



CITY OF
TALLAHASSEE



TALLAHASSEE

COMMUNITY
RESILIENCE
PLAN

2022 ANNUAL REPORT

Moving Resilience **Forward**

COVID-19 Pandemic...Inflation...Supply Chain...Climate Change...

These issues and more continue to impact every aspect of our daily lives. Resilience is the ability to mitigate and reduce natural and man-made impacts on our community. Through the strength of our resilience planning and implementation, the City of Tallahassee has been able to adapt to changing local and global pressures without a reduction in the level of services that the City provides to its residents every day.

During summer of 2019, the City Commission adopted the Tallahassee Community Resilience Plan, a five-year strategy to improve the City's ability to overcome various impacts experienced by our community. As the rest of the world continues to experience these difficulties, our residents will continue to benefit from the implementation of our adopted resilience goals and strategies thanks to the hard work of our City's leadership and staff.

The City continues to move forward and respond to the needs of residents, implementing programs to support affordable housing, community hardening, and economic development. During this recent fiscal year, the City has capitalized on federal funding opportunities to plan and initiate hardening projects at resilience hubs and other community centers, including Jack McLean Community Center, LeVerne Payne Community Center, Lincoln Center, and Senior Center. From the City's American Rescue Plan Act funds, \$2.8 million was allocated to homelessness services and prevention while more than \$1.7 million was allocated toward affordable housing development incentives and down payment assistance loans. The City also supported local business through the Office of Economic Vitality's Targeted Business Program.

The **Tallahassee Community Resilience Plan 2022 Annual Report** provides an overview of the City's ongoing progress toward becoming more resilient. The initiatives in this report highlight efforts aimed at bolstering the resiliency of City services, operations, and City facilities, as well as those aimed at supporting the broader community.

This report is composed of two main sections. The first section, *Goal and Strategy Updates*, provides a snapshot 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.



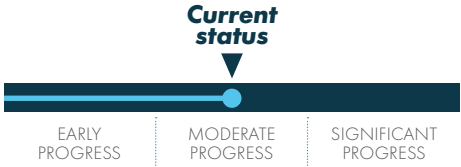


City leaders gather on June 1, the start of hurricane season, to emphasize the importance of preparedness and spotlight community resources, including the new **Step by Step PREP Guide**



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.

HUMAN SERVICE FUNDING NEEDS

Match public and private sector funding to address 100% of the unmet human services needs as identified in the 2019 needs assessment.

(Initial Action from Strategy 1.1)

\$3.2M+

in City and American Rescue Plan Act funds were allocated to Community Human Services Partnership (CHSP). CHSP is a vital partnership between the City of Tallahassee and Leon County that allows for the effective distribution of community funding for human services.

\$1.3M+

of the City's American Rescue Plan Act funds were allocated to the Tallahassee-Leon County Nonprofit Service Grant Program. The program provided up to \$20,000 in assistance to human service nonprofits impacted by the COVID-19 pandemic.

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)



\$130K+

from the City's Community Development Block Grant funding allocation was dedicated to resilience hub services and programming at Lincoln Center, Jake Gaither Community Center and Smith-Williams Service Center.



20+

projects have been either identified or initiated to support hardening of designated resilience hubs such as roof replacements, window replacements, stormwater improvements, and backup power generation.

GRAFFITI TO MURAL

Replace frequently tagged graffiti walls with murals that celebrate the community history and culture.

(Initial Action from Strategy 1.2)

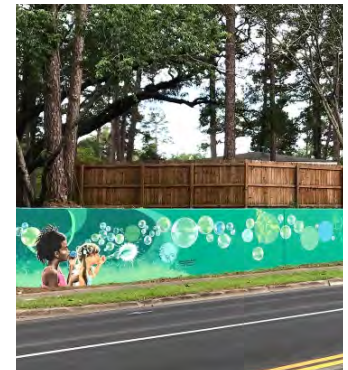


2

new murals have been completed at intersections along High Road and Macomb Street since the last Annual Report.



Once Upon A Daydream.
January 2022. Corner of Macomb and Pensacola Streets



Life is Sound.
May 2022. Corner of High Road and Croydon Drive.



NEIGHBORHOOD PREP

Increase the Neighborhood and Personal PREP (Plan for Readiness and Emergency Preparedness) training to reach more residents.

(Initial Action from Strategy 1.3)

Through the Plan for Readiness and Emergency Preparedness (PREP) workshops, the City has made significant progress in its efforts to educate neighborhood leaders and the community at large about the importance of hurricane and emergency preparedness.

From May to June 2022, four PREP workshops were held, which provided in-person and virtual attendance options to extend the program’s reach into the community. Over 1,105 resident participated in PREP workshops.



FISCAL RESERVE POLICY

Evaluate fiscal reserve policy to sustain working capital, rate stabilization, fuel risk management and operational emergencies.

(Initial Action from Strategy 1.4)

13 out of 14 reserve funds’ policy targets are currently being met, with the final target in process.

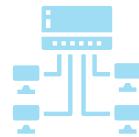
\$186M in projected savings through prepaid agreements that stabilize customer rates for natural gas.

NETWORK SYSTEM REDUNDANCY

Invest in secondary and tertiary networks for system redundancy.

(Initial Action from Strategy 1.6)

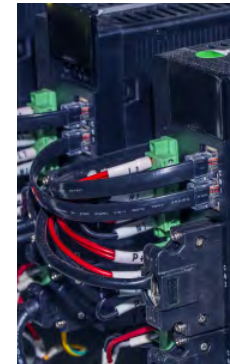
Technology and Innovation has been working to strengthen internet services that support all City operations through system redundancy investments. These investments help ensure that there is no loss of network connections for all City operations during an emergency. As of July 2022:



Incorporated new Border Gateway Protocol program routing with new switch deployment.

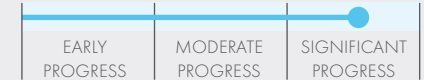


MULTIPLE failover networks have been implemented.



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.



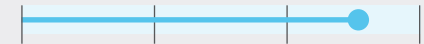
Strategy 1.3: Build capacity for households and neighborhoods to be safe and self-sufficient.



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.

TREE MITIGATION FOR DISASTERS

Continue tree trimming program along all overhead utility corridors and mitigate trees that cause damage to existing rights-of way.

(Initial Action from Strategy 2.1)

Impacts from major storm events can lead to a host of issues including the loss of electrical power. Trimming of trees located around above-ground electrical infrastructure can reduce the potential of power loss, as well as reduce time to reinstate power.

A priority of the City of Tallahassee-Leon County Local Mitigation Strategy, the City Commission approved a proactive enhanced tree-trimming program to increase cuttings from 6 feet to 9-12 feet in 2017.

50% of trees needing enhanced trimming have been trimmed.

CAPITAL IMPROVEMENT PROJECTS

Prioritize Capital Improvement Projects that mitigate climate threats.

(Initial Action from Strategy 2.5)



The FY22-26 Capital Improvement Plan envisions **\$1B** of investment in infrastructure, technology, and other assets, directed in part by the 2050 clean energy plan.

As part of this investment, **\$67M** has been allocated to purchase low- and no-emissions vehicles.

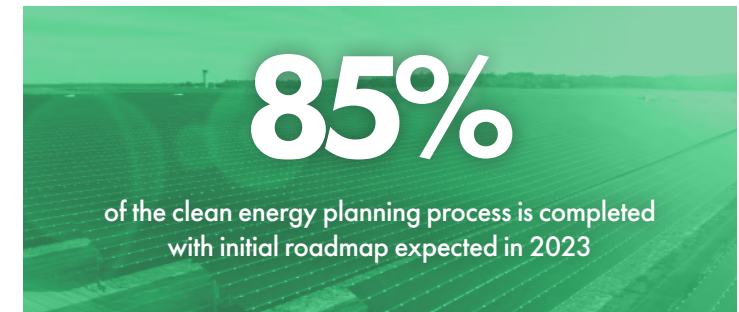
CLEAN ENERGY

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

(Initial Action from Strategy 2.6)

The City has made significant progress in the development of the Clean Energy Roadmap (Plan), as well as the initiatives set forth in the Clean Energy Resolution, including:

- First city in Florida powered by clean energy with 100% of all City facilities powered by the City's solar farm output. This was well ahead of the 2035 target year.
- Utility system modeling to identify 100% net-zero carbon recommendations for the City through 2050 has been completed.



COMPLETE STREETS

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

(Initial Action from Strategy 2.5)

Consistent with the Tallahassee-Leon County Comprehensive Plan, roads are evaluated for the inclusion of complete streets elements as they are resurfaced or reconstructed. The following are recent complete streets projects:



- Reconstruction of aging road base
- Reconstruction of sidewalks and ramps at side-street connections to be ADA compliant
- Installation of pedestrian safety devices such as enhanced pedestrian signage and raised medians



- Project identified in Greater Bond Neighborhood First Plan
- New sidewalk infrastructure from Floral Street to Campbell Street
- Improved landscaping along entire route



- Enclosure of open ditches along roadway
- 10-foot-wide multi-use trail from Bahama Drive to Paul Russell Road
- 5-foot-wide sidewalk from Tram Road to Bahama Drive
- Connection to Tram Road Trail Project



ENERGY EFFICIENCY

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

(Initial Action from Strategy 2.6)

Electric and Gas has continued to fund and support the City’s Energy Smart Plus (e+) program. This program helps save residents energy and money through rebates, grants, and loans, as well as helps reduce the load on our power generation infrastructure. During FY21:

\$630K+

in Energy Star rebates provided to over 3,200 households.

\$60K+

in Natural Gas rebates provided to over 1,700 households.

\$2.7M+

Energy-efficiency loans approved for 360 households.

STRATEGIES

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



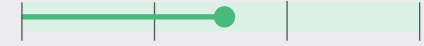
Strategy 2.2: Mitigate the increasing threat of wildfire along the Urban Wildland Interface.



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.

PRESERVE EXISTING HOUSING

Preserve existing housing stock and pursue rehabilitation that mitigates hazards.

(Initial Action from Strategy 3.1)

The City launched the Rental Rehabilitation Loan Program in April 2022. The program provides financial assistance to landlords to make needed health and safety repairs to existing housing leased to low- and moderate-income households. Since the launch of the program, six landlords have been approved to receive funds for:



3 Single-family Housing Units

9 Multifamily Housing Units

3 projects are located within a Neighborhood First area

NEIGHBORHOOD SERVICES

Increase the City’s capacity to deliver neighborhood-focused services and to expand the reach of recreational programming.

(Initial Action from Strategy 3.3)

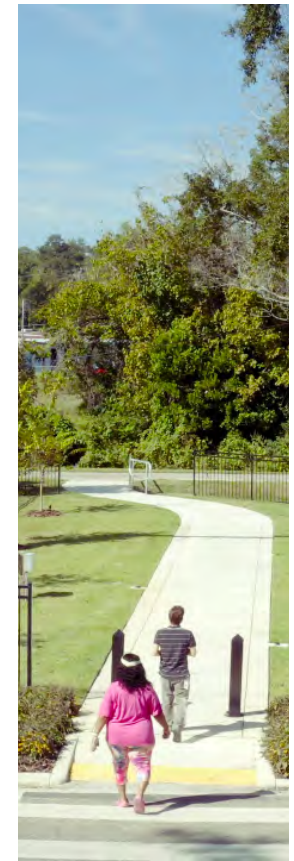
The City has continued to make progress toward the implementation of Neighborhood First plans:

70+% of action items within the Greater Bond Neighborhood First Plan have been implemented with:

\$4M+ funds spent on action items, including the completion of the Bond Linear Park and 17 homes through the Greater Bond Residential Façade Improvement Grant Program

\$2M+ allocated to implementation projects for Griffin Heights Neighborhood First Plan, with another \$4M+ in future funding identified.

\$4M+ allocated to the Frenchtown Community moving forward with implementation of its Neighborhood First Plan.



YOUTH OPPORTUNITIES

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

(Initial Action from Strategy 3.3)

The Tallahassee Engaged in Meaningful Productivity for Opportunity (TEMPO) program graduated a record 122 participants.

68 formerly at-risk participants received their GED.

54 participants received technical certificates from Lively Technical and Tallahassee Community colleges.



TEMPO also received a **100%** increase in funding from the State of Florida, from **\$250k** to **\$500k**.

TRANSIT ACCESS

Update bus routes to better serve transit-dependent residents and expand to low-access areas.

(Initial Action from Strategy 3.5)

StarMetro has completed its five-year major update to the Transportation Development Plan, which laid out the longer-term transit vision with a focus on providing equitable and inclusive services. To support this vision, StarMetro has completed its **Comprehensive Operations Analysis (COA)**, which evaluates StarMetro's services and how to better tailor services to residents' needs. Staff are also in the process of:

- Initiating the **Helping Obtain Prosperity for Everyone (HOPE)** grant study to assess how to provide neighborhood-level service for the Southside area
- Refining the design and scope for the new **Southside Transit Center**, which will be the first public transit center built within the City since C.K. Steele Plaza was built in the 1980s
- As recommended by the **COA**, establishing a new flex route to provide better access to medical facilities using a recently-awarded FDOT service development grant



CUSTOMER SERVICE

Implement a streamlined, one-stop customer service information line for all City services.

(Initial Action from Strategy 3.6)

To improve access to information pertaining to City services, Customer Operations has implemented the following improvements:

- One-stop customer service number that incorporates an AI-driven phone **Voice Response System**, which learns and improves responses through experience
- **Voice ID Biometrics service**, which allows customers to use their unique voice as identity verification for accessing services related to their accounts

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; advance food security through diversified, equitable access to healthy food.



Strategy 3.5: Expand safe, affordable, and environmentally friendly alternatives to travel between homes, schools, and work.



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



GOAL

4

PLANNING AND INTEGRATION

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

SUSTAINABILITY STRATEGY

Update the GreenPrint Sustainability strategy with robust greenhouse gas emission reduction actions and initiatives.

(Initial Action from Strategy 4.2)

The City Commission accepted the 2022 Sustainability Spotlight in April of this year, culminating an extensive coordination effort amongst various City departments to update the 2013 Tallahassee GreenPrint sustainability framework. As identified in the Spotlight, the City avoided:

3M+ 

pounds of CO₂ emissions through the Solar Net Metering Program.

COMMUNITY DEVELOPMENT BLOCK GRANT

Utilize Community Development Block Grant funding to support community center hardening in high-risk areas.

(Initial Action from Strategy 4.3)

\$157K+

in Community Development Block Grant Disaster Recovery funds awarded to the City for the backup power generation project at Jack McLean Community Center.

\$720K+

allocated from the City's Community Development Block Grant funds for hardening projects at the following locations:



- Jack McLean Community Center
- Lincoln Center
- Senior Center
- Walker-Ford Community Center

The hardening of these centers will help them better serve as Resilience Hubs.

RESILIENT INFRASTRUCTURE

Design and build Blueprint projects to maximize resilience outcomes.

(Initial Action from Strategy 4.3)

The following Blueprint Intergovernmental Agency projects, which are in various stages of planning and development, will incorporate resiliency features:

Northeast Gateway

The Northeast Gateway will construct two new roadways, Welaunee Boulevard and the Shamrock Street extension, alleviating congestion on two scenic, locally protected canopy roads that are lined with significant old-growth native live oaks and pines. These roadways would be more likely to be impacted by treefalls from significant storm events, and the Northeast Gateway will provide a more resilient route for the Northeast Tallahassee-Leon County community. By 2045, congestion reduction savings from this project are anticipated to be \$4.75 million, annually.

Multimodal Infrastructure

The 27 Blueprint projects that are in planning, design, or construction are anticipated to provide 114 miles of new or improved bicycle and pedestrian facilities, providing increased alternative transportation opportunities for Tallahassee residents to move about the community.



INTERNATIONAL PROCESSING FACILITY

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

(Initial Action from Strategy 4.5)

In May 2022, the City broke ground on construction for the International Processing Facility at the Tallahassee International Airport. The \$28 million project, combined with impacts from the airport's other strategic priorities, are projected to increase Tallahassee International Airport's annual economic impact to \$1 billion.



ECONOMIC DIVERSIFICATION

Invest in areas that can assist with economic diversification as outlined by the Office of Economic Vitality's Strategic Plan.

(Initial Action from Strategy 4.5)

The 2022 update to the Office of Economic Vitality's Strategic Plan was accepted. The update focuses on several areas, including economic diversification through support for the local workforce, as well as fostering entrepreneurship and business formation through projects such as:

North Florida Innovation Labs

40,000 sq ft

business incubator at Innovation Park

600

estimated jobs

\$20M

estimated economic impact



Proof Brewing

50

estimated jobs

\$4.8M

in total income and wages

\$23M+

estimated economic impact



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 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.

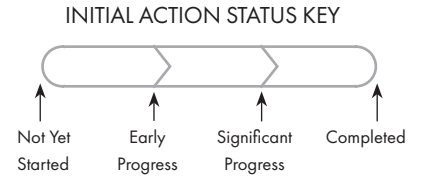


Strategy 4.6: Partner with agencies to build capacity and self-sufficiency in neighboring counties.



APPENDIX

GOAL 1: Public Safety and Preparedness



Completed actions may have ongoing elements that will continue to be implemented.

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.

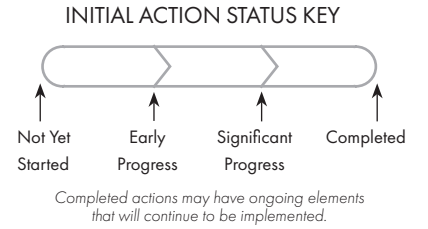
Provide advanced training for firefighters, police officers, and 911 dispatchers to better respond to increasingly complex crisis situations.	
Create a seamless integration between 911 emergency calls, 211 crisis hotline, and non-emergency service line.	
Promote the use of the City's Paid Time Off for 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.

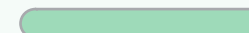


Strategy 2.4: Strengthen the utility network through strategic undergrounding, smart technology, and distributed systems.

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.

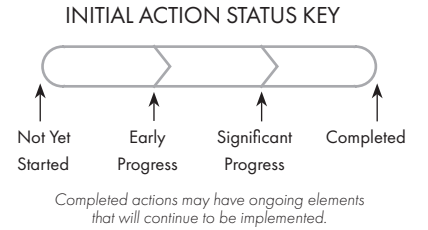


Invest in public infrastructure that supports community adoption of clean fuels and incentivizes lower energy use.



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 elevate 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.

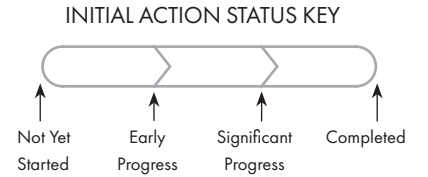
Implement safe and accessible shared micro-mobility options.	
Update bus routes to better serve transit-dependent residents and expand to low-access areas.	
Build up sidewalk infrastructure and complete streets to make walking and biking safer.	
Transition the City’s fixed-route buses and light duty 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 downloads of DigiTally.	
Implement a streamlined, one-stop customer service information line for all City services.	
Expand the Digital Canopy through public and private partnerships.	

APPENDIX

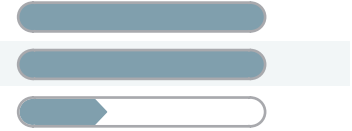
GOAL 4: Planning and Integration



Completed actions may have ongoing elements that will continue to be implemented.

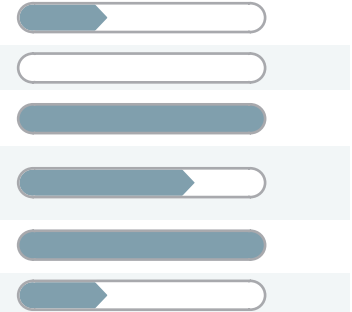
Strategy 4.1: Track and share dynamic risk, climate, and social vulnerability data to support multi-sector resilience decision making.

- 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 datasets.
- 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 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.	



**CITY OF
TALLAHASSEE**

**COMMUNITY
RESILIENCE**

Talgov.com/Resilience