

Virginia Flood Protection Master Plan

Goals and Vision Development Workshop

Meeting Summary



Vision and Goals Development Workshop Agenda

- Welcome & Planning Team Introductions
- Presentation
 - Plan Development Update
 - Meeting Objectives & Ground Rules for Collaboration
 - Development Process of Draft Vision, Goals, and Objectives
 - Presentation and Discussion on Revised Draft Vision & Goals
- Break
- Small Group Exercise
 - Developing Objectives/Metrics & Mapping Agency Roles
- Large Group Discussion
 - Report Outs & Discussion on Goals and Objectives
- Wrap Up/Next Steps

Presentation

The Arcadis team updated Core Stakeholders on the VFPMP development process via a PowerPoint presentation. The presentation outlined the principles of approaching resilience. It also emphasized the importance of drafting a clear vision and clearly defining goals and objectives during the early stages of the planning process.

The presentation was also the first opportunity for the Core Stakeholders to see the revised draft vision and goals, which they were able to provide some initial feedback on.

Stakeholder Feedback (Vision Statement)

Draft Vision Statement: A thriving Commonwealth proactively managing flood risks to strengthen the resilience of communities, the economy, and ecosystems now and into the future.

- Would like to switch out the word managing with another word. Suggested the word addressing or identifying.
- This is a good start, but it gets convoluted. The mission of the floodplain management program is “proactively managing flood risk.” Questions on how the public will digest this.
- Does this statement resonate with other stakeholders or members of the public?
 - Overall sentiment was yes
- Add the word further in front of strengthen. It recognizes the fact that we have had this in place since 2005 and we have all done a lot of work already. This new version sets the stage for the next decade-plus and we are doing something that further strengthens resilience. It considers the resilience work that has already been done and we are setting the stage for what the commonwealth will do in the future.
- Questions about the word ecosystem would resonate with the general public over the word environment.
 - General agreement in the room about this change.

Stakeholder Feedback (Goals)

Draft Goals:

1. Mitigate the adverse effects of current and future flood risks on people, infrastructure, the economy, and the environment statewide.
2. Advance a unified approach to flood risk management that promotes a collective understanding of risks and lasting strategies to address them.
3. Leverage flood resilience strategies and investments to provide co-benefits to communities, the economy, and the environment.

- While we oftentimes know what our roles are, we also need to consider that this plan will be read by many different groups. It is important to ensure that the words are understandable for all audiences (5th or 6th grade reading level). It will help us avoid being rigid in our language. When we use simpler words, things become clearer. For example, I don't understand what Goal #3 is trying to tell me because of the use of words. I don't have any objection to what is being presented, but I think in general we should consider our word choices.

Small Group Exercise

After the presentation, the Arcadis team divided the Core Stakeholders into four small groups to facilitate discussions on the draft objectives. The groupings and their summarized feedback on the draft objectives are provided below.

Draft Goals & Draft Objectives:

1. Mitigate the adverse effects of current and future flood risks on people, infrastructure, the economy, and the environment statewide.
 - a. Reduce loss of life and negative effects on health and well-being from flooding.
 - b. Reduce damage to property and infrastructure from flooding.
 - c. Reduce direct and indirect economic disruptions and losses from flooding.
 - d. Reduce damage to natural resources from flooding.
 - e. Reduce flood impacts to socially vulnerable communities.
2. Advance a unified approach to flood risk management that promotes a collective understanding of risks and lasting strategies to address them.
 - a. Increase community understanding of current and future flooding.
 - b. Increase community capacity to respond to current and future flooding.
 - c. Increase the robustness and adaptability of flood resilience strategies to a range of future conditions.
 - d. Increase responsible stewardship of public funds.
 - e. Increase equity in flood resilience investments.
3. Leverage flood resilience strategies and investments to provide co-benefits to communities, the economy, and the environment.
 - a. Increase environmental co-benefits from flood resilience strategies.
 - b. Increase economic co-benefits from flood resilience strategies.
 - c. Increase community health and well-being co-benefits from flood resilience strategies.

Group 1

Facilitator: Katya Wowk

Note Taker: Heidi Hahn

Group Participants:

First Name	Last Name	Title	Organization
Matt	Dalon	Program Manager, Office of Resilience Planning	Virginia Department of Conservation and Recreation
Angela	Davis	Director, Floodplain Management	Virginia Department of Conservation and Recreation
Alex	Samms	DEQ Chief Deputy	Virginia Department of Environmental Quality
Chris	Berg	Assistant Division Director, Environmental Division	Virginia Department of Transportation
Jitender	Ramchandani	Statewide Transportation Planning Manager	Office of Intermodal Planning and Investment

- The intended audience is state agencies – once we start getting into strategies and the implementation plan – each agency will look at it in different ways
- These objectives are important for VDOT work.
- Do we want to avoid “flag” words in certain places to make it seem easier to not include it
 - Example: equity may not be necessary
 - Example: “avoid” or “reduce” loss of life (goal 1) - avoid could be impossible to be 0 loss of life.
- Measurable reduction to loss of life will be difficult
- Goal 1, Objective 1 it makes it seem like “reduce” means that we currently have a high loss of life
 - Consider “minimize”
- Katya: Which resonates the most to your agency?
 - DCR: Loss of life, Increasing community capacity
 - VDOT: Damage to property and infrastructure
 - Economic disruptions (impacts all of us)
- Can track progress towards these through things like Annual transportation survey – could be a measure for transportation-related flooding
- There is a need to more clearly define community

Group 1 Voting Exercise

The small group members were then shown a full list of objectives on a poster and were given blue and orange stickers to indicate which of the objectives were most relevant to their organizations. Orange stickers indicated that the objective was part of the secondary function of their organization and blue stickers indicated that the objective was a primary function of their organization.

Goal 1	Secondary	Agencies	Primary	Agencies
1.1	0		2	VDOT, DCR ORP
1.2	0		4	DCR, DCR ORP, VDOT (2)
1.3	0		3	DCR, DCR ORP, VDOT
1.4	1	VDOT	3	DCR, DEQ, DCR ORP
1.5	1	DCR ORP	1	DCR
Goal 2	Secondary	Agencies	Primary	Agencies
2.1	1	VDOT	3	DCR, DCR ORP
2.2	0		3	DCR, VDOT, DCR ORP
2.3	0		4	DCR, DCR ORP, VDOT (2)
2.4	2	DCR ORP, VDOT	2	DCR
2.5	1	DCR ORP	2	DCR
Goal 3	Secondary	Agency	Primary	Agency
3.1	1	VDOT	3	DCR, DCR ORP
3.2	1	VDOT	2	DCR
3.3	1	DCR ORP	1	DCR

Group 2

Facilitator: Colleen McHugh

Note Taker: Keesler Morrison

Group Members:

First Name	Last Name	Title	Organization
Adrienne	Kotula	Virginia Director	Chesapeake Bay Commission
Michael	Perez	Deputy Chief Diversity Officer	Office of Diversity, Opportunity and Inclusion
Jolene	Smith	Director, Resource Information & Register	Virginia Department of Historic Resources
Andrew	Hammond	Senior Resiliency Engineer	Virginia Department of Transportation
Paul	Moye	Civil Engineer	Virginia Silver Jackets / USACE Norfolk District
Carolyn	Heaps-Pecaro	Resilience Planner	Department of Conservation and Recreation

Goal 1

- Culture/heritage should be included somewhere as a consideration within these objectives
- Well-being seems broad – loss of life and health seem strong and trackable as opposed to this one
 - Not trackable – what are the metrics? Loss of life and health seem like measurable outcomes
 - Is there value in having a non-trackable objective? Well-being encompasses more than stats and includes everything – it would be impossible to include every consideration in the objectives
 - Well-being could be translated to quality of life –
 - Inclusive of more things than just physical impacts – ex. traffic delays on way to school affect well-being/quality of life
 - This is not necessarily a negative thing – the VFPMP can have benefits and impacts that are not explicitly considered, but the objective should include all possible improvements

Goal 2

- Who is being unified? Needs to be clearer in the objectives
- Overall, the objectives do track well to the goal – they are appropriate
- Objectives need to address collaboration at the state level – how each agency can and should work together
 - What resources are being duplicated? How can we correct this?
- We need to increase state capacity – this may be more of a strategy once we get to action planning
- What are communities? Need to define clearly
 - Are governments the communities?
- How are we defining equity? (Gov office of equity)
 - Raises eyebrows as a term
 - Is the goal for equitable outcomes?
 - Measuring impacts and targeting investments to communities that may be economically disadvantaged is one way to be equitable
- There are different types/forms equity takes on
 - Distributional equity – make sure investments are distributed equally
 - Procedural equity – do we have the right ppl at the table in the decision making process?
 - Is this something we can measure?
- Strategies will inform what kind of equity; we probably aren't at that point yet
- Objective D: insinuation that there is not currently good stewardship of funds – needs to be adjusted
 - Needs to represent a continuation of good stewardship
 - Need to be making responsible investments, but should not imply that we aren't currently doing so
- Reduce the reading level of objective C – the public needs to be able to understand
 - Too jargony
 - The audience is the state gov – but public needs to be able to comprehend

Goal 3:

- Co-benefits: Focus of this plan is flood mitigation – but there are secondary benefits that we need to maximize as we can
 - None of the strategies will involve only economic benefits but that could be a co-benefits
 - Define it further in the goal language to show what co-benefits are
 - Swap the goal language to highlight the second part more

Group 2 Voting Exercise

The small group members were then shown a full list of objectives on a poster and were given blue and orange stickers to indicate which of the objectives were most relevant to their organizations. Orange stickers indicated that the objective was part of the secondary function of their organization and blue stickers indicated that the objective was a primary function of their organization.

Goal 1	Secondary	Agency	Primary	Agency
1.1	2	DOI, CBC	3	USACE, VDOT, DCR ORP
1.2	3	DHR, DOI, CBC	3	DCR ORP, VDOT, USACE
1.3	1	CBC	3	DCR ORP, VDOT, USACE
1.4	1	DHR	3	DCR ORP, CBC, USACE
1.5	1	DHR	4	DOI, DCR ORP, USACE, CBC
Goal 2	Secondary	Agency	Primary	Agency
2.1	1	DHR	4	VDO, USACE, VDOT, DCR ORP
2.2	3	DHR, CBC, VDOT	1	DCR ORP
2.3	2	DHR, CBC	3	VDOT, USACE, DCR ORP
2.4	1	DCR ORP	3	VDOT, USACE, CBC
2.5	1	DHR	4	USACE, DOI, CBC, DCR ORP
Goal 3	Secondary	Agency	Primary	Agency
3.1	2	DHR, VDOT	3	USACE, DCR ORP, CBC
3.2	3	DHR, CBC, VDOT	2	USACE, DCR ORP
3.3	2	DIO, CBC	2	DCR ORP, USACE

Group 3

Facilitator: Linda Warren

Note Taker: Christopher Wilkinson

Group Members:

First Name	Last Name	Title	Organization
Jitender	Ramchandani	Statewide Transportation Planning Manager	Office of Intermodal Planning and Investment
Mark	Kilgore	Lead Dam Safety Engineer	Virginia Department of Conservation and Recreation
Sharon	Baxter	Dir, Division of Environmental Enhancement	Virginia Department of Environmental Quality
Fred	Kirby	State Review Engineer	Virginia Department of General Services
Maria	Mutuc	Resilience Program Manager	Virginia Department of Transportation
LJ	Hansen	Virginia Beach Director of Public Works	Virginia Municipal League
Tony	Leone	Program Manager	Virginia Resources Authority

Goal 1:

- Could move Objective E up higher to Objective B as it relates to people. This will place it after Objective A which emphasizes a people impact.
- Strategies will dictate where an agency or program has responsibilities.
- There is a possible gap in these objectives related to the impact of the floodwall. It protects us from upstream flooding, but local rain is not considered. During a recent storm period, local rain caused a serious impact.
 - Metrics can help with an understanding of negative consequences from flooding and incidents, but data collection should go beyond traditional metrics.
- Statewide database of flooding events exists that captures negative events and whether it is increasing or decreasing.
 - FEMA run database. Not all things are captured from local incidents in this FEMA data.
 - Understanding actual cost requires more detailed metrics from the local level
- Overall sentiment that the objectives track well and are acceptable.

- How do you define damage?” Is it physical damage when the road is washed out?
 - VDOT’s perspective is that deterioration of pavement occurs over time. The challenge of different agency perspectives of long-term and short-term considerations for word definitions. Could soften the word damage to just impact to property. “Impact” could capture both.

Goal 2:

- “Collective” is a better term than community because it more clearly includes everyone.
 - Community is a bit convoluted and can take on too many meaning and leave some out.
- Objective C - we seek to create adaptable flood-resilient strategies. This avoids vagueness with words like “of robust and adaptability” which are too vague.
- Objective D notes the use of the word responsible indicates we lacked it in the past.
- Maria mentions we should consider “promote equity” vs “increase equity”

Goal 3:

- Co-benefits are less detailed with the thought that different agencies could find synergy there from the lack of specificity. We don’t want to over-specify and lose synergy across agencies.
- There are co-benefits factored in as this plan is not a built, rigid solution.

Group 3 Voting Exercise

The small group members were then shown a full list of objectives on a poster and were given blue and orange stickers to indicate which of the objectives were most relevant to their organizations. Orange stickers indicated that the objective was part of the secondary function of their organization and blue stickers indicated that the objective was a primary function of their organization.

Goal 1	Secondary	Agencies	Primary	Agencies
1.1	2	DEB, VRA	3	VDOT, DCR, DEQ
1.2	2	VRA, DEQ	3	DEB, VDOT, DCR
1.3	4	DEB, DCR, VRA, DEQ	1	VDOT, DCR, DEQ
1.4	3	DCR, VDOT, VRA	1	DEQ
1.5	2	VRA, DEQ	2	DCR, VDOT
Goal 2	Secondary	Agencies	Primary	Agencies
2.1	2	DEQ, VDOT	1	DCR
2.2	3	VRA, VDOT	2	DEQ, DCR
2.3	1	VDOT	3	DEB, DEQ, DCR
2.4	1	DCR	4	VDOT, VRA, DEQ, DEB
2.5	1	VDOT	2	DEQ, DCR
Goal 3	Secondary	Agencies	Primary	Agencies
3.1	1	VDOT	2	DCR, DEQ
3.2	3	VDOT, DEQ, DEB	1	DCR
3.3	2	DEQ, VDOT	1	DCR

Group 4

Facilitator: Dave Hirschman

Note Taker: Rebekah Cazares

Group Participants:

First Name	Last Name	Email	Title	Organization
Leigh	Chapman	leigh.morgan.chapman@gmail.com	VDEM Contract Planner	Virginia Department of Emergency Management
Victoria	Bains	victoria.bains@vdot.virginia.gov	State Hydraulics & Utilities Engineer	Virginia Department of Transportation
Jacob	Compton	Jacob.Compton@dwr.virginia.gov	Dam Safety Project Manager	Virginia Department of Wildlife Resources
Mitchell	Smiley	msmiley@vml.org	Policy Manager	Virginia Municipal League
Gabrielle	Rosario	gabrielle.rosario@dcr.virginia.gov	Fellow	DCR
Harrison	Lockard	harrison.w.lockard@usace.army.mil	Civil Engineer	Virginia Silver Jackets / USACE
Mitchell	Smiley	msmiley@vml.org	Policy Manager	Virginia Municipal League

Goal 1:

- Goal 1 talks about people, infrastructure, the economy, and the environment. However, communities are not included and should be considered.
- Measuring economic impacts (e.g., business closures, homelessness) is challenging but crucial.
- Assessing flood mitigation impacts (e.g., floodwalls reducing damage) is complex.
- Objective A can be clearly measured through understanding deaths due to flooding.
- Objective C – Measuring the economy is challenging as it is hard to understand the many micro-economies.
 - Can be measured by understanding the number of business closures, homelessness, etc.

Goal 2:

- There is a potential overuse of the word increase throughout objectives which may not always be suitable.
- Can visualize how to measure the objectives except for objective D which would likely require legislative approval and may need clearer wording.
- Objective B – Rather than respond to current and future flooding, we want to reduce the impacts of flooding.
- Objective E could be measured by many different data points and understanding of the different communities.
 - There are many different data sources to track flooding and floodplain management, and the challenging aspect is determining which to use.
 - Qualitative data could also be utilized to understand how communities have benefited from mitigation strategies.
- DWR: We are required to submit everything and often funding is a significant barrier to implementing flood risk projects.
- Consensus that Objective C is a long, wordy objective.

Goal 3:

- There may need to be more clarity on terminology specific to “co-benefits”, so all audiences understand.
 - Co-benefits is a well-known word in the resilience space but maybe not for other groups.
- The nature of state agencies has their own focus area. State agencies need cross-sector collaboration for effective co-benefits.
- Group members recommend including economic development partners in some objectives.

Group 4 Voting Exercise

The small group members were then shown a full list of objectives on a poster and were given blue and orange stickers to indicate which of the objectives were most relevant to their organizations. Orange stickers indicated that the objective was part of the secondary function of their organization and blue stickers indicated that the objective was a primary function of their organization.

Goal 1	Secondary	Agencies	Primary	Agencies
1.1	0		6	DWR, VDEM, USACE, VML, DCR, VDOT
1.2	0		6	DWR, VDEM, USACE, VML, DCR, VDOT
1.3	1	VDEM	4	USACE, VML, DCR, VDOT
1.4	2	VDEM, USACE	2	DCR, VDOT
1.5	1	USACE	2	DCR, VDEM
Goal 2	Secondary	Agencies	Primary	Agencies
2.1	1	USACE	4	VDEM, VML, DCR, VDOT
2.2	0		5	VDEM, USACE, VML, DCR, VDOT
2.3	0		2	VDOT, DCR
2.4	0		1	VDEM
2.5	0		4	VML, VDOT, VDEM, DCR
Goal 3	Secondary	Agencies	Primary	Agencies
3.1	2	USACE, VML	2	VDOT, DCR
3.2	3	USACE, VML, DCR	1	VDEM
3.3	3	USACE, VDEM, DCR	0	

Large Group Discussion

Following the small group discussions, the Arcadis team had each group report on their overall thoughts on the objectives to the entire room.

Group 1

- Overall, these are appropriate
- Questions over, “How to define community?”
- Concern over words that could flag across different admin and groups
- Concern overactive words like the word reduce. Could we use avoid?
 - Concerns over the Impact of meeting or not meeting a goal from outside perspectives
 - How to manage perception into these objectives

Group 4

- Notes that social vulnerability is stuck on the bottom of the list. They wonder should it be a part of the vision or goals.
- There was significant discussion on flood risk
 - How to consider damage to community
 - Water
 - Landslide
 - Other hazards
- Metrics can be hard to determine where and how to measure
- How to measure the damage that *didn't* happen as a positive
 - Role of floodwall
 - Measure damage prevented in metrics
- The group did not like co-benefits language, no agreement on the meaning of co-benefits

Group 3

- “Community” needs better definition, with a focus on stakeholders, not the public
- Vagueness of robust/adaptability language in Goal 2, Objective C.
- Recommends use of efficiency instead of increase in relation to Goal 2.D and objective on stewardship of funds
- He notes the sensitivity to metric collection and understanding across agencies
- He acknowledges challenges with the state aggregating data and sharing across agencies
- He notes the importance of tracking sunny day events

- He notes that the most focus was on Goals 1 and 2 for primary/secondary stickers, so opportunities for strategic synergy around Goal 3.

Group 2

- Notes the team thought about how the goals are ordered, what does it mean about hierarchy?
 - Would like to see the goals and objectives as more horizontal, rather than vertical to the goals
 - Every objective is important to the vision
- Goal 1
 - Notes there was a conversation about well-being. It was too broad, vague.
- Goal 2
 - Notes concern over the equity phrasing, and the desire to make objectives more specific.
- There was concern over the phrasing of increase/reduce
 - It is functional
 - There was concern about what these would communicate to the public
 - Lack of responsibility is a negative
 - Use “maintain” as an alternative
- Goal 3
 - Defining co-benefits: Other things that could benefit from the VFPMP’s actions
 - Need to identify specific measures
 - Environmental: Habitat, Water
 - Economic: Jobs, GDP

Wrap-Up Discussion

Following the report outs from each group on the objectives, the large group was then asked to provide overall feedback on the goals now that they had the opportunity to analyze and discuss the objectives for each goal.

- This process helps agencies to understand what others are doing.
- Need to define community health and well-being under Goal 3. A few examples were:
 - Is it how to get to sanitation?
 - Or is it mold from flooding?
 - Recommend the use of the words - “quality of life”
- Need to clearly define the audience, which is state agencies, but the plan needs to be understood by others.

- Local vs other government: recommend changing it to government as a whole to be more inclusive of locals.
- Concern over who has the authority and who is more appropriate to execute.
- Goal 1: it relates to economic direct and indirect impacts. But, what about economic co-benefit, is it direct or indirect?
 - Goal 1 is about mitigating adverse effects. Goal 3 is leveraging what you do to have positive benefits for all.

VIRGINIA FLOOD PROTECTION MASTER PLAN

VISION AND GOAL DEVELOPMENT

4.3 In-Person Workshop: November 20, 2024



Meeting Agenda

- **Welcome & Planning Team Introductions (10 minutes)**
- **Presentation (50 minutes)**
 - **Plan Development Update**
 - **Meeting Objectives & Ground Rules for Collaboration**
 - **Development Process of Draft Vision, Goals, and Objectives**
 - **Presentation and Discussion on Revised Draft Vision & Goals**
- **Break (15 minutes)**
- **Small Group Exercise (40 minutes)**
 - **Developing Objectives/Metrics & Mapping Agency Roles**
- **Large Group Discussion (45 minutes)**
 - **Report Outs & Discussion on Goals and Objectives**
- **Wrap Up/Next Steps (15 minutes)**

DCR Office of Resilience Planning

Planning for a flood resilient future.



Matt Dalon

Program Manager



Carolyn Heaps-Pecaro

Resilience Planner



Arthur Kay

Resilience Planner



Ellie Plisko

VCU Wilder Fellow



Gabrielle Rosario

VASG Coastal and
Marine Policy Fellow

Our mission is to distribute knowledge and coordinate action to achieve a flood-resilient future for Virginia through informed planning and proactive, intergovernmental solutions.

How We Approach Resilience

Principle 1: We are committed to addressing challenges relating to flooding and resiliency



Principle 2: We must address these challenges with programs that work for all impacted parts of Virginia



Principle 3: The programs we implement must work together as parts of comprehensive, cohesive plans



Principle 4: These programs and plans must be developed and implemented with transparency and input from the public



Arcadis Team Introductions



John Millspaugh, PE, PMP



Krista Jankowski, PG, PhD



Catherine Johnson



Heidi Hahn

Arcadis Team Introductions



Katya Wowk, PhD
The Water Institute



Colleen McHugh
The Water Institute



Keesler Morrison
Emergent Method



Dave Hirschman
*Hirschman Water &
Environment, LLC*



Rebekah Cazares
Launch! Consulting



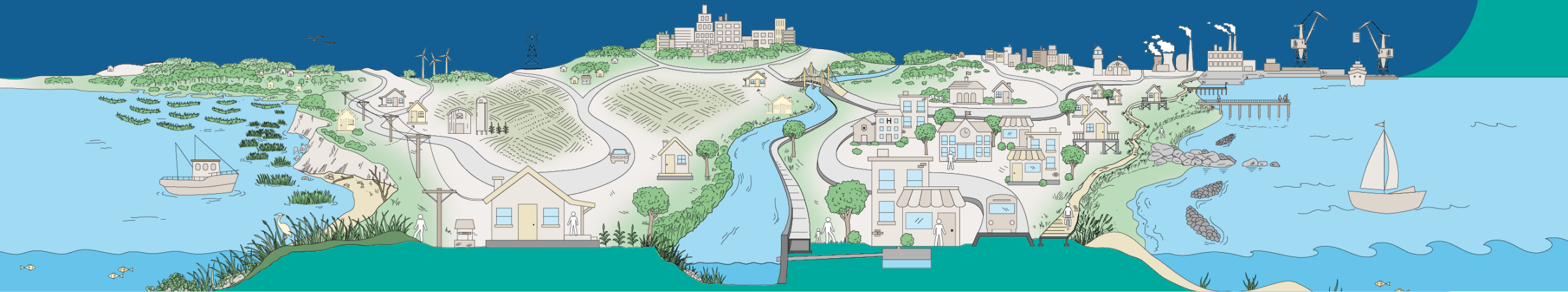
Linda Warren
Launch! Consulting



Christopher Wilkinson
Launch! Consulting



The Virginia Flood Protection Master Plan (VFPMP) will be **an actionable plan** for the Commonwealth to use in crafting policies and programs to mitigate the impacts of flooding on people, the economy, and the environment.



VFPMP Final Products



Written PDF Plan

The full plan document designed for state leadership, and appendices designed for use by practitioners.

Audience:
Governor & GA



Implementation Guide

A summary of the policy and program strategy designed for quick reference.

Audience:
State Agencies



StoryMap & Data Viewer

A summary of the major plan elements that allows for interactive engagement.

Audience:
Public



VFPMP Webpage

General plan information (purpose, process, & results). Periodically updated with progress/metrics tracking.

Audience:
Public

Virginia Flood Protection Master Plan Project Update

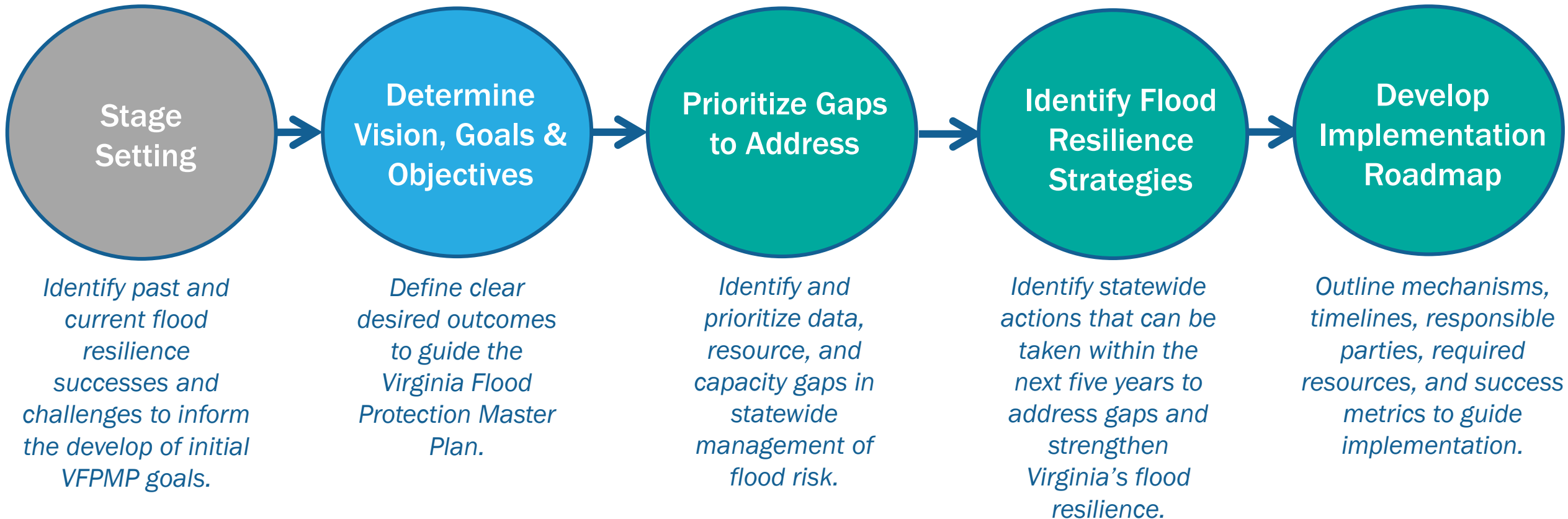
- Flood Impact Summary
 - **Completed:** Flood Data Collection and Review, Asset Inventory Development, Impact Methodology
 - **Next Steps:** Perform Impact Analysis to inform engagement and Policy and Program Strategy
- Data, Resources, and Capacity Gap Analysis
 - **Completed:** Draft Data Needs Assessment, Working Resource and Capacity Gaps Summary
 - **Next Steps:** Prioritization of Gaps to Address
- Policy and Program Strategy
 - **Completed:** VFPMP Decision-Making Framework, Potential Goals and Vision Statement
 - **Next Steps:** Finalize Goals and Vision Statement, Identify Solutions, Implementation Planning, Monitoring and Evaluation Framework Development
- Stakeholder Engagement
 - **Completed:** Stakeholder Engagement Strategy
 - **Next Steps:** Engagement Tracking and Updates Informed by Plan Process

Overview of VFPMP Development Schedule & Engagement Points



*Schedule subject to change based on VFPMP development

Key Points in Collaboratively Developing the VFPMP



Vision and Goal Development

In-Person Workshop Desired Outcomes

1. Understand the purpose, scope, and process of the Virginia Flood Protection Master Plan.
2. Understand how and when you can participate in the plan development process and how your input will be incorporated.
3. Understand how the Vision, Goals, and Objectives will provide the foundation for other key points in the plan development process.
4. Broad group agreement on revised draft Vision and Goals to present to DCR for consideration.

Vision and Goal Development

In-Person Workshop: Ground Rules for Collaboration

- **Share Valuable Work**
- **Ensure Equal Speaking Opportunities**
- **Welcome Ideation**
- **Contribute with Focused Discussions**
- **Collaborate Through Centralized Decision-Making**
- **Engage with High Social Sensitivity**
- **Practice Respectful Group Etiquette**

Determining Vision, Goals, and Objectives

Where we are going

Timeframe: 2025-2045

Vision



Long-term aspirations and desired outcomes for flood risk reduction across Virginia

Goals



Succinct statements of what needs to be accomplished to move towards the Vision

Objectives

Provide the basis for evaluating alternatives and measuring progress towards goals

How we get there

Timeframe: 2025-2030

Strategies



Actionable approaches to address gaps in the current state of practice and advance the plan's goals

Implementation Roadmap

Outline the specific steps and mechanisms to implement the strategies and actions identified



How Draft Vision Statement & Goals Were Developed



Input during today's In-Person Workshop will help to further refine the VFPMP Vision Statement, Goals, and Objectives

Vision Statement

Development, Draft Revision, & Discussion

VFPMP Vision Statement Purpose

The final Vision Statement must be concise, but also should:

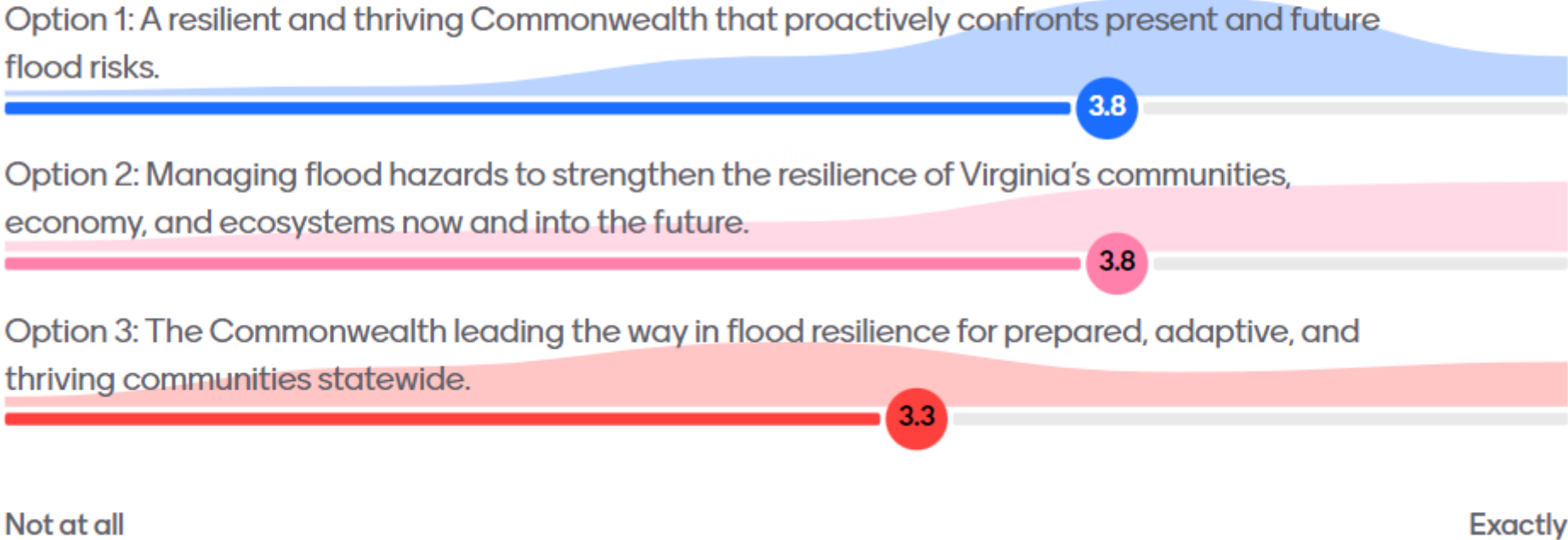
- Be an overarching statement that outlines the long-term aspirations and desired outcomes for flood risk reduction across Virginia to be achieved through implementation of the plan
- Encompass both the motivations for the VFPMP and be used to check alignment of draft goals and objectives of the plan
- Speak to the Commonwealth's ability to anticipate, prepare for, respond to, and recover from flood hazards with minimal damage to social well-being, health, the economy, and the environment
- Consider future flooding conditions
- Speak to a coordinated state-level approach in the Commonwealth to align flood resilience initiatives across state agencies

Timeframe: 2025 - 2045

Vision Statement Voting Averages from November 6th Virtual Feedback Session



VFPMP Vision: Please rate on a scale from 1-5, how well does each option reflect the Commonwealth's vision for flood resilience?



Draft VFPMP Vision Statement Option #1

A resilient and thriving Commonwealth that proactively confronts present and future flood risks.

We Heard:

- **Positive reaction to “proactively”**
- **Positive reaction to “resilient”**
- **Positive reaction to “confronts”**
- **Positive reaction to “present and future flood risks”**

Draft VFPMP Vision Statement Option #2

Managing flood hazards to strengthen the resilience of Virginia's communities, economy, and ecosystems now and into the future.

We Heard:

- Positive reaction to “communities, economy, and ecosystem”
- Positive reaction to “strengthen”
- Mixed reaction to “manage” as opposed to “confronts”
- Prefer the term “flood risks” over “flood hazards”

Draft VFPMP Vision Statement Option #3

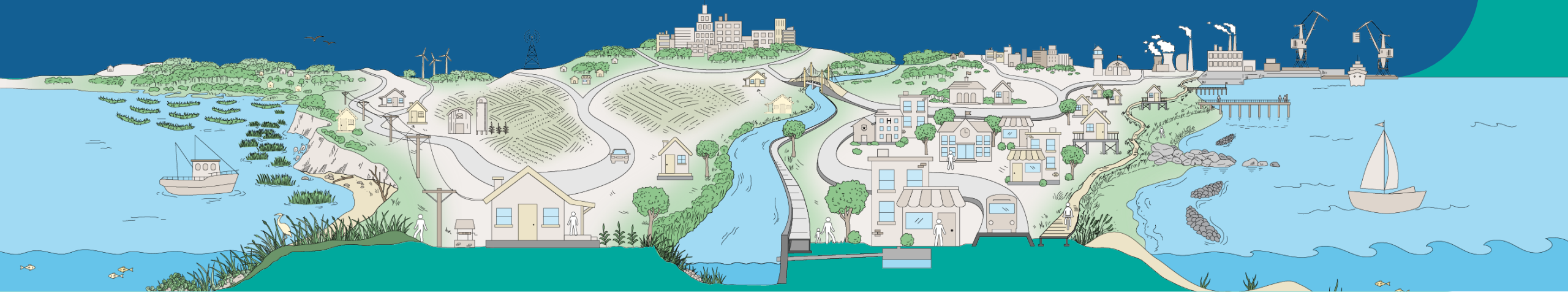
The Commonwealth leading the way in flood resilience for prepared, adaptive, and thriving communities statewide.

We Heard:

- Positive reaction to “statewide”
- Too vague
- Unclear on “leading the way” meaning
- Tone is unnecessarily competitive

REVISED DRAFT VISION STATEMENT

A thriving Commonwealth proactively managing flood risks to strengthen the resilience of communities, the economy, and ecosystems now and into the future.



Goals & Objectives

Development, Draft Revision, & Discussion

Defining GOALS that support the plan's VISION

For the purpose of guiding the plan's development, a **goal** is a:

- **Broad outcome achieved over an extended period of time**
- **Succinct statements of what needs to be accomplished to move towards the Vision**

Timeframe for VFPMP: 2025 - 2045

Initial Draft Goals



Improve long-range management of evolving flood hazards



Strengthen economic, ecosystem, and community resilience to evolving flood hazards

We Heard:

- Replace “flood hazards” with “flood risks”
- Use of the term “evolving” feels weaker than stating “current and future” risks
- Overall, they feel vague

Revised Draft Goals



Mitigate the adverse effects of current and future flood risks on people, infrastructure, the economy, and the environment statewide.



Advance a unified approach to flood risk management that promotes a collective understanding of risks and lasting strategies to address them.



Leverage flood resilience strategies and investments to provide co-benefits to communities, the economy, and the environment.

Defining OBJECTIVES that support plan GOALS

For the purpose of supporting decision-making, an **objective** is a concise statement of:

- **The thing that matters**
- **The direction you'd like it to move (more vs. less)**

Timeframe for VFPMP: 2025 – 2045
(May inform short-term 2025 – 2030 targets)

Goal 1



Mitigate the adverse effects of current and future flood risks on people, infrastructure, the economy, and the environment statewide.

Draft Objectives

- a. Reduce loss of life and negative effects on health and well-being from flooding.
- b. Reduce damage to property and infrastructure from flooding.
- c. Reduce direct and indirect economic disruptions and losses from flooding.
- d. Reduce damage to natural resources from flooding.
- e. Reduce flood impacts to socially vulnerable communities.

Goal 2



Advance a unified approach to flood risk management that promotes a collective understanding of risks and lasting strategies to address them.

Draft Objectives

- a. Increase community understanding of current and future flooding.
- b. Increase community capacity to respond to current and future flooding.
- c. Increase the robustness and adaptability of flood resilience strategies to a range of future conditions.
- d. Increase responsible stewardship of public funds.
- e. Increase equity in flood resilience investments.

Goal 3



Leverage flood resilience strategies and investments to provide co-benefits

to communities, the economy, and the environment.

Draft Objectives

- a. Increase environmental co-benefits from flood resilience strategies.
- b. Increase economic co-benefits from flood resilience strategies.
- c. Increase community health and well-being co-benefits from flood resilience strategies.

Defining OBJECTIVES that support plan GOALS

- We want to get to **fundamental objectives** – the essential **ends** or outcomes the VFPMP is aiming to achieve, versus the means or actions that be considered to get there.
- A complete and well-defined set of objectives helps to:
 - Ensure that all concerns are known and considered.
 - Provide a basis for transparent consideration of outcomes to all stakeholders.
- For the VFPMP, objectives will provide the basis for prioritizing data, resource, and capacity gaps and evaluating strategies to address them.

Asking the question “***Why is that important?***” can help to separate **fundamental objectives** from **means objectives**.

For fundamental objectives, the answer is simply “***Because it is.***”

We heard:

Utilize nature-based solutions in flood resilience strategies.

Why is this important:

- Mitigate the adverse effects of current and future flood risks on people, infrastructure, the economy, and the environment statewide.
- Increase the robustness and adaptability of flood resilience strategies to a range of future conditions.
- Increase environmental co-benefits from flood resilience strategies.
- Increase community health and well-being co-benefits from flood resilience strategies.

DISCUSS: Revised Draft Goals



Mitigate the adverse effects of current and future flood risks on people, infrastructure, the economy, and the environment statewide.



Advance a unified approach to flood risk management that promotes a collective understanding of risks and lasting strategies to address them.



Leverage flood resilience strategies and investments to provide co-benefits to communities, the economy, and the environment.

Break

Instructions:

1. Pick-up Activity Packet
2. Upon return from break, join table that matches your group number (found in packet)

Objectives

Discussion, Data, Metrics, Roles & Responsibilities

VFPMP Objectives will:

- Provide the foundation for how we will ***evaluate and prioritize data, resource, and capacity gaps*** to address through the plan.
- Provide the foundation for how we will ***evaluate and prioritize flood resilience strategies*** (for this plan, future plans, and ongoing).
- Serve as a basis for developing **smart targets and associated metrics** to guide implementation.
- Support **adaptive management** of the plan over time.

Identifying Metrics and Data

Objective	Metric for Monitoring	Data or Information to Inform
Reduce damage to property and infrastructure from flooding.	Expected annual damage estimates from direct damage to structures and infrastructure.	Flood Impact Assessment (baseline)

Goal 1



Mitigate the adverse effects of current and future flood risks on people, infrastructure, the economy, and the environment statewide.

Draft Objectives

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Goal 2



Advance a unified approach to flood risk management that promotes a collective understanding of risks and lasting strategies to address them.

Draft Objectives

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Goal 3



Leverage flood resilience strategies and investments to provide co-benefits

to communities, the economy, and the environment.

Draft Objectives

- a. Increase environmental co-benefits from flood resilience strategies.
- b. Increase economic co-benefits from flood resilience strategies.
- c. Increase community health and well-being co-benefits from flood resilience strategies.

Draft Objectives: *Questions for Discussion*

Overall Feedback on Objectives:

- What do we like about these Objectives?
- Is there any way they could be improved?
- Are any not representative or appropriate for this plan?

Metrics, Data, and Targets:

- How can these Objectives be measured or tracked?
- What data or information could inform their measurement?
- What Objectives are most important in the short-term (5 years) and what kind of targets might we set around those?

Draft Objectives: *Making the Connection to Agency Roles*

For each of the objectives, please indicate which align with your agency's roles and responsibilities:

- **Primary Objective:** directly related to the primary mission of the agency. **= BLUE STICKER**
- **Secondary Objective:** not directly related to the primary mission of the agency, but is supportive of agency mission. **= ORANGE STICKER**
- **Does Not Apply:** not an objective that your agency currently pursues. **= NO STICKER**

Draft Objectives: *Making the Connection to Agency Roles*

DISCUSSION:

- Are there any indications that surprise you?
- Does anyone think there are indications that are missing or does anyone have questions about an indication?
- Are there potential new points of collaboration between agencies that emerge from this exercise?

Large Group Discussion

Reflection on Draft Objectives & Metrics Activity

Report Out on Small Group Discussions - Objectives

FACILITATORS REPORT OUT ON:

- What Objectives stood out to your group as particularly important for inclusion in the VFPMP?
- What Objectives raised questions that the large group could discuss?
- Were there any Objectives that your group suggested specific adjustments to?

Connecting Agency Roles & Draft Objectives Activity

Group 1

Group 2

Group 3

Group 4



Return to Draft Goals Discussion

Relation Between Draft Objectives & Draft Goals

DISCUSS: Revised Draft Goals



Mitigate the adverse effects of current and future flood risks on people, infrastructure, the economy, and the environment statewide.



Advance a unified approach to flood risk management that promotes a collective understanding of risks and lasting strategies to address them.

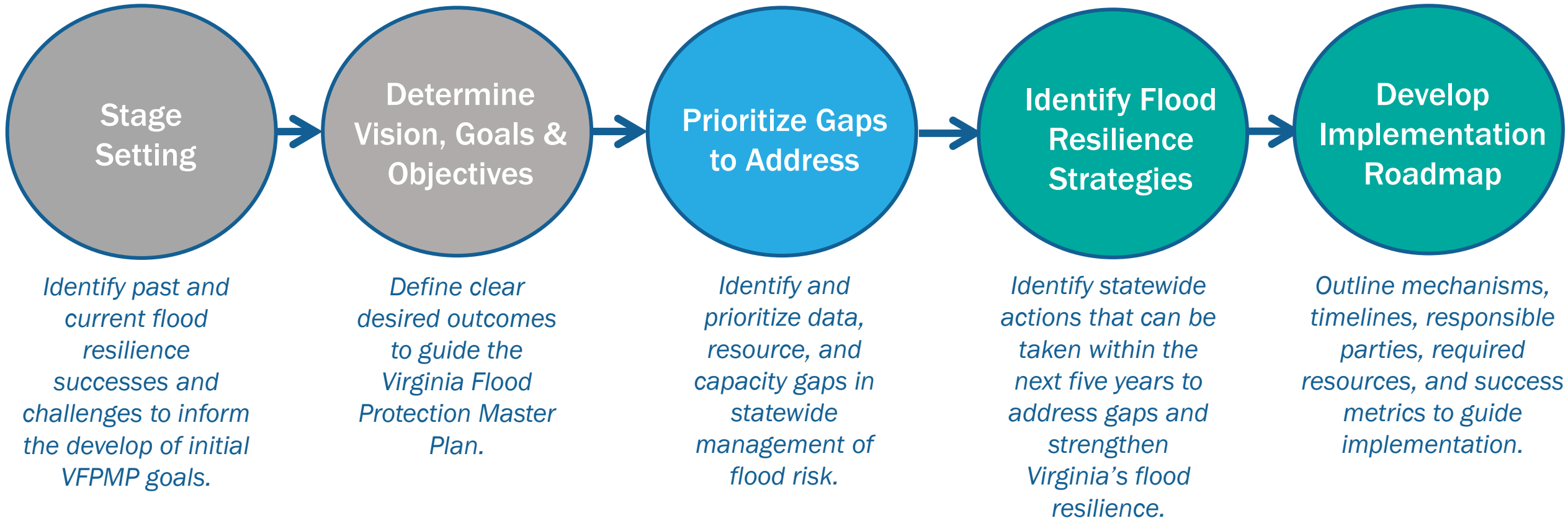


Leverage flood resilience strategies and investments to provide co-benefits to communities, the economy, and the environment.

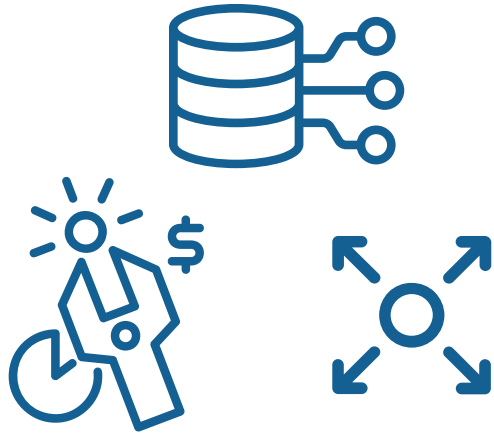
Looking Ahead

Applying Objectives to Prioritization

Key Points in Collaboratively Developing the VFPMP



Using the Objectives to Prioritize Gaps to Address



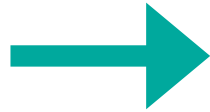
Arcadis Team is identifying a list of potential **data, resource, and capacity gaps** in statewide management of flood risk.

Impact of Identified Gap on VFPMP Objectives

	Very Negative	Negative	Neutral	Positive	Very Positive
Objective 1.a				+	
Objective 1.b		-			
Objective 1.c			/		
Objective 2.a	-				
Objective 2.b					+

Prioritization Matrix: Gaps will be evaluated based on their **impacts to the Objectives**, grounded in available data and information.

Using the Objectives to Prioritize Gaps to Address



We will present gaps and synthesize findings on their impacts to Objectives in the **12/18 Virtual Feedback Session**.

1/14 In-Person Workshop will discuss trade-offs, dependencies, agency roles, and recommended priority gaps to address in the plan.

Next Steps

Arcadis Team will:

- Finalize Draft Vision and Goals Recommendations to submit to DCR for consideration
- Send out a participant survey regarding this meeting
- Continue to process insights and feedback from today's meeting and incorporate in planning of future engagement points

Remaining Stakeholder Engagement Points

Focus: Prioritize Gaps to Address

Virtual Feedback Session: Wednesday, December 18th 10:00 – 11:30 AM

In-Person Workshop: Tuesday, January 14th 9:00 AM – 12:00 PM

Focus: Identify Flood Resilience Strategies

Virtual Feedback Session: Wednesday, March 26th 10:00 – 11:30 AM

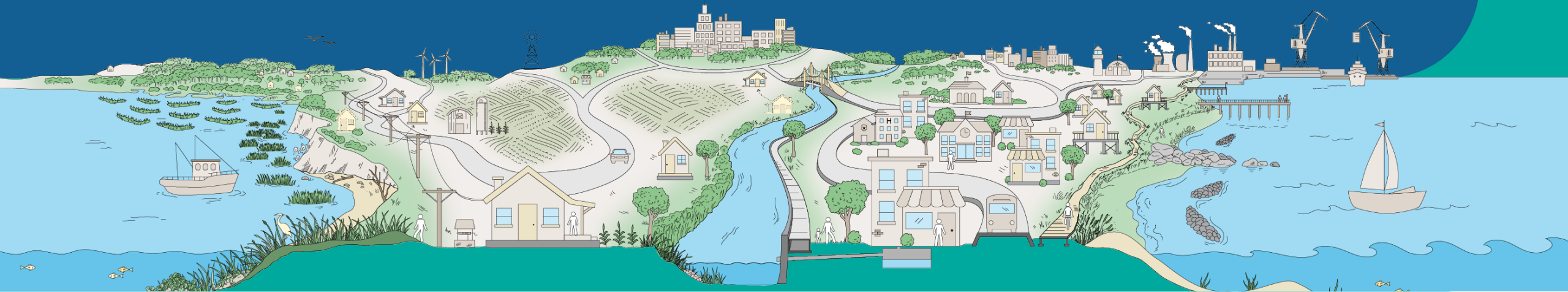
In-Person Workshop: Tuesday, April 22nd 9:00 AM – 12:00 PM

Focus: Develop Implementation Roadmap

Virtual Feedback Session: Wednesday, June 25th 10:00 – 11:30 AM

In-Person Workshop: Tuesday, July 22nd 9:00 AM – 12:00 PM

Questions?



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