



CITY-WIDE RESILIENCE ASSESSMENT AND PLAN

STAKEHOLDER & COMMUNITY ENGAGEMENT PLAN

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THE WATER INSTITUTE
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1. INTRODUCTION

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. Building on existing city plans and strategic endeavors, the City of Mobile is undertaking a community-wide vulnerability, risk, and resilience assessment to gauge our current state and will then create a plan to embed a perspective of resilience into the fabric of Mobile's decision-making that will position the city to survive, adapt, and thrive in the face of the challenges of the future.

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 changing conditions related to sea level, climate, the economy, and society; and (2) developing 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, along with a roadmap for implementation. These main objectives will be supported through engagement with key internal and external stakeholders and members of the community throughout the planning process.

The City of Mobile selected a consultant team led by The Water Institute to guide the development of the City-wide Resilience Assessment and Plan in consultation with the City's Chief Resilience Officer (CRO). Ephraim and Associates Environmental Consulting, LLC serves as the outreach and engagement lead for the consultant team. This plan outlines the engagement activities that the consultant team is anticipated to lead in collaboration with the CRO.

1.1 Objectives of this Stakeholder & Community Engagement Plan

The purpose of this document is to lay out a plan for engaging internal and external stakeholder groups, as well as the broader public, during the assessment and planning processes. This document provides:

- (1) Roles, responsibilities, and expectations of stakeholder groups and the public.
- (2) A high-level schedule and purpose for stakeholder and public engagement meetings, workshops, and milestones.
- (3) Tactics for public communication and outreach.

1.2 Role of Internal Stakeholder Groups

Two internal City of Mobile stakeholder groups have been organized to guide and support the development of the City-wide Resilience Assessment and Plan.

The **Internal Planning and Review Team (IPRT)** is comprised of technical leads and subject matter experts from across relevant City departments. Members of the IPRT and their support staff will work directly with the Chief Resilience Officer (CRO) and consultant team throughout the project timeline to facilitate the planning process, provide relevant data and information, co-develop resilience actions and implementation plans, and ensure that the Resilience Assessment and Plan build on existing City efforts. The CRO and consultant team will engage the IPRT in working meetings (approximately six over the course of 18 months) and one-on-one outreaches throughout the project timeline.

The **Steering Committee** is comprised of executive leadership, City Council representatives, and leadership from selected departments and agencies. The Steering Committee shall act as a sounding board and decision-guiding body, reviewing and providing feedback on key deliverables produced by the consultant team throughout the planning process. Approximately six meetings with the steering committee are planned over the course of the project timeline, aligned with project milestones.

1.3 Role of External Advisory Groups

Four external Advisory Groups comprised of subject matter experts, civic organizations, community leaders, and industry leaders have been organized to provide additional insight, feedback, and outreach opportunities for the Resilience Assessment and Plan. This collaborative structure will ensure that Mobile's Resilience Plan reflects the priorities and perspectives of Mobile's diverse people and institutions.

Advisory Group members will share their perspective and expertise with the CRO and consultant team to:

- Identify perceptions and priorities on the acute shocks and chronic stressors that matter most for Mobile.
- Provide insights into local context, existing efforts, and relevant data that may help to shape the resilience assessment and opportunities for action.
- Help shape a collective vision and set of objectives for what a resilient Mobile looks like.
- Generate potential actions for consideration in the resilience strategy.
- Identify mechanisms to support implementation.

The four Advisory Groups reflect important aspects of Mobile's resilience: **Infrastructure & the Built Environment, Community Health & Quality of Life, Environment, and Economy**. Table 1 outlines further the focus of each Advisory Group's work.

Table 1. Scope and focus of external Advisory Groups.

Group	Scope & Focus
Infrastructure & the Built Environment	Support understanding of the risks and vulnerabilities facing critical infrastructural systems and built environment assets and opportunities for how to improve their reliability, resilience, and adaptability.
Community Health & Quality of Life	Share insights into the vulnerabilities and potential opportunities to ensure Mobile’s people and communities are safe, healthy, and thriving in the face of increasing tolls from extreme heat, flooding, and other shocks and stressors.
Environment	Share insights into risks to Mobile’s important environmental assets and support the identification of opportunities for maximizing ecosystem services by creating, preserving, and enhancing natural and managed landscapes at multiple scales throughout the city and region.
Economy	Support understanding of the sectors that support Mobile’s economy, potential threats to those sectors, and opportunities for ensuring a prosperous future for Mobile and all of its residents for the long-term.

The organizations that make up each Advisory Group are listed below:

Infrastructure & the Built Environment

- AT&T
- Alabama Power
- Alabama Department of Transportation (ALDOT)
- Infirmity Health
- Mobile Area Water and Sewer System (MAWSS)
- Mobile County
- Mobile County Road Builders/Association of General Contractors
- Alabama State Port Authority
- South Alabama Regional Planning Commission (SARPC)
- Smart Home America
- Spire Energy
- Thompson Engineering
- U.S. Army Corps of Engineers
- Uniti Fiber
- University of South Alabama
- Mobile County Emergency Management Agency (EMA)

Community & Quality of Life

- AltaPointe
- Center for Fair Housing
- Dumas Wesley
- Feeding the Gulf Coast
- Franklin Health Primary
- Lifelines

- McKemie Place
- Mobile County Public School System
- Mobile County Health Department
- Mobile Police Department
- Strickland Youth Center
- United Way of Southwest Alabama

Environment

- Alabama Coastal Foundation
- Alabama Department of Conservation and Natural Resources (ADCNR) Marine Resources Division
- Dauphin Island Sea Lab
- Making Opportunities Viable for Everyone (MOVE)
- Mobile Bay National Estuary Program
- Mobile Baykeeper
- Mobile Environmental Justice Action Coalition (MEJAC)
- The Nature Conservancy
- University of South Alabama
- U.S. Army Corps of Engineers

Economy

- Alabama Port Authority
- Alabama Power
- Alabama Small Business Development Center Network in South Alabama
- Evonik
- Black Chamber of Commerce
- Coastal Alabama Partnership
- Innovation Portal
- Keep Mobile Growing
- Milling Commercial Realty
- Mobile Chamber
- Partners for Environmental Progress
- University of South Alabama
- Visit Mobile

1.4 Role of Public Outreach

In addition to formalized internal and external stakeholder groups, the CRO and consultant team will work to engage a broader public audience to ensure that Mobile’s Resilience Plan prioritizes communities and populations most vulnerable to shocks and stresses. The consultant team will also work to ensure public outreach and engagement methods reach a broad cross-section of Mobile residents, including geographic diversity across the seven City Council districts, and diversity of socio-economic backgrounds, education levels, age, race, and gender. See Section 3 for details on planned

tactics for public communications and outreach to ensure community input and buy-in is obtained for any needed changes and investments defined in the final Resilience Plan.

2. INTERNAL & EXTERNAL STAKEHOLDER ENGAGEMENT SCHEDULE

Engagement of internal and external stakeholders is anticipated to occur throughout the project duration. Table 2 identifies key project milestones where engagement with the IPRT is expected. Table 3 identifies anticipated engagement with the Steering Committee. Table 4 identifies anticipated meetings with the four Advisory Groups. Lastly, table 5 identifies two public outreach/community engagement points during the planning process.

Table 2. High-level engagement schedule of IPRT within the planning process.

Project Milestone	Anticipated IPRT Engagement & Outcomes	Target Date
Phase 1: City-wide Resilience Assessment		
Project Kick Off and Establishment of Collective Vision for a Resilient Mobile	<ul style="list-style-type: none"> Introduce planning process and roles Discuss resilience priorities, opportunities, challenges, and existing efforts in Mobile Discuss what resilience means for city departments Discuss application of the plan to work across city departments 	Aug 2022
Data Synthesis on Changing Conditions, Asset Review & Audit of City Policies, Plans and Programs	<ul style="list-style-type: none"> Targeted interviews to expand data collected on assets, existing plans and polices, and current and future hazards. 	Q1 2023
City-wide Resilience Assessment	<ul style="list-style-type: none"> Review, discuss, and refine draft findings from City-wide Resilience Assessment 	Q2 2023
Phase 2: City-wide Resilience Plan		
Determine the Objectives	<ul style="list-style-type: none"> Develop a holistic set of objectives that capture the social, ecological, institutional, and economic aspects of resilience across a range of shocks and stresses 	Q2 2023
Develop Potential Resilience Opportunities and Strategies	<ul style="list-style-type: none"> Two collaborative workshops to brainstorm opportunities and strategies for improving the city's resilience, including opportunities to build upon or leverage existing efforts and initiatives. One workshop will focus on strategies for living with water and adapting to increasing risks of flooding and sea level rise. Another workshop will focus on cross-cutting strategies across other themes of city resilience 	Q3 2023

Project Milestone	Anticipated IPRT Engagement & Outcomes	Target Date
Prioritize and Refine Resilience Strategies	<ul style="list-style-type: none"> Review, refine, and prioritize draft list of resilience strategies 	Q4 2023
Implementation Roadmap	<ul style="list-style-type: none"> Collaborative workshop to further refine select resilience strategies and identify implementation opportunities and mechanisms 	Q4 2023
Plan Writing & Review	<ul style="list-style-type: none"> Support plan writing and review of key sections as needed 	Q1 2024

Table 3. High-level engagement schedule of Steering Committee within the planning process.

Project Milestone	Anticipated Steering Committee Engagement & Outcomes	Target Date
Phase 1: City-wide Resilience Assessment		
Project Kick Off	<ul style="list-style-type: none"> Introduce planning process and roles Define Resilience priorities and objectives for Mobile 	Sep 2022
Establishment of Collective Vision for a Resilient Mobile	<ul style="list-style-type: none"> Review draft themes for a Resilient Mobile, how they align with existing City priorities, and next steps in finalizing Vision 	Dec 2022
City-wide Resilience Assessment	<ul style="list-style-type: none"> Review and discuss draft Resilience Assessment 	Q2 2023
Phase 2: City-wide Resilience Plan		
Determine the Objectives	<ul style="list-style-type: none"> Review and approve set of objectives that capture the social, ecological, institutional, and economic aspects of resilience across a range of shocks and stresses 	Q3 2023
Prioritize and Refine Resilience Strategies	<ul style="list-style-type: none"> Review, refine, and prioritize draft list of resilience strategies 	Q4 2023
Draft Plan Review	<ul style="list-style-type: none"> Review and provide feedback on draft Resilience Plan 	Q1 2024

Table 4. High-level engagement schedule of Advisory Groups within the planning process.

Project Milestone	Anticipated Advisory Groups Engagement & Outcomes	Target Date
Phase 1: City-wide Resilience Assessment		
Project Kick Off and Establishment of Collective Vision for a Resilient Mobile	<ul style="list-style-type: none"> Introduce planning process and roles Discuss perspectives on resilience priorities, opportunities, and challenges in Mobile Discuss relevant existing or planned efforts and data 	Q4 2022
City-wide Resilience Assessment	<ul style="list-style-type: none"> Review and discuss findings from City-wide Resilience Assessment and holistic objectives to guide the Plan 	Q2 2023
Phase 2: City-wide Resilience Plan		

Project Milestone	Anticipated Advisory Groups Engagement & Outcomes	Target Date
Develop Potential Resilience Opportunities and Strategies	<ul style="list-style-type: none"> Two collaborative workshops to brainstorm opportunities and strategies for improving the city's resilience, including opportunities to build upon or leverage existing efforts and initiatives. One workshop will focus on strategies for living with water and adapting to increasing risks of flooding and sea level rise. Another workshop will focus on cross-cutting strategies across other themes of city resilience 	Q3 2023
Implementation Roadmap	<ul style="list-style-type: none"> Collaborative workshop to further refine select resilience strategies and identify implementation opportunities and mechanisms 	Q4 2023
Draft Plan Review	<ul style="list-style-type: none"> Review and provide feedback on draft sections of the Resilience Plan 	Q1 2024

Table 5. High-level public outreach engagement schedule within the planning process.

Project Milestone	Anticipated Public Outreach & Outcomes	Target Date
Phase 1: City-wide Resilience Assessment		
City-wide Resilience Assessment	<ul style="list-style-type: none"> Public engagement/community meeting to present findings of the final City-wide Resilience Assessment and gather feedback from the public 	Q3 2023
Phase 2: City-wide Resilience Plan		
Draft City-wide Resilience Plan	<ul style="list-style-type: none"> Public comment period to receive and address feedback from the community on the draft plan prior to release of final plan. Community feedback on any proposed strategy additions or modification recommendations will be incorporated into the final plan 	Q1 2024
Final City-wide Resilience Plan	<ul style="list-style-type: none"> Public engagement/community meeting to communicate the final City-wide Resilience Plan, relaying the draft priority adaptation and resilience strategies as well as accompanying analyses and selection criteria 	Q1 2024

3. TACTICS FOR PUBLIC COMMUNICATIONS AND OUTREACH

Public engagement and participation is critical to the success of the City-wide Resilience and Assessment Plan. The methods for reaching a broad cross-section of citizens across the City of Mobile are listed below. The intended audience for public communications and outreach activities includes representation across a broad swath of Mobile, including (but not limited to): representatives from each of the seven City Council Districts, at-risk communities (defined as those most at risk from the stressors and shocks), a cross section of social and economic backgrounds, education levels, race, age, and gender.

The outreach tactics listed in this section serve as recommendations because flexibility is key during the planning process.

Approach to public communication and outreach during the planning process:

- **Two digital newsletters and/or postcards** will be developed to notify entire community in advance (minimum 1 week) of the two general community meetings held to present: (1) final Resilience Assessment, and (2) final Resilience Plan. These materials will be distributed to addresses within City's resident databases.
- **Up to two public survey forms** will be developed to (1) gather feedback to inform the Resilience Assessment and (2) draft Resilience Plan strategies. Information gathered from these surveys will be used to build resilience planning across multiple community assets. The surveys shall be made available online in advance of the public engagement meetings.
- **Up to four media releases** will be posted on an existing City of Mobile website and the City of Mobile's social media accounts to announce project milestones and share events and updates related to the resilience outreach target audiences (i.e., CAG's, NO's, Civic Orgs.).
- Preparation and facilitation of **up to two public engagement/community meetings** over the course of the planning process to: (1) present findings of the City-wide Resilience Assessment and gather feedback from the public; and (2) communicate the final City-wide Resilience Plan, relaying the draft priority adaptation and resilience strategies as well as accompanying analyses and selection criteria.
- Assess the effectiveness of utilizing **special event opportunities** to promote project awareness and gather additional stakeholder input.
- **Establishment and maintenance of a database** of community leaders, stakeholders, and meeting participants engaged throughout the planning process.

Outreach materials to complement the Resilience Assessment and Plan:

- **Up to two interactive web-based tools/resources** (e.g., video or interactive web-based map) posted to an existing website to educate the public about the expected consequences (acute shocks and chronic stressors) of climate change and sea level rise on the city of Mobile, noting ways the city can prepare to withstand those impacts.
- Digital Fact sheets that are engaging, digestible by the public, and incorporate design elements (e.g., infographics) to present key information. **Up to six fact sheets** will be developed as part of this project including:
 - **Sector-specific fact sheets** will relay the adaptation and resilience strategies contained in the final Resilience Plan.
 - **Issue-specific fact sheets** will provide more in-depth information to certain sectors of the community about ways to adapt and build resilience.