



THRIVING COMMUNITIES, NETWORKED COMMUNITIES WORK PLAN

CITY OF SAINT PAUL, AK

INTRODUCTION

The Ray, Arcadis, InfraStrategies, and Beverly Scott Team (RAIB) has partnered with USDOT to assist 15 communities across the country to create efficient, effective, safe, environmentally-sound, resilient, sustainable, and equitable transportation. Our goal is to connect communities through thoughtful, engaging, innovative ideas and technologies that overcome challenges and barriers caused by proximity to major transportation facilities.

Transportation fundamentally connects **PEOPLE** – people to people, goods, services – and must be informed, designed, and developed by the communities it serves. Quality transportation is foundational to quality of life. RAIB are experts regarding every facet of infrastructure deployment. We take pride in our ability to build sustainable transportation infrastructure and are world leaders in delivering innovative funding, design, engineering, and technology solutions, thereby providing families a safe place to live, work, and play.

ABOUT THE COMMUNITY

Saint Paul Island is in the Pribilof Islands region of the Bering Sea. It is the largest of the five Pribilof Islands with a total surface area of just over 40 square miles. The community is located on a peninsula on the southern tip of the island, adjacent to the harbor.

Location

St. Paul Island is located in the middle of the Bering Sea about 300 miles from the mainland of Alaska, 750 miles west of Anchorage, and 250 miles north of the Aleutian Islands region of southwestern Alaska. The land and water area are 295 square miles.¹ The Saint Paul Island is accessible only by air or vessel. It is known for its diverse wildlife, including a large population of seabirds and fur seals. St. Paul Island is part of the Alaska Maritime National Wildlife Refuge, making it a significant site for conservation and research.

The island has a rich cultural history, with influences from Aleut and Russian heritage. The Aleut people, indigenous to the region, have a deep-rooted connection to the island, and their cultural influence is still evident today. Russian fur traders also played a role in shaping the island's history.

St. Paul Island also serves as a crucial site for weather and atmospheric research due to its remote location. The island's isolation and unique environment make it an ideal location for scientific investigations and contribute to our understanding of the broader Arctic ecosystem.

¹ <https://www.aleut.com/about/>

DEMOGRAPHICS

Population

While the history of use of the Saint Paul's Island spans longer than 10,000 years, the Indigenous population of the Aleutian Islands, who refer to themselves as Aleuts and Unangax, started to populate Saint Paul's Island part-time in the by mid-1700's, due to forced slavery and work, to harvest fur seals under Russian and American occupation. By the 1800's, Russia transformed season work camps into permanent year-round villages. The current population stands at around 336². According to the community, the population has dropped to 335³ since the demographic update in August 2023.

Age and Race

Saint Paul, Alaska is an Aleutian Island community in the Bering Sea, which has approximately 335 full time residents and is a hub for snow crab, pollack and other seafood harvests. The island has 84%⁴ Aleut (Unangan) Native Alaskan population. Roughly 28% of the population is under the age of 18, and another 13% of the population is between the ages of 65 and 90.

The island is unparalleled for many features. The island is abundant with wildlife, including more than 280 species of birds. The changing maritime climate, along with the rising Bering Sea temperatures has greatly impacted the area in the past decades. This climatic shift has decimated the commercial crab and fishing industry, impacting nearly 60% of the island's tax revenue.

The Community is deeply resilient with a diligent and close knit multi-generational group of residents. This fosters an innovative and flexible philosophy. The history of this island and the indigenous people who live and work here, span more than 10,000 years. They are open and prepared to build sustainable partnerships for creative capacity building.

COMMUNITY PARTNERS

- **Central Bering Sea Fishermen's Association (CBSFA)** – CBSFA is the management organization for St. Paul Island, which reports to the Western Alaska Community Development Quota Program. The Program allocates percentages of all Bering Sea and Aleutian Islands quotas for groundfish, prohibited species, halibut, and crab to eligible communities. CBSFA's purpose is to "provide eligible western Alaska villages with the opportunity to participate and invest in fisheries in the Bering Sea and Aleutian Islands Management Areas, to support economic development in western Alaska, to alleviate poverty and provide economic and social benefits for residents of western Alaska, and to achieve sustainable and diversified local economies in western Alaska".⁵ Currently, CBSFA offers surveillance and security services for the Small Boat Harbor area throughout the fishing season. Additionally, CBSFA is actively involved in contributing to the development of the local Comprehensive Economic Development Strategy (CEDS), advocating for infrastructure

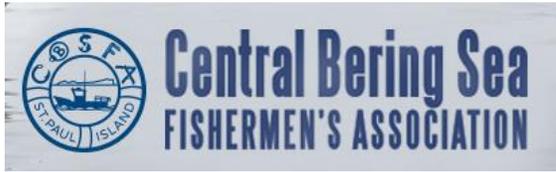
² Shared Documents, "August 2023 Demographics"

³ According to the community in an email exchange dated 01/12/24 the City of Saint Paul Clerk's Office monthly census

⁴ According to the community in an email exchange dated 01/12/24 and the City of Saint Paul Clerk's Office monthly census

⁵ <https://cbsfa.com/index2.html>

improvements at the harbor. CBSFA will be a great partner to leverage outreach for funding opportunities to help grow the local economy of Saint Paul.



Website: <https://cbsfa.com/index2.html>

- Aleut Community of Saint Paul** –The Aleut Community (DBA Tribal Government of Saint Paul Island) is a government group, made up of the Aleut people, that “promotes, maintains, and protects cultural practices, awareness, preservation, self-governance, and self-determination for the Aleut Community of Saint Paul Island”.⁶ With strong cultural beginnings of this community, and long history of self-governance before the United States was conceived, the Aleut Community will be instrumental in community outreach and identifying the needs of tribal members.



Website: <https://www.aleut.com/>

- Tanadgusix (TDX) Corporation** – Under the Alaska Native Claims Act of 1971, TDX was created to provide economic wellbeing of Saint Paul and indigenous Aleut People that reside there. TDX is now a large corporation that provides projects and services such as construction, fiber optic network design and installation, fuel facility operations, air warfare training, range management, as well as many other industry specific services⁷. While TDX is large, this corporation has been intimately entrenched within the Saint Paul community and the Aleutian People. TDX has a service group located on Saint Paul Island. With TDX’s national and global presence, this partnership is pivotal in gaining possible grant and funding opportunities.

Website: <https://www.tdxcorp.com/about-us/our-history/>



⁶ <https://www.aleut.com/about/>

⁷ <https://www.tdxcorp.com/wp-content/uploads/2023/06/TDX-Corporate-Brochure.pdf>

Current/Future Projects/Plans

As of December 2023, a few known notable projects are:

City South Dock and Harbormaster’s Office Renovations Project –This project is contingent on securing funding and involves planning and capital construction for the City South Dock and Harbormaster's Office. The funds will be allocated for completing planning and pre-construction activities, renovating the City South Dock, installing new berthing dolphins, and constructing a new Harbormaster's Office⁸.

St Paul Harbor Improvement and Expansion Feasibility Report – The purpose of the project was to outline alternatives, options, phases and costs to replace, upgrade, and expand the community’s harbor to meet current and future needs⁹.

City of St Paul Local Hazard Mitigation Plan – The goal of this planning process is to assess risks posed by hazards and to develop prioritized action plans to reduce risks in the City of Saint Paul¹⁰.

Drinking Water System Infrastructure Improvements – The City of Saint Paul has applied for an EPA grant to help enhance their drinking water system infrastructure resilience. The project would mitigate against natural disaster and help the drinking water system recover quicker from natural hazards.

The city has created a roadmap of current and future infrastructure needs and challenges. Although they have applied for multiple grants, structural challenges, such as tribal status and census designation, diminish their chances to qualify for additional governmental grants. The Community has been diligent in seeking funding assistance including grants, partnerships, and pivoting their limited resources to explore diversification of economic development. Working in collaboration with Trident Seafood and other partners, they are pushing forward. They will need a comprehensive set of tools, resources, and partnerships; solutions which will require unique and readily available actions.

RAIB will work with the 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 TA Recipient 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.

Guiding Questions

1. *In what ways can the TCP Program contribute to Saint Paul’s economic recovery from the downturn in crab processing and assist in identifying a range of diverse economic opportunities for the city’s overall development?*
2. *In what ways can the city diversify its funding sources and establish sustainable partnerships to ensure the longevity of infrastructure development initiatives?*

⁸ City of Saint Paul_FY23RAISE_City South Dock & New Harbormaster Office Proposal – Shared Documents

⁹ St Paul Harbor Improvement and Expansion Feasibility Report August 2021 Final -Shared Documents

¹⁰ SaintPaul_LHMP_Final 10.2022 – Shared Documents

3. *How can the city of Saint Paul work with the Saint Paul Harbor and other community partners to implement the Saint Paul Harbor expansion and improvement plan?*

WORK PLAN DETAILS

- (1) Basic Information.
 - ii) Recipient’s name: MZC Foundation, Inc.
 - iii) Award number: 69A6212350003
 - iv) Work plan name: Networked Communities Work Plan, City of Saint Paul, AK
 - v) Work plan number: 69A6212350003 – SPAK
 - vi) Work plan type: Community
 - vii) TA focus area: Networked Communities
- (2) Work Plan lead:
 - i) David Peters, david@theray.org, (415) 562-7557
 - ii) Fathima Lahar, fathima.lahar@arcadis.com, (404) 457-5710
- (3) Performance period: September 11, 2023 – June 11, 2025
- (4) TA customer and location: City of Saint Paul, AK
- (5) **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.

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, surveys, needs assessment, 1:1 meetings, and review of relevant documents and information, the community and RAIB identified the following overarching capacity gaps.

Capacity Gaps	
Grants & Funding	<p>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:</p> <ul style="list-style-type: none"> • Non-availability of matching funds. • Benefit-cost analysis and grant preparation. Small communities being able to compete at scale due to USDOT requirements. • Inadequate, incomplete, or distorted federal datasets needed for applications. • Equity focus and environmental justice requirements by USDOT strain the ability of small communities to prepare applications without expensive outside support. • Distressed/disadvantaged community designation by USDOT. • Inability to claim Tribal status. • Funding requirements to upgrade aging infrastructure. • Decline in city tax revenues.
Partnerships & Community Engagement	<p>Challenge of effectively involving local communities, government agencies, and private stakeholders in the planning, design, and decision-making processes of transportation projects.</p>

Capacity Gaps	
	<ul style="list-style-type: none"> Decline in total revenues of local partners due to reduced crab vessel traffic and processing activity at the local Trident Seafoods processing plant.
Infrastructure Needs	<p>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:</p> <ul style="list-style-type: none"> 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. Air navigation technology issues. Lack of funding for school maintenance. Disposal / Cleanup of materials (specifically hazardous waste).
Accessibility	<p>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.</p> <ul style="list-style-type: none"> Accessibility is expensive and is a major challenge, aggravated by climatic variations.
Road Safety	<p>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.</p>
Reliable Mobility Needs	<p>Difference between the demand for consistent, safe, and dependable public transportation services and the difficulties in achieving reliable operations.</p> <ul style="list-style-type: none"> Challenges with air transportation reliability for passenger and cargo service.
Staffing Needs	<p>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.</p>
Environmental / Climatic Issues	<p>The need to align transportation development with sustainable practices and address vulnerabilities to changing environmental conditions.</p> <ul style="list-style-type: none"> The community struggles with extreme environmental and climatic conditions which result in accessibility issues. Harsh wave conditions at the entrance and inside Saint Paul Harbor.
Broadband & Internet Connectivity	<p>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.</p> <ul style="list-style-type: none"> Communication challenges with off island community entities.

Capacity Gaps	
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, lack of diversity and inclusion, and declining and aged population.

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

Priority Focus Areas & Program Topics	
Grant & Funding Research & Application Support	<p>Conducting in-depth research to identify available grants, funding opportunities, and financial resources. Guidance on preparing and submitting compelling grant proposals, funding applications, or project proposals. Guidance on crafting effective narratives, budgets, and supporting documentation.</p> <ul style="list-style-type: none"> • 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	<p>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.</p> <ul style="list-style-type: none"> • Strategic advisory planning for increasing resiliency through diversifying the economy with other fisheries and revenue sources. • Advisory on strategies for harbor improvements and expansion. • Advisory on accessibility and transportation reliability for passenger and cargo service on/off the island. • Advisory on 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. • Advisory on identifying solutions to mitigate declining population challenges.

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

The two main areas of focus have been identified as follows:

1. RAIB will assist with research and identification of financing, funding, grants, and partnering opportunities focused on increasing resiliency through diversifying the economy.
2. RAIB will assess the Comprehensive Economic Development Strategy (CEDS) and provide guidance on infrastructure, economic development, and workforce development. This assistance will aid in identifying and prioritizing actionable initiatives to ensure the stability of St. Paul in the short term, particularly in areas such as fisheries, transportation, tourism, and port implementation. RAIB will help in planning initiatives for developing a long-term plan for sustained progress.

Increasing resiliency through diversifying the economy

Saint Paul has historically been a fishing community with crab landings accounting for roughly 85% of the revenues entering the community. In addition to a substantial amount of the revenue generation, the bulk of the local economy relies on crabbing, in addition to the sales tax revenue, the island derives revenue and jobs from processors and service support for the crab harvesting vessels. Saint Paul is the epicenter for many of the Bering Sea’s commercial fisheries, which brings in an additional 300 seasonal jobs to the community.

The city is now facing an economic crisis due to the rapid population decline of several crab species in the Bering Sea. The rapid crab population decline led the Alaska Department of Fish & Game to close crab fishing for the entirety of the 2021-22 and 2022-23 seasons. It was recently announced that the 2023-24 Snow Crab season would be closed, the second year in a row for Snow Crab specifically. This is the first time in 25 years that the Department has closed crabbing for the season. Given how interwoven the Saint Paul economy is with crabbing, the community is facing extreme economic conditions, with an expected 87% drop in direct city tax revenues in 2022. Beyond the City losing out on sales tax revenue, a number of local businesses will face reduced revenue generation, further compounding the economic impacts on the local community.

All of these challenges underscore the need to increase community resiliency through diversifying Saint Paul Island's economy into other fisheries and revenue sources. A number of avenues are being considered for economic diversification and growth, including harbor expansion and improvements, which are discussed more in-depth below. In addition to the expansion of the main harbor, the community is considering future development at the adjacent small boat harbor, which could be utilized for business development supporting birding tourism and other outdoor-based activities.

More recently, the community has seen growth in tourism related to birding and surfing, which has helped diversify the local economy to some degree, though the City would like to explore opportunities to help these burgeoning industries continue to grow. Additionally, the city believes diversifying its economy and attracting more tourism will help reduce the mobility and connectivity challenges the city currently faces. New construction and development at the harbor facilities would increase tourism and the number of commercial vessels coming into the city which would support a more robust transportation network. Further development would also create additional short- and long-term jobs, increasing the local revenue sources and tax base.

To support economic growth and development, the RAIB team will work with the city and its partners to research and identify funding opportunities that will aid development and creating a more resilient local economy. This could include but not limited to, applying for USDOT grants like the PROTECT discretionary program to help build more resilient transportation infrastructure. The community has also expressed interest in the RAISE grant and the Port Infrastructure Development Program (PIDP) grant. Given the interest in economic development, the RAIB team will identify funding opportunities for development, like the US Economic Development Administration's Planning and Local Technical Assistance program, along with programs at the state level through the Alaska Department of Commerce, Community, and Economic Development.

Additionally, the RAIB team will work to identify other revenue streams or resources to help the community meet match requirements for grants. Given the recent reduction in tax revenue the City faces a resource challenge when it comes to matching funds for cost-share requirements. In addition to identifying funding opportunities for the city of Saint Paul to pursue, the RAIB team will identify additional partners for the community to collaborate and work with, this could include state and federal partners, along with non-governmental organizations and philanthropic organizations.

Lastly, the RAIB team will provide technical assistance and templates for grant writing and submission. These templates will help the community continue to apply for and secure funding beyond the duration of the Thriving Communities Program.

Workforce and Economic Development:

The City of Saint Paul is at a critical juncture for workforce and economic development. As mentioned above, the community has felt the economic repercussions of the crab season being closed for three straight years now. Those closures have led to a precipitous decline in revenue generated for the city through taxes on crabbing industry activities. The city has been able to dip into reserves to help buoy the local economy; however, this cannot continue in perpetuity, and in the most recent approved budget, the city had to make some difficult staffing cuts to reduce costs. With the announcement of the closure of the 2023-24 Snow Crab season, the city is more acutely aware of the need to realize alternative economic drivers for the community.

One of the actions the city has taken to help with economic development is the creation of a Comprehensive Economic Development Strategy (CEDS) to help identify opportunities to bring new money into the community while continuing to support the existing local economy. The plan is currently in a draft stage, and the RAIB team will review the plan and provide an assessment of the plan, along with any suggestions and comments. Additionally, the city has been developing a matrix of indicators for the local economy to help provide value to the proposals in the CEDs and help with decision making. RAIB will review the matrix and provide feedback to the city. One of the short-term goals while working with the City will be to bolster the existing local economy, like fisheries, by identifying opportunities to support infrastructure upgrades in the port. Additionally, the community is interested in pursuing tourism as a way to diversify the economy, RAIB will help identify initiatives in the short-term to develop tourism on the island, along with assistance in creating long-term plans that will create a sustaining industry. Bolstering the tourism industry, which is generally late spring through summer, is a natural pair with the fisheries industry, which occurs in the winter. Developing a more robust tourism industry would help foster a more productive year-round economy on the island, and create an additional seasonal workforce, and perhaps some year-round workforce as part of the long-term planning.

Part of the challenge Saint Paul faces, though it is closely related to economic development, is the workforce. The fishing industry accounts for a large share of employment on the island, including a substantial number of seasonal workers. With the crab season closures, and the community working to identify additional economic opportunities, it will be critical to develop a workforce strategy in tandem with economic development. This strategy will include job retraining and upskilling, along with focusing on individuals to ensure they have access to a retraining program that is compatible with their skills. RAIB will work with Saint Paul to ensure the workforce development strategy is rooted in the economic development plan the city identifies through the CEDS.

There has been consideration of trying to bring research institutions to the island or attracting a military installation, though one of the challenges is research services are generally tax-exempt institutions, as are some military facilities, so these options would not necessarily bring much new tax revenue into the community. One option Saint Paul could consider, and the RAIB team would assist with, identifying alternative ways to tax organizations, like a usage fee for certain infrastructure like roadways, this would help derive some new revenue from otherwise tax-exempt organizations.

RAIB will collaborate with the City of Saint Paul in identifying and pursuing grants and funding opportunities that can be leveraged towards economic and workforce development. They will also assist the city in preparing and submitting grant applications, ensuring alignment with development goals. RAIB can also provide any industry tools and technique training for members of the city staff if desired, as we discover project management training gaps during the program period

Moreover, RAIB will explore diverse opportunities, such as establishing public-private partnerships, to secure additional support for economic and workforce development. This includes identifying potential private sector stakeholders willing to contribute to workforce development programming. Additionally, RAIB will provide training and capacity-building sessions for City officials, enhancing their skills in effective grant writing and partnership development. These efforts aim to empower the City to independently pursue and secure funding for future projects and economic development programs.

When it comes to community involvement as part of the economic development and workforce strategy, RAIB will work with Saint Paul to make sure the right stakeholders are getting to the table, including partners and community members. The community has had the opportunity to voice comments and opinions on the draft CEDS, and RAIB will continue to engage community members as further discussions and decisions are made regarding economic development. Additionally, workforce will play a critical role in the success of the economic development plan, RAIB will work with Saint Paul to hear from the community about their workforce needs, along with gathering feedback about what kinds of workforce development programs would be most useful to members of the community. RAIB will help broaden engagement by exploring additional communication channels beyond traditional methods to ensure valuable input from the community not only reaches decision makers but also actively influences the direction of the economic and workforce development planning in the community.

Equity

The City of Saint Paul is committed to fair and equitable treatment through the development and enforcement of environmental laws and anti-discrimination policies. These policies apply to all employees, consultants, and contractors. The city promotes equal employment opportunities and adheres to federal civil rights laws in recruitment and selection.

The City Council of Saint Paul actively works to reduce racial disparities, foster multiculturalism, and advance equity, civil rights, racial justice, and equal opportunity. A resolution passed in May 2022 officially confirms the city's commitment to a comprehensive approach in advancing equity for historically underserved and marginalized individuals affected by poverty and inequality¹¹.

RAIB is dedicated to forging a collaborative partnership with the City of Saint Paul to advance their joint commitment to promoting resilient and equitable infrastructure development. By prioritizing and actively involving diverse voices in decision-making and planning processes, RAIB aims to champion inclusivity, transparency, and trust. The implementation of equity-focused strategies in community engagement endeavors is essential for fostering open communication and building confidence among community members. This ensures that initiatives are not only well-crafted but also reflect a genuine commitment to addressing the specific needs and concerns of all individuals within the community.

Community Engagement

Community engagement will include guidance from the City of Saint Paul as well as interested community members and stakeholders to determine the appropriate messaging and method of communication to groups and individuals. Standards recommended through the International Association for Public Participation (IAP2) and [USDOT's Promising Practices for Meaningful Public Involvement in Transportation Decision Making](#) will inform and guide RAIB's approach as the guidelines relate to communication and engagement with the public and partners in the various stages of the program and to utilize beyond the Thriving Communities Program. RAIB will work in tandem with the IAP2 Spectrum for Public Participation and will incorporate the goals of informing, consulting, involving, collaborating, and empowering the public.

The impact of technical assistance and capacity building support is enduring, continuing to influence and benefit the recipients long after the formal period of performance has ended, demonstrating the transformative power of such interventions. Technical assistance offered by RAIB includes training and skill development, where the skills acquired

¹¹ City of Saint Paul_FY23RAISE_City South Dock & New Harbormaster Office Proposal

by the community remain with individuals and organizations long after the project concludes, continuing to benefit operations and growth. RAIB's capacity building approach aims to strengthen institutional frameworks and processes, leading to enduring enhancements in efficiency, effectiveness, and resilience. RAIB will also provide resources like toolkits that can be used even after the TCP program ends. A primary goal of this support is to empower communities and create self-sufficiency. By building capabilities within the community, the community can continue their development independently, reducing reliance on external support. This assistance acts as a catalyst for ongoing improvement and innovation. The knowledge and practices introduced can inspire further development and adaptation. RAIB will also facilitate connections and relationships between different stakeholders. These networks will provide ongoing support, resources, and collaboration opportunities long after the grant period ends.

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	<ol style="list-style-type: none"> 1. RAIB will conduct a minimum of one onsite visit with the community to meet with stakeholders, assess milestones, and determine progress regarding project goals as determined by this community work plan. 2. RAIB will meet regularly with the community (virtually) and their partners (as identified and approved by the community) to assist in the planning and implementation of projects and resource capacity building on infrastructure and transportation needs to and from the island, with an emphasis on the implementation of the Saint Paul Harbor expansion and improvement plan. 3. RAIB will create material sets and tools to support grant application processes, alternative resource development, and public private partnerships focused on increasing resiliency through diversifying the economy. 4. 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 processes moving forward. 5. RAIB will assist the community with drafting, review, and submission of a RAISE grant application. <p>As funding and time allow, in priority order:</p> <ol style="list-style-type: none"> 6. RAIB may 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. 7. RAIB may deliver project management tools and systems to manage scope and scale and improve project delivery. 8. RAIB may utilize surveys, data, community sessions, and technologies to promote community decision making and project implementation as appropriate. <p>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.</p>
2. Cohort-Wide Support	<p>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.</p>
3. Direct Sub-Grant to Community Partners	<p>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.</p>

- (a) Requirement: A description of how the Recipient will coordinate the proposed assistance with the delivery of other technical assistance provided by others, if known and if practicable.
 - i) Not currently applicable. RAIB will coordinate with other Capacity Builder cohorts to better and more efficiently serve the city of Saint Paul as practicable.
- (b) Requirement: A description of past and current TA provided to the TA customer or audience, and how the new effort will change or expand current or past efforts.
 - ii) Not applicable
- (c) Requirement: For amendments, a proper justification for the amendment and the date of the amendment. The justification must acknowledge the TA need(s) that still exists. If DOT has requested the amendment, the Recipient's justification should indicate such.
 - iii) Not applicable at this time. Any future amendments shall follow proper procedure.
- (d) Requirement: A description of the site or location to be used in the delivery of TA.
 - iv) RAIB will deliver TA through a combination of remote and in-person support, but primarily remote.
- (e) Requirement: If the assistance will be delivered jointly with other Recipients, include all personnel and their respective roles and responsibilities of each of the involved TA providers should be described. Alternatively, the Recipient may capture this requirement within the description of a specific task on the work plan.
 - v) Not currently applicable. RAIB will coordinate with other Capacity Builder cohorts to better and more efficiently serve the City of Saint Paul as practicable.
- (6) **Tasks.** As described in the Technical Assistance Tasks table above in Section 6, RAIB will complete three overarching tasks to deliver technical assistance under this Work Plan for the city of Saint Paul.
 - i) Direct Community Support
 - ii) Cohort-Wide Support
 - iii) Direct Sub-Grant to Community Partners

The capacity building process of net-zero transportation and other transportation systems and infrastructure will be activated through partnerships and collaboration with federal, state, and local public agencies, private companies, coalitions, and philanthropy as appropriate. City of Saint Paul will be directly assisted through technical support, technology transfer, connections to private sector technologists and subject matter experts, and newly networked access to peer and cross-sector public agencies.

(7) 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 the City of Saint Paul's Work Plan.

This performance management plan seeks to achieve the following outcomes for the City of Saint Paul:

- 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 the sharing of knowledge, resources, and best practices, leading to more coordinated and impactful efforts.

Tasks, goals, performance measures, and methods of measurement for the City of Saint Paul’s Work Plan are shown in the table below.

Task(s)	Goal	Performance Measure(s)	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 - Equity practices to support community visioning and strategies	- Survey of the community - Sub-grant agreement with community partner - Tracking of equity practices that support community visioning and strategies
- Direct community support	Enable development of a pipeline of transformative initiatives or 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 - Building and sustaining community partnership networks	- Project management plans, toolkits, templates, partnership agreements - Tracking success in building community partnership networks
- Direct community support	Maximize impact by leveraging additional funding and other resources	The number of government, private, and philanthropic grant or other funding applications submitted, or other funding strategies advanced by the	Grant and funding applications, proposals, requests, awards

Task(s)	Goal	Performance Measure(s)	Method of Measurement
		supported communities for identified project	
- 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 - Equity practices to support community visioning and strategies	- Events, education, outreach materials, participation rates - Tracking of equity practices that support community visioning and strategies
- 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	Survey of the community

Key Performance Indicators
1. Degree to which the project enhances existing community assets
2. Tangible improvements/progress in identified gap areas
3. The degree to which the project renders the facility more resilient
4. Number and amount (\$) of grant and funding applications strategically researched and planned
5. Number and amount (\$) of grant and funding applications submitted
6. Number and amount (\$) of grant and funding applications awarded
7. Number and type of partners
8. Degree to which partners leverage resources to support communities
9. Partner engagement and satisfaction

10. The degree to which other public, private, and philanthropic resources are leveraged
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11. Number and type of processes, procedures, policy, guidance, evaluation, and analysis developed and documented

(8) Refer to the Task Table at the end of this Work Plan for details regarding milestones.

(9) RAIB acknowledges the requirement and will comply with the Performance and Goals Measurement provisions of the Cooperative Agreement. Refer to Section 7 above and the Task Table at the end of this Work Plan for details regarding performance and goals measurement.

(10) RAIB will follow the communication protocol for working with the City of Saint Paul included as an attachment to the Programmatic Work Plan.

(11) RAIB acknowledges the requirement to sign and keep on-file nondisclosure certification, if applicable.

(12) RAIB acknowledges the requirement to provide the community with a copy of the work plan approved by DOT excluding any associated costs and labor rates in the work plan when directed by DOT.

(13) RAIB acknowledges that after the work plan has been approved, a TA Agreement (or memorandum of understanding, with the TA customer will be executed, and approved technical assistance will be delivered. RAIB will work cooperatively with other providers in the geographic area and cohort to ensure that clients are provided with the full range of TA activities needed and available.