ul style="list-style-type: none"> ● Provide local technical expertise as needed, in support of workshops and deliverable development | Meg Goecker, Don Blancher |

Table 3. Roles, responsibilities, and roster of internal and external stakeholder groups.

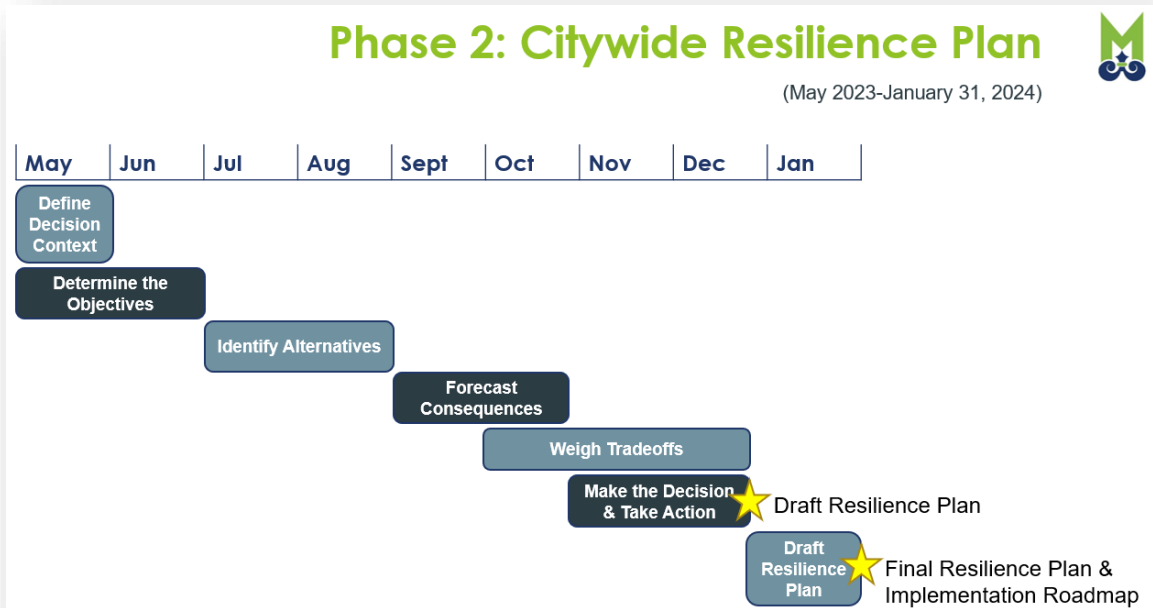
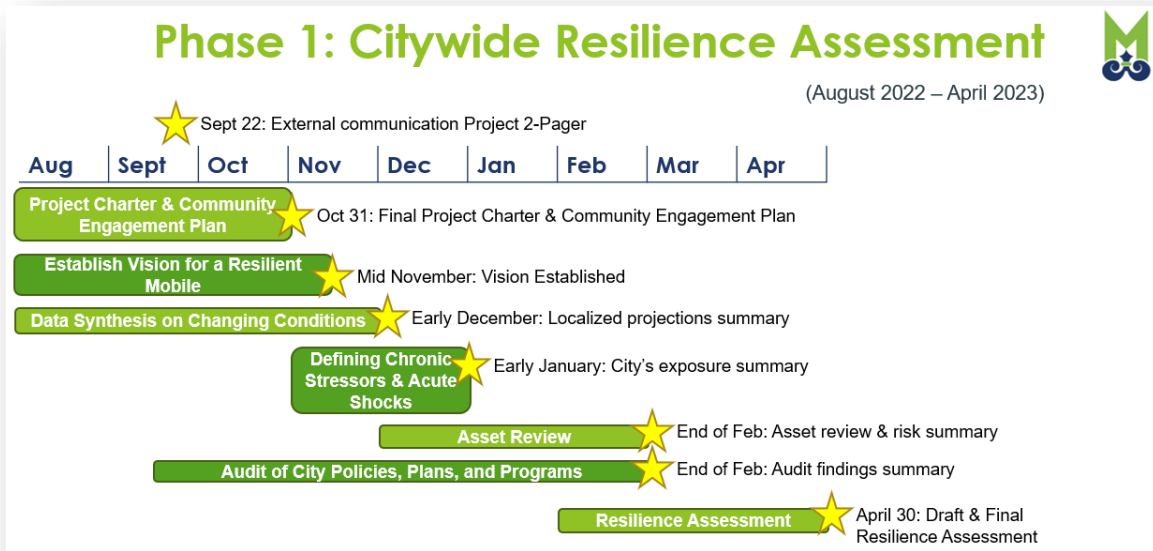
| Group | Roles & Responsibilities | Roster |
|--------------------|---|--|
| Steering Committee | <ul style="list-style-type: none"> The Steering Committee will be engaged in meetings lead by the CRO and the Core Planning Team with the primary purpose of supporting decision-making and providing sign-off on interim and key deliverables Responsible for providing written feedback on the three primary deliverables (see section 2.4) | <p><i>Executive leadership and leadership from selected city departments and agencies</i></p> <p>Casi Callaway Jim DeLapp Mayor Sandy Stimpson Ricardo Woods Ben Reynolds Cory Penn Matt Anderson Lawrence Battiste Keysha Brown Joe Snowden Jim Barber Candace Cooksey Bob Holt</p> |
| IP/RT | <ul style="list-style-type: none"> Attendance at working sessions designed to: identify resilience priorities; refine priority shocks and stressors to define strategic focus areas; review and discuss exposure, risks, and vulnerabilities; develop resilience objectives; identify resilience opportunities and alternative strategies; prioritize and sequence resilience strategies that best meet established objectives Responsible for providing written feedback on the three primary deliverables on an iterative basis as-needed (see section 2.4) | <p><i>Technical leads and SMEs from selected city departments</i></p> <p>Casi Callaway Jim DeLapp Michael Curtis Jennifer Greene* Rosemary Ginn Don Rose Bert Hoffman Shayla Beaco Jamey Roberts Grace Toledo Kina Andrews Marc Vassallo* Cassie Boatwright Nick Amberger* Emma Cochran Scott Kearney Charles Sumrall Dan Otto Laura Angle</p> |

| Group | Roles & Responsibilities | Roster |
|--|--|--|
| <p>Advisory Groups (Infrastructure, Community, Environment, Economy)</p> | <ul style="list-style-type: none"> AGs will be engaged in working sessions and one-on-one reach-out to: support the establishment of a Vision for a Resilient Mobile; identify additional data sets for the data synthesis on changing conditions; develop resilience objectives; identify resilience opportunities; refine resilience strategies and identify implementation opportunities | <p><i>External stakeholder groups whose membership includes (but is not limited to) City Council district representatives, representatives from utilities, state agencies, key business sectors, regional partners, community leaders, and representatives from environmental, religious, non-profit, and civil rights organizations</i></p> |

4. PROJECT PLAN

4.1 Timeline & Major Milestones

Timelines for Phase 1 and Phase 2 are depicted below. Star symbols indicate tentative delivery dates of project deliverables to the CRO. Delivery dates of interim deliverables outlined in **Section 2.4** will be flexible to the needs and timeline of the project.



4.2 Resource Plan

Based on the estimated timeframe of this project, the Project Manager and the Core Planning Team has the capacity to complete this work on time and within budget. In addition to the Core Planning Team and Supporting SMEs, the project team can access additional staff within our organizations, as needed. The project team commits to using the necessary resources to successfully complete this project.

4.3 Quality Plan

The three main deliverables of this project outlined in **Section 2.4** above will be evaluated through internal QAQC processes led by the Quality Manager and per the Technical Editing guidelines of The Water Institute prior to external review. The main deliverables will be subject to review by the CRO, IP/RT, and the Steering Committee. Review periods for all deliverables will be no less than 10 business days.

Other interim deliverables will be subject to review by the CRO and will remain internal-facing “working” documents that will not require review by the Quality Manager or be subject to Technical Editing.

4.3 Project Budget

The budget for The Water Institute and project partners to complete this project is \$449,671. The price includes all time and expenses needed to manage the work, accomplish the tasks, and produce the deliverables.

| Activity | Cost |
|--------------------|------------------|
| Project Management | \$22,860 |
| Activity 1 | \$164,015 |
| Activity 2 | \$262,796 |
| Total | \$449,671 |

5. PROJECT CONSIDERATIONS

5.1 Risks

The ongoing COVID19 pandemic may present disruptions to in-person meetings and engagements throughout the duration of the project. Should state and/or federal guidelines prohibit in-person meetings, all stakeholder and community engagements will be moved to online platforms.

This project assumes that all necessary data will be available for use. Unexpected data restrictions or other issues related to data availability may be encountered during this project. Other planning tools and resources will be used as surrogates if data is not available.

Notably, much of Phase 2 of this project overlaps with the 2023 hurricane season. There is always the potential for a hurricane in the Gulf that could affect Mobile which may result in schedule impacts and may also redirect the course of the planning process. Close engagement between the Core Planning Team and the CRO will work to mitigate potential impacts of severe storm interruptions on project completion.

Lastly, these types of stakeholder-engaged resilience planning projects are typically non-linear in nature due to the comprehensive and open-ended structure of analysis, the necessary work to build stakeholder support and buy in, and the realities of shifting political environments. This necessitates a certain degree of fluidity in the workplan and process while still delivering all work products on time and within budget. To mitigate associated risks, the timeline will be revisited frequently with the CRO to check on distribution of time and resources.