CITY OF
Saint Paul
ALASKA

THRIVING COMMUNITIES, NETWORKED COMMUNITIES WORK PLAN

City of Saint Paul, AK

RAIB (Ray, Arcadis, InfraStrategies, Beverly Scott & Associates) will work with City of Saint Paul, AK as a collaborative partner using an equity model as foundation for resilient infrastructure building and decision making to help them realize their vision. We have met with the community to better understand their challenges, identify barriers, and jointly decided on this community-specific scope of work and staffing required to bring the most impactful solutions. RAIB will create a proactive approach for both short-range and long-range planning to help address the frequent socio-economic changes that may impact the delivery of community-based projects. We will establish and administer a consensus building method and tool kit that is agile in addressing small, intermediate, and large-scale projects and includes local, regional, and federal agency requirements.

(1) Work plan lead.
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(2) Performance period. September 8, 2023 – June 11, 2025
(3) TA customers and location: City of Saint Paul, AK
(4) **Scope**. RAIB has partnered with the USDOT and Thriving Community members to address historic and systemic challenges which have had significant environmental, social, infrastructure, civil rights, economic, resiliency, and sustainability impacts. The goal is to create efficient, safe, environmentally sound, resilient, sustainable, and equitable transportation experiences.
  (a) RAIB worked with the community to better understand the capacity gaps described in the LOI. Based on a review of the LOI submitted by the community and the needs assessment, the community and RAIB identified the following overarching capacity gaps.

Capacity Gaps	
Grants & Funding	Discrepancy between the financial resources required to develop and maintain safe, reliable, robust, and sustainable transportation systems and the available funding sources. Challenges include but not limited to: • Non-availability of matching funds. • Benefit-cost analysis and grant preparation • Funding requirements to upgrade aging infrastructure. • Decline in city tax revenues
Partnerships & Community Engagement	Challenge of effectively involving local communities, government agencies, and private stakeholders in the planning, design, and decision-making processes of transportation projects • Decline in total revenues of local partners due to reduced crab vessel traffic and processing activity at the local Trident Seafoods processing plant.

Capacity Gaps	
Infrastructure Needs	Disparity between the existing state of transportation infrastructure and evolving demands driven by economic factors, population change, and changing mobility patterns. Challenges include but not limited to: • Need for harbor improvements and expansion. • Repair and maintenance of individual homes. • Repair and upgrades to roads. • Access between the harbor and airport. • Affordable public utilities (electric, water, sewer, refuse, home heating fuel). • Tourism feasibility
Accessibility	Discrepancy between inclusive transportation options for all individuals and the barriers that hinder seamless access for people with diverse mobility needs. Challenges of ships/boats coming into the harbor and docking. • Accessibility is expensive and is a major challenge, aggravated by climatic variations.
Road Safety	Contrast between the aspiration of eliminating all traffic and pedestrian-related fatalities and serious injuries and the ongoing challenges presented by crashes, injuries, and fatalities on roadways.
Reliable Transit Needs	Difference between the demand for consistent, safe, and dependable public transit services and the difficulties in achieving reliable operations. • Challenges with air transportation reliability for passenger and cargo service.
Staffing Needs	Shortfall in both skilled personnel and necessary resources required to efficiently manage, operate, and maintain transportation systems, leading to challenges in maintaining optimal functionality and service quality.
Environmental / Climatic Issues	The need to align transportation development with sustainable practices and address vulnerabilities to changing environmental conditions. • The community struggles with extreme environmental and climatic conditions which result in accessibility issues. • Harsh wave conditions at the entrance and inside the Saint Paul Harbor.
Broadband & Internet Connectivity	Disparities in providing robust broadband and internet infrastructure to support modern transportation systems and broader societal needs. The digital divide exacerbates unequal access to critical digital services, affecting transportation efficiency and compounding existing inequalities in communities. • Communication challenges with off island community entities.
Equity & Workforce Development	Disparity in resources and capabilities, particularly in terms of ensuring equitable access and opportunities for all individuals. Due to various factors such as limited training and education opportunities, inadequate investment in developing a skilled workforce, and the lack of diversity and inclusion.

Based on the needs assessment, review of the LOI submitted by the community, and determination of community-specific capacity gaps, the community & RAIB identified the following priority focus areas and program topics:

Priority Focus Areas & Program Topics	
Grant & Funding Research & Application Support	Conducting in-depth research to identify available grants, funding opportunities, and financial resources. Preparing and submitting compelling grant proposals, funding applications, or project proposals. Guidance on crafting effective narratives, budgets, and supporting documentation. • Advisory with identifying local match money. • Assistance with benefit-cost analysis and grant applications. • Finding funding options that can be leveraged for new transportation infrastructure and upgrading aging infrastructure.
General Planning & Technical Advisory	Strategic planning for transportation infrastructure projects. Evaluation of transportation needs, development considerations, and environmental impacts. Advising on development, enhancement, or optimization of transportation systems, ensuring they are efficient, sustainable, and aligned with the overall community goals. • Strategic planning for increasing resiliency through diversifying the economy with other fisheries and revenue sources. • Strategies for harbor improvements and expansion. • Advisory on accessibility and transportation reliability for passenger and cargo service on/off the island. • Finding solutions for the development and maintenance of road infrastructure to mitigate future flooding. • Advisory on affordable public utilities including communications • Advisory on maintenance of the access between the harbor and the airport. • Advisory on identifying solutions to mitigate staffing challenges. • Researching feasibility of drone and other innovative technologies to meet community needs.
Community & Stakeholder Engagement	Involving and collaborating with various individuals and groups who have a vested interest in a project or initiative. Strategies to gather input, feedback, and perspectives from community members, stakeholders, and relevant parties. Foster meaningful dialogue, build relationships, address concerns, and ensure that the project aligns with the needs and values of the community. Effective engagement enhances transparency, trust, and the overall success of projects by incorporating diverse viewpoints into decision-making processes.
Partnering Opportunities	Identifying and establishing collaborative relationships with external entities that share mutual goals and interests. These partnerships can span various sectors, including business, nonprofit organizations, academia, and government agencies. Leverage combined strengths, resources, and expertise to achieve outcomes that might be difficult to attain individually.

Priority Focus Areas & Program Topics
	Such collaborations can lead to innovative solutions, expanded reach, and shared benefits for all parties involved.

(b) Following RAIB's original proposal, the NOFO, and the Programmatic Work Plan for the Networked Communities cohort, RAIB will implement equity, innovation, and agile models as the foundation to our TA approach. See Section 6(b) of the Networked Communities Programmatic Work Plan for a description of RAIB's equity, innovation, and agile models.

Using equity, innovation, and agile models, RAIB will complete the following technical assistance tasks:

Technical Assistance Tasks	
1. Direct Community Support	1. RAIB will conduct onsite visit(s) with the community as necessary to meet with stakeholders, assess milestones, and determine progress regarding project goals. 2. RAIB will create Diversity, Equity and Inclusion framework, tools, and templates to use for decision making, budget creation, data collection and management, systems development, long-range and short-range planning, stakeholder education and engagement, capacity building and outcome measurements. 3. RAIB will create material sets and tools to support grant application processes, alternative resource development, and public private partnerships. 4. RAIB will deliver project management tools and systems to manage scope and scale and improve project delivery. 5. RAIB will utilize surveys, data, community sessions, and technologies to promote community decision making and project implementation as appropriate. 6. RAIB will assign project management and fiscal experts to advise and guide the community through projects and create project management and fiscal tools which will enable the community to replicate process moving forward. 7. RAIB will improve the sustainability and resiliency of community projects by providing templates, plans, and implementation processes which include a focus on community strengths and long-term knowledge and process continuity. 8. RAIB will meet regularly with the community (virtually) to assist in the planning and implementation of projects and resource capacity building.
2. Cohort-Wide Support	RAIB will create peer collaboration events with the communities on a quarterly basis at minimum to enhance knowledge transfer and establish a system for capacity building. RAIB will deliver tool kits, such as project management systems and community building processes which can be recreated for future projects as necessary and appropriate. RAIB will create a template(s) that centers community around decision making, partnership building, and increased capacity to leverage funding opportunities as appropriate.

Technical Assistance Tasks	
3. Direct Sub-Grant to Community Partners	The community and RAIB will identify opportunities to sub-grant directly to community partners to build capacity, provide local expertise and knowledge, and support local economic and workforce development, including small and minority businesses.

(9) Performance and Goals Measurement.

RAIB will comply with the Performance and Goals Measurement provisions of the Cooperative Agreement. To implement 2 CFR 200.301, 2 CFR 200.329, and the applicable authorities, the performance plan is based on DOT-provided performance measures. RAIB will track progress and report on the effectiveness of this City of Saint Paul, AK Work Plan.

This performance management plan seeks to achieve the following outcomes for City of Saint Paul, AK:
   a. Increased awareness and understanding to identify and address barriers to equitable and sustainable development of transportation infrastructure.
   b. Enhanced skills and knowledge for the community.
   c. Strengthened organizational capacity to improve the capabilities and effectiveness of the community.
   d. Empowered community with increased community engagement, staff and leadership development, and collective action.
   e. Improved service delivery.
   f. Collaboration and networking among diverse stakeholders to facilitate sharing of knowledge, resources, and best practices, leading to more coordinated and impactful efforts.

Tasks, goals, performance measures, and method of measurement for this City of Saint Paul, AK Work Plan are shown in the table below.

Task	Goal	Performance Measure	Method of Measurement
- Direct community support - Cohort-wide support - Direct sub-grant to community partners	Centering community as the decision makers and beneficiaries for projects	Overall satisfaction with TA, as rated "satisfactory" and above by the TA recipients.	Quarterly survey of the community
- Direct community support	Enable development of a pipeline of transformative projects and comprehensive community development that deliver equity, environmental, safety, mobility, housing, and economic benefits	Number and quality of transformative infrastructure projects undertaken with TA recipient	Project management plans, toolkits, templates, partnership agreements

Task	Goal	Performance Measure	Method of Measurement
- Direct community support	Maximize impact by leveraging additional funding and other resources	The number of DOT grant applications submitted, or other funding strategies advanced by the supported communities for identified project	Grant and funding applications, proposals, requests, awards
- Direct community support	Adopt equity screening and meaningful public involvement practices to advance transformative community- and data-driven projects	Number of meaningful public involvement activities conducted with the TA recipients to increase engagement in transportation planning or the TA itself	Events, education, outreach materials, participation rates
- Direct community support - Cohort-wide support	Ensure longevity of technical assistance impact by ensuring the long-term transfer of knowledge through documentation and archiving	Strategy or tools implemented to develop long-term community capacity to identify the benefits and potential burdens a project will create and how the benefits will help reverse how a community is experiencing disadvantage	Toolkits, guidance, procedures, policy, processes, analysis
- Direct community support - Cohort-wide support - Direct sub-grant to community partners	Be flexible in modifying or evolving technical assistance provisions as community needs change	Overall satisfaction by the community on the responsiveness by the Capacity Builder to the needs of the community	Quarterly survey of the community

KPI 1.2.8: Degree to which the project enhances existing community assets
KPI 1.3.1: Tangible improvements/progress in identified gap areas
KPI 1.4.1: The degree to which the project renders the facility more resilient
KPI 2.4.1: Number and amount ($) of grant and funding applications strategically researched and planned
KPI 2.4.2: Number and amount ($) of grant and funding applications submitted
KPI 2.4.3: Number and amount ($) of grant and funding applications awarded
KPI 2.3.1: Number and type of partners
KPI 2.3.2: Degree to which partners leverage resources to support communities
KPI 2.3.3: Partner engagement and satisfaction
KPI 3.4.3: Overall customer satisfaction (quarterly survey)
KPI 4.1.1 The number and degree to which communities are provided technical assistance
KPI 4.2.2: The degree to which other public, private, and philanthropic resources are leveraged
KPI 4.3.2 Number and type of reference and resource materials created
KPI 4.4.1 Number and type of processes, procedures, policy, guidance, evaluation, and analysis developed and documented