



ROCKY MOUNT, NC
THE CENTER OF IT ALL

ROCKY MOUNT CITY COUNCIL

COMMITTEE OF THE WHOLE MEETING

MONDAY, JANUARY 11, 2020

**CITY COUNCIL
COMMITTEE OF THE WHOLE**

**MONDAY, JANUARY 11, 2020
5:00 PM**


AGENDA

- | | |
|---|----------------------------------|
| 1. Community Land Trust Update | Dr. Jim Johnson |
| 2. Crime Statistics | Interim Police Chief C. Williams |
| 3. Consolidated Annual Performance &
Evaluation Report (CAPER) | Keyana Walston |
| 4. Natural Hazards Resiliency Plan Update | Brenton Bent |
| 5. Closed Session
Economic Development | |

MEMORANDUM



ROCKY MOUNT
POLICE
THE CENTER OF IT ALL

To: Rochelle Small-Toney, City Manager
Cc: Elton Daniels, Assistant City Manager 
From: Charles Williams, Interim Chief
Date: 1/7/2021
Re: Presentation of Crime Statistics

The purpose of this memo is to present a summary of the city wide crime numbers to the Committee of the Whole during the January, 2021 meeting.

Discussion

The presentation covers the crime incidents throughout the city currently and compares them to last year during the same time period. The crimes tracked in this presentation are crimes labeled as part 1 crimes in the National Incident Based Reporting System (NIBRS) by the federal government. These crime numbers are tracked by the FBI and shared with the Bureau of Justice Statistics for tracking purposes.

The presentation includes investigation outcomes for the violent crimes and the related arrests. It also includes maps depicting the areas of shots fired, incidences of aggravated assault and murder. The presentation also highlights the efforts and successes of the police department to combat the violent crime occurring in the city.

Requested Action

None

Respectfully Submitted,

A handwritten signature in cursive script that reads "Charles Williams".

Charles Williams
Interim Chief of Police



ROCKY MOUNT
POLICE

December 2020 Crime Report

December 2020 Data

January 11, 2021
Charles Williams, Interim
Chief of Police





ROCKY MOUNT
POLICE

December 2020 Crime Report



NIBRS Part 1 Comparison

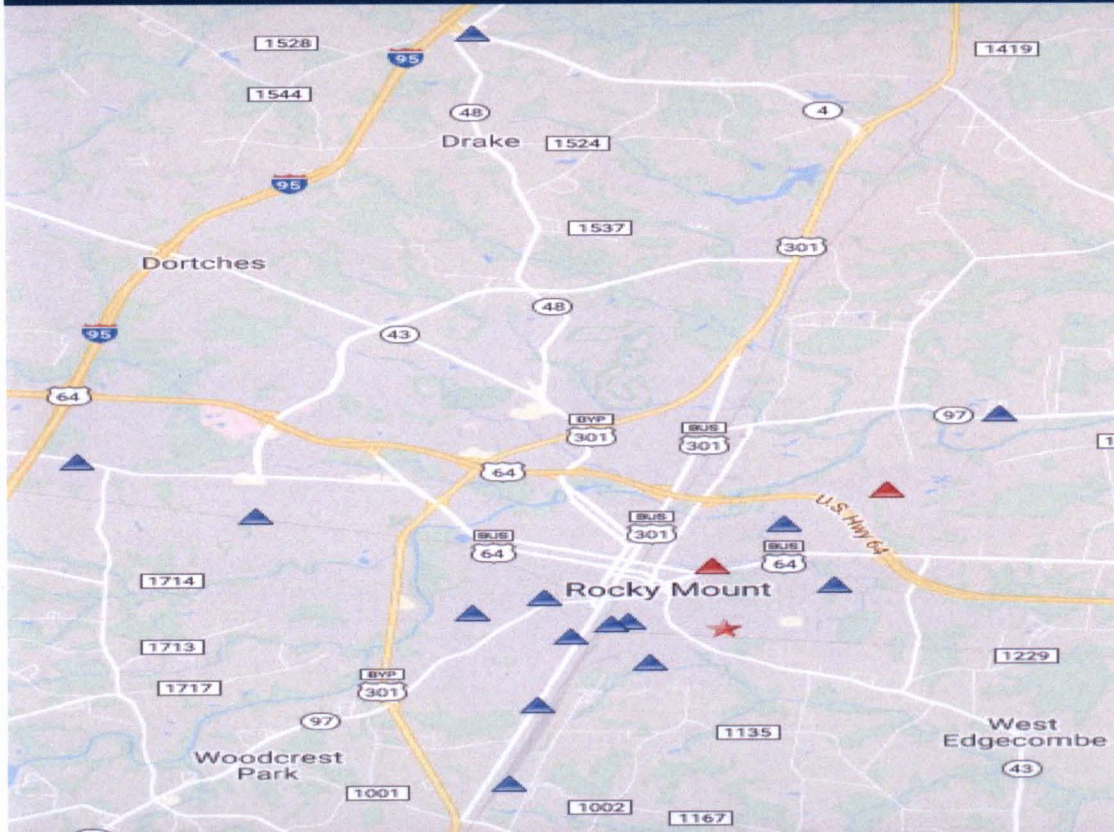
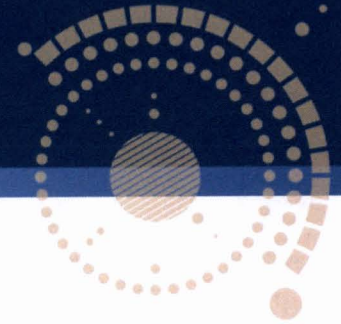
CRIMES	Dec 2019	Dec 2020	+/-	YTD 2019	YTD 2020	+/-
Murder	0	1	1	18	14	-4
Rape	0	1	1	13	12	-1
Com Robbery	5	4	-1	42	33	-9
Ind Robbery	5	3	-2	58	55	-3
Agg Assault	35	18	-17	284	495	211
Violent	45	27	-18	415	609	194
Commercial B&E	8	6	-2	82	80	-2
Residential B&E	23	13	-10	286	232	-54
Non Residential B&E	1	4	3	38	49	11
Larceny	82	84	2	1088	1105	17
MV Theft	10	7	-3	92	85	-7
Arson	1	2	1	7	12	5
Property	125	116	-9	1593	1563	-30
Total	170	143	-27	2008	2172	164

The table is a comparison of crime numbers by month and year to date compared to the same time periods last year.



ROCKY MOUNT
POLICE

December 2020 Crime Report



- ★ Murder
- ▲ Aggravated Assault
- ▲ Shooting Into OCC Build/Veh:
 - Victims with Injuries 14
 - Victims Without Injuries 5
 - Grand Total of Victims 19
 - Cases Cleared by Arrest 5
 - Inactive Cases 1
 - Open Cases 11
 - Gang Related 0



ROCKY MOUNT
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December 2020 Crime Report

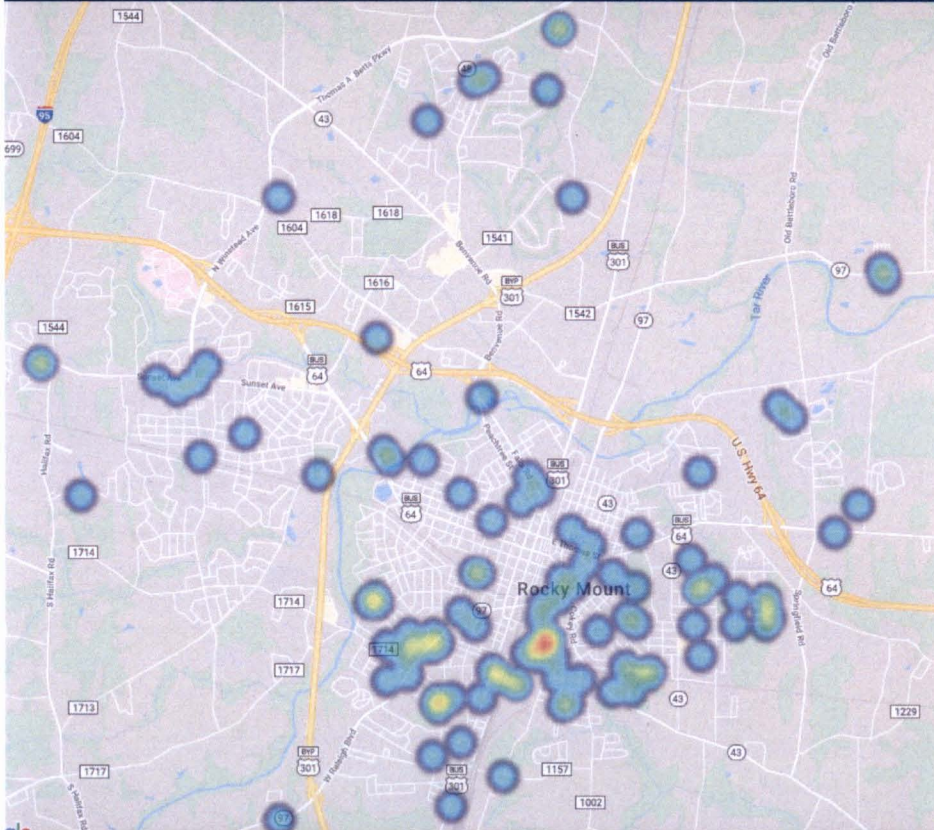
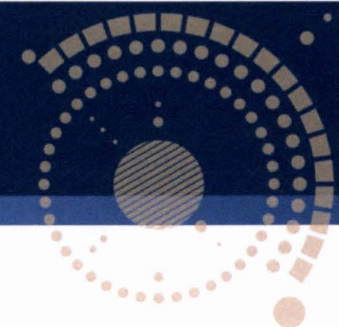
Aggravated Assault Cases and Investigations

- Aggravated Assault Cases 17
- Aggravated Assault Victims 18
- Numbers Cases with Multiple Victims 1
- Aggravated Assault Arrests 4
- Aggravated Assault Cases Cleared 6



ROCKY MOUNT
POLICE

December 2020 Crime Report



Shots Fired Calls Throughout the City

- Calls about Shots Fired or Heard 116
- Calls where Shell Casings were Found 23
- Number Shell Casings Found 129
- Number of Firearms Seized 32
- Number of Firearms Seized YTD 439
- Weapon Violation Arrests 13



Property Crime Cases Cleared by Arrest

- Individual Robbery 2
- Commercial Robbery 2
- Larceny – All Other 1
- Larceny - From Auto 1
- Larceny- Auto Parts 2
- Larceny – Shoplifting 10
- Motor Vehicle Theft 2
- Residential Breaking & Entering 1



ROCKY MOUNT
POLICE

December 2020 Crime Report

Police Involved Community Events

- Cops and Kids
- Toy and Coat drive at the SRMCC
- Boys and Girls Club Toy Drive
- Food Give Away to the Homeless Shelter, Bassett center and My Sister's House
- Pack a Patrol Car
- Wellongate Community Christmas for the residents
- Mt. Zion Baptist Church "Feed the City"

MEMORANDUM



ROCKY MOUNT, NC
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Committee of the Whole

To: Cynthia T. Jones, Director of Community & Business Development
Cc: Natasha S. Hampton, Assistant City Manager
From: Cornelia L. McGee, Community Development Administrator
Date: December 31, 2020
Re: FY 2019-2020 Down East HOME Consortium (DEHC) Consolidated Annual Performance Evaluation and Reports (CAPER)

Issue:

The Down East Consortium (DEHC) Consolidated Annual Performance Evaluation and Report (CAPER) for the Community Development Block Grant (CDBG) and HOME Investment Partnerships (HOME) Program is due to the Department of Housing and Urban Development (HUD) no later than January 31, 2021.

Background:

The City of Rocky Mount/Down East HOME Consortium (DEHC) Consolidated Annual Performance and Evaluation Report (CAPER) for Program Year 2019 provides a quality assessment of high priority activities accomplished during this reporting period. During the second year of the 2018-2021 Consolidated Plan, the City made great progress meeting the high priority needs identified in the Strategic Plan.

FY19-20 Program Year Major Accomplishments

- ❖ 19 urgent repairs completed for very low to low-income homeowners
- ❖ 23 housing repairs completed for low-to-moderate income homeowners
- ❖ 32 homeowners and/or investors received housing rehabilitation matching rebates
- ❖ 2 DEHC HOME full scattered housing projects completed
- ❖ 4 local non-profits funded to support public services
 - 18 low-to-moderate income students received hands-on job training from the Boys & Girls Club of Tar River Region Junior Staff Development Program
 - 27 low-income individuals received job training by the Buck Leonard Association for Sports & Human Enrichment through the Mitchell House Construction Trades Project
 - 115 homeowners received foreclosure mitigation and/or pre-purchase housing counseling through Rocky Mount Edgecombe Community Development Corporation (RMECDC)
 - 63 homeless families/235 persons (151 children and 84 adults) received housing and case management from United Community Ministries (UCM), House the Children at the Bassett Center
 - In addition to the CDBG Public Service Funds, the City's General Fund supported the UCM Community Shelter Program

- 63 beds for 179 people

The following is the process timeline implemented to include public input for the CAPER:

January 6, 2021	Public Notice Issued
January 10 - 25, 2021	Public Review and Comment Period
January 11, 2021	City Council Review
January 25, 2021	City Council Approval and Adoption
January 27, 2021	Submittal to HUD

Recommendation:

The following action is recommended:

City Council should receive public comments for the Consolidated Annual Performance Evaluation and Report (CAPER) for CDBG and HOME Investment Partnership Program during the January 25, 2021 City Council meeting. The CAPER must be submitted to HUD no later than January 31, 2021.



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CAPER Overview...

Program Year 2019 (July 1, 2019 – June 30, 2020)

1/11/2021, Cynthia T. Jones, Director of Community & Business Development
Keyana Walston, Management Analyst



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Program Year 2019 CAPER (July 1, 2019-June 30, 2020)

Consolidated Annual Performance and Evaluation Report (CAPER)

- Identifies and reports annual project accomplishments and expenditures throughout program year 2 of the 2018-2021 Three Year Consolidated Plan
- Details use of funds and progress towards meeting goals and objectives
- Provides description of
 - Resources made available
 - Investment of available resources
 - Geographic distribution and location
 - Families and persons assisted

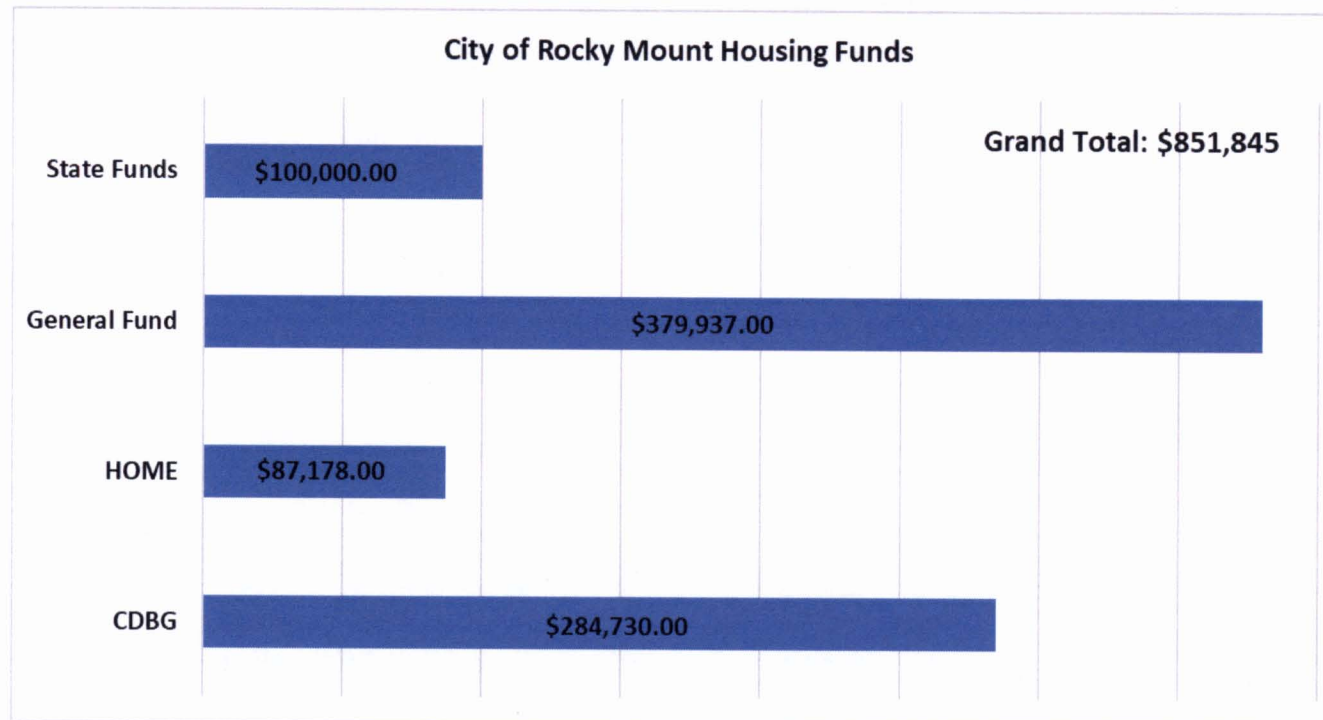


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The Consolidated Plan

City of Rocky Mount and Down East HOME Consortium (DEHC)

- Three-year plan for federal housing, community & public facilities, and economic development investment
- Combines the planning and application, citizen participation, and reporting requirements for CDBG and HOME funds





CDBG Housing Rehabilitation

- \$284,730 allocated in CDBG funds
- 23 low-to-moderate homeowners were assisted using the Housing Repair Program

Activities pending completion

- Housing Repair Program
 - 9 additional low-to-moderate income homeowners approved
 - 3 additional housing repairs completed in first quarter of Program Year 2020
 - 6 pending bid awards



CDBG Public Service

4 local nonprofit organizations awarded a total of \$84,864

- Boys & Girls Club of the Tar River Region
- Buck Leonard Association for Sports & Human Enrichment
- Rocky Mount Edgecombe Community Development Corporation (RMECDC)
- United Community Ministries (UCM)

CDBG Economic Development

1 local non-profit was awarded a total of \$15,000

- RMECDC Business Center



Down East HOME Consortium (DEHC) Activities

- \$87,178 allocated in Program Year 2019 HOME funds
 - Two (2) program eligible homeowners in Tarboro/Edgecombe County were assisted
- DEHC Projects In-progress
 - Six (6) low-income homeowners
 - Four (4) in Nash County & two (2) Edgecombe County

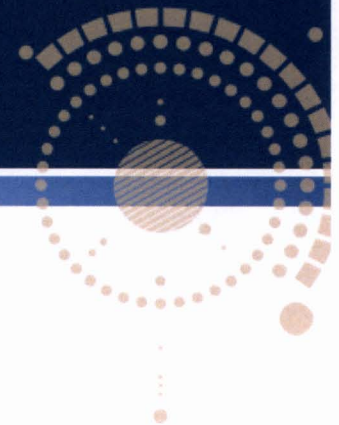
HOME Affordable Developments

- 80 affordable units completed
 - HOME funds supported construction of 10 units at Ravenwood Crossing



Use of General Fund

- Urgent Repair Program (URP)
 - \$119,092 allocated in General Fund with the exception of \$100,000 in NC Housing Trust Funds (State Funds)
 - 19 urgent repairs completed to very-low to low-moderate income homeowners
- Housing Rehab Matching Rebate Program
 - \$260,845 allocated in General Funds
 - 32 housing rehab matching rebates were awarded for homeowners
- Addressing the Homelessness
 - General Fund supported UCM's Community Shelter Program with \$20,000
 - Community Shelter provided 63 beds for 179 people



Program Year 2019

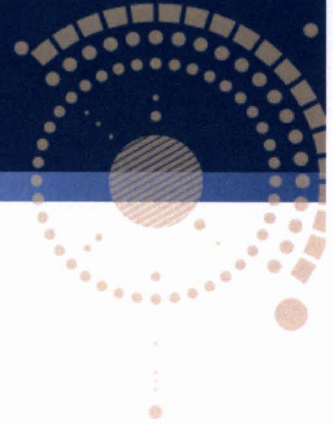
Total housing improvements assistance funded totaled \$851,845

- 76 total houses renovated
 - 19 urgent repairs completed for very-low to low-income homeowners
 - 23 housing repairs completed for low-to-moderate income homeowners
 - 32 homeowners and/or investors received housing rehabilitation matching rebates
 - 2 DEHC HOME full scattered housing projects completed

Total public services funded totaled \$84,864

- 4 local non-profits funded to support public services





Citizen Participation

- January 6, 2021 - Published in local newspaper and on department website
- January 10-25, 2021 – Public Review and Comment Period
- January 25, 2021 - City Council Approval and Adoption
- January 27, 2021 - Submittal to HUD



MEMORANDUM



ROCKY MOUNT
WATER RESOURCES
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To: Rochelle Small-Toney, City Manager
Cc: Elton Daniels, Assistant City Manager *ED*
From: Brenton Bent, Director of Water Resources *BB*
Date: 12/17/2020
Re: Council Update on Natural Hazards Resiliency Plan

The Natural Hazards Resiliency Planning Committee received a Scope of Work from Wood PLC on 8/28/2020. The committee members met on 9/4/2020 to evaluate the proposal and discuss its feasibility, both in terms of practical application to the city and the proposed cost of \$79,650. A follow-up meeting was held on 9/14/2020 with the consultants to discuss the details of the project scope. The proposed schedule and project timeline are 13 months starting in January 2021 and ending February 2022. A PowerPoint presentation will provide Council with a broad overview of the importance of developing a resiliency plan for the city of Rocky Mount as well as summarize the specific tasks involved in the scope of work.

Scope of Work Summary

The proposed scope of work includes seven (7) specific tasks:

1. Data Collection
2. Risk and Vulnerability Assessment
3. Steering Committee Coordination
4. Public Engagement
5. Resiliency Strategy Development
6. Draft Plan Development
7. Plan Adoption

As you will recall, Wood PLC completed the recent Council approved N.E.W. Hazard Mitigation Plan for the region and has already compiled a fair amount of data that will be useful to this project. The project team believes that the proposed cost is within reason based on the scope of work.

Attached are the following documents:

- 1) PowerPoint presentation
- 2) City of Rocky Mount Resiliency Plan Scope of Work

Respectfully Submitted,

Brenton Bent | Water Resources
Director



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Natural Hazards Resiliency Plan

Scope of Work: Wood PLC

Brenton Bent, Water Resources Director
January 2021





What is Community Resilience?

- Capacity of a community, business or natural environment to prevent, withstand, respond to and recover stronger from a disruption
- Allows for better planning for natural hazards and changing climatic conditions
- It's more than just rebuilding after a disaster. How can the city rebound, adjust and thrive amid changing conditions and challenges?
- A resilient city of Rocky Mount will “bend but not break” or “bounce forward, rather than bounce back”





Resiliency = Strength

Strength comes from:

- Our buildings and infrastructure
- Public and private services that support our daily lives
- Leadership inside and outside of government
- The health and well-being of our residents
- The condition of the land, air and water that shape our city

Resilience to natural hazards and climate change is key to a prosperous and thriving Rocky Mount



Hazards Mitigation Planning- focuses on structural actions that can be taken by jurisdictions to mitigate potential hazards. For example, building or cleaning storm drains to mitigate flooding

Hazards Resiliency Planning- addresses more holistic issues, such as preparedness, continuity of operations (for both the city and businesses), affordable housing, and needs of vulnerable populations

Hazard Resiliency Planning can build on top of Hazard Mitigation Planning



Transforming Rocky Mount into a Resilient City

Incorporate preparedness, connectedness and adaptability into work that is already performed

- **Learn:** Understand how past weather events impacted our city and future trends
- **Connect:** Communicate with the public about hazards and resilience
- **Avoid future suffering:** Discourage or prohibit new development in flood plain
- **Invest and Upgrade wisely:** Safeguarding existing and future infrastructure investments from hazards



City of Rocky Mount Resiliency Plan: Scope of Work

- Consulting firm Wood PLC presented a Scope of Work on 8/28/2020
- Planning committee evaluated and discussed feasibility and practical application to Rocky Mount on 9/4/2020
- Proposed schedule and project timeline are 13 months starting January 2021 and ending February 2022
- Proposed cost to the city is \$79,650



Proposed Scope of Work Includes seven(7) tasks

- Data Collection
- Risk and Vulnerability Assessment
- Steering Committee Coordination
- Public Engagement
- Resiliency Strategy Development
- Draft Plan Development
- Plan Adoption



Data Collection: Critical infrastructures, historic properties, local growth and development trends, transportation plans, local housing and development plans, current and future land use etc.

Risk and Vulnerability Assessment: Identifying the hazard, inventory of assets and assessing vulnerability

Steering Committee Coordination: Four (4) steering committee meetings supported by a project website where meeting materials will be housed through the planning process



Public Engagement: Use of surveys, flyers, social media posts and three (3) public workshops

Resiliency Strategy Development: Goal is to produce a set of systemic strategies to address resiliency across social, economic and municipal systems

Draft Plan Development: Compile all findings of the risk and vulnerability assessment into a full draft plan to be accessible to the steering committee and the public for three (3) weeks. A public workshop will follow to solicit feedback before final draft is prepared

Plan Adoption: Formal adoption of the plan by City Council



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Questions/Comments

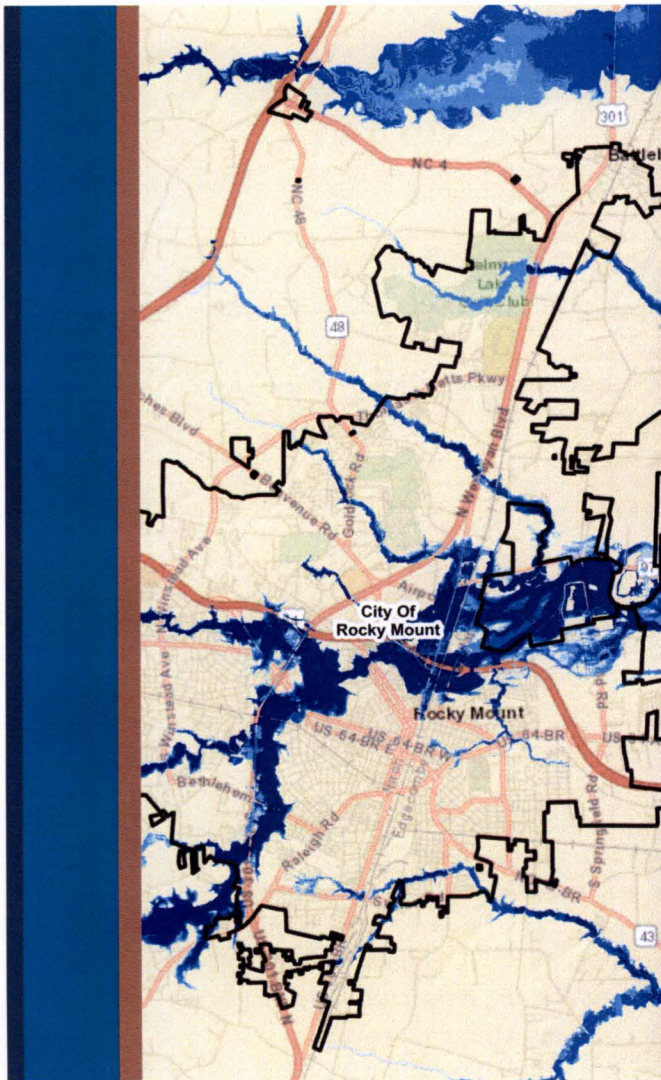
“Disaster resiliency is everyone’s business and is a shared responsibility among citizens, the private sector and government.”

-National Academies of Science



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City of Rocky Mount Resiliency Plan Scope of Work



August 28, 2020

wood.

1.0 Scope of Work

1.1 Data Collection

As defined by FEMA, risk is a combination of hazard, vulnerability, and exposure. Therefore, it is imperative that all pertinent and best available data is collected for the City in order to accurately identify hazards and assess exposure of lives, property, infrastructure, and other assets to the identified hazards. Wood will use GIS to the extent possible to analyze the impact that a hazard would have on people, services, facilities, and structures in Rocky Mount. The following data will be collected and analyzed in order to best understand the City's risk and vulnerability:

- ▶ Past storm event summary reports developed by NCEM and NCDOT;
- ▶ USGS gage records;
- ▶ High water marks collected by USGS and NCEM;
- ▶ Observations recorded by City of Rocky Mount staff during flooding events;
- ▶ FEMA Flood Insurance Study Report and Flood Hazard Areas;
- ▶ Topographic data;
- ▶ Aerial photography;
- ▶ Elevation Certificates;
- ▶ N.E.W. Regional Hazard Mitigation Plan;
- ▶ Assets at risk including property type (e.g. residential, commercial, government or critical infrastructure), building footprint, value and first floor elevation (FFE) based on the NCEM IRISK database and/or local parcel and building data;
- ▶ Critical infrastructure (gas utility lines, water utility lines, bridges, cell towers, stormwater system);
- ▶ Historic properties and historic districts;
- ▶ Hazard layer GIS datasets from state and federal agencies;
- ▶ U.S. Census data on population, housing, economics, and other demographic data;
- ▶ Population centers;
- ▶ Employment centers;
- ▶ Local growth and development trends;
- ▶ Current and future land use; and
- ▶ Regional and local climate data.
- ▶ Staff survey

Wood will also conduct a capability assessment for the City of Rocky Mount in order to determine the City's ability to implement resilience projects, and to identify potential opportunities for establishing or enhancing specific policies, programs, or projects. The capability assessment will have two primary components: 1) an inventory of the City's relevant plans, ordinances, and programs already in place; and 2) an analysis of the City's capacity to carry them out. Ultimately, coordination with other community planning efforts will be paramount to the success of the Resiliency Plan. Wood will collect the following data in order to assess the City's current capabilities and to identify areas for possible coordination and or improvement:

- ▶ Local Comprehensive Plan including Future Land Use;
- ▶ Local Capital Improvement Plan;

1.2.3 Assess Vulnerability

Once the hazards are identified and the City's assets are inventoried, Wood will determine vulnerability by first looking at exposure and sensitivity, per the U.S. Climate Resilience Toolkit.

- ▶ **Exposure** is the what and where: Wood will examine the presence of assets (as defined above) in places where they could be adversely affected by hazards, i.e.: homes, businesses, and critical facilities within the floodplain. If an asset is exposed to a threat or hazard, they will be paired together for further analysis.
- ▶ **Sensitivity** is the how: Wood will determine the degree to which an asset might be affected by the hazards i.e.: sensitive populations without air conditioning may be adversely impacted with more days in extreme heat.

If data allows, these factors will be determined using GIS data overlaid with the extent of the hazard where there is a known, identifiable hazard area, such as a mapped floodplain or high-water mark. When possible, these assessments will also consider anticipated future events as well as planned future development. In instances where the entire community would be impacted, as with extreme heat or drought, Wood will work with the community to determine exposure and sensitivity. For example, data such as availability of air conditioning, especially for vulnerable populations, can help determine how sensitive those populations are to an extreme heat event. Information such as locations of critical facilities, vulnerable populations, population and employment centers, and business districts, along with local input will be considered in these assessments.

To determine vulnerability, Wood will first consider whether an asset is **exposed** to a given hazard; then Wood will create a matrix-style scale that considers **sensitivity + adaptive capacity**. An asset or group with low sensitivity and high adaptive capacity will have low vulnerability while an asset with high sensitivity and low adaptive capacity will have high vulnerability.

1.2.4 Risk and Vulnerability Results

Risk and vulnerability will then be evaluated together to allow the City to target and prioritize resilience objectives. For example, an asset with high risk and high vulnerability will be able to be prioritized over one with low risk and low vulnerability. Wood will provide an interactive GIS webpage for community leadership and City residents to explore the risks posed to their communities and the vulnerability of their assets. This webpage would be made available on the project website for committee and public access. *(See the Appendix for an example of a StoryMap created by NOAA to visualize climate risk).*

1.3 Steering Committee Coordination

Wood will initiate the planning process with the following coordination:

- ▶ **Initial Coordination Call:** Wood will facilitate a phone call with the City of Rocky Mount Water Resources' Department to finalize the scope and schedule for the plan, gather initial data from the City, and form the Steering Committee. Wood will provide a letter for requesting participation in the Steering Committee and will assist the City in developing a list of potential Steering Committee members.
- ▶ **Staff Survey:** Wood will create a survey to distribute to City staff to understand the resilience related priorities throughout various departments in the City. Wood will use the results from this survey to finalize the scope of the plan, begin to identify hazards, and brainstorm goals and

objectives that account for the different facets of resilience represented by various city departments.

Once a Steering Committee is established, Wood will facilitate the planning process following the recommended Resilience Planning Meeting Roadmap developed in the EPA’s Regional Resilience Toolkit, shown below:

Resilience Planning Meeting Roadmap

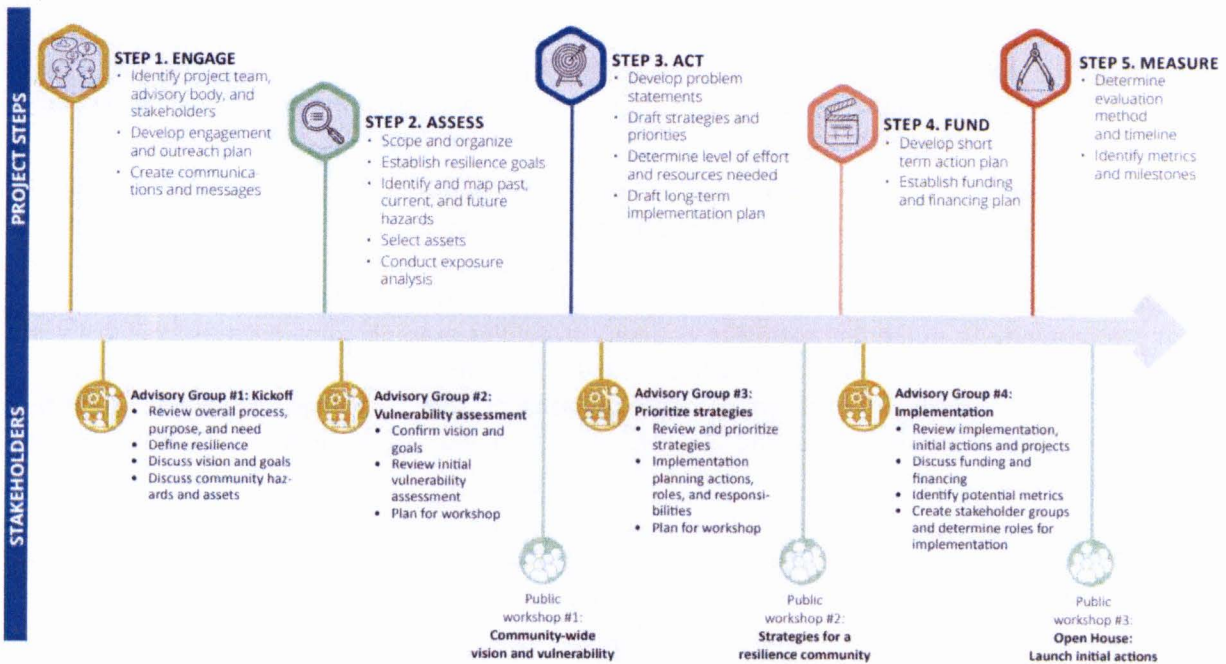


Figure 22. Resilience planning meeting roadmap

Wood recommends holding at least four Steering Committee meetings throughout the planning process.

NOTE: For this to be a representative and successful plan, public engagement must run throughout the entire planning process, involving stakeholders and members of the public in assessing and acting on risks and vulnerabilities. Wood recommends that members of the public and stakeholders, including representatives from non-profits and community-based organizations, community members, representatives from private entities and organizations representing the private sector, economic development, and the business community be involved in the Steering Committee for the plan. This will give the plan credibility and ensure that multiple points of view are considered in Committee discussions.

- ▶ **Steering Committee Meeting 1:** Wood will facilitate a Kickoff meeting to define the scope of the planning process with the full Committee, including discussing a vision of what achieving resilience means for Rocky Mount and setting goals and objectives to fulfill that vision. Wood will also present a preliminary list of hazards and climate and non-climate shocks and stressors for Committee discussion. The Committee will work to identify and classify assets for inclusion in the risk assessment.
- ▶ **Steering Committee Meeting 2:** Wood will present a preliminary vulnerability assessment based on the hazards and assets defined in the first meeting and will solicit Steering Committee

feedback for additions or revisions to the vulnerability assessment. Additional data collection will occur at this meeting, including discussion of local capabilities to implement resilience actions and existing resilience efforts. Wood will present the final vision, goals, and objectives for Committee approval.

- ▶ **Steering Committee Meeting 3:** Wood will incorporate Steering Committee and public input into a final vulnerability assessment. Wood will present key problems and capability gaps and will lead the Committee in identifying strategies for risk reduction and resilience.
- ▶ **Steering Committee Meeting 4:** Wood will lead the Steering Committee in a review of the resilience strategies, including input from the public, in order to identify key factors for implementation, including project prioritization, project leads, potential funding sources, timelines for implementation, metrics for measuring success, and procedures to monitoring progress.

Project Website: To support coordination among the Steering Committee outside of formal meetings, Wood will develop a website to provide meeting materials, worksheets, and other information to the Steering Committee throughout the planning process. Additionally, the plan website will house information about the plan, a public survey and interactive data collection mapping tool, and links for direct contact with the Wood planning team to support public involvement in the plan. Should the City request an interactive risk and vulnerability results web map, this tool will also be made available on the project website. See Section 1.2.4 for more information about the interactive risk and vulnerability results web map. See Section 1.4 for more information about the interactive data collection mapping tool.

In addition to the above meetings and the plan website, Wood will work with the committee via email and phone to ensure regular communication throughout the planning process.

1.4 Public Engagement

Wood will craft a public outreach plan including a survey, website, flyers, social media posts, and other outreach tools. Wood believes a successful planning process can only be achieved by involving residents and stakeholders, as they are directly impacted by the results of the plan and their support is needed for implementation to occur. We aim to reach the widest audience possible and offer multiple opportunities for varying degrees of involvement in order to reduce barriers and encourage participation.

To begin the planning process, Wood will develop a public survey to gather input on relevant hazards, identify community assets, and solicit input on a vision and goals for a resilient City of Rocky Mount. Additionally, Wood will create an interactive community asset mapping tool that will be made available on the project website and allow the public to identify important community assets, high hazard areas, and other relevant spatial data for the planning process by dropping a pin on a map and/or providing narrative feedback to Wood and the Steering Committee.

Public involvement will also be sought through designated public information meetings and workshops. The purpose of these meetings will be two-fold: to inform the public of the Steering Committee's progress and to engage the public and gather input for incorporation into the plan. Wood recommends holding at least three public workshops throughout the planning process.

- ▶ **Public Workshop 1:** Wood will provide an informational overview of the purpose and scope of the plan, as well as the initial risk and vulnerability assessment and the preliminary vision, goals, and objectives as defined by the Steering Committee in Meeting 1. Wood will then facilitate a workshop style feedback session for members of the public to provide their input on the both the vulnerability assessment and the vision, goals, and objectives. Public surveys and informational

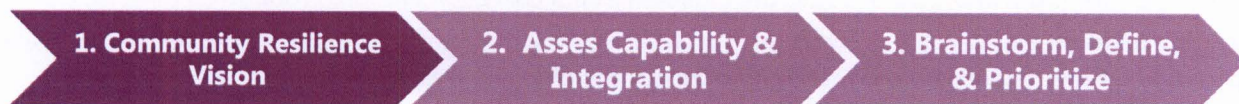
flyers will also be made available. Members of the Wood Team will also be available to answer questions and record comments.

- ▶ **Public Workshop 2:** Wood will facilitate a workshop for members of the public to review and comment on the Steering Committee’s initial list of strategies and to suggest their own strategies for resilience. Members of the Wood Team will also be available to answer questions and record comments.
- ▶ **Public Workshop 3:** Wood will provide an informational overview of the full draft plan, including the planning process; the hazards addressed; the vision, goals, and objectives of the plan; and the strategies for resilience. Members of the Wood Team will also be available to answer questions and record comments.

Wood recognizes the need for flexibility and creativity in the public engagement approach to adapt to changing conditions under COVID-19. If possible, some engagement activities will be held in person; however, to respect social distancing guidelines and protect public health and safety, Wood will develop virtual outreach tools to inform and engage the public safely and effectively. Wood has experience leading virtual public meetings and is prepared to hold the public workshops virtually, if necessary.

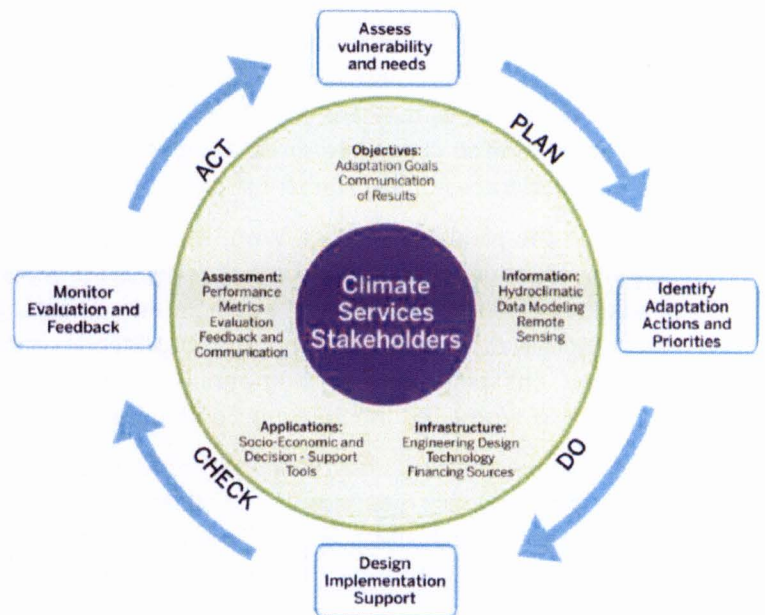
Wood will work directly with the Water Resources Department and the Steering Committee to tailor this approach to meet the City’s needs.

1.5 Resiliency Strategy Development



1.5.1 Community Resilience Vision

To guide development of the plan and resilience strategies, Wood will facilitate discussions with the Steering Committee and the public to develop a vision statement and define goals and objectives for the plan. The vision, goals, and objectives will set the shared definition for what resilience means for Rocky Mount and how, in broad terms, a resilient future will be achieved. This shared definition will guide the development of specific strategies for reshaping social, economic, and municipal systems to foster a less vulnerable and more resilient Rocky Mount, with each strategy firmly rooted in the goals and objectives of the plan. Involving the Steering Committee, stakeholders, and the public in the creation of this shared vision will help to ensure buy-in and public support for the plan’s implementation. Reshaping key systems in the community will be done in a way that is respectful of the stakeholders’ vision and the existing history and character of Rocky Mount.



1.5.2 Assess Capability & Plan Integration

Wood aims to support the City of Rocky Mount in developing realistic, achievable, effective strategies for building resilience. To accomplish this, we must first understand the City's existing hazard mitigation and risk reduction efforts and evaluate the City's regulatory, administrative, and financial capacity to implement projects. This capability assessment will inform the creation of new actions, both to address identified vulnerabilities and to improve capability for future project implementation.

Another essential element of resilience is the degree of integration of existing plans. The City of Rocky Mount undertakes planning activities across its many departments and over varying timelines – it is important to understand if and how these plans reinforce shared goals and support resilience, or whether certain planning efforts contradict or counteract resilience objectives.

The findings of the capability and plan integration assessments will be summarized into a gap analysis, which will identify problem statements and highlight opportunities to improve resilience by building capability and/or updating and aligning existing plans with resilience initiatives.

1.5.3 Resilience Action Plan

The development of resilience strategies will follow the guidance laid out in Step 3 and Step 4 of the Resilience Toolkit, broken down into the following process:

- ▶ **Brainstorm:** Wood will lead the Steering Committee through a brainstorming session to consider the plan vision, goals, and objectives as well as the vulnerability assessment and gap analysis findings and to identify, through a collaborative effort, specific ways to increase resilience. In line with North Carolina Office of Recovery and Resiliency (NCORR) guidance, actions will be targeted toward developing the City of Rocky Mount's preparedness, connectedness, and adaptability. This step will result in a full list of strategies to be considered for implementation.
- ▶ **Define Criteria:** For each strategy, the Steering Committee will define an implementation timeline, identify the resources needed for implementation, assign responsibility for the project, identify potential funding sources, and establish criteria for monitoring progress towards completion.
- ▶ **Prioritize:** Wood will provide a proposed set of criteria for project evaluation and prioritization, and will work with the Steering Committee to modify these criteria according to the specific vision and goals for the plan in order to arrive at a final Resiliency Scorecard. Once the Resiliency Scorecard is defined, Wood will lead the Steering Committee through evaluating and scoring each of the identified strategies. This Resiliency Scorecard will remain a valuable tool to the City for carrying resiliency priorities forward in evaluating future planning efforts and CIP projects. *(See the Appendix for a sample Resiliency Scorecard from Wood's Resiliency Plan work with the City of Fernandina Beach, FL).*

The ultimate goal of this task will be to produce a set of broad, systemic strategies to addressing resiliency across social, economic, and municipal systems and small-scale action steps to achieve implementation of these strategies. Short- and long-term actions will be identified, with a clear road map for implementation, including project leads and funding sources, in order to take measurable steps to build the City of Rocky Mount's resilience to climate change and other future stressors. Implementation of these actions and strategies will reshape systems within Rocky Mount in line with the community's overarching goals.

1.6 Draft Plan Development

Wood will compile all findings of the risk and vulnerability assessment and action plan development into a full draft plan document. Once the draft plan is completed, Wood will make the plan available for Steering Committee and public review on the plan website. A three-week review period will be set aside to gather comments on the draft plan. As detailed in Section 1.4, a public workshop will be held to present a summary of the plan and solicit feedback. Additionally, the plan will be circulated to City of Rocky Mount departments and boards as well as local and regional stakeholders, organizations, and agencies. Comments will be incorporated into a final draft, which will be made available on the plan website and brought to the City Council for formal adoption.

1.7 Plan Adoption

Formal adoption of the plan by the Rocky Mount City Council will give the plan political support and encourage public backing. Wood will support the City's Water Resources Department and City Council through the adoption process by providing an executive summary and attending the Council meeting, if requested.

2.0 Proposed Schedule

2021/2022 Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Project Tasks														
Task 1: Data Collection	█	█	█											
Task 2: Risk and Vulnerability Assessment		█	█	█	█	█	█	█						█
Task 3: Steering Committee Coordination		█	█	█	█	█	█	█	█	█	█	█	█	█
Task 4: Public Engagement		█	█	█	█	█	█	█	█	█	█	█	█	█
Task 5: Resilience Strategy Development								█	█	█	█	█		
Task 6: Draft Plan Development											█	█	█	█
Task 7: Plan Adoption														█
Meetings														
Initial Coordination Call	█													
Steering Committee Mtg #1			█											
Steering Committee Mtg #2				█										
Steering Committee Mtg #3							█							
Steering Committee Mtg #4										█				
Public Workshop #1						█								
Public Workshop #2								█						
Public Workshop #3													█	█
Milestones														
Public Engagement Plan		█												
Draft Vulnerability & Risk Assessment							█							
Draft Resilience Action Plan										█				
Full Draft Plan													█	
Plan Adoption														█

3.0 Proposed Cost

Task	Cost
Task 1: Data Collection	\$7,500
Task 2: Risk and Vulnerability Assessment	\$22,700
Task 3: Steering Committee Coordination	\$10,250
Task 4: Public Engagement	\$11,400
Task 5: Resilience Strategy Development	\$10,400
Task 6: Draft Plan Development	\$14,900
Task 7: Plan Adoption	\$2,500
Total	\$79,650

4.0 Appendix

Story Map – NOAA Sample

<https://noaa.maps.arcgis.com/apps/MapJournal/index.html?appid=8b910d9c7b9744ea94e07d82f5420782>

Using Climate Explorer to get a feel for Future Conditions

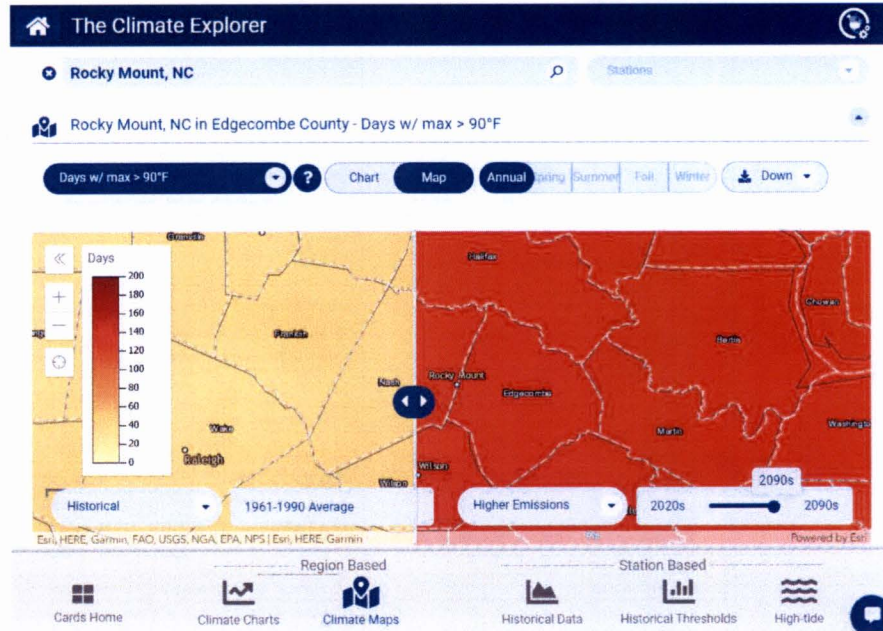
Compare maps of past and projected future conditions

Do you prefer maps over graphs? The split map viewer under Climate Maps gives you a way to visually compare past and projected conditions in color-coded maps.



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- From the Home page, enter a location or click Cards Home



Sample Resiliency Scorecard

City of Fernandina Beach	
Resiliency Scorecard Project Evaluation	
Evaluation Criteria	Description
Resiliency Evaluation Criteria	
Reliability	Likelihood of disruption of service due to shocks and stresses. Considers capability of infrastructure project to maintain operations under a range of conditions. For example, likelihood a road will be passable during a severe storm; ability of electrical cabling to operate in extremes of heat and cold.
Resistance	Likelihood of damage or impacts due to shocks and stresses. Considers direct physical protection of the infrastructure project. For example, likelihood a road would be damaged by a severe storm, inclusion of flood defenses.
Recovery of Assets	Cost to resume service following exposure to shocks/ stresses. Considers ability to recover from disruption. Will there be costs associated with getting the infrastructure back in service following a shock/stress?
Redundancy	Ability to continue service during exposure to shocks/ stresses even with some damage or impacts to the infrastructure. Considers adaptability of the assets or networks or systems that are part the project. Could include a back up or alternate system. For example, ability to maintain service during severe storm without interruption (i.e. having a backup generator for pump station; installation of backup data centers)
Benefits Evaluation Criteria	
Benefit-Cost Ratio	Calculated by a project's total benefits divided by its total costs.
Moderation of shocks/stresses on assets within the Downtown Waterfront Area	Does the project cause or allow for moderation of impacts of shocks and stresses? For example, stormwater project that moderates impact of flooding on roads.
Integration of green infrastructure or environmental benefits	Project design incorporates green infrastructure or includes new environmental benefits .
Integration of historic preservation	Project design incorporates historic preservation considerations. For example: increases level of protection of a historic resource or asset.
Integration of social benefits	Project design considers social benefits and/or social equity. For example: enhancement, new resource, or increases affordability or protection of vulnerable populations.
Integration of mobility considerations	Project design incorporates mobility issues. Includes considerations such as: railroad safety integration, carrying capacity, population. Also, added benefits: for example, incorporating a new bike lane or trail.
Impact on insurance rates	This can include City insurance or homeowners insurance or impact on the City's CRS rating.
City Comprehensive Plan element compliance	Considers how many elements of the Comprehensive Plan a project aligns with.
Integration of life/safety protection	Project design incorporates enhanced safety measures, increases protection of life or of assets critical to the protection of life.



Implementation Screening Criteria	
Permitting	Refers to type of permitting required. (can impact timeline, cost and effort level)
Scalability	Includes considerations of future flexibility, ability to ramp up (multi-phase), and/or ability to take project concept and apply in other neighborhoods.
Availability of Match Funding or Grant Eligibility	For example: Grant opportunities, matching funds or ability to leverage existing/planned investments.
Implementation timeframe	How quickly can the project be implemented? Or can it be completed in the desired timeframe?
Political support or sponsorship	Can include local, state, and/or federal support.
Ownership & Accessibility	Own all land needed vs. land acquisition or access agreements needed.
Public Outreach Effort	Measure of the level of effort anticipated for public outreach efforts.

- ▶ Local Continuity of Operations Plan;
- ▶ Local Economic Development Plan;
- ▶ Local Housing and Community Development Plans;
- ▶ Local Stormwater Management Plan;
- ▶ Post-Matthew Resilient Recovery Plan
- ▶ Transportation Plan;
- ▶ Local Ordinances (Flood Damage Prevention, Subdivision, Zoning);
- ▶ Building Code; and
- ▶ Current staffing availability

1.2 Risk and Vulnerability Assessment

The foundation of the City of Rocky Mount’s Resiliency Plan will be a risk assessment that identifies the climate and non-climate hazards that may affect the City and evaluates their impacts. The risk assessment will allow for a better understanding of the potential consequences of natural hazards and climate change in the City and will provide a framework for developing a Resiliency Plan to reduce risk from future hazard events. Wood’s approach to develop the risk assessment will be a three-step process:



1.2.1 Identify Hazards

The first step in developing the risk and vulnerability assessment for the City of Rocky Mount will be to identify the hazards, considering both shocks and stressors that impact the community. **Shocks** are acute events that threaten loss of life and injury, damage to assets, and interruption of a community’s ability to function and provide basic services. Shocks include natural hazards such as floods, hurricanes, and wildfires as well as non-weather events such as disease outbreaks. **Stressors** – both climate and non-climate – are ongoing, chronic events and phenomenon that similarly impact a city’s ability to provide services. How these stressors further impact and exacerbate acute shocks will also be considered in this identification process. Climate stressors include climate change and its associated impacts (like increased precipitation, rising temperatures, and rising sea levels). Non-climate stressors might include changing demographics and social vulnerability, growing or shrinking populations, aging infrastructure, land cover changes, and other factors.

Wood will use FEMA disaster declarations, data from NCEI’s storm event data base, the NEW Regional Hazard Mitigation Plan, local knowledge, the US Census, social vulnerability indexes, economic indicators, and national and regional climate predictions to establish a list of shocks and stressors to evaluate in this assessment. Where possible, Wood will use GIS mapping and overlay analysis to evaluate and visualize hazard risk.

To date, Wood has completed over 200 hazard mitigation plans. Wood regularly addresses how climate stressors may influence the risk posed by each hazard on the planning area in the future. Wood will further incorporate non-climate stressors to better understand a complete picture of risks facing the City.

As part of the hazard identification, Wood will profile the individual hazards, to include a classification of probability and consequences of each identified hazard:

- ▶ **Probability** is the likelihood of a given event occurring. Traditionally, probability is based in historical frequencies of these events. However, with this plan's emphasis on resilience, Wood will consider projections for future conditions. Wood will further explore probability through the lens of climate and non-climate stressors.
- ▶ **Consequences** are the impacts that result from a hazard, including damage or loss of an asset, injury, and loss of life. Consequences might also include disruption of services or utility outages. Wood will classify consequences in the following categories of expressed concern to the City's planning team: *property, people, continuity of operations, and infrastructure and utilities*.

Taken together, probability and consequences will inform the risk each hazard poses to the City of Rocky Mount.

1.2.2 Inventory Assets

The next step in the risk and vulnerability assessment is to conduct an inventory of the City's assets to understand more fully what is at risk to the shocks and stressors identified in the previous step. This inventory will include the existing built environment, including critical infrastructure and critical facilities, as well as natural and cultural resources, socially vulnerable communities, and vital community systems. Future development will also be considered to understand how vulnerability may change in the future *and* how development may affect hazard risk. The future development examination will be used to drive suggested policy and ordinance changes as well as potential changes to future land use and planned capital improvement projects.

The assets will be categorized with input from the steering committee and the public in order to evaluate the overall and specific vulnerabilities of each asset category; below is a non-exhaustive example list of potential categories:

Physical Assets

- ▶ Residential
- ▶ Commercial
- ▶ Industrial
- ▶ Institutional
- ▶ Critical Facilities:
 - Emergency Services (Police/Fire/EMS)
 - Utilities (Energy/Water/Sewer)
 - Community Services (Schools/Community Centers)
- ▶ Historic Properties

Non-Physical Assets

- ▶ Socially Vulnerable Communities and groups:
 - Elderly and Young populations
 - Low educational attainment
 - Low-income neighborhoods
 - Other demographic indicators
- ▶ Economic drivers
- ▶ Community character

In addition to understanding what is at risk, and where, Wood will work with the community to inventory the adaptive capacity of these identified assets. **Adaptive capacity** is defined as the ability of an asset to adjust to, respond to, or prepare for a stressor or hazard.