



# TALLAHASSEE

COMMUNITY  
RESILIENCE  
PLAN

2021 ANNUAL REPORT



# Committed to resilience

The past year has presented both challenges and opportunities for our community as we continue to experience impacts related to the COVID-19 pandemic. Nearly every aspect of our lives has been impacted – education, childcare, housing, health care, employment and much more. The prevalence of this ongoing pandemic underscores the importance of resilience planning and implementation.

In July 2019, the City Commission adopted the Tallahassee Community Resilience Plan, a five-year strategy to improve the City's ability to bounce forward from the shocks and stressors that are experienced in our community. With the Commission's leadership and staff's hard work toward implementing our adopted resilience goals and strategies, the City was well positioned to address the impacts from this pandemic without decreasing the level of services to our community.

The ongoing implementation of the Tallahassee Community Resilience Plan, in alignment with the City's broader Five-Year Strategic Plan, enabled us to better capitalize on funding opportunities from the Hazard Mitigation Grant Program, the Coronavirus Aid, Relief, and Economic Security (CARES) Act in 2020 and the American Rescue Plan (ARP) Act in 2021. CARES funding allowed the City to mitigate housing instability, meet emergent human service needs, support economic activity, and sustain critical public health, safety, and transportation services. ARP funding will allow us to deepen these efforts, with a focus on vulnerable neighborhoods.



This Tallahassee Community Resilience Plan 2021 Annual Report provides an overview of the progress made toward becoming a more resilient city. Many of the initiatives in this report have provided direct community support during these challenging times. Others highlight how the City's strategic planning efforts and thoughtful implementation have been integrated into the fabric of our organization and way of doing business.

This report is composed of two main sections. The first section, Goal and Strategy Updates, provides a snapshot status overview of each of the Resilience Plan's goals and strategies with highlights from various departments.

The second section of the report, Appendix - Initial Action Updates, features an assessment of the 120-plus initial actions identified in the plan. Each action is assessed based on its level of progress and is identified as either not yet started, started with early or significant progress, or completed.



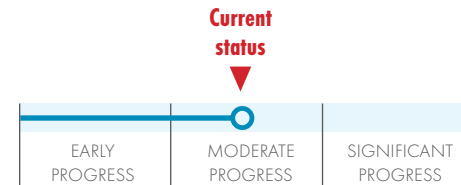




Following a year of cross-departmental data analysis and evaluation, the City was formally recognized for achieving the Leadership in Energy and Environmental Design (LEED) Gold certification from the U.S. Green Building Council’s LEED for Cities and Communities in June 2021. LEED for Cities and Communities is an international rating system that provides a framework for communities to benchmark their sustainability and resilience performance relative to peers across the globe. In addition to this certification, the City also received recognition as the highest scoring municipality in the current version of the rating system.

**HOW TO READ THE PROGRESS BAR:**

Each strategy is split into three phases: early, moderate, and significant progress. The line represents the current progress for each strategy. When work is complete, the line will fill the bar.





# GOAL

# 1

## PUBLIC SAFETY AND PREPAREDNESS

# Empower households and organizations to be safe, secure, and self-sufficient.

### TRAUMA EDUCATION

Become nationally recognized as a trauma-informed city by 2024.

(Initial Action from Strategy 1.1)

## 21

participants from public human services agencies were funded by the City to gain the following certifications through Florida State University:

- Trauma and Resilience, Levels One and Two
- Human Trafficking Prevention and Intervention

### RESILIENCE HUBS

Create Resilience Hubs by augmenting existing City facilities with infrastructure hardening, co-located social services, and emergency preparedness programming.

(Initial Action from Strategy 1.2)



FEMA

### \$370,000

was awarded to the City through the FEMA Hazard Mitigation Grant Program for backup power generation at Jack McLean Community Center



APALACHEE CENTER

### \$200,000

was allocated by the City for mental health counseling services at neighborhood service centers. In 2021, services were launched at Lincoln Center.



2-1-1 BIG BEND PROVIDING 24 HOUR SUPPORT SINCE 1970

### \$89,000+

was allocated to Big Bend 2-1-1 Mental Health Navigator Services.

### EMERGENCY PREPAREDNESS

Partner with other agencies to provide emergency preparedness and business continuity training for nonprofits and small businesses.

(Initial Action from Strategy 1.4)

To support emergency preparedness education and disaster recovery activities, the City has developed additional partnerships with:

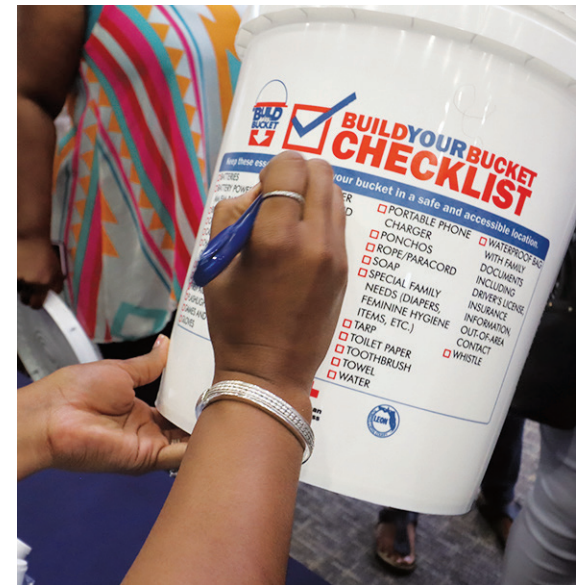
## 12

Faith-based organizations

## 13

Local businesses with expertise in banking, insurance, and tree maintenance

These collaborations focus on identifying how each partner can help with pre- and post-disaster recovery activities and advance their capacity to provide disaster relief services to the broader community.







## CRISIS INTERVENTION TEAM

**Provide advanced training for firefighters, police officers and 911 dispatchers to better respond to increasingly complex crisis situations.** (Initial Action from Strategy 1.5)

In response to residents struggling with mental health issues, especially during the COVID-19 pandemic, the City launched a mental health crisis response unit in March 2021. The Tallahassee Emergency Assessment Mobile Unit (TEAM) consists of:

- Mental health provider 
- Crisis Intervention Team-trained Tallahassee Police Officer 
- Tallahassee Fire Department Paramedic or EMT 

The TEAM is dispatched through Consolidated Dispatch Agency to respond to persons experiencing a mental health episode.



## CYBER SECURITY

**Implement enhanced security measures to protect customer data.** (Initial Action from Strategy 1.6)

The City continues to advance preventive measures to secure its internal network system from cyber attacks. The following efforts have been taken to reduce the likelihood of network disruptions:

- New email filtering and alerts providing live data on phishing, malware and virus-driven emails;
- Industry-leading endpoint protection for servers and desktop/mobile devices that detects, contains, isolates and remediates threats without user intervention;
- New Security Event and Incident Management (SEIM) solution that identifies security issues with any device connected directly or remotely to City infrastructure; and,
- Chief Information Security Officer was hired in December 2020 to provide direction on security-based initiatives.

## STRATEGIES

**Strategy 1.1:** Prioritize human services that address root causes of public health and safety risks.



**Strategy 1.2:** Create places and spaces that foster community safety.



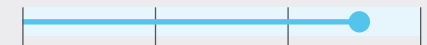
**Strategy 1.3:** Build capacity for households and neighborhoods to be safe and self-sufficient.



**Strategy 1.4:** Strengthen the capacity of the public and private sector to recover quickly from shocks.



**Strategy 1.5:** Invest in training, inter-agency coordination, and resources for first responders and disaster volunteers.



**Strategy 1.6:** Secure cyber networks from attacks through robust technology investments and user education.





# GOAL

# 2

## HAZARD MITIGATION AND CLIMATE ADAPTATION

# Protect people and our environment while also adapting to the future.

### HIGH PERFORMANCE BUILDINGS

**Codify resilient design by adopting high-performance building criteria for all new construction.**

*(Initial Action from Strategy 2.1)*

In July 2021, the City Commission adopted the Green Building Policy for all City-owned building renovation and new construction projects for facilities over 5,000 sq. ft. The policy requires:



- Incorporation of energy-efficient, sustainable, resilient and healthy building standards
- Meeting or exceeding LEED Gold or other nationally recognized sustainability rating system
- Inclusion of high-performance building objectives and the ability to transition to net-zero energy consumption

### UTILITIES HARDENING

**Continue requirement for all new property developments to underground utilities.** *(Initial Action from Strategy 2.4)*

# 25%      60%+

of the cost to underground a main priority electric feeder circuit for redevelopment projects can be paid by the City through the Overhead to Underground Cost Sharing Program.

of the City's electric distribution lines are underground. The City encourages all developments to have electric utilities installed underground.



### BUILDING PRESERVATION

**Protect existing buildings through proactive code enforcement and achieve 90% building code compliance on public health and safety violations.**

*(Initial Action from Strategy 2.5)*

In January 2021, the City launched the Code Enforcement Fine and Lien Amnesty Program to address longstanding cases. By alleviating the burden of fines and liens, the program provides financial relief during the pandemic to spur property owners to correct violations and improve the quality of life in neighborhoods.

# 294

longstanding cases have been cleared as of October 2021 through the Code Enforcement Fine and Lien Amnesty Program.





## SYSTEM ADAPTIVE CAPACITY

**Invest in system redundancy at utility nodes, the airport, and critical communications facilities.**

*(Initial Action from Strategy 2.4)*


- Customer Operations has invested in solar power and other backup energy-related improvements to reinforce the smart meter communications network, which is part of the City's electric smart grid system.
- Energy Services is assessing the role of battery energy storage, including opportunities for the City's solar farms, as part of the City's Clean Energy Plan development.
- Technology and Innovation has started a maturity and GAP analysis of the City's current technology infrastructure to support a future core fiber-optic infrastructure redundancy project.



## CLEAN FUEL VEHICLES

**Transition 100% of City-owned light duty vehicles and bus transit fleet to clean fuels by 2035.** *(Initial Action from Strategy 2.6)*

The City has made significant strides in transitioning to clean fuel fleet vehicles that include electric, hybrid and CNG. As of September 2021, the portion of the City's fleet that has transitioned to clean fuel is:

**30%**   
of Bus Fleet

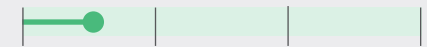
**12%**   
of Light Duty Fleet

## STRATEGIES

**Strategy 2.1:** Enhance the protective features of the natural ecosystem.



**Strategy 2.2:** Mitigate the increasing threat of wildfire along the Wildland Urban Interface.



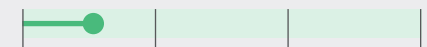
**Strategy 2.3:** Upgrade public assets to minimize service disruptions during acute shocks.



**Strategy 2.4:** Strengthen the utility network through strategic undergrounding, smart technology, and distributed systems.



**Strategy 2.5:** Future-proof our built environment by elevating risk considerations and sustainable design standards.



**Strategy 2.6:** Reduce energy use and achieve net zero local greenhouse gas emissions.





# GOAL

# 3

## EQUITY AND SOCIAL COHESION

# Connect people with each other and with opportunities to thrive.

### REDUCING HOMELESSNESS

Scale up emergency shelter and permanent supportive housing to achieve a 'functional zero' homelessness by 2024. (Initial Action from Strategy 3.1)

# \$2.8 million

allocated from the City's American Rescue Plan Funding for homelessness services such as:

## \$800,000+

for emergency shelter operations

## \$1.1 million

for permanent supportive housing

## \$160,000+

to scale up local human services agencies to increase homelessness service capacity



### LOW BARRIER HOUSING

Increase low-barrier housing options for high-risk individuals. (Initial Action from Strategy 3.1)

The City launched the Landlord Risk Mitigation Fund Program in January 2021. The program is intended to increase access to affordable housing for vulnerable residents by providing support to participating landlords.

## \$250,000

 in funding from the City

## \$100,000

 in funding from Leon County

# 20

 Participating landlords with a combined...

# 46

 units

For FY2021 and FY2022, the City has partnered with the Big Bend Continuum of Care to establish a Landlord Liaison position that provides the following services to vulnerable residents:

- Case management
- Connection to social services
- Eviction prevention assistance
- Coordination with local landlords to provide housing

### URBAN FARMING

Expand the Community Garden program and include urban farm enterprises to scale up local food production. (Initial Action from Strategy 3.4)

Through a grant from the Knight Foundation, the City launched the City Farm TLH project, which included an Urban Farming and Entrepreneurship Program. The project saw the following successes in 2021:

# 1

 working Pilot Farm was established adjacent to a City stormwater facility

# 11

 participants from the first cohort graduated in April 2021

# 14

 participants in the second cohort began the program in August 2021



## LIVING WAGE SUPPORT

**Advocate and support policies to pay a living wage for full-time employees.** (Initial Action from Strategy 3.1)

In 2017, the City Commission approved a workforce policy that called for all regular full- and part-time employees to receive a living wage of \$12 per hour. This policy was expanded to cover Other Personnel Services (OPS) employees two years later.

In November 2020, Amendment 2 was approved by Florida voters, which amended the state's constitution to gradually increase the minimum wage statewide to \$15 per hour by 2026. In July 2021, during the FY2022 Budget Workshop, the City Commission approved a \$15.4 million pay plan that includes:

- 4.5% base pay increase with a guaranteed \$2,500 minimum salary increase for employees earning less than \$55,555
- Conversion of 93 staff positions from OPS to full-time employment
- Move all full-time employees to earn at least \$15 per hour
- Move all temporary employees to earn at least \$10 per hour, with a gradual increase to \$15 per hour by FY2026



City Farm Graduation Ceremony, April 2021



## YOUTH OPPORTUNITIES

**Scale up programs like TEMPO that fill educational and opportunity gaps in vulnerable neighborhoods.**

(Initial Action from Strategy 3.3)

Tallahassee Engaged in Meaningful Productivity for Opportunity (TEMPO) is the City's community engagement and public safety youth program focused on education and workforce development.

**70**

TEMPO participants have obtained their GED during FY2021 (Increase of 51% from previous fiscal year)

**100**

TEMPO participants enrolled in technical school, vocational school or college during FY2021 (Increase of 19% from previous fiscal year)

**70**

TEMPO participants are employed in a fair or living wage job during FY2021 (Increase of 60% from previous fiscal year)

## STRATEGIES

**Strategy 3.1:** Provide safe shelter for all and increase pathways to secure affordable housing.



**Strategy 3.2:** Support financial security and connect vulnerable individuals to safety net services.



**Strategy 3.3:** Invest in neighborhood-level programs that deepen relationships and improve social equity.



**Strategy 3.4:** Grow local food ecosystem and advance food security through diversified, equitable access to healthful food.



**Strategy 3.5:** Expand safe, affordable, and environmentally friendly alternatives to travel between where they live, learn, and work.



**Strategy 3.6:** Reduce digital divide by expanding public Wi-Fi and equal access to critical information.



# GOAL

# 4

## PLANNING AND INTEGRATION

# Make resilience ideals part of our everyday business and our long-term strategy.

### HAZARD MITIGATION GRANT PROGRAM

Pursue FEMA Hazard Mitigation Grant Program to advance resilience capital projects.

*(Initial Action from Strategy 4.3)*

# \$2 million

was awarded to six City applications through the Hazard Mitigation Grant Program.

Approved projects include:

- Pump Stations 141 & 167 Generators
- Pump Stations 73, 99, & 118 Generators
- Pump Stations 74 & 22 Generators, Underground Electric Redundancy
- Jack McLean Community Center Generator
- Fleet Facility Power Redundancy
- Fleet Facility Wind Hardening



### ECONOMIC DIVERSIFICATION

Invest in areas that can assist with economic diversification as outlined by the Office of Economic Vitality's (OEV) Strategic Plan. *(Initial Action from Strategy 4.5)*

# \$1 million

in loans provided to small businesses by OEV and the Apalachee Regional Planning Council through the Revolving Loan Fund

# \$1 million

provided by OEV for SmartSteps microloan program for women and minority-owned businesses, established in partnership with FAMU Federal Credit Union

OEV provided financial incentives for the expansion of Danfoss Turbocor's manufacturing facility and the new Amazon Robotics Fulfillment Center, which will result in:

**~1,600**

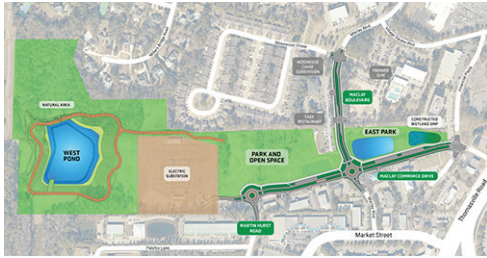
full-time jobs

**2,500+**

construction jobs







## RESILIENCE IN DESIGN AND CONSTRUCTION

### Design and build Blueprint projects to maximize resilience outcomes.

*(Initial Action from Strategy 4.3)*

The Blueprint Intergovernmental Agency (Blueprint) constructs projects that include alternative transportation, regional stormwater facilities, recreation and conservation elements. Current Blueprint projects (in planning, design or construction phases) incorporate the following resiliency features:

**79+ miles**

of bicycle and pedestrian facilities



**400+**

trees



**250+**

acres of public space

**Undergrounding electric utilities** (*Magnolia Drive Trail and Van Buren Street projects*)

**Replacement of aging water and sewer infrastructure** (*Magnolia Drive Trail Project*)

## LOCAL WORKFORCE HIRING

**Commit to employ locally for permanent and seasonal jobs through procurement and contracting mandates.**

*(Initial Action from Strategy 4.5)*

The City Commission approved the new Consolidated Minority, Women, and Small Business Enterprise (MWSBE) Policy in January 2020.

The policy incentivizes the hiring of interns, externs and apprentices from local workforce development institutions.

**308**

certified MWSBE firms

**1,939**

individuals employed by these firms

**\$7 million+**

in funds have been awarded to these firms in the first half of 2021.

## INTERNATIONAL TRADE

**Invest in the International Passenger Processing Facility and Foreign Trade Zone to increase international imports and exports.**

*(Initial Action from Strategy 4.5)*



In 2019, the City was awarded over \$7 million in grant funding from the Federal Aviation Administration and Florida Department of Transportation for the design and construction of Tallahassee International Airport's new International Passenger Processing Facility.

Design of the International Passenger Processing Facility, in accordance with the rigorous requirements of U.S. Customs and Border Protection's Airport Technical Design Standards, is now complete and the project has been advertised for competitive bids. Contingent upon funding availability, construction is currently anticipated to begin by April 2022.

## STRATEGIES

**Strategy 4.1:** Track and share dynamic risk, climate, and social vulnerability data for multi-sector resilience decision making.



**Strategy 4.2:** Mainstream vulnerability assessments and resilience adaptation into the City's guiding strategies, plans, and policies.



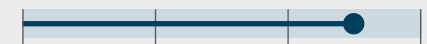
**Strategy 4.3:** Identify resilience priority zones and leverage existing funds to achieve resilience dividends.



**Strategy 4.4:** Drive innovation and creative use of City data through research and entrepreneurial partnerships.



**Strategy 4.5:** Diversify regional economy and develop targeted programs to attract and retain talent for future-proof jobs.

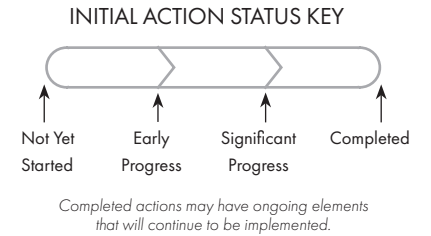


**Strategy 4.6:** Partner with agencies to build capacity and self-sufficiency in neighboring counties.



# APPENDIX

## GOAL 1: Public Safety and Preparedness



### Strategy 1.1: Prioritize human services that address root causes of public health and safety risks.

Prioritize community partnerships that mitigate Adverse Childhood/Community Experiences (ACEs).	
Increase trauma-informed training and mental health resources for first responders and public service agencies.	
Match public and private sector funding to address 100% of the unmet human services needs as identified in the 2019 needs assessment.	
Evaluate human resource policies and employee benefits to identify opportunities to alleviate mental health burdens.	
Partner with educational institutions and nonprofits to educate the community about adverse childhood and community experiences and its long-term implication on public health and safety.	
Become nationally recognized as a trauma-informed city by 2024.	

### Strategy 1.2: Create places and spaces that foster community safety.








Create 'Resilience Hubs' by augmenting existing City facilities with infrastructure hardening, co-located social services, and emergency preparedness programming.	
Convert vacant lots in blighted areas into temporary community amenities such as pocket parks and other green infrastructure.	
Replace frequently tagged graffiti walls with murals that celebrate the community history and culture.	
Increase staff training for Crime Prevention Through Environmental Design (CPTED) and incentivize its implementation in new design and development.	
Enhance the design and space programming of upcoming new constructions and major renovations such as the police station, senior center, and StarMetro transit centers to capture resilience benefits.	

### Strategy 1.3: Build capacity for households and neighborhoods to be safe and self-sufficient.





Create a culture of preparedness through awareness campaigns and engaging programming.	
Increase the Neighborhood and Personal PREP (Plan for Readiness and Emergency Preparedness) training to reach more residents.	
Enhance the Neighborhood REACH program by integrating it with more service providers.	
Continue the Neighborhood Public Safety Initiative and facilitate a Neighborhood First planning process for vulnerable neighborhoods.	
Partner with educational institutions to teach young people about risks and vulnerability and to empower them to support community preparedness.	






**Strategy 1.4: Strengthen the capacity of the public and private sector to recover quickly from shocks.**

Achieve 100% compliance of Continuity of Operations Planning (COOP) for every City department.	
Designate every City employee as essential for emergency response and provide adequate training and compensation.	
Pre-designate and train staff for quick-response damage assessment and integrate formally into code enforcement and emergency management operations.	
Evaluate fiscal reserve policy to sustain working capital, rate stabilization, fuel risk management and operational emergencies.	
Coordinate with external agencies to integrate emergency staging and mutual aid needs into standard facility operations at the airport and fairgrounds.	
Support facility hardening for nonprofit agencies that provide critical services in disaster events.	
Partner with other agencies to provide emergency preparedness and business continuity training for nonprofits and small businesses.	

**Strategy 1.5: Invest in training, inter-agency coordination, and resources for first responders and disaster volunteers.**

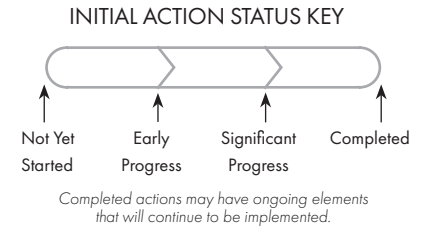
Provide advanced training for firefighters, police officers and 911 dispatchers to better respond to increasingly complex crisis situations.	
Promote the use of the City’s Paid Time Off for employee volunteering.	
Expand preparedness training to City employees so they can be secured and available to assist others.	
Partner with Volunteer Leon to recruit and train more volunteers for organizations active in disasters.	

**Strategy 1.6: Secure cyber networks from attacks through robust technology investments and user education.**

Increase training for detecting and mitigating phishing electronic communication.	
Invest in secondary and tertiary networks for system redundancy.	
Implement enhanced security measures to protect customer data.	

# APPENDIX

## GOAL 2: Hazard Mitigation and Climate Adaptations



### Strategy 2.1: Enhance the protective features of the natural ecosystem.

Maintain tree canopy coverage levels and gradually eliminate unsuitable non-native species.	
Increase the population of wind resistant tree species and the diversity of suitable native tree species in urban forest.	
Continue tree trimming program along all overhead utility corridors and mitigate trees that cause damage to existing rights-of way.	
Increase linkages between existing green infrastructure wherever feasible.	
Acquire repeatedly flooded parcels as appropriate and convert into green infrastructure.	
Incentivize development projects that exceed conservation and preservation requirements and provide connectivity to other existing greenspaces.	
Codify resilient design by adopting high-performance building criteria for all new construction.	
Incentivize sustainable building design and construction.	
Educate and provide resources for citizens to care for trees and mitigate hazardous tree conditions on private property.	

### Strategy 2.2: Mitigate the increasing threat of wildfire along the Wildland Urban Interface.

Add a new fire station in the southwest corridor.	
Modernize and harden the rural fire stations to withstand climate hazards.	
Increase advanced wildfire training for first responders.	
Implement debris management processes that reduce the risk of wildfire, particularly in the aftermath of storm events.	
Educate residents about landscape and construction methods to reduce wildfire risks.	
Encourage densification of the urban core and restrict growth in the wildland urban interface.	

### Strategy 2.3: Upgrade public assets to minimize service disruptions during acute shocks.

Harden existing critical assets within 100-year and 500-year flood zones or relocate wherever feasible.	
Exceed the minimum requirements of the National Flood Insurance Program and secure community savings on flood insurance premiums.	
Attain 100% Level of Service objectives for critical public Rights-of-Way.	
Install backup power generation at essential City facilities (City Hall, Gemini, Renaissance) by 2024.	
Secure the airport physical and cyber infrastructure and operations as a critical regional gateway and hub.	



Assess the impact of renewable energy integration on mutual aid agreements, particularly during storm recovery.

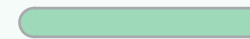


**Strategy 2.4: Strengthen the utility network through strategic undergrounding, smart technology, and distributed systems.**

Prioritize utility undergrounding at critical community assets such as the airport, healthcare facilities, and schools.



Continue requirement for all new property developments to underground utilities.



Leverage additional undergrounding opportunities during implementation of major capital projects.



Invest in system redundancy at utility nodes, the airport, and critical communications facilities.



Educate neighborhoods and private developers about financial incentives for undergrounding utilities during new development.



**Strategy 2.5: Future-proof our built environment by elevating risk considerations and sustainable design standards.**

Protect existing buildings through proactive code enforcement and achieve 90% building code compliance on public health and safety violations.



Expand and promote home hazard mitigation grant program for low income households.



Update City asset records with risk and vulnerability information to inform property maintenance plans.



Prioritize Capital Improvement Projects that mitigate climate threats.



Enhance the development review processes with updated community risk profile and resilience data.



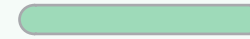
Prevent new building developments in high risk areas such as land within 25-year flood zone.



Codify resilient design by adopting high-performance building criteria for all new construction.



Design and construct more 'Complete Streets' that encourage walking, cycling, and transit use.



Incentivize sustainable building design and construction.

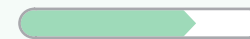


**Strategy 2.6: Reduce energy use and achieve net zero local greenhouse gas emissions.**

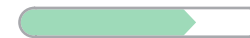
Continue to reduce energy consumption at city operated facilities and achieve 50% reduction in energy use intensity by 2024.



Incentivize and promote energy efficiency for private customers through loans, grants and free audits.



Develop a Clean Energy Plan to transition energy utilities to 100% net renewable sources by 2050.



Transition 100% of City owned light duty vehicles and bus transit fleet to clean fuels by 2035.

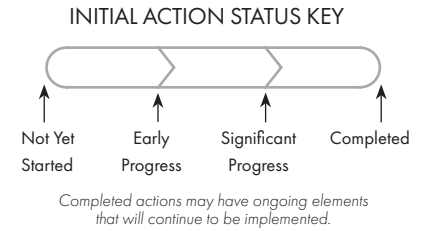


Invest in public infrastructure that supports community adoption of clean fuels and incentivizes lower energy use.



# APPENDIX

## GOAL 3: Equity and Social Cohesion



### Strategy 3.1: Provide safe shelter for all and increase pathways to secure affordable housing.

Evaluate land use and zoning codes to mitigate development patterns that concentrate poverty.	
Strengthen the Inclusionary Housing Ordinance to be applicable for more types and sizes of developments.	
Preserve existing housing stock and pursue rehabilitation that mitigates hazards.	
Evaluate a locally appropriate rent control program that protects vulnerable renters along major development corridors.	
Scale up emergency shelter and permanent supportive housing to achieve a 'functional zero' homelessness by 2024.	
Increase low-barrier housing options for high-risk individuals.	
Support the integration of Accessory Dwelling Units as an affordable option within established neighborhoods.	
Plan for the long-term housing needs of regional migrants impacted by climate hazards.	

### Strategy 3.2: Support financial security and connect vulnerable individuals to safety net services.

Provide budget billing and deferred payment plans for families impacted by extreme weather events.	
Expand employer catastrophic leave benefits to accommodate disaster recovery.	
Promote hazard mitigation and emergency repair grants and loans for low-income property owners.	
Explore an alternative household savings program through utility billing structure.	
Partner with banks to increase household emergency savings accounts.	
Advocate and support policies to pay a living wage for full-time employees.	

### Strategy 3.3: Invest in neighborhood-level programs that deepen relationships and improve social equity.

Increase the City's capacity to deliver neighborhood-focused services and to expand the reach of recreational programming.	
Hold public meetings outside of City Hall and rotate locations among different parts of the City, as feasible.	
Scale up programs like TEMPO that fill educational and opportunity gaps in vulnerable neighborhoods.	
Sustain funding for arts and culture programming in special districts and encourage implementation in revitalizing neighborhoods.	
Partner with agencies to host civic dinners that creatively engage diverse stakeholders and elevates civil discourse about chronic stresses.	



**Strategy 3.4: Grow the local food ecosystem and advance food security through diversified and equitable access to healthful food.**

Assess local food assets and identify gaps.	
Map and promote urban farms, food markets, and food banks in vulnerable locations.	
Update ordinances and zoning codes to empower households to grow their own food.	
Expand the Community Garden program and include urban farm enterprises to scale up local food production.	
Pilot a composting program to divert food waste and enhance productivity of urban plots.	
Partner with grocers to establish grocery stores in underserved areas.	

**Strategy 3.5: Expand safe, affordable, and environmentally friendly alternatives for people to travel between where they live, learn, and work.**

Implement safe and accessible shared micro-mobility options.	
Update bus routes to better serve transit-dependent residents and expand to low-access areas.	
Build up sidewalk infrastructure and complete streets to make walking and biking safer.	
Transition the City’s fixed bus routes and light duty fleet to clean fuels.	
Add supporting infrastructure for vehicles that use alternative fuel.	

**Strategy 3.6: Reduce the digital divide among residents by expanding public Wi-Fi and access to critical information.**

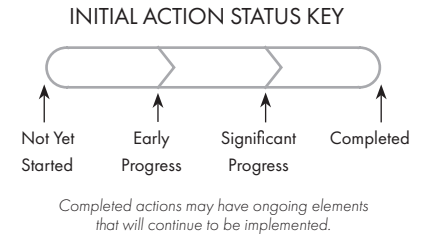
Increase Wi-Fi Hotspots at City Facilities and on StarMetro buses.	
Promote and increase subscription to DigiTally.	
Implement a streamlined, one-stop customer service information line for all City services.	
Expand the Digital Canopy through public and private partnerships.	

# APPENDIX

## GOAL 4: Planning and Integration

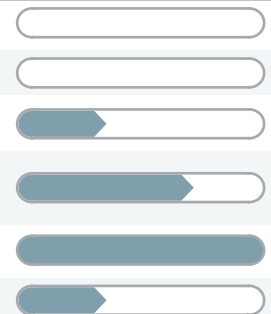
### Strategy 4.1: Track and share dynamic risk, climate, and social vulnerability data to support multi-sector resilience decision making.

- Complete a comprehensive, parcel-level threat exposure and vulnerability assessment for community assets.
- Build and launch a GIS-based resilience dashboard that is linked to and updated by multi-sector data sets.
- Incorporate resilience outcomes in performance metrics.



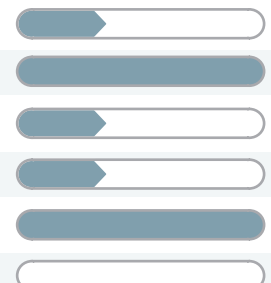
### Strategy 4.2: Mainstream vulnerability assessments and resilience adaptation into the City’s guiding strategies, plans, and policies.

- Incorporate hazard mitigation and full life cycle costing in budget planning and account for climate change indicators in performance metrics.
- Add a resilience element to the Comprehensive Plan and integrate it within related elements.
- Update the GreenPrint Sustainability strategy with robust greenhouse gas emission reduction actions and initiatives.
- Update the Local Mitigation Strategy, Post Disaster Redevelopment Plan, and Comprehensive Emergency Management Plans with climate change vulnerability assessment and adaption strategies.
- Incorporate resilience recommendations in the Community Redevelopment Agency’s strategic plan update.
- Integrate hazard mitigation and resilience strategies into Airport Master Plan.



### Strategy 4.3: Identify resilience priority zones and leverage existing funding sources to achieve resilience dividends in planned and future projects.

- Integrate resilience data into Office of Economic Vitality dashboards to encourage business investments in priority areas and track progress.
- Pursue FEMA Hazard Mitigation Grant Program to advance resilience capital projects.
- Utilize Community Development Block Grant funding to support community center hardening in high-risk areas.
- Design and build Blueprint projects to maximize resilience outcomes.
- Prioritize Community Redevelopment Agency projects that reduce vulnerability to hazards and increase resilience.
- Explore ‘Resilience Bonds’ and ‘Green bonds’ for non-traditional services and capital projects.










**Strategy 4.4: Drive innovation and creative use of City data through research and entrepreneurial partnerships.**

Establish a streamlined process to connect academic institutions to City resources that supports research and learning collaborations.	
Increase grant submissions with City and university investigators as partners.	
Partner with universities and colleges to explore the creation of a multidisciplinary resilience research institute.	
Utilize crowdsourcing, competitive challenges, and hackathons to develop more solutions to resilience challenges.	

**Strategy 4.5: Diversify regional economy and develop targeted programs to attract and retain talent for future-proof jobs.**

Invest in areas that can assist with economic diversification as outlined by the Office of Economic Vitality’s Strategic Plan.	
Invest in the International Passenger Processing Facility and Foreign Trade Zone to increase international imports and exports.	
Commit to employ locally for permanent and seasonal jobs through procurement and contracting mandates.	

**Strategy 4.6: Partner with agencies across the Big Bend and North Florida to build capacity and self-sufficiency in neighboring counties.**

Promote participation of nonprofits in the Big Bend Community Organizations Active in Disaster (COAD) and expand training opportunities for members.	
Engage more volunteers in agencies that provide regional services.	
Invest in airport infrastructure and security to improve regional accessibility.	
Support expansion of local businesses to outside of the Capital region.	





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