



BACKGROUND

In October 2018, county and local government elected officials from throughout the Tampa Bay Region voted to sign a memorandum of agreement creating the Tampa Bay Regional Resiliency Coalition. The MOU calls for the creation of a Regional Action Plan with strategies for coordinated regional preparation for and adaptation to a rapidly changing global environment. The MOU also calls for the plan to identify funding strategies at the local, state and federal levels for mitigation and adaptation actions to deal with those impacts.

CONTEXT FOR READING THE OBJECTIVES AND ACTIONS

The Regional Resiliency Action Plan is intended to serve as a guiding framework and provided a menu of best practices, which will be implemented locally and together as a region. TBRPC staff reviewed resiliency plans, recommendations and frameworks used around the country and state to identify promising practices that would work in our region. The TBRPC staff also received recommendations on best practices being implemented in region – so the plan builds on the priorities and work of member governments. The plan defines regional collaboration and actions that will enhance consistency in implementation across jurisdictions.

The actions reflect a compilation of best practices, are voluntary and should be viewed by local governments as recommendations.

Recognizing that Coalition members have different levels of resources and are at different stages in resilience planning, the plan is designed to support local governments from small to large. It includes a range of actions which will enable local governments to implement “low hanging fruit” and new innovative approaches.

LOCAL GOVERNMENT AND STAKEHOLDER INPUT ON THE DRAFT PLAN

Stakeholder feedback is essential to ensure the proposed actions match local and regional priorities. The ownership of the plan belongs to the member governments of the Resiliency Coalition. As such the top priority is ensuring that the plan aligns with the priorities of member governments and is supported by the Coalition Partners.

The TBRPC asks that member government staff conduct meetings for interdepartmental teams for review, forward to staff who have not been able to participate in the workshops and share the plan with relevant advisory boards.

Coalition Partners, community stakeholders, and subject matter experts are invited to provide comments. Your input will help to ensure the plan aligns with leading practices, is consistent with leading academic research, federal and state agency goals, and supports the priorities of organizations serving the communities in the region.



HOW TO PROVIDE FEEDBACK

Click on the links to download the [Regional Resiliency Action Plan Draft](#) in Word or PDF format. Please use the [comment](#) feature in Word or [add comments](#) in Adobe PDF.

When reviewing the goals, objectives and actions, **please include the number**. Feel free to provide specific copy edits to help enhance public understanding. You can also indicate actions that should be consolidated or removed. Or you may also propose new actions.

If necessary, the TBRPC will also hold a meeting with Coalition Members and Partners to review and discuss key topics. We also ask that you provide written comments to support the editing process.

DEADLINE FOR INPUT

Please submit your comments and feedback to cara@tbrpc.org by **May 28, 2021**. The TBRPC will combine comments in June and post the updated draft in July.

HAVE QUESTIONS?

Contact Cara Woods Serra (cara@tbrpc.org) or CJ Reynolds (cjreynolds@tbrpc.org).

CHAPTER 3

PEOPLE

*Organizational and fiscal
management and community
capacity building.*

GOAL 3

Promote leadership, education and empowerment both in government, and community and business organizations to foster the implementation of resiliency strategies.

In order to improve public safety, safeguard infrastructure, property and environmental services, and sustain basic quality of life, local governments across the region must build their internal capacity and partner with community organizations to build the capacity of current residents. The people chapter of the Regional Resiliency Action Plan focuses on how to build the capacity needed to adapt to the impacts of current and future climate conditions. This capacity must be built at all levels from elected officials to individual residents. To ensure equitable adaptation, it is important to prioritize community driven adaptation.

Organizational Capacity is important for local governments in implementing resiliency that is collaborative and cross departmental. This capacity building begins with the development of a local resiliency action plan that establishes the local government's priorities. These priorities can then be integrated into other plans, human resources management practices, and continued knowledge sharing.

To implement resiliency projects local governments must also consider the impacts of current and future climate hazard in their financial management including identifying innovative funding mechanisms for new projects. The Resiliency Coalition's Memorandum of Understanding also highlighted the need for the RRAP to identify funding strategies for mitigation and adaptation actions to deal with those impacts.

By working with residents to identify neighborhood priorities, local governments can better ensure that align with the values of residents. The TBRPC will collect best practices and identify funding sources for the development of a Resilient Neighborhoods Communication Toolkit. The toolkit should include innovative practices such as pop-up flood information centers, walking flood risk audits, and online engagement. The toolkit should also make recommendations for identifying best practices for implementing outreach and engagement programs, such as identifying community partners and working with neighborhood leaders. The TBRPC and their regional partners will identify funding sources for the implementation of a Resilient Neighborhoods Grant Program and provide local governments with financial assistance to implement the Resilient Neighborhoods Communication Toolkit. The Resilient Neighborhoods Grant Program will be modeled after the TBRPC's [Stormwater Outreach and Education Funding Program](#).

HOW DO WE GET THERE?

OBJECTIVE 3.1	Local governments develop a local resiliency plan or update the existing resiliency plans to include considerations of the impacts of current and future climate impacts of food systems, climate migration, and public health.
OBJECTIVE 3.2	Local governments maximize their ability to adapt to climate change through expanded internal capacity and cross-departmental coordination.
OBJECTIVE 3.3	Improve public safety, safeguard infrastructure, property and environmental services, and sustain basic quality of life by incorporating adaptation and risk reduction strategies in their Financial Management.
OBJECTIVE 3.4	Local governments with assistance from regional partners will develop consistency in communication and engagement for residents, businesses, and community organizations on the impacts of current and future climate impacts.
OBJECTIVE 3.5	Establish partnerships and support existing community and business groups that enable stronger collaborations between communities and business organizations to better prepare for current and future climate impacts.

Objective 3.1

Local governments develop a local resiliency plan or update existing resiliency plans to include considerations of the impacts of current and future climate hazards on food systems, climate migration, and public health.

Actions	
Local governments develop or update a resilience and sustainability plan to prepare for the impacts of current and future climate hazards.	<p>Lead Organization: Local Governments</p> <p>Partners: Neighboring jurisdictions</p> <p>Comprehensive Plan Themes: Capital Improvement, Intergovernmental Coordination, Coastal Management, Transportation, Housing, Future Land Use</p> <p>Topic Tags: Infrastructure, Long Range Planning, Budget, Capital Improvement, Governance</p>
Local governments include considerations of the impacts of current and future climate hazards on local food systems in their jurisdiction's resiliency plan.	<p>Lead Organization: Local Governments</p> <p>Partners: Neighboring jurisdictions</p> <p>Comprehensive Plan Themes: Future Land Use</p> <p>Topic Tags: Food Systems, Long Range Planning, Budget, Capital Improvement, Governance</p>
Local governments include considerations of the impacts of current and future climate hazards on local public health in their jurisdiction's resiliency plan.	<p>Lead Organization: Local Governments</p> <p>Partners: neighboring jurisdictions</p> <p>Comprehensive Plan Themes: Capital Improvement, Intergovernmental Coordination, Coastal Management, Transportation, Housing, Future Land Use</p> <p>Topic Tags: Public Health, Long Range Planning, Budget, Capital Improvement, Governance</p>
Local governments include considerations of the impacts of climate migration in their jurisdiction's resiliency plan jurisdiction.	<p>Lead Organization: Local Governments</p> <p>Partners: Neighboring jurisdictions</p> <p>Comprehensive Plan Themes: Capital Improvement, Intergovernmental Coordination, Coastal Management</p> <p>Topic Tags: Equity, Long Range Planning, Budget, Capital Improvement, Governance</p>
Local governments include renewable and resilient energy goals,	<p>Lead Organization: Local Governments</p> <p>Partners: Neighboring jurisdictions</p>

<p>strategies and target dates for municipal operations and public facilities in their jurisdiction's resiliency action plan. These may include various timelines or target dates</p>	<p>Comprehensive Plan Themes: Capital Improvement, Intergovernmental Coordination, Coastal Management Topic Tags: Equity, Long Range Planning, Budget, Capital Improvement, Governance</p>
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Objective 3.2

Local governments maximize their ability to adapt to climate change through expanded internal capacity and cross-departmental coordination.

Actions	
<p>Local governments synchronize the objectives of the jurisdiction's resilience and sustainability plan with organization and department strategic plans.</p>	<p>Lead Organization: Local Governments Partners: NA Comprehensive Plan Themes: Capital Improvement, Intergovernmental Coordination, Coastal Management Topic Tags: Infrastructure, Long Range Planning, Budget, Capital Improvement, Governance</p>
<p>Local governments synchronize the objectives of the jurisdiction's resilience plan with the Comprehensive Plan.</p>	<p>Lead Organization: Local Governments Partners: NA Comprehensive Plan Themes: Capital Improvement, Intergovernmental Coordination, Coastal Management Topic Tags: Infrastructure, Long Range Planning, Budget, Capital Improvement, Governance</p>
<p>The objectives of the jurisdiction's resilience plan are integrated into job descriptions and performance metrics.</p>	<p>Lead Organization: Local Governments Partners: NA Comprehensive Plan Themes: Capital Improvement, Intergovernmental Coordination, Coastal Management Topic Tags: Human Resources, Budget, Governance</p>
<p>Local governments will identify a point person, team, or dedicated role, with specific resiliency credentials and specified resiliency duties to</p>	<p>Lead Organization: Local Governments Partners: NA Comprehensive Plan Themes: Capital Improvement, Intergovernmental Coordination, Coastal Management</p>

coordinate resiliency programs across departments.	Topic Tags: Human Resources, Budget, Governance
The TBRPC will support local governments by developing guidance to help local governments create appropriate job descriptions and select the appropriate employee to fill that role.	Lead Organization: TBRPC Partners: Local governments Comprehensive Plan Themes: Capital Improvement, Intergovernmental Coordination, Coastal Management Topic Tags: Human Resources, Budget, Governance
The TBRPC leads the creation of the development of professional development programs to increase cross-departmental knowledge of links between health, racial, and social equity in context of current and future climate impacts.	Lead Organization: TBRPC Partners: Local governments, public health experts, nonprofit partners Comprehensive Plan Themes: Capital Improvement, Intergovernmental Coordination, Coastal Management Topic Tags: Human Resources, Budget, Governance
The TBRPC will coordinate annual presentations to bring in new knowledge for Elected Officials on priority topics aligned with the objectives of the RRAP which may include but not be limited to renewable energy, green infrastructure, heat impacts, health impacts, and/or transportation.	Lead Organization: TBRPC Partners: local governments Comprehensive Plan Themes: Capital Improvement, Intergovernmental Coordination, Coastal Management Topic Tags: Infrastructure, Long Range Planning, Budget, Capital Improvement, Governance
The TBRPC will partners with local governments to provide annual presentations for staff and community members on priority topics aligned with the objectives of the RRAP which may include but not be limited to renewable energy, green infrastructure, health, heat impacts, and/or transportation.	Lead Organization: TBRPC Partners: local governments Comprehensive Plan Themes: Capital Improvement, Intergovernmental Coordination, Coastal Management Topic Tags: Infrastructure, Long Range Planning, Budget, Capital Improvement, Governance
Local governments add a full-time floodplain manager role.	Lead Organization: Local Governments Partners: NA Comprehensive Plan Themes: Capital Improvement, Intergovernmental Coordination, Coastal Management Topic Tags: Infrastructure, Long Range Planning, Budget, Capital Improvement, Governance
The TBRPC partners with local governments to create an implementation matrix to identify	Lead Organization: Local Governments Partners: neighboring jurisdictions

annual progress on incorporation of RRAP actions.	Comprehensive Plan Themes: Capital Improvement, Intergovernmental Coordination, Coastal Management Topic Tags: Infrastructure, Long Range Planning, Budget, Capital Improvement, Governance
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Objective 3.3

Local governments, with support from the TBRPC incorporate adaptation and risk reduction strategies into local financial management practices.

Actions	
Local governments conduct critical infrastructure vulnerability assessments and cost/budget impact analysis to future conditions.	Lead Organization: Local Governments Partners: Neighboring jurisdictions Comprehensive Plan Themes: Capital Improvement, Intergovernmental Coordination, Coastal Management Topic Tags: Infrastructure, Long Range Planning, Budget, Capital Improvement, Governance
Local governments will begin to assess infrastructure and redevelopment projects and prioritize those projects that produce the best net benefits for long term public safety, and long-standing environmental, health, and economic disparities in low-income and minority communities.	Lead Organization: Local Governments Partners: Neighboring jurisdictions Comprehensive Plan Themes: Capital Improvement, Intergovernmental Coordination, Coastal Management Topic Tags: Infrastructure, Long Range Planning, Budget, Capital Improvement, Governance
Local governments will develop a financial plan to assess the overall cost of adaptation and mitigation and incorporate these costs into their budgetary processes.	Lead Organization: Local Governments Partners: Neighboring jurisdictions Comprehensive Plan Themes: Capital Improvement, Intergovernmental Coordination, Coastal Management Topic Tags: Infrastructure, Long Range Planning, Budget, Capital Improvement, Governance
Local governments update the local mitigation strategy project prioritization process to assign higher priority to projects that adapt critical infrastructure in areas that are at risk of future climate impacts.	Lead Organization: Local Governments Partners: Neighboring jurisdictions Comprehensive Plan Themes: Capital Improvement, Intergovernmental Coordination, Coastal Management Topic Tags: Infrastructure, Long Range Planning, Budget, Capital Improvement, Governance, LMS

<p>Local governments with the support of the TBRPC will conduct an analysis to identify the feasibility of new funding mechanisms to implement resiliency projects and programs including but not limited to impact fees, Tax Increment Financing (TIF) and bonds.</p>	<p>Lead Organization: Local Governments Partners: TBRPC Comprehensive Plan Themes: Capital Improvement, Intergovernmental Coordination, Coastal Management Topic Tags: Infrastructure, Long Range Planning, Budget, Capital Improvement, Governance</p>
<p>Local governments identify and apply for grant funding opportunities to implement the objectives identified in the jurisdiction's resiliency plan.</p>	<p>Lead Organization: Local Governments Partners: Neighboring jurisdictions Comprehensive Plan Themes: Capital Improvement, Intergovernmental Coordination, Coastal Management Topic Tags: Infrastructure, Long Range Planning, Budget, Capital Improvement, Governance</p>
<p>The TBRPC will advocate for legislative action that will provide additional funding sources to implement adaptation and mitigation projects at the state and federal level with input from local government and other regional stakeholders to ensure consistency among advocacies.</p>	<p>Lead Organization: TBRPC Partners: Member governments Comprehensive Plan Themes: Capital Improvement, Intergovernmental Coordination, Coastal Management Topic Tags: Infrastructure, Long Range Planning, Budget, Capital Improvement, Governance</p>

Objective 3.4

Local governments with assistance from regional partners will develop consistency in communication and engagement for residents, businesses, and community organizations on the impacts of current and future climate impacts.

Actions	
<p>The TBRPC will create a regionally consistent flood education program with messaging for the following audiences: real estate agents, property buyers, homeowners, and renters.</p>	<p>Lead Organization: TBRPC Lead with Local Governments review Partners: SWFWMD, Florida Floodplain Managers Association (FFMA) Comprehensive Plan Themes: Intergovernmental Coordination, Coastal Management</p>

	<p>Topic Tags: Infrastructure, Long Range Planning, CRS, LMS, Community Engagement</p>
<p>The TBRPC will support regional partners to advocate for requirement that buyers/renters be notified of their flood risk.</p>	<p>Lead Organization: FFMA Partners: SWFWMD, TBRPC Comprehensive Plan Themes: Intergovernmental Coordination, Coastal Management Topic Tags: Infrastructure, Long Range Planning, CRS, LMS, Community Engagement</p>
<p>Local governments provide education and information to the public and business community about potential hazards and property protection measures (i.e. events such as Hurricane Expo and general presentation to community group).</p>	<p>Lead Organization: Local governments Partners: Neighboring jurisdictions Comprehensive Plan Themes: Intergovernmental Coordination, Coastal Management Topic Tags: Infrastructure, Long Range Planning, CRS, LMS, Community Engagement</p>
<p>Local governments will annually provide outreach to repetitive loss areas as part of the Community Rating System outreach and repetitive loss property owner outreach programs.</p>	<p>Lead Organization: Local governments Partners: Neighboring jurisdictions Comprehensive Plan Themes: Intergovernmental Coordination, Coastal Management Topic Tags: Infrastructure, Long Range Planning, CRS, LMS, Community Engagement</p>
<p>The TBRPC will collect best practices and identify funding sources for the development of a Resilient Neighborhoods Communication Toolkit. The toolkit should include innovative practices such as pop-up flood information centers, walking flood risk audits, and online engagement. The toolkit should also make recommendations for identifying best practices for implementing outreach and engagement programs, such as identifying community partners and working with neighborhood leaders.</p>	<p>Lead Organization: TBRPC Partners: Member governments Comprehensive Plan Themes: Intergovernmental Coordination, Coastal Management Topic Tags: Infrastructure, Long Range Planning, CRS, LMS. Neighborhoods, Community Engagement</p>
<p>The TBRPC and their regional partners will identify funding sources for the implementation of a Resilient Neighborhoods Grant Program and provide local governments with financial assistance to implement the Resilient Neighborhoods Communication Toolkit. The Resilient Neighborhoods Grant Program will be modeled after the TBRPC's Stormwater Outreach and Education Funding Program.</p>	<p>Lead Organization: TBRPC Partners: Member governments Comprehensive Plan Themes: Intergovernmental Coordination, Coastal Management Topic Tags: Infrastructure, Long Range Planning, CRS, LMS. Neighborhoods, Community Engagement</p>

Objective 3.5

Establish partnerships and support existing community and business groups that enable stronger collaborations between communities and business organizations to better prepare for current and future climate impacts.

Actions	
Local governments will identify community-based organizations (i.e. chambers of commerce, urban leagues, neighborhood associations and/or neighborhood-based non-profit organizations) for potential partnerships and collaboration that support the implementation of the objectives of the jurisdiction's resiliency plan.	<p>Lead Organization: Local Governments Partners: Neighborhood Associations, Neighborhood-based nonprofits, area-specific business organizations Comprehensive Plan Themes: NA Topic Tags: Neighborhoods, Equity, Community Engagement</p>
Local governments will identify opportunities to provide interagency financial assistance to ensure community groups and nonprofits can implement engagement in low-income and minority communities.	<p>Lead Organization: Local Governments Partners: Neighborhood Associations, Neighborhood-based nonprofits, area-specific business organizations Comprehensive Plan Themes: NA Topic Tags: Neighborhoods, Equity, Community Engagement</p>
To encourage diversity, equity and inclusion, local governments will establish a Citizen Leadership Academy that educates on resilience strategies that can be implemented at the neighborhood level (i.e. walking audits, pop ups, home repairs) and supports CRS program goals.	<p>Lead Organization: Local Governments implement resources provided by TBRPC Partners: Private sector sponsors, Title 1 schools, Neighborhood Associations, Neighborhood-based nonprofits, area-specific business organizations Comprehensive Plan Themes: Coastal Management Topic Tags: Neighborhoods, Equity, Community Engagement, CRS, LMS</p>
Local governments will continue to engage graduates of the citizens academy and solicit feedback from this group for future resilience planning.	<p>Lead Organization: Local Governments implement resources provided by TBRPC Partners: Private sector sponsors, Title 1 schools, Neighborhood Associations, Neighborhood-based nonprofits, area-specific business organizations Comprehensive Plan Themes: Coastal Management Topic Tags: Neighborhoods, Equity, Community Engagement, CRS, LMS</p>

Regional Targets

1. The TBRPC supports local governments by developing guidance to help local governments create appropriate job descriptions and select the appropriate employee to fill that role.
2. The TBRPC leads the creation of professional development programs to increase cross-departmental knowledge of links between health, racial, and social equity in context of current and future climate impacts.
3. The TBRPC coordinates two (2) presentations per year to bring in new knowledge for Elected Officials on priority topics aligned with the objectives of the RRAP which may include but not be limited to renewable energy, green infrastructure, heat impacts, and/or transportation.
4. The TBRPC partners with five (5) local governments to provide presentations for staff and community members on priority topics aligned with the objectives of the RRAP which may include but not be limited to renewable energy, green infrastructure, heat impacts, and/or transportation.
5. The TBRPC creates an implementation matrix to identify annual progress on incorporation of RRAP actions.
6. The TBRPC will advocate for legislative action that will provide additional funding sources to implement adaptation and mitigation projects at the state and federal level with input from local government and other regional stakeholders to ensure consistency among advocacies.
7. The TBRPC creates a regionally consistent flood education program with messaging for the following audiences: real estate agents, property buyers, homeowners, and renters.
8. The TBRPC will support regional partners to advocate for requirement that buyers/renters be notified of their flood risk.
9. The TBRPC creates the Resilient Neighborhoods Communication Toolkit and implements the Resilient Neighborhoods Grant Program.

Local Targets

1. The local government has a resiliency plan any or all of the following: food systems, climate migration, renewable energy, and/or public health.

2. Local government's resiliency objectives are integrated into one (1) or more of the following: organization/department strategic plans, job descriptions, and/or employee performance metrics.
3. Local government has point person or team is identified to coordinate resilience programs across departments.
4. The local government has a full-time floodplain manager.
5. Local governments host at least two (2) special topic presentations/trainings that are open to staff and community members.
6. Local government has conducted critical infrastructure vulnerability assessments and cost/budget impact analysis to future conditions.
7. Local government has determined which infrastructure and redevelopment projects produce the best net benefits and incorporated these high priority projects into the Local Mitigation Strategy's project list.
8. Local governments has completed one or more of the following actions: (1) develop a financial plan to assess the overall cost of adaptation and mitigation, (2) incorporate these costs into their budgetary processes, (3) identify new funding mechanisms to implement resiliency projects and programs, and/or (4) apply for grant funding opportunities to implement the objectives identified in the jurisdiction's resiliency plan.
9. Local governments provide annual outreach about potential hazards and property protection measures to the following groups: (1) business community (2) repetitive loss areas (3) real estate agents (4) homebuyers or homeowners.
10. Local government has completed one or more of the following actions: (1) identify community-based organizations for partnerships (2) identify opportunities to provide funding to community-based partner organizations (3) partner with community-based organizations to implement objectives of the jurisdiction's resiliency plan.
11. Local government has established a Citizen Leadership Academy and engages graduates from this group for resilience planning.