

A Proposal to the:
National Oceanic and Atmospheric Administration
Office for Coastal Management
2016 Digital Coast Fellowship Program

Submitted by:
Association of State Floodplain Managers

Project Title:
Helping States Achieve Adaptive Management
of Changing Coastal Hazards, Risks, and
Ecosystems

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Introduction

The Coastal States Organization (CSO), the Association of State Floodplain Managers (ASFPM) and the ASFPM Foundation are organizations dedicated to collaborations and partnerships, representing state and local officials whose jobs entail engagement and cooperation of landowners, communities, and other federal, local and state agencies. The fellowship project is designed to focus on overlapping and critical coastal policy issues and strategic objectives at ASFPM, ASFPM Foundation and CSO. This will be accomplished by organizing, compiling and synthesizing existing literature, reports and organization policy objectives that are already available or currently being developed for use in building state coastal and floodplain program capacity and capabilities.

CSO, ASFPM and the Foundation are joining together to identify their overlapping priorities and initiatives and explore ways to combine and update them. Currently there is a need to integrate and update guides to help coastal communities, including ASFPM's [Coastal No Adverse Impact \(CNAI\) Handbook](#) (2007) and the Foundation's [Holistic Coasts](#) report (2013), and align them with the forward looking vision provided in the Federal Flood Risk Management Standard (FFRMS). Sea level rise in particular provides a point of intersection between Coastal NAI, Holistic Coasts, FFRMS and CSO's *Resilience and Adaptation* policy objective that is focused to "increase funding and the capacity of state and federal programs to provide technical, financial, and planning assistance to states and communities for pre-disaster preparedness and hazard mitigation based on state and coastwide community vulnerability assessments and anticipated sea level rise scenarios."

With the *Holistic Coasts* report as the starting point, CSO, ASFPM and the ASFPM Foundation are exploring ways to move toward the development of a formal "Holistic Coasts Framework" at the federal level. The framework would build off the details of the *Holistic Coasts* report to define specific recommendations and actions for either federal or state legislation, an executive order or other actions to achieve the framework. This effort would also begin the process of making linkages with ASFPM's *Coastal No Adverse Impact Handbook* and to Executive Order 13690, which established the *Federal Flood Risk Management Standard*.

Background

The nation's coastal floodplains face ever increasing and changing pressures. Population growth in the coastal zone; escalating demands on fisheries and other resources unique to the coast; discovery of resources that can fuel a nation; and ecosystems under stress from land use and river management strategies are not new challenges. However, what is new is the unprecedented growth of the United States population, coupled with a climate that has drastically changed in a handful of generations.

To facilitate national policy discussions on important floodplain management issues, the Association of State Floodplain Managers Foundation sponsors The Gilbert F. White Flood Policy Forum. The goal of each Forum is to convene the top technical and policy experts to examine a particular flood challenge, and to develop recommendations for policies that will reduce the human casualties, adverse environmental and social impacts, and economic losses associated with flooding, as well as policies to protect and enhance the natural and beneficial functions of floodplains.

The Coastal Forum held in February 2013 addressed "[Human Adjustments in Coasts - Adaptive Management in Response to Changing Hazards, Risks and Ecosystems](#)" and provided the opportunity to explore the management principles that should underlay a sound coastal flood risk management and coastal resource management strategy while at the same time begin to enumerate the policy, technology, data, and essential research necessary to implement such a strategy. The Coastal Forum, by design, is linked to Gilbert F. White's 1942 dissertation *Human Adjustment to Floods*. In this groundbreaking work, Dr. White dramatically expanded the options available to deal with flooding from being that of purely controlling floods to that of also modifying practice or financial exposures in a manner that would allow

humans to adjust to flooding impacts.

The primary recommendation of the 2013 Coastal Forum, however, was not directly focused on disasters, the environment, or the economy, but was focused on the current management system which has a direct impact on those key factors. This system is stove-piped to a fault and will not meet the demands imposed on our nation's coasts with a changing climate. The primary recommendations and outcomes of the 2013 Coastal Forum have been summarized in the report titled "*Holistic Coasts: Adaptive Management of Changing Hazards, Risks, and Ecosystems.*"

Holistic Coasts is a bold vision – an integrated management approach and philosophy that breaks stove pipes, promotes individual and collective accountability and responsibility, and balances human use, the environment, and the economy into a resilient and sustainable system. Readers of this report will not find all answers regarding how to achieve Holistic Coasts, but this report offers a starting point for a vision and partnership that – if successful – will help secure a sustainable future for our nation's coasts.

Coastal No Adverse Impact (CNAI) developed by ASFPM with funding support from NOAA, outlines a holistic floodplain management approach, promoting a "do-no harm" policy based on the concept that everyone benefits when individual actions do not adversely affect the risks or rights of others. NAI calls for anticipating the potential negative effects of any development or flood control action on other people, their property and on the coastal environment itself by promoting higher standards, complete analysis and full disclosure of any impacts of the action. Such negative effects could be direct, such as causing shoreline erosion on the adjacent property. Or negative effects could be indirect, such as undermining the economic value of a fishery or the community or altering the filtration capacity of an estuary.

The *Federal Flood Risk Management Standard (FFRMS)* is described as a resilience standard to protect federal taxpayer investments in federal projects or actions. The Standard is to use data and methods informed by best-available, actionable climate science, and if data is not available to determine that, then build 2 feet above the 100 year (1% annual chance) flood elevation for standard projects and 3 feet above for critical actions or build to the 500 year (0.2% annual chance) flood elevation. FFRMS facilitates vertical integration from local to federal much better, since in many cases once states go to higher standards they generally conflict with the minimum standards set within the federal NFIP, unless the federal level is also moving toward a higher standard.

The *Federal Coastal Zone Management Act (CZMA)* provides an important framework for addressing coastal issues and provides a solid foundation for new innovations in coastal policy and practice because of its voluntary nature, comprehensive approach, and strong focus on interagency and intergovernmental coordination. In relation to FFRMS, CSO supports 1) improving the implementation of EO 11988 by encouraging the use of natural features and nature-based approaches in the development of alternatives for Federal Actions; 2) where federal actions occur in a state coastal zone, federal agencies should consult with the relevant state Coastal Zone Management program with regard to planning and implementation of the FFRMS standard; 3) when seeking stakeholder input for the FFRMS, state Coastal Zone Management programs should be included as a key stakeholder; and 4) guidance to federal agencies provided through the FFRMS should seek to avoid the development of rules and standards that conflict when applied to projects under the jurisdiction of multiple agencies.

ASFPM, the Foundation and CSO continue to work toward aligning federal flood and coastal policies and programs with state and local efforts as well as support efforts to increase state and local capacity and leadership. This is reiterated in the *Holistic Coasts* report, which states that "A holistic coastal flood policy would require consistent application and vertical integration among all levels from the community level to regional and state levels, and among federal agencies, laws, and programs." The report also recommends that to realize holistic coasts, the key is state and local leadership. State and local capacity, capabilities and leadership are strategic goals and objectives for ASFPM and the Coastal States Organization.

The **Coastal States Organization** represents the coastal zone management program managers and directors of 35 U.S. Coastal States, Territories, & Commonwealths on ocean, coastal, and Great Lakes resource issues. The mission of CSO is to support the shared vision of the coastal states, commonwealths and territories for the protection, conservation, responsible use and sustainable economic development of the nation's coastal, ocean and Great Lakes resources. CSO works with Congress to shape legislation and works with Federal Agencies to impact proposed regulations. CSO advocates for increased federal funding and support for state-based coastal and ocean programs, as well as responsiveness of federal agency program administration and policies to state concerns.

The **Association of State Floodplain Managers**, its 17,000 members and 35 chapters are the floodplain managers at the local, state, and federal level as well as the scientists, engineers, GIS professionals, and hazard mitigation managers working daily to reduce flood losses. The mission of the ASFPM is to promote education, policies, and activities that mitigate current and future losses, costs, and human suffering caused by flooding, and to protect the natural and beneficial functions of floodplains - all without causing adverse impacts.

The mission of the **ASFPM Foundation** is to promote public policy through select strategic initiatives and serve as an incubator for long-term policy development that promotes sustainable floodplain and watershed management. The Foundation is the recognized leader in developing and advancing knowledge that promotes sound floodplain management policy and practice. In addition to these activities the Foundation sponsors projects that further the knowledge and understanding of individuals and programs that are focused on floodplains.

Goal and Objectives

1. Evaluate whether current practices adequately reflect and consider future sea level rise and identify necessary adjustments for the built and natural environment.
2. Further the conversation toward a national holistic coasts framework
 - Consider and link overarching perspectives and analysis from ASFPM's *National Flood Programs and Policy Review* (ASFPM, 2015) and *Coastal No Adverse Impact Toolkit*; ASFPM Foundation's *Holistic Coasts* report; and the role and impact of the *Federal Flood Risk Management Standard* (FFRMS) and key CSO policies and strategies.
 - Develop and promote State leadership through policy and program guidance, building off the success of other states and communities.
 - Explore how Digital Coast tools can supplement these efforts and/or be integrated into these processes.
3. Review coastal zoning policies from state and national scale
 - Identify and promote policies that encourage responsible actions to reduce flood risk and protect vulnerable coastal resources such as beachfront building setbacks, redevelopment standards, and construction practices, including voluntary relocation programs.
 - Identify policy avenues to help fund and support the unique and important role played by state coastal programs in managing coastal development.
 - Promote the use of green infrastructure as nature based approaches to minimize loss of life and property while protecting natural resources that support coastal economies and ecosystems.
 - Develop a case studies of unique state shoreline zoning and development approaches in four states overall – Wisconsin specifically and one state each from the east, west and Gulf coast regions – including the role of state model ordinances and local shoreline zoning ordinances.
 - Explore how digital coast tools and partnership network can be harnessed and advanced in the pursuit of these goals.
4. Evaluate mechanisms to increase collaborative actions in coastal areas through the US Army Corps

of Engineer's (USACE) Silver Jackets initiative as a case example

- Demonstrate how the tools, data, and training components from Digital Coast can be harnessed by State led Silver Jacket teams fostered by USACE to advance state and local efforts in coastal areas. This would also provide an opportunity for enhanced interagency and intergovernmental coordination by infusing NOAA Digital Coast tools and partnership network into pre-existing interagency and intergovernmental Silver Jacket teams.
- Identify specific shared funding and technical assistance opportunities for state coastal programs and floodplain managers through participation in the Silver Jacket teams.
- Make policy proposals on the best way to integrate organization policies (NAI, CSO policies) into coastal communities via the Silver Jacket programs.

Strategic Focus Areas

In alignment with the strategic focus areas of the 2016 Digital Coast Fellowship Program, the following areas will be addressed through this body of work:

- *Healthy Coastal Ecosystems* - Support coastal and ocean resource managers through cooperative funding, data, information, tools, training, technical assistance, analysis, and exchange of best practices to strengthen ecosystem policies, build capacity, and implement prioritized management efforts.
- *Resilient Coastal Communities* - Build capacity to pursue strategies such as hazard preparedness, mitigation, and post-hazard redevelopment planning by providing an integrated suite of data, information, training, technical assistance, cooperative funding, and policy tools to coastal communities.
- *Vibrant and Sustainable Coastal Economies* - Promote policies and practices that foster trust, transparency, predictability, and efficiency in government decision-making for coastal and ocean uses.

Project Description, Milestones and Outcomes

Task 1 – Orientation, Strategic Objectives, Literature and Policy Review

Timeline: August 2016 – June 2017

Outcomes/Milestones:

- Annotated bibliography of federal resources related to coastal flood risk and management
- Summary memo describing federal policies and programs related to coastal flood risk and management
- Cross-walk of ASFPM, CSO coastal policy issues
- Initiate the Digital Library – Coastal Policy Special Collection

The fellow will initially go through an orientation and introduction to key personnel, stakeholders and partner organizations. Orientation materials will include ASFPM and CSO mission and strategic policy guidance documents along with reports, publications and materials developed by each organization. From ASFPM these resources will include but are not limited to the: *Holistic Coasts Report*, *Coastal No Adverse Impact Handbook*, *No Adverse Impact How-To Guides*, and the *National Flood Policy and Program Review*. From CSO this includes resources such as: the Survey of Silver Jackets Coastal program participation and summary of ongoing dialogue with USACE on the matter, the results of a CSO sponsored project identifying opportunities for enhanced collaboration between FEMA programs and coastal programs, relevant portions of the CSO Beach and Inlet Management Policy, relevant portions of the CSO Adaptation and Resilience Policy, and CSO Comments on FFRMS EO. The fellow will also spend time identifying and reviewing federal publications and reports such as the Federal Flood Risk Management Standard that guide community resilience.

The fellow will be introduced to other key partners and personnel including members of ASFPM's Policy

Committees (e.g. Coastal Issues, No Adverse Impact), ASFPM Foundation board members, and staff at the Wisconsin Coastal Management Program. The fellow will also travel to Washington D.C. to meet with other key personnel from ASFPM and other mentors at CSO, and will have an opportunity to attend CSO's annual meeting that will be held in Milwaukee, Wisconsin during September 2016. This travel will also include time to work at CSO's office as early as possible during the fellowship. The timing of this travel and length of time required will be aligned with relevant opportunities and/or meetings being planned, hosted or attended by either ASFPM or CSO personnel. In addition to conducting outreach meetings with regional federal agency entities, the fellow can use time in D.C. to meet with D.C. based federal agency offices, and any relevant or appropriate congressional offices, other NGOs and associations, etc.

Task 2 – Review and Synthesis of State Coastal Zoning Policies

Timeline: November 2016 – August 2017

Outcomes/Milestones:

- Annotated bibliography of state resources related to coastal zoning, flood risk and management
- Summary memo describing state policies and programs related to coastal zoning, flood risk and management
- Add to the Digital Library – Coastal Policy Special Collection
- Initiate Digital Coast Tools & Policy Matrix

The fellow will undertake a policy analysis project focused on four states related to coastal and shorelines zoning issues. The fellow will be guided by relevant ASFPM and CSO policies and reports, recommendations from the *Holistic Coasts Report*, and specific shoreline zoning issues from four states, which includes Wisconsin and three other states outside the Great Lakes, one state each from the east, west and Gulf coast regions, to be determined in coordination with staff from ASFPM and CSO. Policy focuses will include identifying and promoting policies that encourage responsible beachfront building setbacks, redevelopment standards, and construction practices, including voluntary relocation programs, by for example; authorizing (or requiring) FEMA to approve NFIP claims for relocation or removal of insured structures that are under imminent threat of collapse due to shoreline erosion and/or regular tidal scouring; or looking how FEMA could better align Community Rating System (CRS) credits with successful beach management practices and outcomes in coordination with the coastal states and relevant federal agencies.

This task would also help in identifying policy avenues to help fund and support the unique and important role played by state coastal programs in managing coastal development. To help understand vertical integration issues between state and federal coastal programs and policies as described in the *Holistic Coasts* report, the fellow will write a case study of unique state and local shoreline zoning and development restrictions in Wisconsin and the three other coastal state outside the Great Lakes specifically, including the roles played by state model ordinances and local shoreline zoning ordinances. Additionally, the fellow will start exploring a framework considering a high level perspective on correlating national issues or other notable state examples. This policy focus will enable the fellow to learn about coastal and shoreline zoning issues between state and federal levels. The focus will also provide unique opportunities for the fellow to work with ASFPM, CSO, and the Wisconsin Coastal Management Program on a shared area of importance while also harnessing the resources of all three entities in order to complete this component of the fellowship. Additionally, the fellow will be exposed and have opportunity to consult with other members of the Digital Coast Partnership.

Finally, the fellow will work with ASFPM and CSO staff to identify and/or provide examples for how Digital Coast data and tools can be harnessed to support responsible coastal zoning approaches including use for effective outreach and policy advocacy support. For example the Sea Level Rise Viewer can be linked to specific ordinances and polices related to setbacks and used to illustrate potential impacts of climate change and sea level rise. This task will include travel to ASFPM's 2017 Annual Conference in Kansas City,

Missouri (April 30 - May 5, 2017). The conference will provide an opportunity for the fellow to present their work and connect with local and state floodplain managers.

Task 3 – Silver Jackets and Coastal Floodplain Emphasis

Timeline: July 2017 – March 2018

Outcomes/Milestones:

- Silver Jackets Guidance for Coastal and Floodplain Managers
- Digital Coast Tools Matrix for Silver Jackets projects
- Identify Technical and Financial Assistance Opportunities for Coastal Programs and Floodplain Managers Through Participation in Silver Jackets

The Silver Jackets teams in each state “bring together multiple state, federal, and sometimes tribal and local agencies to learn from one another in reducing flood risk and other natural disasters.” A recent survey by CSO and ongoing dialogue with the Army Corps of Engineers shows that the efforts of the Silver Jackets teams in most states are heavily inland focused and lack a representative emphasis on coastal areas. Focused on Wisconsin and the three other coastal states determined in Task 2, the fellow will help bridge this divide by working with the coastal manager (via CSO) and floodplain manager (via ASFPM) in each state, to reach out to relevant Silver Jackets teams or state level points of contact to help bring a coastal element to these teams.

This case example focus on the Silver Jackets could not only help bring a coastal focus to these teams, but could also help integrate and align NOAA and Digital Coast tools into other areas of coastal floodplain management practices. Digital Coast tools, data and resources would be used to expose a wider audience of state agencies, including coastal, floodplain and emergency management, and other state or regional level offices from federal agencies including USACE, FEMA, USGS and other participating entities and organizations. Further, it would provide the fellow with an opportunity to work collaboratively with the state level offices of multiple federal agencies (NOAA, USACE, FEMA, others), various state coastal and disaster preparedness agencies, and other state programs and organizations such as wildlife management and non-profits like Wisconsin Wetlands. This task build upon Tasks 1 and 2 by using the background information on federal and state policies and programs to help remove or understand potential barriers to implementation of Silver Jackets projects.

The fellow will develop best practices and guidance for state coastal and floodplain management programs to promote successful Silver Jackets project implementation in coastal areas. This includes linking Digital coast tools, data, and resources where appropriate. Further, the fellow will conduct outreach between relevant entities to introduce and encourage coastal managers and floodplain managers into Silver Jackets teams where possible.

Task 4 – Initiate Research to help establish a Holistic Coasts Framework

Timeline: January 2018 – August 2018

Outcomes/Milestones:

- Summary guidelines for implementing specific recommendation related to the Holistic Coasts framework
- Publically-accessible Digital Library – Coastal Policy Special Collection

The fellow will initiate basic research that can help further the conversation and help define actions needed to implement certain recommendations of the *Holistic Coasts* report and move toward a Holistic Coasts Framework. Based on the results of Tasks 1, 2 and 3 of this proposal the fellow will have solid background research on federal and state policies related to specific recommendations in the Foundation’s *Holistic Coasts* report. The fellow, teamed with key policy folks of ASFPM and CSO will document, host and report back on the advisability, viability and steps towards implementing a Holistic Coasts framework. The prior tasks will help focus on specific recommendations within the *Holistic Coasts*

report as follows: Recommendation 2 – *Realizing holistic coasts: The key is state and local leadership*. Here the fellow will have the opportunity to identify model state laws, ordinances, and rules; Recommendation 3 – *Align federal policy and programs into a holistic coast framework*. Here the fellow can highlight and link specific actions based on previous tasks to move toward “vertical integration” but still focused on state and federal policies, laws, programs, and practices. This task will include presenting at and travel to ASFPM’s 2018 Annual Conference in Phoenix, Arizona (June 17 - 22, 2018)

Fellow Mentoring

The Digital Coast Fellowship will be located in Madison, Wisconsin at ASFPM’s Executive Office. The ASFPM Mentor for the fellow will be Bill Brown. Bill is a certified floodplain manager and engineer with 25+ years of local floodplain management, stormwater management, and hazard mitigation experience in several communities from the Midwest, East Coast and the South. In addition to ASFPM leadership roles (Bill was previously Co-Chair of the ASFPM Mapping and Engineering Standards Committee), Bill has been involved in a number of regional, state and national activities including serving as the ASFPM representative on the Advisory Council on Water Information Committee on FEMA Flood Maps for the National Academies of Science, FEMA’s State and Local Advisory Work Group for the Map Modernization Program, and various leadership positions including Chair of ASFPM’s Illinois Chapter - the Illinois Association for Floodplain and Stormwater Management.

The ASFPM Mentor will be responsible for the fellow and provide project direction and guidance as he/she works with other ASFPM staff members on various tasks. The mentor will develop an achievable work plan based on the project goals and outcomes described in this proposal to ensure success for this project and the fellow. The mentor will also provide day-to-day management of task/activities and coordination assistance with other staff and with affiliated or outside partners, such as ASFPM Policy Committee members, ASFPM Foundation members and other state and federal partners. The fellow will meet with the ASFPM Mentor on a regular basis during which the mentor will review the work completed to date and update the fellow’s work plan as needed. The fellow will have direct and frequent access to the mentor for help, guidance and facilitating collaboration with staff throughout ASFPM.

The Coastal States Organization will provide additional critical mentoring and access to resources in both Washington D.C. and Madison, WI. Grant Williams is located in D.C. and will provide direct guidance and mentoring while the fellow is working in D.C. Grant is CSO’s Legislative Representative and works with federal agencies, and members of Congress to support state coastal programs. Mike Friis is the Resource Policy Team Leader for the Wisconsin Coastal Management Program in Madison, Wisconsin. Mike and his staff will provide mentoring for the fellow as it pertains to Wisconsin specific goals and opportunities. Both the Wisconsin Coastal Management Program and CSO will coordinate mentoring approaches to ensure the most enriching and unique experience for the fellow.

The fellow will have the opportunity for professional development through interaction with ASFPM and CSO staff, ASFPM’s Policy Committees and the Board of Directors; ASFPM Foundation leaders, and other leaders engaged through both ASFPM’s and CSO’s varied and broad partners at the federal, state and local level, both public and private. The fellow will participate in ASFPM’s annual conferences in both 2017 – Kansas City, MO and 2018 – Phoenix, AS. The fellow will also participate in CSO events and meetings, allowing them to meet with the nation’s coastal managers and learn first-hand about the unique challenges and issues each state faces. The meetings currently scheduled include CSO’s Annual Meeting that will be held in Milwaukee, Wisconsin the week of September 12 – 16, 2016. This meeting will focus on setting priorities and goals for the organization as well as events open to the public with numerous speakers discussing a variety of coastal issues. In addition to the Annual Meeting, CSO also holds a Winter Meeting in Washington, D.C. that will take place in early 2017. This meeting gives coastal managers an opportunity to interact directly with NOAA officials and to meet with their elected officials. CSO will contribute funds to cover necessary travel and accommodations for the fellow to attend these events and

will also provide a work space, computer, and other resources for times the fellow needs to work in Washington, D.C.

Project Partners

ASFPM and CSO both work with a variety of partners at the local, regional, state and national levels. Successful accomplishment of the project tasks will be based on directly working with personnel and partners from agencies including NOAA, FEMA, USACE, USGS; and State Floodplain and Coastal Programs, which in this project will especially focus Wisconsin's Coastal Management Program and Floodplain Management Program and more specifically with NOAA, the Digital Coast partnership, and other entities involved with Silver Jacket teams.

This project will also leverage existing and/or ongoing projects and programs at ASFPM and CSO. ASFPM is developing a robust digital library infrastructure through funding by the ASFPM Foundation. The digital library infrastructure and ASFPM's Research Librarian will be leveraged by and provide support to the fellow in their project. Through NFWF Hurricane Sandy funding, ASFPM and CSO partnered on a project titled "CRS for Community Resilience", which is focused on developing guidance for coastal states and communities to increase resilience through FEMA's Community Rating System. The focus on climate change, resilience, natural and beneficial functions and state and local capacity will directly benefit the fellow for this project. ASFPM and the American Planning Association have just been awarded a NOAA Regional Coastal Resilience Grant for a project titled "Building Coastal Resilience through Capital Improvements Planning: Guidance for Practitioners". This project will be ongoing during the entire fellowship and will provide the fellow with key support in both staff and intellectual content.

Cost Share Description

ASFPM and ASFPM Foundation – Cost Share

The ASFPM Foundation will provide the \$15,000 match required for the Digital Coast Fellowship. ASFPM will supply the fellow with all workplace support necessary at their Executive Office in Madison, Wisconsin including: desk, phone, computer and required software, printers and office supplies. ASFPM, through the Foundation, will cover all travel and associated expenses for the fellow to attend 2 ASFPM annual conferences and 1 trip to Washington, D.C. as follows:

- ASFPM's 2017 Annual Conference in Kansas City, Missouri (April 30 - May 5, 2017)
- ASFPM's 2018 Annual Conference in Phoenix, Arizona (June 17 - 22, 2018)
- Washington D.C. Visit - Depending on dates of travel, ASFPM can provide lodging for the fellow at ASFPM's apartment

CSO – Cost Share

CSO will supply the fellow with all workplace support necessary at their Executive Office in Washington D.C. including: desk, phone, computer and required software, printers and office supplies. CSO will cover all travel and associated expenses for the fellow to attend 2 CSO annual meetings:

- Annual Meeting that will be held in Milwaukee, Wisconsin the week of September 12 – 16, 2016
- Annual Meeting, CSO also holds a Winter Meeting in Washington, D.C. that will take place in early 2017. Depending on dates of travel, ASFPM can provide lodging for the fellow at ASFPM's apartment