



CITY OF
TALLAHASSEE



TALLAHASSEE

COMMUNITY
RESILIENCE
PLAN

2023 ANNUAL REPORT

KEYS TO A MORE RESILIENT FUTURE

Many challenges, both man-made and natural, chronic and acute, impact our city and its residents each day. Through the hard work of City of Tallahassee staff and leadership, as well as community stakeholders and partners, the City continues to adapt to changing local and global pressures while providing the best-in-class level of service residents have come to expect. To guide our path toward a more resilient future, the City Commission adopted the Tallahassee Community Resilience Plan in 2019. Through extensive community, stakeholder, and subject-matter expert input, the plan was developed to analyze the challenges Tallahassee faces and to lay out specific actions the City and its partners will take in order to lessen our collective risk to these challenges.

To address these challenges, the City continues to make significant investments in improving, strengthening, and expanding infrastructure, as well as expanding services available to residents. During Fiscal Year 2023, the City was awarded more than \$150 million in grant funding to help address the community's needs, much of which either directly or indirectly increases our community's resilience.

A few of these opportunities, which are further highlighted in this report, include more than \$4 million for remediation of unsafe housing conditions, more than \$35 million for new transit infrastructure and services, and more than \$562,000 to strengthen critical facilities against storms. Through leveraging outside funding sources, the City is able to provide more services, upgrade more infrastructure, and better plan for future challenges, without additional pressures on traditional funding sources.

The **Tallahassee Community Resilience Plan 2023 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, City 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 status overview of each for 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.



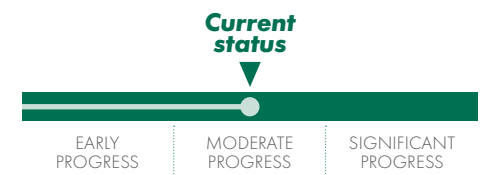


The Lincoln Center is one of the City's four community service centers designated as a Resilience Hub. These hubs feature enhanced social services year-round, environmentally sustainable designs and emergency preparedness and disaster recovery resources.



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 unmet human services needs as identified in the 2019 needs assessment.

(Initial Action from Strategy 1.1)

Since the inception of the Community Human Service Partnership (CHSP), a partnership to provide a more efficient and effective method for allocating human services grant funds, the City and County have invested approximately **\$51M** to support agencies to directly offer services to children, families, homelessness prevention, food programs, and essential living services.

In March 2020, the City launched the Bridge Program to support local non-profit agencies who propose to implement innovative solutions to address human services needs in the community but do not have the capacity to participate in the CHSP. From the most recently completed program cycle, **Omega Lamplighters** and **Ladies Learning to Lead** were able to move into the CHSP process.



Omega Lamplighters receive a City proclamation for winning the 2023 Stomp Wars World Championship



NEW CONSTRUCTION DESIGN ENHANCEMENTS

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.

(Initial Action from Strategy 1.2)

In February 2023, the **Northwood** project, which includes dedicated space for a public electric vehicle charging station, moved into the Infrastructure Phase.

A key component within the redevelopment of this site is construction of the new Tallahassee Police Department headquarters. Additionally, there are opportunities for green space, community amenities, and more. Hundreds of residents have submitted comments and feedback on the project, which is being used to guide long-term master planning efforts for the area. Continued community participation will ensure redevelopment evolves to best serve residents.

To see updates or provide feedback, scan this QR code or visit Talgov.com/NorthwoodProject.

NEIGHBORHOOD FIRST

Continue the Neighborhood Public Safety Initiative and facilitate a Neighborhood First planning process for vulnerable neighborhoods.

(Initial Action from Strategy 1.4)

The City continues to implement the adopted Neighborhood First plans for the Frenchtown, Greater Bond, and Griffin Heights neighborhoods. Recent work includes, but is not limited to:

\$900K+ awarded for the rehabilitation of 33 homes within Frenchtown

9 grants awarded through the Frenchtown Community Engagement Fund to Frenchtown residents, businesses, and non-profits to provide a wide range of community services, programs, and projects

70% of improved projects for the 100 participating in the Greater Bond Residential Façade Improvement Grant program are complete

\$125K awarded to Miracle Hill Nursing Home, located in Griffin Heights, for stabilization efforts

PARTNERSHIPS TO INCREASE READINESS

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

(Initial Action from Strategy 1.4)

Through community partnerships, the City has provided additional information and resources to residents during Neighborhood PREP workshops, thereby increasing our community's resilience. These partners represent various diverse resources and include:

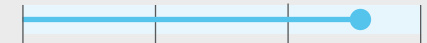
- National Oceanic and Atmospheric Administration (NOAA)
- FAMU Cooperative Extension
- Envision Credit Union
- State Farm Insurance
- Legal Services of North Florida
- Tallahassee Lenders Consortium
- Various City Departments

STRATEGIES

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



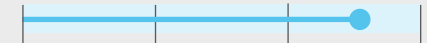
Strategy 1.2: Create places and spaces that foster community safety.



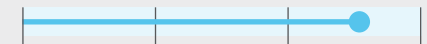
Strategy 1.3: Build capacity for households and neighborhoods to be safe and self-sufficient.



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.



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.

For the 2023 Hurricane Season, **5** community-wide PREP workshops were held, which allowed for both in-person and virtual participation. The City also hosted **10** workshops for various agencies, businesses, and neighborhoods, as well as **2** workshops for City staff. Through these workshops and presentations, the City has reached approximately **525** residents with a clear message about the importance of hurricane preparedness.



GOAL

2

HAZARD MITIGATION AND CLIMATE ADAPTATION

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

WIND RESISTANT TREE POPULATION

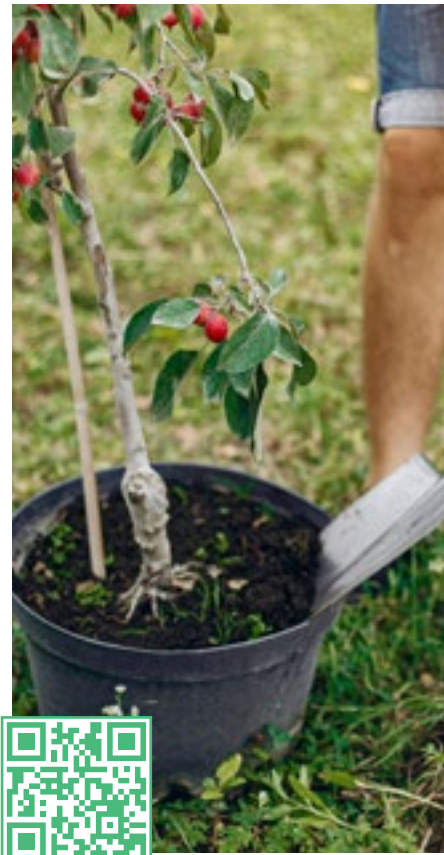
Increase the population of wind resistant tree species and the diversity of suitable native tree species in urban forest.

(Initial Action from Strategy 2.1)

With guidance provided in the Tallahassee Urban Forest Master Plan, staff have developed the Tallahassee Recommended Tree List. This list is currently being used by developers, City Departments, and residents to encourage improved tree selection choices including wind-resistant, native trees. Additionally, in 2023 the City's Adopt a Tree program offered:

300 free native trees to qualified homeowners to further increase the urban forest canopy.

Scan this QR code to view the Tallahassee Recommended Tree List:



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)

Tree trimming is one of the City's priorities toward reducing impacts to the community due to major storm events. Trimming of trees located around above-ground electrical infrastructure can reduce the potential of power loss, as well as reduce time to reinstate power.



65% of trees identified as needing enhanced trimming (9-12 feet in height) have been trimmed.

HOME HAZARD MITIGATION

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

(Initial Action from Strategy 2.5)

\$4.4M

was awarded to the City by the United States Department of Housing and Urban Development for the Lead Hazard Control and Supplemental Healthy Homes Grant Program. The intent of the program is to reduce lead-based paint hazards in pre-1978 rental housing units where the residence may have a child under the age of six and/or a pregnant household member.

COMPLETE STREETS

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

(Initial Action from Strategy 2.5)

The City consistently evaluates roads for the inclusion of complete streets elements as they are resurfaced or reconstructed. The following are current complete streets projects:

Railroad Avenue Improvements

- Multi-use trail along west side of roadway
- Pedestrian safety devices such as new pedestrian crossings and landscaped medians
- Incorporation of design elements from FAMU Way and Gaines Street
- Undergrounding of electric utilities

Richview Road Pedestrian and Street Safety (PASS) Project

- New bicycle lanes
- New sidewalk infrastructure along east side of Richview Road
- Closure of open drainage ditches
- Upgrading underground utilities



CLEAN ENERGY

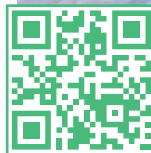
Develop a Clean Energy Plan to transition energy utilities to 100% net renewable sources by 2050.

(Initial Action from Strategy 2.6)

In August 2023, the City Commission adopted its **Clean Energy Plan**, the culmination of extensive research, community outreach, and stakeholder guidance. The plan includes interim goals and actions to be taken to reach the City's goal of transitioning to 100% net renewable energy by 2050. Next steps involve increased adoption of solar energy, continued investment in energy efficiency, and heightened promotion of clean, affordable mobility options, including vehicle electrification.



To learn more about the Clean Energy Plan, scan this QR code or visit Talgov.com/CleanEnergyPlan.



STRATEGIES

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



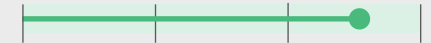
Strategy 2.2: Mitigate the increasing threat of wildfire along the Urban Wildland Interface.



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 continues to prioritize the preservation of housing within our community. In FY2023, the City conducted the following activities:

29 owner-occupied housing units repaired or rehabbed

87 grants disbursed during Round II of the Greater Bond Residential Façade Grant Program for exterior home repairs



YOUTH OPPORTUNITIES

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

(Initial Action from Strategy 3.3)

In June 2023, the Tallahassee Engaged in Meaningful Productivity for Opportunity (TEMPO) program graduated **180+** participants – the highest amount since program inception, including:

68 formerly at-risk participants who received their GED

participants who received technical certificates in areas such as barbering, cosmetology, culinary arts, welding, commercial driving, and Heating, Ventilation, and Air-Conditioning (HVAC)

119



TRANSIT ACCESS

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

(Initial Action from Strategy 3.5)

StarMetro completed its Comprehensive Operations Analysis (COA) which evaluated existing services and recommended changes to better serve residents' needs. Currently, staff are in the process of:

- Collecting data and feedback for the Helping Obtain Prosperity for Everyone (HOPE) grant study to assess providing neighborhood-level service for the historically underserved Southside area
- Establishing a new flex route as recommended in the COA to provide better service to eastern Tallahassee using a recently awarded Florida Department of Transportation (FDOT) Innovative Service Development Grant

CLEAN FUEL TRANSITION

Transition the City's fixed-route buses and light duty fleet to clean fuels.

(Initial Action from Strategy 3.5)

StarMetro, the City's public transit system, has converted **33%** of its fleet to Battery Electric Buses (BEBs). Additionally, in FY2023 StarMetro was awarded:

\$20M+

grant from the Federal Transit Administration to purchase up to **8** additional BEBs and fund infrastructure upgrades to the Appleyard facility to accommodate BEB charging infrastructure

\$15M

grant from the USDOT to fund the Sustainable Southside Transit Center (SSTC), wherein all 8 bays will be outfitted with BEB chargers

\$1M

additional grant award from the State of Florida for the SSTC

StarMetro also initiated a pilot program sponsored by FDOT to test state-of-the-art battery electric paratransit vehicles to establish standard operating procedures and other guidance for transit agencies throughout Florida.



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.

HAZARD MITIGATION GRANT PROGRAM (HMGP)

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

(Initial Action from Strategy 4.2)

In order to limit service interruptions, the City continues to leverage federal funding to strengthen our public infrastructure and make it more resistant to hazardous events. Within FY2023, the City was awarded:

\$438K+ to supply backup power generation for three wastewater pumpstations that provide critical wastewater service to customers within the southern and eastern portions of the City and Leon County.

\$124K+ for the future Fire Station #17 on Lake Bradford Road to provide further strengthening of the facility against severe weather events.

Additional funding request applications for **\$1.4M** have been submitted through the Hazard Mitigation Grant Program. If awarded, funding would be utilized to install backup power generation at an additional **6** wastewater pump stations and provide facility improvements and hardening, as well as emergency backup power generation, at the Thomas P. Smith Water Reclamation Facility to facilitate more expeditious disaster response efforts.



RESILIENT INFRASTRUCTURE

Design and build Blueprint projects to maximize resilience outcomes.

(Initial Action from Strategy 4.3)

The Blueprint Intergovernmental Agency continues to work to maximize resilience outcomes in many of its transformational infrastructure projects currently under way. Projects with previous investments, or in the 5-year work plan, will:

- Further the City's Complete Streets strategy by improving traffic flows for **26+ miles** and establishing new or improved bicycle and pedestrian facilities for **121+** miles of roadway infrastructure
- Incorporate stormwater and water quality improvements into project areas with known flooding issues and groundwater vulnerabilities
- Develop **348+** acres of new or improved parks and public spaces
- Plant thousands of new trees



FOREIGN TRADE ZONE

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

(Initial Action from Strategy 4.5)

In October 2022, the City Commission approved a Resolution supporting the establishment of a Foreign Trade Zone (FTZ) at the Tallahassee International Airport to encourage international commerce, stimulate the economy, and bolster the Northwest Florida Region’s global market competitiveness. Efforts are under way with partner consultants for the establishment, activation, operation, and marketing of the FTZ. Once established, the FTZ is projected to create **1,600+ jobs** over the next ten years and generate over **\$300M** in annual economic impact once full maturity is reached.



The International Processing Facility, currently under construction and slated to open in 2024, will be a major economic driver and is a milestone in the process to designate a Foreign Trade Zone at Tallahassee International Airport.

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)

In September 2023, the new Amazon robotic fulfillment center held its grand opening. Estimated to create **1,000+** full-time jobs, the Tallahassee-Leon County Office of Economic Vitality (OEV) and others held a series of Amazon pre-hiring information sessions aimed at providing valuable insights and resources to job seekers in our community. These information sessions proved a valuable platform for individuals interested in joining Amazon’s dynamic workforce. The sessions offered an overview of the available job positions, qualifications, application process, and overall work environment at Amazon.



STRATEGIES

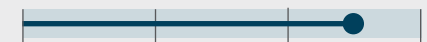
Strategy 4.1: Track and share dynamic risk, climate, and social vulnerability data for multi-sector resilience decision making.



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



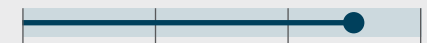
Strategy 4.3: Identify resilience priority zones and leverage existing funds to achieve resilience dividends.



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.

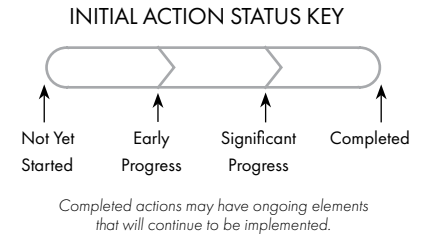


Strategy 4.6: Partner with agencies to build capacity and self-sufficiency in neighboring counties.



APPENDIX

GOAL 1: Public Safety and Preparedness



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.

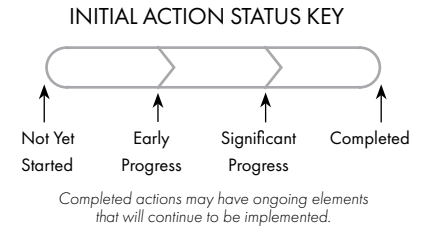
Provide advanced training for firefighters, police officers, and 911 dispatchers to better respond to increasingly complex crisis situations.	
Create a seamless integration between 911 emergency calls, 211 crisis hotline, and non-emergency service line.	
Promote the use of the City's Paid Time Off for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



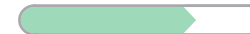
Codify resilient design by adopting high-performance building criteria for all new construction.



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



Incentivize sustainable building design and construction.

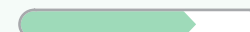


Strategy 2.6: Reduce energy use and achieve net zero local greenhouse gas emissions.

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.

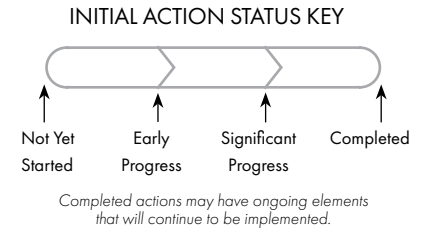


Invest in public infrastructure that supports community adoption of clean fuels and incentivizes lower energy use.



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.

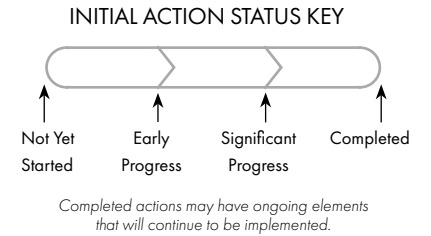
Implement safe and accessible shared micro-mobility options.	
Update bus routes to better serve transit-dependent residents and expand to low-access areas.	
Build up sidewalk infrastructure and complete streets to make walking and biking safer.	
Transition the City’s fixed-route buses and light duty 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



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.	


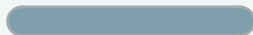

Strategy 4.2: Mainstream vulnerability assessments and resilience adaptation into the City’s guiding strategies, plans, and policies.

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.	



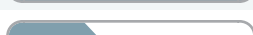

Strategy 4.4: Drive innovation and creative use of City data through research and entrepreneurial partnerships.

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.	



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