



The purpose of this newsletter is to share recent Silver Jackets news and to provide a forum for team support, sharing successes, lessons learned, and resources.

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USACE Flood Risk Management and Silver Jackets Programs Host Workshop

From June 22-25, 2010, more than 150 federal and state representatives met in St. Paul, MN, to enhance cooperation, coordination and collaboration on the nation's flood risk management issues. Sponsored by the U.S. Army Corps of Engineers (USACE) this first workshop fulfilled the intended goals of information sharing, improving alignment of key governmental agencies with a role in flood risk management, and further developing on-the-ground partnerships. All workshop presentations and handouts are available on the website <http://www.nfrmp.us/frmpw/>; a link to the 2010 Workshop can also be found on the Silver Jackets website www.nfrmp.us/state.

Inter- and Intra- Agency Coordination: Pulling Together To Reduce Risk

This workshop was the first time that many participants within USACE had the opportunity to publicly discuss how USACE programs can work together to improve flood risk in the nation. The Directors of Contingency Operations & Homeland Security, Ed Hecker; Public Affairs, Curry Graham; and the Chief of Operations for Civil Works, Michael Enschede, all discussed the role their programs play in reducing flood risk, including: supporting USACE Districts and Divisions in better engaging communities and partners in meaningful dialogue; the relationship between meaningful dialogue and USACE credibility; the need for difficult decisions related to future projects; budgeting; the reality

of an aging infrastructure; and the advantages of good asset management. Dr. Sandra Knight, FEMA Deputy Assistant Administrator, Mitigation Directorate, also articulated the strong links between three key programs at FEMA: the Hazard Mitigation Grant Program; the National Flood Insurance Program (NFIP); and RiskMAP. The U.S. Geological Survey, the Natural Resources Conservation Service, and the National Weather Service also presented their linkages to flood risk management and explored deepening existing collaboration on flood hazard assessment and forecasting included.

Silver Jackets – Affecting Change on the Ground

Another highlight of the conference was a celebration of the success of the Silver Jackets Program, one of the key implementation mechanisms of the collaborative and interagency flood risk management concept. Silver Jacket teams continuously address state flood risk management priorities throughout the flooding life cycle. Examples of ongoing activities were presented, including serving as a multi-agency technical resource, facilitating integrated post-disaster solutions, anchoring planning work to Hazard Mitigation Plans, and improving risk communications.

Effectively Managing Flood Risk in the U.S. – How did we get where we are and where do we go from here?

Dr. Gerry Galloway, Glenn L. Martin Institute Professor of Engineering from the University of Maryland, outlined the history of flooding and flood control throughout the nation including a discussion of the evolution from flood control to flood damage reduction to the current philosophy of the more collaborative flood risk management, the need for a systems approach to floods, and the historical relationship between the NFIP and the perceptions of flood risk. He touted the need for integrated watershed planning/resource management, multi-objective projects (e.g., navigation, water quality, flood risk reduction, etc.) and the advantages of environmental enhancements. He encouraged participants to be persistent, patient, and involved within their own organizations and at the local government level.



Everyone asks "Why the name Silver Jackets?" The term refers to the public view of Corps emergency response in red jackets and FEMA in blue. Silver symbolizes a unified approach. Here, Jeff Jensen honors Mr Ed Hecker with the first Silver Jacket.



Improving Public Involvement in Flood Risk Management

Mr. Jim Creighton, Creighton & Creighton, Inc., presented results from an ongoing study aimed at improving public participation in USACE activities and its applicability to flood risk management, generally.

The Right Tools for the Job

Mr. Ed Thomas, Michael Baker Corporation, discussed the plethora of federal programs that may assist states and local communities in overcoming resource, technical, and staffing challenges, particularly those available in the critical post-disaster environment. He also pointed out the need to better align existing programs to promote flood risk reduction, eliminate perverse incentives, the need for legislative changes, and the importance of leadership. Participants were asked to review a draft program guide for eventual publication on the Silver Jackets website.

Successful Interagency Projects through Synergy-Making the Most of Resources

Ms. Manuela Johnson, Indiana Department of Homeland Security, and Mr. Brandon Brummett, Louisville District, presented examples of Indiana Silver Jackets experience leveraging interagency resources to address common flood risk management problems and opportunities. The concept of Silver Jackets allows the State to bring together the talents, knowledge and funding from multiple state and federal agencies along with interested private partners. Examples included the Real-Time Flood Inundation Model which provides both current online inundation maps and predictive information for response and mitigation; the North Branch Elkhart River project which provided the community with a consolidated assembly of data, recommended actions and potential funding sources; and the Orange County Hydraulic Study and Flood Warning System.

Mini-Technical Sessions

- Incorporation of Nonstructural Solutions that Support Beneficial Uses of the Floodplain introduced workshop participants to the multi-objective benefits of nonstructural solutions for communities, as well as discussed current USACE efforts to better plan for and incorporate nonstructural options. Presenters: Sally McConkey, Association of State Floodplain Managers (ASFPM) Vice-Chair and Dave Fowler, ASFPM Chair of the Natural and Beneficial Functions Committee.
- Introduction of Facilitative Leadership provided an overview of effective leadership and public participation as an asset to good flood risk management. Presenter: Catherine Gregory, Touchstone Consulting Group, Inc.
- FEMA Hazard Mitigation Planning Programs for Communities provided information about resources available to assist state and local collaborators in better understanding and reducing their individual and community flood risk. Presenters: Kathy Smith, FEMA Headquarters, Senior Mitigation Planner and Tom Smith, FEMA Region V, Mitigation Planner.
- Introduction to the National Levee Database provided an overview, including the anticipated rollout to states and potential uses of the NLD by state and local collaborators. Presenter: Bryan Baker, USACE, Technical Program Manager, National Levee Database.

Silver Jackets Break Out

State and Federal leads of developing and established Silver Jackets teams participated in a large group discussion and peer-to-peer consultation exercise focused on challenges and successes of program implementation. Topics explored included optimizing resources, the role of Silver Jackets in response and recovery, ESF-14, improving communication, State Hazard Mitigation Plans and future means of facilitating communication among teams.

Observations on Key Program Activities

Mr. Hecker concluded the workshop, stating that there is no doubt that we are on the right track with the idea of shared responsibility and focusing on a bottoms up approach. This workshop had representation from across five USACE Communities of Practice, as well as states. Improved dialogue and communications continues to be a high priority, as well as better quality data – both of which help build trust and credibility. The right relationships are being formed and the right questions are being asked. All participants will play an important role moving forward.



Iowa SJ Coordinate Maximum Flood Extent Delineation

In response to breaching of the Delhi dam, the Rock Island District coordinated collection of high resolution, digital color aerial photography of the Maquoketa River corridor from approximately RM77 to RM105 with the Iowa Department of Natural Resources and the Jones County Conservation Board. This reach extends from the Delhi dam to Pictured Rocks Conservation Area, just downstream of MonMaq dam. Although the flood crest had passed, the photography will support maximum flood extent delineation using the debris line and other visual evidence. The photography was collected using an existing IDIQ contract, and funding was provided by the MonMaq Dam Floodplain Management Services (FPMS) Special Study currently underway. The Iowa Department of Natural Resources, NRCS and USACE are also discussing an interagency effort to acquire new LIDAR to support validation sediment deposition extent and depths on this reach.



Silver Jackets Agencies Perform Interagency Hydrology Review

The federal agencies that make up the Silver Jackets have a long history of working with States in water resources management. This is evidenced by the following Memorandum of Understanding with the State of Indiana titled “Coordination of Discharge-Frequency Determinations”:

WHEREAS, the Corps of Engineers, the U.S. Geologic Survey, the U.S. Soil Conservation Service and the Indiana Department of Natural Resources are engaged in a variety of water resources investigation and planning activities in the State of Indiana, including Flood Plain Information and Flood Insurance studies;...

WHEREAS, it is essential that stage discharge frequency determinations be coordinated so as to assure consistency as between the study agencies and to provide for the development of a data bank of discharge-frequency values for use by all parties for all water resources investigation and planning purposes,

The MOU includes a specific timeframe for reviewing discharge frequency determinations and a process for resolving disputes that has withstood the test of time. This collaboration of federal agencies with State government is especially noteworthy in that it was not implemented under a federal mandate or a special federal funding authorization. Signed in May 1976, this MOU has been in place nearly 35 years!

In Minnesota, a similar, yet informal, collaboration has been in place since the 1970s. The Minnesota Interagency Hydrology Review Committee, chaired by the Minnesota Department of Natural Resources, maintains a very close working relationship among USACE, the US Geologic Survey, the Natural Resources Conservation Service and the National Weather Service, which enables informal collaboration on many issues.

The interagency review process allows expert peer examination of hydrologic engineering studies before they are made public. This results in better flow predictions used for a variety of engineering and regulatory purposes. The engineers that developed the study benefit from additional points of view in a generally positive setting, the public benefits from more consistent peer-reviewed predictions of flood flows, and the agencies benefit by having knowledge of current flood study development. These government agency experts review studies that utilize engineering modeling tools developed by their agencies, are familiar with the intricate details of those tools, and are thus able to provide the best possible review and advice to the peer group and the study authors. This enhances public safety by providing more accurate flood hazard information to communities and property owners. The process also builds professional relationships between hydrologic community members in government, industry, and others who participate.



Spotlight on: Ohio Silver Jackets

By John Yeager, Chief, Special Studies, LRH

The Ohio Silver Jackets program was initiated as part of a 2004 Planning Associates (PA) project aimed at focusing Federal and state agency collaboration on flood risk management issues. Tammy Conforti, a member of the 2004 PA program as a Huntington District planner, now the USACE Levee Safety Program Manager, led the effort to establish the Silver Jackets program in Ohio; the charter was signed in 2005. The pilot states of Ohio and Indiana have served as models for the establishment of the nationwide Silver Jackets effort.

Since its inception, the Ohio program has focused on leveraging both dollars and intellectual assets. The Ohio Emergency Management Agency (OEMA) and the Ohio Department of Natural Resources (ODNR) are key state agencies, while key Federal agencies include the Federal Emergency Management Agency (FEMA Region V), the US Department of Housing and Urban Development (HUD), the US Geological Survey (USGS), the Natural Resources Conservation Service (NRCS), the Economic Development Administration (EDA), and the National Weather Service (NWS).

The inaugural effort was a Flood Hazard Mitigation Plan for Marietta, Ohio. Initial funding was provided through a \$60,000 Planning Assistance to States (PAS, Sec. 22) project. USGS, OEMA, ODNR, and USACE presented mitigation concepts during public meetings that were broadcast over the local cable news station. Both long- and short-term flood mitigation recommendations were provided.

“Because of the interagency collaboration created by the Ohio Silver Jackets Team, the State of Ohio, in coordination with HUD, awarded the City of Marietta a \$180,000 grant for installation of seven “duckbill” backflow prevention valves,” said Thomas Leach, HUD Columbus Field Office Director. “These valves serve to eliminate nuisance flooding caused by storm water. In addition, the Corps provided the city with color ortho aerial photography that was flown for a related project.”

Also in the Marietta area, a USACE funded Sec. 205 flood warning system is underway for Duck Creek. Relationships established on the Silver Jackets team were beneficial in developing a plan for co-locating USGS stream gages and OEMA rain gages. The total project cost is \$375,000, and is cost shared 65/35 percent. OEMA will provide in-kind services, partially contributing to the local sponsor non-Federal cost share requirement in the amount of \$131,250.

In 2007, the Huntington District received funding for a second PAS project leveraging funding and in-kind services from Ohio EMA and DNR through the Silver Jackets collaboration. OEMA is responsible to update the Statewide Mitigation Plan every five years. HAZUS runs for 47 counties were needed to assess their vulnerability to flooding and associated damage estimates. This \$80,000 effort was cost shared 50/50 percent with OEMA providing cash and ODNR providing in-kind services. The project also had an educational benefit as all three agencies became proficient in the use of the latest HAZUS program. The most recent effort using leveraged funds is collaboration on the development of a web portal among the Silver Jackets for data sharing. OEMA is leading this effort. All agencies will be able to input data in a retrievable manner. USACE planned to contribute 2010 PAS funding toward this effort.

Other initiatives that have leveraged intellectual resources and built on the Silver Jacket team relationships include:

1. USACE, OEMA, and ODNR conducted workshops in five Ohio River counties for elected officials and floodplain managers as part of a watershed assessment effort funded by the Appalachian Regional Commission in October 2009.
2. USACE participated in ODNR’s roll out of FEMA funded Map Mod products in Tuscarawas and Stark Counties; both in Ohio.



The Federal Executive Association of Columbus and Central Ohio recognized the Ohio Silver Jackets for their efforts working together to accomplish a community goal with the 2010 Cooperative Interagency Recognition award. Several participating Silver Jackets agencies accepted the award: Tom Leach from HUD, Dan Bailey from the USACE Huntington District and Mike Monnin of the NRCS. From left to right: Tom Leach (HUD), Tony Logan (USDA, accepting a different award), Dan Bailey (USACE), Mike Monnin (NRCS), and Joshua Colin (Federal Executive Association Chair).



3. Collaboration with FEMA Region V, OEMA, and ODNR at meetings pertaining to Provisionally Accredited Levee agreements and levee evaluations in New Boston and Portsmouth, Ohio in May 2010.

Dams Sector Regional Resilience Effort Gets Underway



The U.S. Department of Homeland Security (DHS), USACE, FEMA, and public and private stakeholders from the Green River Valley in the State of Washington are collaborating to conduct the 2010 Dams Sector Exercise Series – Green River Valley (DSES-10) to address regional disaster resilience issues.

The DSES-10 effort focuses on the analysis of short- and long-term regional impacts resulting from a flooding scenario affecting the King County communities of Auburn, Kent, Renton, and Tukwila. The primary goals of this collaborative effort are to achieve a greater understanding of the potential impacts associated with significant flooding events along the Green River Valley, identify critical infrastructure interdependencies that influence local and regional disruptions, and assist public and private stakeholders in improving recovery strategies and business continuity plans, thus enhancing regional resilience and promoting robust partnerships at the local and regional levels.

Each year, the DSES program collaborates with public and private stakeholders within a region to help identify, analyze, assess, and enhance regional preparedness and disaster resilience using a series of multi-jurisdictional discussion-based activities (workshops, seminars, tabletops, etc). For any given region, a particular scenario serves as the triggering event to analyze impacts, disruptions, critical interdependencies, and stakeholder roles and responsibilities. This year, the DSES efforts will focus on the Green River Valley, taking advantage of the multiple activities, capabilities, and proactive engagement demonstrated by Green River Valley stakeholders regarding flood risk planning and management as a result of the operational conditions at Howard Hanson Dam. The DSES-10 Initial Planning Workshop was conducted on April 28, 2010 in Seattle. Over 150 representatives from Green River Valley local government, private entities, non-profit organizations, State of Washington and Federal government agencies participated in discussing the multiple aspects of the DSES-10 effort. On June 30, 2010, the DSES-10 Regional Baseline Assessment Workshop was attended by over 60 representatives from Green River Valley public and private stakeholders. The workshop served as a working session to review and evaluate the ongoing regional baseline assessment activities focused on identifying and characterizing infrastructure interdependencies, supply chain dependencies, and public and private sector business continuity capabilities that may serve as effective drivers to enhance regional resilience. Moreover, the workshop provided an opportunity to interactively discuss preliminary findings and gather active feedback and recommendations from regional stakeholders. Additional aspects of the DSES-10 effort were also discussed, including regional consequence assessment activities (to assess and evaluate potential direct and indirect impacts associated with selected regional disruption scenarios) and the development of a regional resilience strategy. This strategy is intended to assist public and private stakeholders in identifying and prioritizing challenges and potential solutions to enhance regional resilience.

A Regional Consequence Assessment Workshop is scheduled for October 21, 2010 in Seattle. For additional information, please visit www.DSES10.org or contact DSES10@dhs.gov.

USACE Participating in International Levee Handbook

In 2009, organizations from six countries, including Germany, France, Ireland, Netherlands, the United States, and the United Kingdom, agreed to participate in developing a comprehensive literature resource on the operation, assessment, maintenance, monitoring, design and construction of levees. Following several international workshops, representatives from the six countries have drafted a scoping report outlining the contents of an International Levee Handbook (ILH) that would reflect sharing of information and engineering best practices. The United States Army Corps of Engineers (USACE), Department of Homeland Security (DHS), and National Committee on Levee Safety (NCLS) have been the primary US points of contact for this effort.



North Dakota, Texas, and New Mexico Teams Sign Charters

Three additional states recently chose to sign formal charters. Signatory agencies to the North Dakota Charter are the North Dakota State Water Commission, the North Dakota Department of Emergency Services, FEMA Region VIII, and the USACE St Paul and Omaha Districts. The initial focus of the team is addressing the flood risks identified throughout the state during the spring floods of 2009 and 2010. The team also supports the ongoing interagency efforts regarding Devils Lake.

Representatives from the U.S. Army Corps of Engineers' Southwestern Division, Federal Emergency Management Agency Region 6, Texas Department of Public Safety's Division of Emergency Management and the Texas Water Development Board, joined together May 10, 2010, in Austin, Texas, to formally sign a charter establishing the Texas Silver Jackets, a natural hazard mitigation team. The group is actively increasing the efficiency and coordination between the State and Federal governments in developing comprehensive and sustainable solutions to flood risk management in the state of Texas.



In the photo, (left to right), Russ Lecklider signing for the Texas Department of Public Safety's Division of Emergency Management, Frank Pagano signing for FEMA's Region 6, J. Kevin Ward, executive administrator, signing for the Texas Water Development Board and Michael P. Fallon, Southwestern Division Program Director, signing for the U.S. Army Corps of Engineers.



MAJ Rick Collins, Albuquerque Deputy Commander, signs the New Mexico Charter with John Wheeler, Secretary of the New Mexico Department of Homeland Security and Emergency Management, and Tony Russell, Regional Administrator for FEMA Region VI.

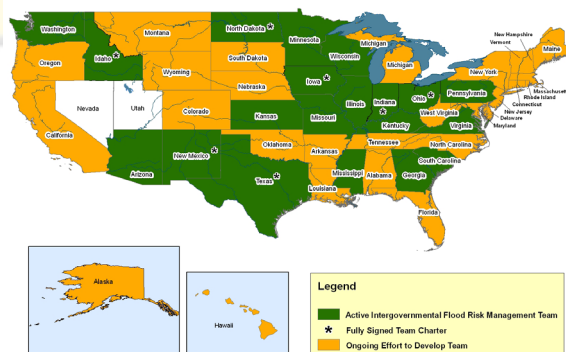
On July 8th, the New Mexico Silver Jackets "Natural Hazard Mitigation" team held a ceremony to formally sign their charter. Signatories include the New Mexico Department of Homeland Security and Emergency Management, FEMA Region VI, and the Albuquerque District. The initial team focus is raising awareness of flood risks in New Mexico's Tribal Communities through establishment of a Tribal Flood Risk Workgroup. The team has the interest of at least 20 tribal members in getting this group started and has already begun outreach. The team's stated mission is to enable the effective and efficient sharing of information, foster the leveraging of available agency resources, reinforce risk communication to all residents and stakeholders, focus outreach efforts on the local, State and Federal level to ensure the message of flood risk management reaches the entire State, and support the FEMA Region VI disaster response and recovery efforts to include post-disaster reconnaissance and development of mitigation strategies.

Currently twenty states are served by active Silver Jackets teams, and efforts are underway to offer a team to another twenty-eight states. Efforts to offer a team to Oregon, Alaska and Wyoming are expected to begin in Fiscal Year 2011.

State Web Pages Updated

Wondering how other states are utilizing Silver Jackets? Kudos to Virginia, Washington, Idaho, Iowa, Minnesota, Ohio and Indiana for populating their state pages! The website can now be accessed through www.nfrmp.us/state; each state page is accessed by clicking on the map. Both the Silver Jackets and NFRMP websites will be revised and revamped over the coming months.

SILVER JACKETS PROGRAM STATUS





Don't Let Lack of a Charter Stop You: Arizona Silver Jackets

Many Silver Jackets teams are actively working to manage their state's risk, but have not fully signed a charter. While a charter can help a team focus and build team identity, it is not absolutely necessary to achieve the goals of Silver Jackets. The Arizona Silver Jackets have been quite active, especially after Arizona experienced severe winter storms and flooding in late Jan 2010. The record breaking flooding resulting in both Arizona State of Emergency and Federal Disaster Declarations for Apache, Coconino, Gila, Greenlee, La Paz, Mohave, Navajo, and Yavapai Counties, the Gila River Indian Community, Hopi Tribe, Navajo Nation, San Carlos Apache, Tohono O'odham Nation, and White Mountain Apache Tribe. Focal areas for the team are community recovery for the Tonto Basin Area located in Gila County and Black Canyon City located in Yavapai County, where over 142 residences were impacted, 90 of which sustained major damage or were destroyed. Arizona Department of Emergency Management, Arizona Department of Water Resources (ADWR), USACE, FEMA, NRCS, and County officials have been working diligently to provide both short term and long term mitigation strategies, focusing on nonstructural flood risk management approaches and planning assistance. The team is also active in coordinating ongoing levee certification, NFIP DFIRM revisions, and RISK Map activities. USACE and ADWR expect to complete Phase 1 of a Planning Assistance to State (PAS) Optimization Study on the Arizona Flood Warning and Drought Monitoring System, with the assistance of the Arizona Multi-Agency Flood Warning Task Force.



Recently agencies including the US Department of Agriculture Forest Service, NRCS, USACE, ADWR, ADEM, and Cococino County have been focused on developing a long term mitigation plan, including funding and implementation, following the Schultz fire and associated unprecedented flooding in Flagstaff. In spite of not having a charter yet, Arizona is very supportive of the Silver Jackets concept as it brings state, federal, and local agencies together to answer the questions "What can be done? Who can do it? When can it be done?"

Ask An Established Team: How can the Silver Jackets concept work in a state with an active Hazard Mitigation Team?

This section will be dedicated to questions from developing teams to established teams.

In states with an active, established Hazard Mitigation Team, there is no need to try to reinvent the wheel and duplicate effort. The objective of Silver Jackets is to build a collaborative intergovernmental team to address the state's priorities; that structure may already be in place. Wisconsin and Kansas are two examples. Both states now have active teams in the Silver Jackets Program, but neither started from scratch. Terry Zien, the USACE lead for Wisconsin, reflects "I think that the most important thing Silver Jackets brings to the state's existing flood risk/all hazards management program is a way to get the Federal agencies to THEIR table, so to speak. They have a well-established state process, and Silver Jackets allows a more comprehensive suite of programs and personnel resources to be available. It creates the relationships with the Federal players that will allow more efficient and seamless planning and response activities."



While the Kansas team chose not to formally change their name, they've creatively adopted the concept! A spray-painted jacket 'teaming' with program trifold brochures makes an interesting addition to a recent display for the Kansas floodplain managers conference. Great way to get the conversation started... who knows how far we can go together. Jacket and photo courtesy of Steve Samuelson, CFM and NFIP Specialist at the Kansas Division of Water Resources.

Brian Rast, the USACE lead for Kansas, also approached the existing state team with an offer of expanded interagency assistance through the Silver



Jackets program, and offers his perspective: “Don’t expect them to change their name to Silver Jackets. Don’t expect them to make you a big item on their agenda. Go there expecting to add to their network of people.” As in any state, adopting the name “Silver Jackets” and drafting a new charter is not the goal. If, through the Silver Jackets Program, USACE and other Federal agencies can contribute to an active state team working to reduce risk, it truly doesn’t matter who initiated the team or if the name “Silver Jackets” is used.

Useful Links: FEMA’s FloodSmart Tools for Risk Communication

Flooding is the nation’s #1 natural disaster, affecting every state in the union, and causing millions to billions of dollars in damage each year. To ensure that home and business owners are protected from the devastating financial consequences of flooding, and to limit the need for disaster relief, the federal government underwrites the National Flood Insurance Program (NFIP). The goal of the NFIP’s FloodSmart campaign is to grow the number of flood insurance policies by communicating the benefits and value of flood insurance, and also to educate Americans about the risks and consequences of flooding.

The FloodSmart marketing campaign reaches consumers and stakeholders in many ways including advertising, media relations, mailings to prospective and current policyholders, and a web site, www.FloodSmart.gov. The website provides a wealth of information about the NFIP, how to purchase flood insurance, and how to prepare and recover from a flooding disaster. Especially useful on the site are interactive tools that help consumers determine their own [flood risk](#) and find a flood-trained agent in their area. Tools on the website also demonstrate the different [causes of flooding](#) and the potential [cost of flooding](#). Some tools are available for sharing, and the website provides an embed code for stakeholders to place the tools on their own website or blog.



Also included at www.FloodSmart.gov are [testimonial](#) videos where consumers and business owners who have actually experienced the devastation of flooding describe in their own words how the flood affected them and how they recovered. [TV commercials](#) are also available on the site.

Finally, the website has several [toolkits](#) available for community officials to use that provide information and customizable templates for community officials to use to educate their constituents about subjects such as living near a levee and map changes. There is also a Spanish toolkit available on the site that provides resources written in Spanish with their English equivalent, to help insurance agents, community officials and stakeholders connect with different audiences to help them understand in Spanish the importance of flood preparedness and protection. The materials are also designed to support outreach to victims of flood disasters.



In the Works: Webinars

While there is an increasing need for Federal resources, Federal resources are strained. Flood Risk Management and Silver Jackets reduce the reliance on traditional Federal resources by optimizing the multi-agency use of Federal, state and local resources, including funding, talent and data/information. To increase knowledge of available resources, share successes in optimizing resources, and facilitate communication among Silver Jackets teams, USACE will host one or more webinars in CY2011. Potential topics include “Utilization/Optimization of FPMS and PAS Resources through the National Flood Risk Management Program” and “Case Studies in Silver Jackets Team Successes”. If you would like to showcase your example(s) of how the Federal investment in these activities (1) optimizes the use of Federal resources and/or leverages additional state/local investment, (2) prevents duplication among federal agencies, and/or (3) results in finished products that save lives and/or reduce future damages, including non structural projects and interim risk reduction measures such as risk communication, please contact jennifer.k.dunn@usace.army.mil. Unmet needs are also welcome.